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Service Quality of Internationalization Services

Case Viexpo

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Tässä tutkimuksessa tarkasteltiin Osuuskunta Viexpon asiakkaiden laatukokemuksia yritysten kansainvälistymistä edistäviin palveluihin liittyen. Tutkimusongelmina oli saada selville kokevatko asiakkaat Viexpon tarjoamat palvelut laadukkaina ja miten paljon asiakkaat harjoittavat ulkomaankauppaa. Tutkimuksen tehtävänä oli tarjota sen toimeksiantajalle tietoa, jonka pohjalta palveluiden laatua voidaan arvioida ja kehittää

Tutkimuksen teoreettinen viitekehys muodostui pääasiassa palvelun laadun kuvaamiseen ja mittaamiseen tarkoitetuista konseptuaalisista malleista, joissa keskeisiä käsitteitä olivat palvelun tekninen ja toiminnallinen laatu, koettu palvelun laatu ja palvelun laadun osatekijät. Tutkimus toteutettiin laadullisella menetelmällä ja tutkimusaineisto kerättiin haastattelemalla Viexpon palveluita käyttäneiden yritysten edustajia.

Tutkimuksessa havaittiin, että asiakkaat kokevat Viexpon palvelut laadukkaiksi ja tulkittiin, että laatukokemuksen tärkeimpinä osatekijöinä olivat palveluntarjoajan luotettavuus ja empaattisuus asiakasta kohtaan. Viennin osuus tutkimukseen osallistuneiden yritysten liikevaihdosta oli keskimäärin yli 16 prosenttia. Koronavirustilanne oli vaikuttanut yritysten toimintaan vaihtelevasti, pääosin negatiivisesti.

Avainsanat	palvelut, palvelun laatu

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ABSTRACT

This study examined the quality experiences of co-operative Viexpo's customers concerning services that facilitate internationalization of enterprises. The research problems were to find out how Viexpo's customers perceive the quality of their services, and how much foreign trade is practiced by the co-operative's customers. The aim of the research was to provide information to the commissioner that could be utilized in evaluation and development of the services.

Theoretical framework of the study consisted of conceptual models aimed at describing and measuring service quality. The key concepts of the research were technical and functional quality of service, perceived service quality, and components of service quality. The study was carried out by using qualitative methodology. The data for the study was collected by interviewing representatives of companies that had used Viexpo's services.

The results showed that the customers perceived the services to be of good quality, and the share was that the most important components of quality experience were reliability of the service provider, and empathy towards the customer. The proportion of exports from the turnover of the participant companies was over 16% on the current average. Corona Virus situation had affected the operations of the companies varyingly, but mainly negatively.

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1   INTRODUCTION

It can be argued that most, if not all today's businesses compete with *services*, and the value created by the *service offerings* for the customer. It is fair to claim that customers do not actually buy products, and services as such, but the benefits that the product or the service produces instead. The aforementioned service offerings consist of *services, products, information, acknowledgement* and other factors that create value for the customer. This is called the *customer perspective* in business. (Grönroos 2009, 25; Gummesson 2008, 325-326)

Adopting *the service perspective* in business means that in addition to the primary services offered to the customers, e.g. consulting and logistics, lots of secondary services both subject to a charge and free of charge can be considered as significant competitive assets and utilized as a source of competitive advantage. Offering extra services to your customers is one way to beat a competitor who offers a similar *core product* with a similar price. Any company can adopt the service perspective into their strategy, regardless if they are operating on the market of consumer- or production goods, or having a product or service as their core product.

If a company chooses to implement the service perspective into their strategy, *service quality* will arguably become one of the most important determinants of success. According to Grönroos, it is absolutely necessary to deliver an acceptable result if the customers are to perceive the service as of good quality, but an excellent service process is what sets the business apart from others and guarantees a lasting competitive advantage. (Grönroos 2009, 28)

Viexpo's core product is services. More specifically, they offer services that aim to facilitate export and internationalization of Finnish *Small and Medium sized Enterprises*. They are called *Internationalization services.* (Viexpo 2020) The co-operative founded in 1970 has been through changes throughout the last three years. New employees have joined in the organization and the current Chief Executive Officer started on his position in 2018. In addition to the arrival of new employees, previous employees have left the organization. This thesis examines how the customers of the co-operative perceive the quality of services provided by the co-operative that has recently renewed itself. In addition, the research also aims to find out whether the services have the desired impact on the internationalization and exports of SMEs by adding value to their operations and activities.

1.1 Background and purpose of the research

It is reasonable to claim that research on service quality over the years has for the most part been divided into two schools, the Nordic- and the Mainstream - mostly US-led - approach on service research and development. The interest in service marketing began in the 1970s, after being mostly absent in management and business disciplines. Until that, experiences from mass production, and marketing of mass distributed goods had laid the foundation for dominating marketing management and mix approaches. Christian Grönroos, Evert Gummesson, and Richard Normann were some of the early advocates for service in Northern Europe. The 1980s and the 1990s were dominated by US research that was published in widely circulated and recognized US-journals, which were difficult to access for non-US authors. The integrative service paradigm of the 2000s has mostly been formed by the conclusions that the Nordic school has pointed to in the past decades. Service-dominant (S-D) logic introduced by Vargo and Lusch in 2004, co-creation of value, and integration of resources between stakeholders are concepts that have raised interest during the last two decades (Gummesson & Grönroos, 2012)

One of the latest developments of service research is the emergence of Transformative Service Research (TSR). TSR is a research domain that has a motivational focus on creating uplifting changes for individuals, communities, and service systems. Its purpose is to understand the connection between service and human well-being. (Previte & Robertson, 2019)

The main difference in approach between the two schools is that the mainstream approach takes traditional marketing concepts and models e.g. marketing mix, marketing planning and market segmentation as a starting point, and asks the research question: How do services fit in? The Nordic approach, on the other hand, starts with service as a phenomenon in its marketing context. This approach aims to find out how the models and concepts that support the understanding of service marketing should look like? The research question is: "What should marketing concepts and models look like to fit in?" (Gummesson & Grönroos, 2012)

The intent of this research is not to evaluate which approach is better, but understanding both approaches in service quality research is a sensible premise for the study.

The objective of this thesis is to investigate the impact and quality of services provided by Co-operative Viexpo. The co-operative provides Internationalization Services for companies all-over Finland, and focuses mainly on Small and Medium sized Enterprises located in three Ostrobothnian regions: Central Ostrobothnia, Southern Ostrobothnia, and Ostrobothnia. Viexpo belongs to Team Finland-network, which consolidates all the public service providers in Finland who work together to support internationalization and export trade of Finnish companies. Typical services provided by Team Finland-organizations include advisory- and financial services. Viexpo is the internationalization unit of the Centre for Economic Development, Transport and the Environment in Ostrobothnia. (Team Finland, Viexpo 2020)

Viexpo commissioned the research because the organization has found informing about their activities challenging, and the data received from this research would likely prove helpful in doing that. This is why the impact and value created by their services is a relevant research problem. This part of the research focuses mainly on the volume of exports created by Viexpo's customers. The research on service quality is the second major part of this research and it aims to provide insight on how the customers of Viexpo perceive the quality of their services, and which factors influence their quality perception.

1.2   Viexpo's services

The information presented in this section refers to the service descriptions provided by Viexpo's website.

Market analysis, consulting, translation and language services, integrated fair services, and export promotion trips are Viexpo's services. Market analysis helps to facilitate the company's internationalization process and provides the information that a company needs to develop a strategy for a new market. Consulting provides information to the customer about their operations and helps to develop them systematically. Translation and language services help the customer with translations and other needs related to foreign languages. Integrated fair services administrate and coordinate the participation of the companies to international fairs. Customers receive on-site support at the fair and help with finding potential customers and suitable contacts. They also have the opportunity to customize the service to their own desires and needs. Export promotion trips are tailor-made business trips to

international markets. Meetings with potential new contacts and customers are arranged for the participating companies. Excursions to companies or fairs are also offered according to the needs of the customers. Before travelling to the event, Viexpo offers a preparation package that includes information about the market, analysis of competition and finding potential contacts. Viexpo also helps customers in activating the new contacts after the trip. (Viexpo, 2020)

1.3 Research problems

The topic of this research is narrowed down to three main research problems. The First problem is to find out what makes a service of good quality in the minds of Viexpo's customers? It is important to understand what the customer's expectations towards the service process are in order to find out how Viexpo has been able to meet those expectations, which is the second research problem. The Third main problem is to know how much export turnover Viexpo's customers have acquired in Euros.

The focus of the research has been agreed upon with the Chief Executive Officer of Viexpo in a phone call that was made on March 10,2020. The Following research questions aim to help in solving the research problems:

- How do Viexpo's customers perceive service quality in the context of Internationalization Services?
- Have Viexpo's customers received service that is up to date and matches their needs and expectations?
- How much money do Viexpo's customers bring to Finland in foreign trade?

2 THEORETICAL FRAME OF REFERENCE

2.1 Service and Service Quality

2.1.1 Concepts

There are various definitions to the word *service* in English, each with a slightly different meaning or context. Gummesson (1993, p. 20) considered that there are three types of definitions for services, which include *Dictionary-type definitions*, *Definitions in official statistics,* and *Services Defined by Comparing Them with Goods.* Dictionary of Business by Collin and Hodgson (2004, 373) provides in total of eleven definitions to the word. For example, service may be defined as "*a piece of work done to help someone as a duty or a favor*", or "*a form of business that provides help in some form when it is needed, as opposed to making or selling goods.*" Online Business Dictionary by *Web Finance Inc.* defines service as "*a valuable action, deed, or effort performed to satisfy a need or to fulfil a demand.*"

Statistics Finland defines service as "*the result of a production activity that changes the conditions of the consuming units or facilitates the exchange of products or financial assets. Services are not generally separate items over which ownership rights can be established and cannot generally be separated from their production.*" Although this definition is valid for statistical means, it is not necessarily adequate as such for the purpose of this research because the definition is clearly more production- and transaction oriented than customer oriented. (Statistics Finland, 2020)

One way of defining services in more concrete terms is to compare them with goods. However, goods and services are often interdependent. Service operations depend on e.g. buildings, machinery, food, medicine, uniforms and brochures. Zeithaml, Parasuraman and Berry (1985) summarized the following unique features of services:

1. Intangibility, meaning that services are intangible, unlike goods which are tangible
2. Heterogeneity, meaning that services are non-standardized.
3. Inseparability, meaning that it is difficult to separate production of services from their consumption.
4. Perishability, meaning that services cannot be stored.

Using goods as a point of reference to establish what services are produces certain problems. One of them is the presumption that definition of goods is fairly unambiguous. Second problem is that it forces services to exist on the terms of goods instead of existing on their own. (Gummesson, 1993, 32)

Grönroos (2009, 25) suggests that services support the activities and processes of the customer, which means that all kinds of solutions consisting of goods, services, or both, are services.

Viexpo's form of business is to provide help and advice for its customers, and they do not make or sell goods, which means that their business model matches the definition of a service. The word *service* or *internationalization service* will be used to describe Viexpo's form of business in this text.

Collin and Hodgson (2004, 328) define *quality* as "what something is like or how good or bad something is." The ISO-definition of quality is "*The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs*." (OECD, 2006) Quality has also been determined by using empirical data, which will be introduced later in this paper (Table 3), as the SERVQUAL-model by Berry, Parasuraman and Zeithaml is introduced.

 Grönroos (2009) argues that the quality should not be defined too narrowly. Too narrow a definition will often result in restricted quality improvement efforts, which will likely fail in achieving the desired results. Service quality can be difficult to determine. Services tend to be complex in nature and they consist of processes in which production and consumption are not fully distinguishable and where customer often takes part in the production process. Complexity of services means that the service quality is inevitably an intricate thing as well. Quality can be "*anything that customers perceive it to be*".

2.1.2   Dimensions of Quality

The service quality perceived by the customer has two fundamental dimensions. They are called *technical-* and *functional quality*. Technical quality is the so-called *outcome dimension*. When a visitor receives his/her hotel room and bed, or a taxi takes a passenger to the desired destination, the functional dimension of quality is fulfilled. *What* is received from the interaction between the customer and the company is important to the customers, and it has a significant role in their assessment of the

service quality. Technical quality is often mistaken as the overall quality of the delivered service while it is actually just one of the quality dimensions. It is the technical solution to a problem that is left to the customer once the interaction between the customer and the company is over. (Grönroos, 2009)

The technical dimension does not include the entire quality experienced by the customer. *Functional quality* is the *process dimension* that is affected by the handling of the service process. *How* they receive the service, and experience the production- and consumption process simultaneously influences the quality perception of the customer. If we return to the earlier examples referring to technical quality, the behavior and attitude of the hotel's service staff as well as the appearance and cleanliness of the hotel premises are examples of factors that influence the customer's perception of functional quality. If a taxi is dirty, and the ride to the destination takes too long, the functional quality dimension appears to be poor, even if the technical requirement of getting to the destination is met. This will decrease the overall quality perception of the customer. In addition to these examples, lots of other factors may influence the functional dimension of quality, even other customers that use the same or similar service at the same time. Evaluating functional quality objectively is not as easy as evaluation of technical quality. (Grönroos, 2009)

2.2 Conceptual Models of Service Quality

Research on service quality has produced a variety of conceptual models that help to understand the subject. The following subchapter introduces five models of service quality.

2.2.1 Grönroos Model of Service Quality

Grönroos introduced the *Service Quality Model* and the concept of *perceived service quality*. This approach is based on research that looks into consumer behavior and how expectations placed on products and services influence the evaluation. The model, which is illustrated in Figure 1, was developed to work as a conceptual tool that would help managers and researchers to understand what service consists of in the mind of a customer. It can be considered as the basic model of service quality. (Grönroos, 2009, 99)

Dimensions of quality were introduced earlier in this paper. However, perceiving quality is more complicated process, and the perception of good, bad, or neutral quality is not solely based on the experiences that are received from the quality dimensions. The model illustrated in Figure 1 suggests that the *total perceived quality* consists of two main aspects: *expected quality* and *experienced quality*. This combination forms the *total perceived quality.* Expected quality is influenced by marketing communication, sales, image, oral communication and public relations. The needs and values of the customer also influence the expectations. Experienced Quality is influenced by technical and functional quality, which pass through the "filter" of the company image. In addition to total perceived quality, experienced- and expected quality influence each other. Company Image is influenced by the total perceived quality.
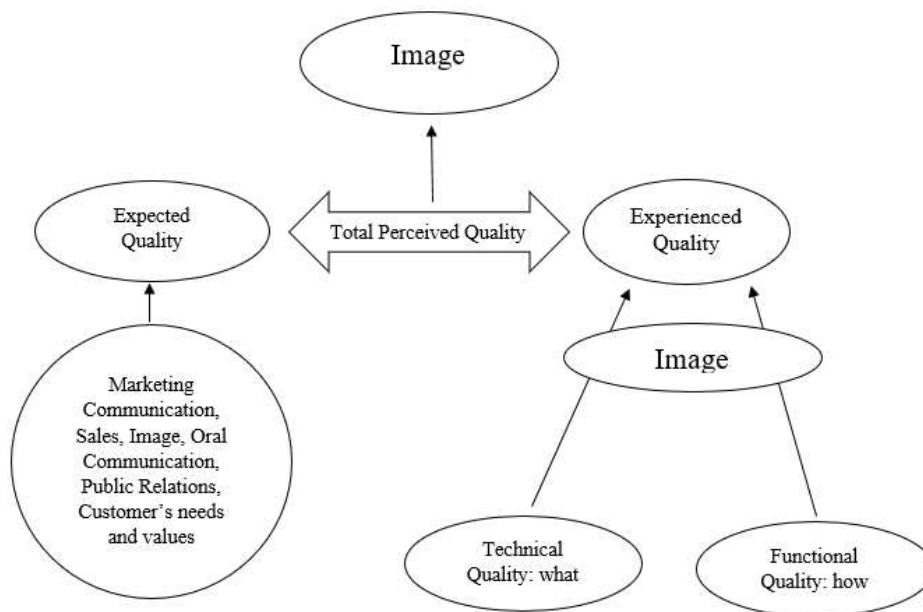

Figure 1, Grönroos Model of Service Quality. Source: Grönroos, (2009, 105. Figure 4.2.)

2.2.2 Synthesized Service Quality Model

Borgowicz, Delene and Lyth (1990, 39) introduced the Synthesized Service Quality Model, that is based on the synthesis of "Nordic school" of Service quality research and North American service quality research. The synthesized Model illustrated in Figure 2 divides experienced service quality into *technical service quality gap* and *functional service quality gap*. Together they form the *total service quality gap*. The gap is born when the service quality fails to meet the expectations of the customer. Customer satisfaction is achieved when the gap is closed, meaning that the service quality meets or exceeds the expectations of the customer. Customer experiences that affect the gaps apply to *technical services offered* and *functional services offered*, which together form *total services offered*. Customer expectations are influenced by external factors like culture, personal needs, earlier experiences, oral communication, media publicity and competition. Traditional marketing activities like advertising, personal selling, sales promotion, pricing and channeling also influence the expectations. Both external influences and traditional marketing activities have an impact on the Image of the company. This also means that the true nature of the *service offering* only partially determines the service quality. For example, if a company has a strong service reputation, customers may be more forgiving to a poor service experience. This also works the other way. If a franchise offers poor service at a certain location, the quality perception of the entire franchise chain is likely worse in that location than it might be somewhere else.

Identifying the gaps between customer expectations and perceived quality helps in taking corrective action in order to minimize and remove the gaps
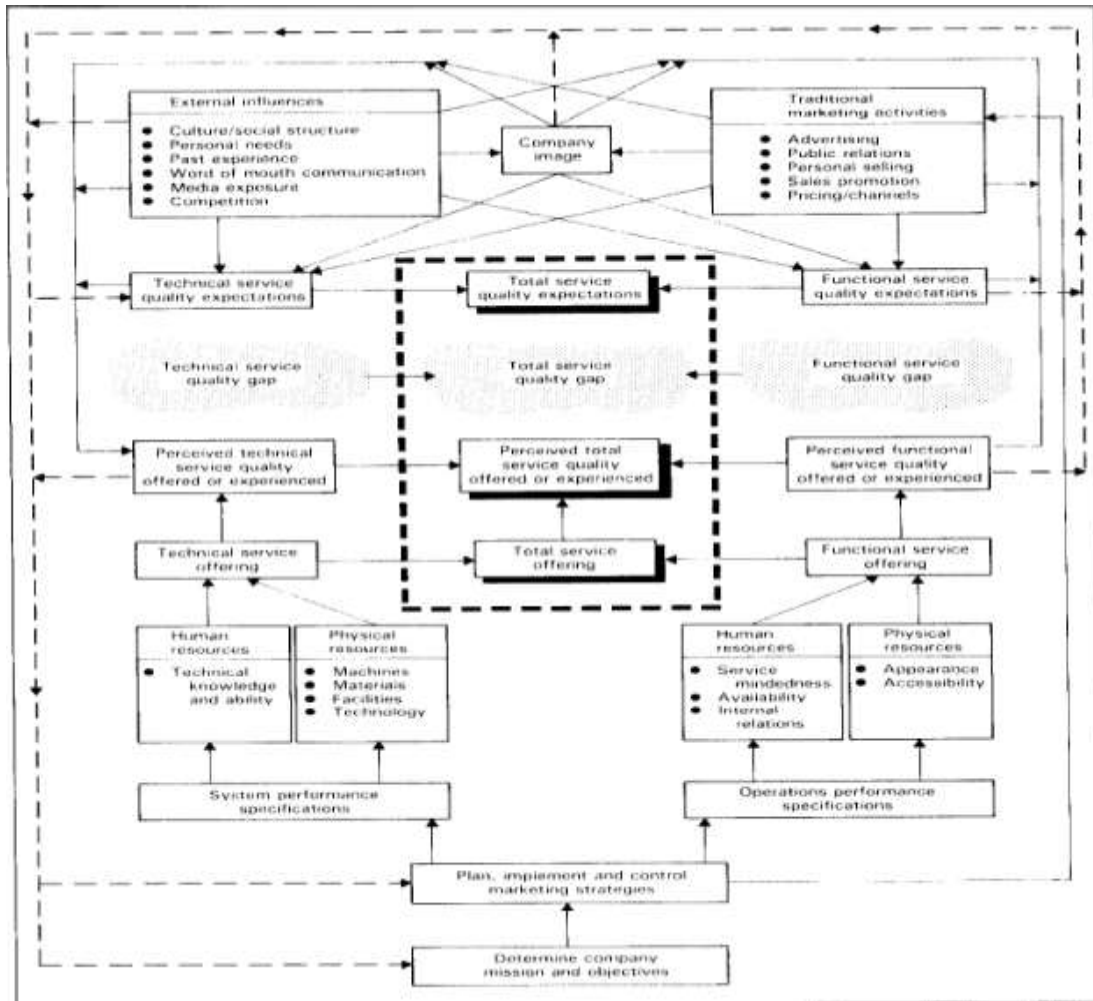
Figure 2 Synthesized Service Quality Model. Source: Brogowicz, Delene, Lyth (1990, 13. Figure 5)

2.2.3 Gummesson's 4Q-Quality Model

Evert Gummesson based his 4Q-model of Offering Quality on the earlier service quality models. The model visualized in Figure 3 includes both concepts familiar from the Grönroos Model and concepts derived from product-oriented quality studies. The idea that services and physical products are essential parts of offered services was the premise of creating this model. In this way, the model takes account the quality of the whole *service offering*, which often consists of both goods and services. Gummesson (1993, 217-221) describes the model in his book and states that the central element of the model is *customer perceived quality*. As in earlier models, it is influenced by *customer expectations*, *customer experiences*, and the *image* of the company. Both objective and subjective factors influence the perceived quality and it is also dependent on the factors that apply to individual customer, such as education, lifestyle, income, values, moods etc., as well as the context within which the customer receives a service offering. Marketing is engaged in managing expectations, experiences, and image, which means that it can influence the perceived quality. Direct connection between quality in perception and quality in fact is not thus necessary. (Gummesson 1993, 228-229)

The four 'qualities', or 4 Qs in the model of offering quality must be managed by the service provider for customer perceived quality to become satisfactory. The first two Qs constitute the *sources* of quality that are controlled by the service provider. They are called *design quality* and *production and delivery quality*. The latter two Qs form the *result* of the production of an offering. they are called *relational quality* and *outcome quality*.

Design quality, the first Q refers to how well the offering is designed. There are various applicable means to support the design of the offering, like drawings, flow-charts, specifications, or service maps for instance. If the design quality is low, it creates problems for the customer, management, contact staff, and support staff. For example, defects in sold machinery hurt the productivity of the customer, and keep the customer service and maintenance teams of the seller busy fixing the damage that is caused by inadequate design quality.

Production and delivery quality refers to how well the offering is produced as compared to the design. Delays, the need to correct errors, and missed sales opportunities are results of low production and delivery quality. It also disrupts customer relations. For services, production and service are often inseparable, while they are treated as separable for goods.

Customer's immediate perception of quality during the service production process is concerned by the third Q *relational quality*. Factors like impression of competence, appearance, behavior and attitudes of the employees influence the immediate quality perception and they are closely related to the *functional quality* dimension.

The fourth and final Q is the *outcome quality* and *future benefits* of the offering. This quality is concerned about the outcome dimension, or *technical quality* of the service offering, and the benefits it will yield in the future: "That maintenance of a car will extend its lifetime, that household appliances will work according to specifications, and that surgery will relieve the suffering of a patient in the future". In the case of Viexpo, high quality outcome for their service could for example be a seamless participation at a trade fair for the customer with a future benefit of finding a distributor at a new market.

These four qualities are all different, but significant nonetheless. All of them are interpretable in the context of goods, services, and total offering. The generalized version of the 4Q model should be adjusted to each case it is applied to and the weight of each quality depends on the type of offering. (Gummesson 1993, 229-230)
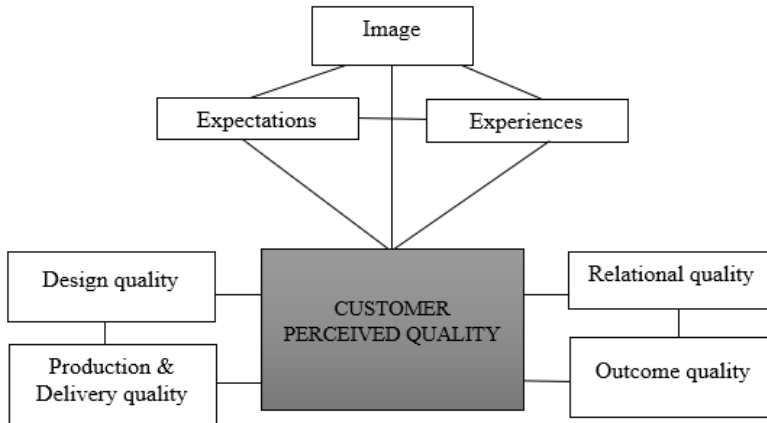
Figure 3 The generalized 4 Q model of offering quality. Source: Gummesson, (1993, 229. Figure 4.4)

2.3 Relationship Quality

The models that have been presented in previous paragraphs are static in nature, although *image* is a dynamic element within each model. However, as services are relationship-oriented processes, it is interesting, and important to take a closer look at customer relationships. It is natural that the quality perceptions of customers change over time, as the relationship ensues and develops. The quality perception of a customer changes dynamically, as there are multiple critical incidents within a service process. Relationship quality is a dynamic way of looking at perceived service quality, and it can be characterized as *long-term development of quality formation in continuous customer relationships*. (Grönroos 2009, 123)

Static models of service quality describe the quality on an *episode-level*. Dynamic models of relationship quality describe quality on all levels of the relationship. In the next paragraph, the relationship quality model that was developed by Liljander and Strandvik is introduced.

Tore Strandvik and Veronica Liljander developed a service quality model that consists of four key aspects. First aspect is that the model differentiates between the quality experienced in the service meeting and the quality on the relational level. Second, customer satisfaction and the value perceived by the customer is included in the model. The third aspect is that the model broadens the traditional concept of the gap between expectations and experiences by taking account multiple comparison

standards. Finally, the model includes variables that describe customer behavior. (Grönroos 2009, 127)

Individual service meetings are referred to as *episodes*. The quality perceived in a single service meeting is called *episode quality*. The *episode performance* in the mind of the customer can be compared to any norm or point of reference, not only to expectations. Alternatively, the comparison can be entirely omitted if that is perceived valid. In this model, the customer compares the *quality of an episode* to the required *sacrifice*, such as payment, or cost of down time, and forms an impression of value produced by the episode. This leads to either *episode satisfaction or* dissatisfaction. *The zone of tolerance* means the variation of performance levels that is tolerated by the customer. and it applies to both *episode- and relationship value*, which includes the level of satisfaction produced by comparing the *quality* perception, and the required *sacrifice.*

Performance of a certain episode influences *customer behavior*. Liljander and Strandvik argue that relationship performance, which can be seen as a function of all previous experiences, has greater effect on intended behavior than episode performance Among other factors, the behavior of the customer depends on how *loyal* and *committed* the customer is to the service provider. *Bonds* between the customer and the service provider form boundaries that make ending the relationship more difficult e.g. geographical, juridical, psychological or ideological bonds. Direct or inferred *disconfirmation* can influence both episode, and relationship quality together with service performance, or alone. *Comparison standards* exist on episode- and relationship level. On episode level, they can be predictive expectations, brand norm, adequate product norm, best brand norm, excellent service, ideal, or a competitor. They are same on the relationship level without the predictive expectation, which are episode-specific. Performance evaluation is filtered by *image*, which can also constitute a comparison standard itself. Image can be affected by all types of bonds and it is likely to affect and strengthen the psychological bonds. (Grönroos 2009, 127-128; Liljander & Strandvik 1995)
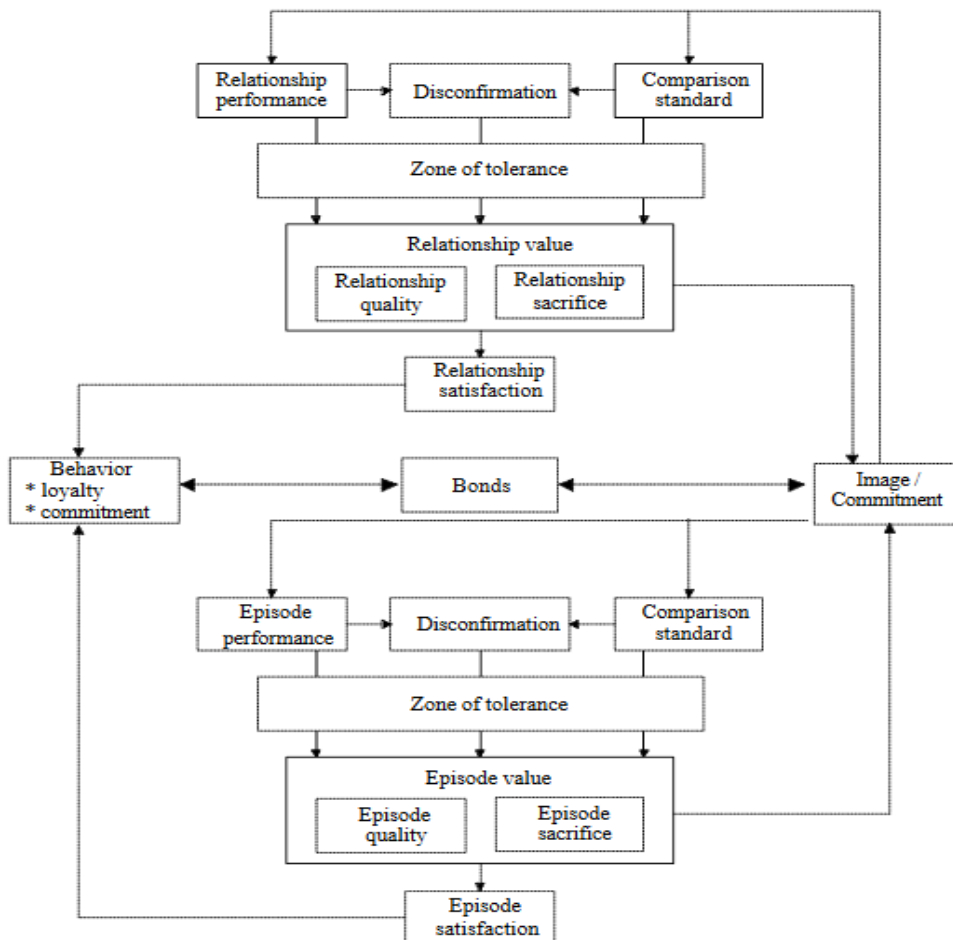
Figure 4 Conceptual Model of Relationship Quality by Liljander & Strandvik. Source: Liljander V. & Strandvik T., The nature of relationships in services. 6, Figure 1.

2.4 Service as a Facilitator in Value Creation

Service Dominant Logic (SDL) was introduced by Vargo and Lusch (2004, 2008a) as a perspective of value creation for business and marketing. SDL challenges the traditional division between goods and services by integrating them into *service (in the singular)* and *value proposition*. Value proposition stresses that the supplier has a proposition encompassing the *service* that this proposition can render, and the price the customer pays. The 'service' in SDL refers to service given by whatever is purchased, irrespective of it being goods or services. (Gummesson 2008, 10)

Grönroos and Gummerus (2014, 213) assess the Service Dominant Logic and compare it to *Service Logic* (SL) that they suggest as a managerial perspective for marketing. SL views service as a facilitator for customer's *value creation.* Value is determined as *value in use*, which is "a utility-based value concept evolving during use". It means that value is not generated until the service is used to support the customer's value creation process. Providing the service enables provider to capture value. In SDL, the service is exchanged for service, which means that both the firm and the customer can take the role of a service provider. *Value* is used with different meanings in different contexts instead of only *value in use*.

While the perspectives have certain differences, they also share an agreement on several fundamental points. They both start off from the premise that customers or any other beneficiaries of services co-create value with the service provider. The concepts direct companies' and managers' thinking towards complex value-creation processes and encourage them to break free from the conventional thought of marketing as simply one organizational function, and to see it as an organization wide responsibility instead. The difference lies in how the value creation is viewed by these approaches, and how they can be implicated in marketing. SDL is a metaphorical view of value co-creation, whereas SL is more of a managerial approach. In SDL, the approach is firm-centric and the service provider acts as a driver for value creation process. In SL, the process is customer-driven and the value is created in customer's processes. (Grönroos & Gummerus 2014, 206)

These concepts are also interesting in the case of Viexpo. It will be intriguing to see whether Viexpo has been able to successfully integrate their resources into their customers' processes by providing service that is capable of facilitating value-creation. If they have succeeded, it indicates that they are an impactful service provider that adds value to their customers' operations.

4 RESEARCH METHODOLOGY

4.1 Quantitative Methodology

Quantitative research method seeks to quantify data, and typically applies some sort of statistical analysis. The data is typically acquired from a sample of population in a structured manner, and it is presented in a numerical form. Quantitative research is "hard" science that aims to elicit specific information from respondents. The research setting is typically highly controlled, experimental, and outcome-focused. The method strives for generalizations which lead towards prediction, explanation and understanding. The method is suitable for establishing relationships and causation, testing a theory, and answering research questions: "how many?" and "what is the strength of association?". Focus of this methodology is concise and narrow, with high emphasis on reduction, control, and precision. (Anderson 2006)

4.2 Qualitative Methodology

Whereas the quantitative methodology can be characterized as objective and strict, the qualitative methodology is subjective and flexible. It is based on small samples that are acquired in an unstructured manner. The intent of this methodology is to provide insight and understanding as it lets the respondents express their feelings and experiences in their own terms. In qualitative research, the sample size is not a concern, but how "informal rich" the sample is. The basic elements of the analysis are words and ideas instead of numbers. The research setting in this methodology is natural, instead of controlled and experimental, and more process oriented compared to the outcome-focused quantitative methodology. Reasoning in this methodology is conducted inductively, which means that a set of observation is used to form a theory, or generalization. Qualitative research can be characterized as "soft" science. The methodology is suitable for creating a theory, and answering research questions: "what?" and "why?". (Anderson 2006)

4.3 Measuring Service Quality

This study aims to evaluate how customers view Viexpo's services. A natural way of doing that would be measuring the customer**s'** satisfaction on perceived quality. Two kinds of measuring instruments have been discussed and used in literature. Models based on attributes that describe characteristics of a service are mostly used in academic research and companies. Qualitative methods are not as commonly used. Usually respondents are asked to describe their perception of services, or service meetings. (Grönroos 2009, 113-114)

4.3.1   SERVQUAL

A well-known attribute-based model is SERVQUAL-method. Berry, Parasuraman and Zeithaml (1985) investigated the attributes of quality in services. Their research resulted in ten different attributes that determined the quality perception of customers. The initial ten determinants of service quality are presented and described in table below.

Table 1 Ten Determinants of Service Quality. Source: Berry, L. L., Parasuraman, A., Zeithaml, V. A. (*Journal of Marketing*, 1985 vol. 49 (Fall), 47. Table 1.)

DETERMI-NANT	DESCRIPTION
Reliability	Consistency of performance and dependability. Performing the service right the first time and honoring promises. Accurate billing, keeping records correctly, performing the service at the designated time.
Responsiveness	Willingness or readiness to provide service. Timeliness of service: mailing a transaction slip immediately, calling the customer back quickly, giving prompt service.
Access	Approachability and ease of contact: easily accessible by telephone, waiting time to receive service is not extensive, convenient hours of operation, convenient location of service facility

Courtesy	Politeness, respect, consideration, and friendliness of contact personnel, including consideration for the customer's property, and clean and neat appearance of contact personnel.
Communication	Keeping customers informed in language they can understand and listening to them. Explaining the service itself, the cost, the trade-offs between service and cost, and assuring the customer that a problem will be handled.
Competence	Possession of the required skills and knowledge to perform the service. It involves knowledge and skill of the contact personnel and support personnel, and the research capability of the organization.
Credibility	Trustworthiness, believability, and honesty. Having customers best interests at heart. Company name, reputation, personal characteristics of the contact personnel, and the degree of hard sell involved in interactions with the customer contribute to credibility.
Security	Freedom from danger, risk, or doubt, which involves physical safety, financial security, and confidentiality.
Understanding/knowing the customer	Making the effort to understand the customer's needs, which involves learning the customer's specific requirements, providing individualized attention, and recognizing the regular customer.
Tangibles	The physical evidence of the service, such as physical facilities, appearance of the personnel, tools or equipment used to provide the service, physical representations of the service. Other customers in the service facility also influence the quality perception.

In a reassessment of their earlier study, the ten attributes were later narrowed down to five components:

1. *Tangibles*: Physical facilities, equipment, and appearance of personnel
2. *Reliability*: Ability to perform the promised service dependably and accurately
3. *Responsiveness*: Willingness to help customers and provide prompt service
4. *Assurance*: Knowledge and courtesy of employees and their ability to inspire trust and confidence
5. *Empathy*: Caring, individualized attention the firm provides its customers

Items representing seven original dimensions – communication, credibility, security, competence, understanding/knowing customers, and access – are contained in the last two dimensions (assurance and empathy). Therefore, facets of all ten originally conceptualized dimensions are captured by the five dimensions. (Parasuraman, Zeithaml, Berry, 1988, 23-24)

The method relies on the above-mentioned five components and on comparing the expectations of customers to their experiences. The components are usually described by 22 attributes and respondents are asked to state what they expect from the service, and how they perceived it. Scale of seven points is used with the extremes of "totally disagree" and "totally agree". The result that depicts the total perceived quality can be calculated on the basis of deviations between the expectations and perceptions of the respondents. The more clearly results indicate that the perceptions are weaker than the expectations, the poorer the perceived quality is. (Grönroos, 2009, 116)

According to Grönroos, the scale of the model should be applied advisedly, and the validity of its components and attributes should be considered before using the model in measurements. Markets and cultures differ from each other, and sometimes new perspectives should be added to the list of attributes, and some of the existing attributes might have to be removed depending on the case. Grönroos also discusses certain validity issues that stem from comparing expectations with experiences. Those problems can be summarized into three points. The first problem is that if expectations are measured *after* the service experience or during it, the expectation skewed by the experience is measured, instead of the actual expectation. The second point is that it is not necessarily sensible to measure expectations *before* the service, because customers might not compare

their experience with their expectations up-front. The experience itself may change their expectations, and if that happens, the changed expectations should be measured instead. The third claim is that it is not sensible to measure expectations because experiences are perceptions that apply to reality, and they automatically include earlier expectations. Measuring expectations first and experiences later leads to expectations being measured twice. (Grönroos, 2009, 117-119)

SERFPERF-method suggested by Cronin and Taylor (1992) only measures the performance of the service. In some cases, it may turn out to be a more convenient method than SERVQUAL in attribute-based measurement. The researcher drafts a group of attributes that describe the service that needs to be examined as thoroughly as possible. The quality experiences of customers are measured only as far as those attributes are concerned. This method makes controlling the measurement and analyzing data easier. (Grönroos, 2009, 119)

4.3.2 Critical incidents

Methods based on attributes are suitable for quantitative research. Service quality can also be studied with qualitative methods. Examining *critical incidents* is one way to find out how customers perceive service quality. In this method, the respondents are usually asked to think about incidents, in which the service or any part of the service process including the outcome deviated negatively or positively. The respondents are then asked to describe as thoroughly as possible *what happened* and *why they perceived the incident to be critical*. The descriptions of critical incidents are then analyzed and conclusions are drawn on what kind of quality issues emerge, and why they emerge. Positive experiences are assessed in a similar manner (Grönroos 2009, 120)

4.4 Measuring the impact of Viexpo's services

Out of commissioner's request, this research aims to assess the impact of Viexpo's operations by providing numerical data about foreign trade practiced by their customers. The figure selected to measure the impact of Internationalization services is the *percentage of exports in company's turnover*. The aim of Internationalization Services is to facilitate foreign trade and export of Finnish Small

and Medium sized Enterprises. *Export turnover* indicates whether the services that have been integrated into the customer's operations have had the desired effect, and whether Viexpo and their customers have been able to co-create value.

4.5   Choosing the Methodology

The research problems were broken down to three research questions at the beginning of the study. The first two questions ask how Viexpo's customers perceive service quality in the context of Internationalization Services, and whether they have received service that is up to date and meets their needs. When we refer to the theoretical framework of this study, it becomes clear that these questions apply to expected and experienced service quality that were depicted in the conceptual models of service quality.

These questions could be approached by using either quantitative or qualitative instruments that have been introduced above. Qualitative approach featuring SERVQUAL-attributes has been selected to address these questions. The reason for this is that SERVQUAL-attributes are applicable to various services, and the earlier mentioned five components provide a serviceable basis for establishing typical features of services. (Grönroos 2009, 117)

In addition to the rationale behind the selected methodology, it is important to take account the prevailing conditions in the business environment. At the time of this study, global COVID-19 pandemic has imposed major restrictions on trade nationally and internationally, which has put several companies in a difficult position. This may result in reluctancy to take part in this study, which means that acquiring a sample large enough to produce a reliable result with quantitative method could prove to be a challenging task.

The third research question concerning foreign trade figures of Viexpo's customers requires eliciting specific information from the respondents, and should be approached quantitatively. This is reasonable because quantitative methodology is suitable for answering the question: "how much?" and the goal is to find objective, "hard" evidence on the foreign trade turnover. This type of problem cannot be approached subjectively in a flexible manner, which makes qualitative approach obsolete for addressing this research question.

When we take into account the requirements of the dyadic research problem, and the current circumstances, it is apparent that a *pluralistic* approach needs to be taken in order to answer the research questions. Pluralistic methodology combines quantitative and qualitative methodologies. Service quality will be studied qualitatively and the impact of Internationalization Services will be examined quantitatively by acquiring numerical data of export turnover generated by Viexpo's customers.

4.6   Planning the interview process

The selected method to carry out the research was to conduct interviews with representatives of companies that have used Viexpo's services. In the interviews, the respondents were allowed to express their thoughts and feelings confidentially in their own terms. In order to avoid human contact during the COVID-19 situation, the interviews were conducted remotely by telephone or online.

4.6.1   Designing the Interview form

The first three questions of the interview form (Appendix 1) are warmup-questions that are easy to answer, and help to inspire confidence between the interviewer and the respondent. Answering these questions provides background information about the company. After the opening section, the interview proceeds theme by theme. The themes are named after the five components of SERV-QUAL-model and each of them includes one to two questions that are related to the component in question. The interview questions are posed in such a manner that the respondent has to elaborate his/her answer in order to elicit words and ideas that are needed for the analysis. The interview is closed with a question related to company's export turnover and asking about the effect of COVID-19 situation on company's operations.

4.6.2   Cover letter

The purpose of the cover letter is to introduce the researcher and explain the purpose of the research. It also clearly states how the results of the research will be used and that the interviews are confidential conversations between the interviewer and the interviewee. The cover letter explains how the interviews are conducted and suggests that the interviewee familiarizes themself with the questions in order to prepare for the interview. The contact information of the researcher is also provided at the end of the letter, next to the name of the researcher.

4.6.3 Pilot Interview

The interview form was tested in order to make sure that it was suitable for carrying out the interviews. Testing the form in a pilot interview helps to decide whether the researcher can proceed with the study, or if corrections have to be made before moving forward. In this study, the pilot interview was conducted with one of the companies nominated to the research. In this interview the respondent was able to answer all the questions and describe his thoughts and feelings in a way that identifying important words and ideas was possible for the researcher. The interview took approximately 13 minutes, which was a reasonable time frame. The structure of the interview proved to be functional, but it also became clear that while the respondent understood the questions, some additional questions were needed in order to get more elaborate answers concerning a given topic. Explaining the "theme" of the question more thoroughly to the respondent also resulted in more elaborate answers. On the basis of the pilot interview, it was possible to carry on with the research without making major changes to the interview form, but it was important for the interviewer to take an active role in the process in order to make sure that the interview questions are understood correctly.

4.6.4 Contacting the respondents

The companies to be interviewed were nominated by the commissioner. The group consisted of Viexpo's customers that had used variety of Viexpo's services. The researcher had no prior information about what kind of attitudes and perceptions the companies held about Viexpo beforehand, excluding possible references on Viexpo's home page. The interview form with the cover letter was sent to representatives of all the nominated companies by email. It was challenging to reach participants via email so the people who could be reached by phone were picked for the interviews. Once the contact person agreed to be interviewed, the interview was carried out at the time that was agreed upon.

5   RESULTS

In addition to the pilot interview, one person from six different companies was interviewed for the research. The companies operated in different lines of business and industries ranging from metal industry to natural cosmetics. All of the interviews were carried out over telephone and recorded in order to make it possible to transcribe and analyze the interviews later. Permission for recording the interview was asked every time before starting the interview. On average, an interview took 20 minutes, with the longest interview taking over 35 minutes and the shortest taking only 12 minutes.

5.1   Observations Theme by Theme

The interviews were divided to themes according to five components of the SERVQUAL model. Opening- and closing questions applied to background information and export numbers of the companies. The impact of the global COVID-19 pandemic was addressed in the final question of the interview. This section summarizes the observations concerning each theme of the interview.

5.1.1   Background and export numbers of the participants

The companies that participated had been operating for 43 years on average. The oldest company was 100-years old, and the youngest was 4-years old. On average, a company employed 36 people, and had exported for 24 years. Export accounted for an average of 16,6 % of the company's turnover. According to the latest financial information available at the time of this study, rounded up average annual turnover of a company was €5,28 Million. The latest publicly reported financial records were used in the calculations. For example, if the turnover from the financial year 2019 was not available, the number from financial year 2018 was used.

When the turnover (€5,28M) is multiplied by the proportion of exports (16,6%), the result is 865 000 € of average annual export turnover per company. The calculations are presented below:

Average annual turnover of a participant company (€):

$$\frac{8959000+2713000+108\,000+10762000+3099000+8260000+3055000}{7} = \frac{3956000}{7} = 5279429$$

5279429€ ≈ 5280000€

Proportion of exports on turnover (%): $\underline{15+10+7+10+10+15+49} = 16,57 \approx 16,6$
$$7$$

2800000€×0,166 = 864 480 ≈ 865 000

These calculations and their results are based on publicly available financial records, and information disclosed by the companies in interviews. It is important to note that the figures used in these calculations are crude and rounded up averages of numerical data that has been derived from a small sample, which means that the results should not be treated as highly accurate and precise evidence. They are limited to serve as approximate estimations and generalization of the export turnover that companies that took part in this study generate.

The names of the participants are not revealed in this paper in order to maintain the confidentiality of the study. When the third research question: "How much money do Viexpo's customers bring to Finland in the form of foreign trade?" is considered, the answer is that Viexpo's customers who partook in this study have an average annual export turnover of 865 000€ and export accounts for an average of 16,6% on their total turnover.

5.1.2 Tangibles

The companies were unanimously satisfied with the tangible attributes of Viexpo's services, although they did not seem to have a significant importance relative to the quality experience of the customers. The tangible attributes like, premises, equipment, and appearance of the personnel were described by adjectives like 'appropriate', 'clean', 'functional', 'youthful', 'sporty' and 'professional'.

Tangibles were only perceived as positive, and they did not worsen the quality experience of the customers. Premises and equipment were perceived to be less important determinants for service quality, which can be explained with the fact that customers do not necessarily have to visit Viexpo's premises at all during the service process. This leads to a conclusion that more weight is placed on the appearance of the personnel. One interviewee mentioned that they would not have proceeded with the service provider if the contact person would not have been businesslike.

5.1.3 Reliability

When the company representatives were asked about the attributes related to reliability, such as accuracy and consistency, they were generally very pleased with how Viexpo had been able to deliver their services according to what was agreed upon. None of the interviewees reported about particular issues regarding this service quality determinant, and majority of them explicitly stated that they consider Viexpo to be reliable, if not very reliable service provider. One of the respondents characterized reliability as "Probably not perfect, but good enough" and stated that if short-comings in service occurred, an effort was made to fix them for the next time and that learning occurs on both sides: the company and the service provider. One of the company representatives was pleased that a malfunction in electrical billing was dealt with in a prompt manner. Reliability was also described as follows:

"You know precisely, that you can rely on Viexpo, when you compare them to similar service providers

"The research, or anything else that they have done has been accurate and consistently executed according to what has been agreed upon."

5.1.4 Responsiveness

Every interviewee had a similar perception about this theme. They were happy to receive quick answers to their questions and requests, either during the same day or the next day at latest. One respondent even stated that sometimes they wonder whether they are the only company that Viexpo serves, because they respond so quickly. The studied companies were unanimous about the responsiveness of Viexpo, which was seemingly on a satisfactory level.

5.1.5 Assurance

This theme received versatile answers from companies, although everyone shared a positive perception about this service quality component. The interviewees appreciated that they were kept up to date during the service process, their questions were always answered as soon as possible, and that the matters related to the service were discussed openly. The extensive groundwork that was made at an early stage of the service process helped one of the customers to become assured that the service provider is up to the task and has the interests of the customer in mind. One respondent

highlighted the significance of a long relationship, and the importance of having a person working at Viexpo whom they really trust. According to them, the service process has become personified over time, and the assurance is born from the interpersonal relationship.

One interviewee appreciated that they can contact a certain person who they trust has the know-how on certain markets, which inspires assurance. The fact that several Viexpo's employees have personal experience of entrepreneurship was also a notable factor. One of the participants greatly appreciated that their contact person understood the everyday-life of an entrepreneur and was able to adapt the service accordingly.

5.1.6   Empathy

Empathy was a theme that was studied with two interview questions. The first question was about Viexpo's ability to acknowledge companies individually, and show that they understand the problems and needs of an individual customer. There was more variation in the answers than with the previous themes. One of the interviewees said that one target of development would be to discuss the expectations every time before starting with trade fair services. It is important to survey the starting situation. According to them, things tend to be done in the same way as they have been done before, and it would be important to have the discussion every time before starting with the service process so that disappointments could be avoided. However, they did say that Viexpo has listened to them with adequate precision.

One respondent stated that once their needs were discussed, they were understood and the process proceeded according to that: "*I noticed that they were able to handle it so that they didn't just use a standardized way to go through it. They were able to listen, and adapt their way of working according to that. They could also change the course of action along the way, which stood out as a positive thing. They were flexible and figured out new solutions.*" Another respondent provided a similar answer to the question. They stated that if it was not sensible for a company to join the trip to a target country of an export initiative, the time was utilized by finding an alternative way to help the company, which is very important to a small company that invests time and money to the service.

Generally speaking the companies were satisfied with the way that their individual needs had been acknowledged and understood. It seems that Viexpo has been able to provide the right solutions to the companies that participated in this study. One interviewee described the service as follows:

"Feels like they are present and genuinely involved with us. There are also those type of (service providers) that do half-baked market research without having their heart in it. They are genuinely with us."

The second question related to the theme concerned the accessibility of Viexpo's services. Again, the answers were for the most part similar. All the participants felt that they were able to reach Viexpo easily when they were in need of a service. Marketing messages and regular contacting was mentioned as an important way to bring the services at the reach of customers. Six out of the seven companies that were interviewed found that the marketing messages targeted towards them were useful, and that they received a fitting amount of them. One of the companies saw this as a target of improvement, since they felt that the messages are drowned in the flood of information that is coming through email, especially at the moment when a lot of work is done remotely. They suggested to be contacted by phone and be told about the services, so that finding a service suitable for them would be easier. Generally, the interviewees felt that they had been approached in a correct way, which had made Viexpo's service accessible to them.

Two of the companies mentioned that moving training sessions online that could not have been organized otherwise during the lockdown, has been convenient to them. This way the sessions are kept from being completely cancelled, or from being moved too far into the future. It has also made it easier to participate in a training session that would have otherwise been organized in an inconvenient location for the customer.

5.1.7 The Impact of COVID-19 Pandemic

The pandemic has affected every company, but the impact has been harder for some than others. Four companies did not see the situation as harmful to them as it could have been, and they have for the most part been able to proceed with their operations normally. Common problem for them was the inability to meet potential customers in a foreign market. One of the companies stated that their sales have not been affected at all and only difference has been slightly longer delivery schedules of raw materials, which is likely due to increase in demand, and not related to the pandemic. For the rest, the impact has been bigger, and the situation has especially reduced their foreign trade. One company's exports have halted completely, and they have tried feverishly to move sales online and find other solutions in order to cope with the situation.

5.2 Analysis of the results

Judging from the results, the tangible attributes should not be neglected, despite the fact that they are not perceived by the customers to be that important component of quality in the case of Internationalization Services. Tangibles can also be examined from the perspective of *implicit expectations*. The customers may consider their expectations towards tangibles as so obvious that they do not express them out loud, or think consciously about them as long as the expectations are met. These kinds of expectations only surface when the service provider fails to meet them. (Grönroos 2009, 134)

The fact that the service was executed according to customer's demands was a reoccurring statement in the interviews, which leads to an inference that based on the findings of this study. Viexpo seems to be able to perform the service correctly on a first try, and in an agreed time frame. This indicates that the service is reliable. When it came to responsiveness, all of the customers felt that Viexpo provides quick and prompt service, and answers questions quickly, either during the same day or the next day at the latest.

When we look at how people described the factors that affect assurance, it can be said that customers consider Viexpo's employees to be up to their tasks, and have the required expertise in order to do their work. They are able to inspire trust and sense of security among the customers by keeping them updated during the service process, and having a good relationship with them. If we look back at the relationship quality model of Liljander and Strandvik that was presented in the chapter on relationship

quality, we may point out that when the customers are satisfied with the relationship with the service provider, they also tolerate variations in performance better. The good relationship is influenced by the performance of service episodes, which indicates that Viexpo can perform well on both relational- and episode level. The fact that Viexpo's employees have been willing to learn from their customers in addition to bringing their own know-how to be utilized by customers has probably assured them about Viexpo's ability to solve their problems.

When it comes to empathy, it seems that companies were generally satisfied with the way that Viexpo had been able to understand their needs and situation individually whether it was about needing certain amount of room for a stand at a trade fair, or understanding the demands and dynamics of customer's business environment. One customer said that when finding retailers from a new market turned out to be challenging, the approach was changed midway by changing the focus from finding retailers to finding wholesale dealers. The fact that service provider did not give up with the task, but came up with an alternative option stood out as a positive *critical incident*. Viexpo was able to adapt and change their method of working when there was a need for that, which is an indicator of flexibility. (Grönroos 2009, 122)

The customers found the services to be accessible, and they were pleased with the fact that Viexpo knew how to approach them with right things with an exception of one customer who found emails to be an impractical way to approach them. Viexpo often visited the companies themselves or reached them by telephone, which is likely to be a smart strategy, since entrepreneurs can often be busy. Bringing training sessions online was also seen as convenient way to reach customers during unusual conditions. When these observations are considered, the customers are satisfied with the accessibility of the services, but not every company can be reached in the same way.

6   CONCLUSIONS AND DISCUSSION

6.1   Answering the research questions

When we look back at the first research question: "How do Viexpo's customers perceive service quality in the context of Internationalization Services?" I have come to an inference that Viexpo's customers put more emphasis on the *Reliability* and *Empathy* components of the refined SERV-QUAL- model than *Tangibles* and *Accessibility* on the basis of the observations that were made during the research study. It is reasonable to claim that companies operating on wide variety of businesses have often varying needs, which means that a service provider like Viexpo has to acknowledge them individually. Strictly standardized service would likely fail to meet the demands of a typical customer. The fact that companies were able to rely on Viexpo to deliver their services according to what was agreed upon, makes the life of an entrepreneur easier, since that frees time for them to do other things.

Expectations towards tangibles and accessibility are likely to be implicit among the studied companies, since they did not stress their significance during the interviews. Then again, it is likely that if the experiences related to these two components were poor, they would be perceived as more important. I would go as far as to claim that the quality of these components is perceived to be self-evident, and they are not really considered important until they are neglected.

In conclusion, when the observations made during this research are concerned, Viexpo's customers tend to emphasize reliability and empathy over tangibles and accessibility. It is important to note that despite these findings, none of the quality components should be ignored, since customers' expectations towards them are likely to be implicit in nature.

The second research question: "Have Viexpo's customers received service that is up to date and matches their needs and expectations?" can also be answered with the observations made in this research. The answer is yes. According to the findings of this study, Viexpo's customers have received service according to the specifications that were agreed by the customer and the service provider. The findings suggest that extensive groundwork at the beginning of the service process is a key factor in providing services that match the needs of the customers and that the groundwork should be done every time when service is offered.

The third research question was answered earlier under the heading 5.1.1. The conclusions were drawn deductively by taking the premises that were available for the researcher, and turning them into a generalization of the export numbers. These generalizations are valid when only the group of companies that took part in this study is considered and they cannot be used as a reliable description of the entire customer base of Viexpo.

6.2 Discussion and suggestions for further research

"Saturation means that a researcher can be reasonably assured that further data collection would yield similar results and serve to confirm emerging themes and conclusions."-Faulkner and Trotter 2017

The answers to the interview questions started to follow a similar pattern, so I decided to stop acquiring more data after the seventh interview. I was confident that I was able to form inductive generalizations out of the data I had collected, and it turned out to be so. While I was satisfied with the amount of data, I cannot be sure that conducting new interviews would not have produced new information, which makes defining a saturation point for a research challenging. It is likely that more heterogeneity would have occurred in the answers had I conducted for instance twelve interviews instead of seven. Another question is whether I would have been able to get in touch with that many companies in order to set up an interview, and whether I would have had time for that. In this case, it was not as easy to get companies to participate in this study as I had imagined, but it is understandable due to the circumstances that prevailed during March and April of 2020. It is plausible that many companies were busy finding out ways to cope with the challenges that Corona Virus had imposed for trade and economy.

If I would do this research again, I would take more time to plan it more carefully at the beginning, since it would have made writing the theoretical framework easier and quicker, which would have allowed for more time for the interview process and analysis of the results. For future research, I would suggest looking into Service Logic and value co-creation processes between Viexpo and their customers, since the discussions with the company representatives hinted that there are already elements of co-creation in the interaction between Viexpo and the SMEs of the region.

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THE INTERVIEW QUESTIONS

Background

1. **How long has the company been in operation?**

2. **How many people does the company employ?**

3. **How long has the company done export?**

Tangibles

4. **How physical facilities, equipment, appearance of personnel and other tangibles affected your service experience with Viexpo?**

Reliability

5. **In which ways reliability, accuracy and consistency manifest themselves in Viexpo's services?**

Responsiveness

6. **How do you evaluate the personnel's ability to provide prompt service and answer to requests?**

Assurance

7. **What kind of factors inspired trust and provided sense of security during the service process?**

Empathy

8. **How Viexpo's personnel acknowledged your company individually, and showed that they understand your problems and needs?**

9. **In which ways has Viexpo brought their services accessible to companies?**

Lastly

10. **What is the proportion of exports from the company's turnover?**

11. **How has Corona Virus situation affected the company's operations and export?**