Customer Satisfaction Survey for Global Warranty Service Handling in Company X

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Laurea University of Applied Sciences   **Abstract**
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The purpose of this thesis was to measure customer satisfaction of a warranty service in an international business-to-business setting by investigating the perceptions of the current service users. Since the service studied is a company internal service it was necessary that the published results could not be linked to the case company and that specific information about the nature of the service was not included in the thesis.

The questionnaire from the previous surveys was used as a frame for creating a standardised and more extensive questionnaire for this research. The enhanced questionnaire was used to measure the satisfaction of the current service users for 2010. The results gained from the research are presented and analysed in the thesis, and based on the findings corrective actions are proposed. In addition to measuring the satisfaction of the service users, their awareness related to the service content was evaluated.

The primary data for the research was collected using a quantitative questionnaire. The email request to participate in the online survey was sent to all active users of the service, altogether 152 people. Qualitative methods, more specifically interviews, were used after the survey to support the quantitative findings and to collect more specific information from some respondents. Due to the fact that the respondents were located around the world (42 countries) the interviews were conducted over the telephone.

Based on the findings the current service users are satisfied with the service. The level of service provided by the service team was considered to be good. The users were also satisfied with the web tool used to handle the service cases giving it average or close to good grades. It also became evident that there is some level of ambiguity among the current users related to the service content, although the results gained from the questionnaire and the interviews were in some cases contradictory. Although the overall satisfaction is good, areas of improvement were found. Especially the web tool needs to be developed to better support the communication and follow up of the service cases.

Tämän tutkimuksen tavoitteena oli selvittää asiakastyytyväisyyden nykytila kansainväliselle B-to-B takuupalvelulle mittaamalla tämänhetkisten palvelukäyttäjien mielipiteitä. Tutkittava palvelu on yrityksen sisäinen, joten tutkimuksessa julkaistavat tulokset eivät saa olla yhdistettävissä yritykseen. Tämän lisäksi yrityksestä tai palvelusta ei voida antaa yksityiskohtaista tietoa tässä tutkimuksessa.

Aikaisemmissa tutkimuksissa käytettyä kyselykaavaketta hyödynnettiin luotaessa standardisoitua ja kattavampaa kyselykaavaketta tälle tutkimukselle. Parannellun kyselykaavakkeen avulla mitattiin palvelun nykykäyttäjien tyytyväisyyttä vuodelle 2010. Tutkimuksen tulokset esitellään ja analysoidaan lopputyössä. Saatujen tulosten perusteella ehdotetaan korjaavia toimenpiteitä. Asiakastyytyväisyyden mittaamisen lisäksi tutkimus mittasi myös nykykäyttäjien tietotasoa koskien tutkittavan takuupalvelun sisältöä.

Ensisijainen tutkimusmateriaali kerättiin määrällisesti kyselykaavakkeen avulla. Sähköpostipyyntö osallistua kyselyyn lähetettiin 152 henkilölle. Laadullisia metodeja, tässä tapauksessa haastatteluja, käytettiin kyselyn jälkeen tukemaan määrällisiä tuloksia ja keräämään lisätietoa kyselyyn vastanneilta henkilöiltä. Koska vastaajat olivat useista eri maista (yhteensä 42 eri maasta), haastattelut tehtiin puhelimitse.

Saatujen tulosten perusteella nykykäyttäjät ovat tyytyväisiä palveluun. Palvelutiimin palvelutaso arvioitiin hyväksi. Käyttäjät olivat myös tyytyväisiä internet työkaluun, jota käytetään palvelupyyntöjen käsittelyyn, antamalla sille keskitason sekä hyviä arvosanoja. Tulosten perusteella vaikutti, että käyttäjien joukossa on jonkinasteista epäselvyyttä takuupalvelun sisällöstä vaikkakin kyselystä ja haastatteluista saadut tulokset olivat tässä suhteessa vastakkaisia joidenkin vastaajien kohdalla. Vaikka yleinen tyytyväisyys oli hyvällä tasolla, kehityskohteitakin löytyi. Varsinkin internet työkalua tulisi kehittää, jotta se tukisi paremmin tiedonvaihtoa ja palvelupyyntöjen seurantaa.

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1   INTRODUCTION

This thesis examines an after sales service, more precisely a warranty service, in an international business-to-business setting. The study measures customer satisfaction of a service provided by the case company by investigating the perceptions of the current service users. The main objective of the research was to measure customer satisfaction and to identify the impractical and dysfunctional features of the service and use this information to further develop the service. The research was conducted for a specific team responsible for organising global warranty service in company X. The author is also part of this team. The foundation for the research came from the case company as well as the team. As the studied service was globally launched only a few years ago in 2007 only two customer satisfaction surveys had been conducted previously. Since the service is relatively new there was room for improvement and development for both the service itself, and the survey conducted annually.

When reviewing the studies conducted previously, as well as the related literature to gain a better understanding of the studied subject, it became evident that customer satisfaction and customer satisfaction measurement are vital factors for improving quality throughout the organisation. For example Grigoroudis and Siskos (2010, 1) emphasise the importance of knowing your customers and their needs by stating that "customer satisfaction is a baseline standard of performance and a possible standard of excellence for any business organisation".

The annual customer satisfaction surveys are a part of company X's global strategy of continuous process improvement and the target of gaining operational excellence. These targets have been defined in the company's strategy, mission and vision, and therefore also guide the processes and working methods. The target of operational excellence is gained through well-designed processes, efficient means of production and progressive working methods. In order to gain operational excellence the processes need to be systematically monitored and improved. Monitoring is done both internally and externally. Customer satisfaction surveys are one method of measuring the operational excellence externally. The feedback received from the surveys is used to improve the operations. Surveys are used to detect possible errors in the processes and working methods. The feedback gained from the surveys also helps to discover the best practices hence making it easier to organise daily work.

As this study was conducted to measure customer satisfaction for a service, it was necessary to familiarise with the concept of service and previous studies conducted to measure service quality. Throughout the literature and studies it was evident that quality of service is an important selling point, especially in the highly competitive industrial markets, and also a vitally important factor affecting customer satisfaction. Berry and Parasuraman (1991, 8)

point out that services provide companies, especially manufacturing companies, an opportunity for building sustainable competitive advantage. They state that a competitive advantage based on services is more easily maintained since it is harder for competitors to reproduce or clone exactly similar service, whereas goods and physical facilities can easily be copied.

1.1   Structure of the Study

This thesis will firstly present an introduction chapter in which the studied service is described. In this chapter the research objectives and research problems are also explained. This chapter is followed by a methodology chapter in which the research process, e.g. data collection process and possible problems related to this particular research, is discussed. In the third chapter the theoretical framework for this research is presented. Following the theory is the empirical part of the study in which the findings from the survey are presented, analysed and evaluated. In the final chapter the presented theory is compared to the empirical findings in order to answer the research questions of the thesis, i.e. to draw conclusions based on the research findings and provide suggestions for service improvement and further research. Also the reliability and validity of the research are evaluated in the final chapter.

1.2   Company and Service Presentation

The case company is a large global industrial group. As mentioned earlier since the studied service is a group internal service, it was necessary that the published results could not be linked to the case company and that specific information about the nature of the service was not distributed outside the company. Therefore the name of the company and the studied service are not revealed in the thesis. In order to distinguish the studied service from the other meanings of the word service, the studied service will be referred as DH service later in the thesis. Similarly term "DH team" will be used to refer to the team responsible for the studied service in the case company.

DH service is operated by a team of three people at the case organisation. The service was created as a part of a global project to better meet the demands of large international customers when handling cross-border warranty service. DH service offers help in handling international warranty cases in which the seller and the end customer are located in different countries. In these kinds of cases when the customer faces a problem the seller is not necessarily familiar with the service organisation of the country in which the end customer is located and therefore does not know how to organise fast service to the customer. It is also possible that there is no service organisation located in the end customer country which

makes it even harder for the sales unit to organise support for their customer. Before launching the DH service the sales unit was responsible for organising warranty service globally for their international customers. The problems with this were that often these two units were located on different time zones which caused delay in handling the case for the end customer. Also finding the correct people with the correct technical know how to handle the case and agreeing issues such as invoicing proved to be difficult. This kind of issues resulted in long response times to the service need of the end customers. DH service was created to coordinate global warranty service requests. This way there is only one contact for the sales people and the service providers for handling international warranty cases. Another advantage is that when the cases are handled and monitored by professionals who are well aware of the requirements for handling international warranties possible problems can be noticed beforehand and the whole process can be streamlined.

1.2.1   The Annual Satisfaction Surveys

As mentioned the studied warranty service is a relatively new service in the case company's service portfolio. Satisfaction survey have been conducted only twice before, in 2008 and 2009. Customer satisfaction surveys are continuously conducted within the company as a part of its strategy and customer satisfaction process. As a part of the process improvement it was necessary that the team's annual survey was screened and improved.

The previous surveys conducted have been fairly brief and simplified. The first survey which was conducted in 2008 after launching the service was done to find out if people were aware of the service and how much they knew about it. This survey was also distributed to a wide group of people (potential users). The second survey in 2009 was more clearly targeted to the already existing users of the service and the questionnaire was also more extensive. The aim was to find out how pleased the actual users of the service were with the service and how well aware they were of the services provided by the service team.

In order to collect more information about the perceptions of the current service users it was necessary to develop the questionnaire which had been used in the satisfaction survey in 2009. The aim was to find out what expectations the users of the service have, how well they know what the service team exactly does, how pleased they are with the service, what improvement ideas they have and what criticism they have to give. The developed questionnaire could also be used for the future annual surveys. The benefit of using a standardised questionnaire is that it allows comparison of results. In the future the results can be compared to those gained from the previous surveys, this way gaining a more comprehensive picture of the development of the service over a longer period of time.

1.3   Research Questions

The aim of this study was to find out how satisfied the current users of the service are with the service. The service manifests itself to the users in two ways; they are in contact with the team and they have an online tool for registering service requests. In order to measure the satisfaction for the service as a whole each part of the service needed to be studied as an individual. Therefore the thesis answers the question:

- How satisfied are the current users with the service, i.e. the team performance and the online tool, and finally, the service as a whole?

The service is used by different kind of user groups, each having different kind of role in the service handling process. Due to this, depending on their role in the case handling, the users might perceive the service differently. Therefore it needed to be studied if there are differences between the service user groups. Hence the thesis will answer the following question:

- Are there differences in the satisfaction level between different user groups?

Another important research question was the service awareness of the current users. The survey conducted in 2009 supported the observations of the team about the existing ambiguity among the service users concerning the service offerings of the team. Both the survey and experiences of the team members have shown that some service users are unaware of the services provided by the DH team. The fact whether the current users know what services are included in the DH service is measured and based on the results the following question is answered:

- Do the current users know what services the DH team provides?

Due to the urgency of the service, i.e. the cases are often critical as service is needed urgently to avoid long stoppage of production at the customer's premises etc. a 24h telephone service has been added as a part of the DH service. This helps to handle the critical cases globally despite possible time differences. The usage of the telephone service has not been as active as expected and it has become evident during the daily work that some users have not been aware of the possibility to use a 24h telephone service. Therefore it was studied if the current users are aware of the telephone service, and the following question is answered:

- Are the current users aware of the 24h telephone service?

2   RESEARCH METHODOLOGY

The aim of the research was to answer the research questions presented in the previous chapter. This is mainly done by collecting primary data, as explained by Webb (2002, 22). In this research primary data was collected by measuring service users' perspectives by using a questionnaire. The data collected with the questionnaire was analysed using statistical analysis programme SPSS. A qualitative method, i.e. interview, was used for the follow up of the questionnaire. Interviews were conducted with the respondents who had for example reported to be dissatisfied or unaware of the service content.

In order to better understand the studied subject and different data collection methods secondary sources, such as literature and studies conducted previously, were used. This research was a cross sectional study, i.e. a research which is given to the respondents at one point in time (Nardi 2006, 121). Although the customer satisfaction survey is conducted annually in Company X, for the purposes of this research only the results of the year 2010 are analysed.

2.1   Research Design

Quantitative research methods and more specifically a questionnaire was chosen due to several reasons. A self administrated questionnaire is time and resource efficient as proposed by Saunders, Lewis & Thornhill (2003, 285). Once the survey request has been sent to the respondents it does not require continuous follow up. For research purposes a questionnaire provides data in numerical form which is easy to analyse by using analysis tools, such as SPSS. A questionnaire was also chosen since the case company has an existing tool for creating and conducting questionnaires online. The service users are located all around the world, which made a web based questionnaire an efficient way to reach the respondents despite their location and possible time difference.

Qualitative methods, in this case interviewing was chosen as it supports quantitative findings as the respondents might be more motivated to answer the questions and give more comprehensive answers when interviewed. Also, when interviewing, some difficult concepts can be explained to the respondents (Ghauri & Grønhaug 2005, 133). A problem related to interviewing is that one can discuss the reliability of the results gained via telephone interview when the interviews are conducted on a language which is foreign to both the interviewer and the respondent. Language can also become a problem with a quantitative research as discussed later in the thesis but in a quantitative research frame the respondent has time to concentrate on the questions, to use a dictionary if needed etc. This might make

it easier for the respondents to reply to questions on a foreign language. It has also been found out during the daily work that written communication with some of the service users is easy using the group official language; English, but when the communication is done face-to-face or over the telephone it becomes difficult. This would also suggest that for some of the respondents it might be easier to express their opinions in writing.

As mentioned previously post-questionnaire telephone interviews were used to collect more information from some of the respondents. Interviewing was used when a respondent had reported to be dissatisfied with some part of the service in order to go through the problems more specifically, and hence collect valuable information about how the service should be improved. Also the respondents who were unaware of the services included in the service were contacted in order to explain the content and functions of the service.

2.2   Choosing the Respondents

Sapsford & Jupp (2006, 27), Metsämuuronen (2004, 9), Ghauri and Grønhaug (2005, 145) among many other authors use the term population to refer to the group which is being studied. Often this group needs to be narrowed down for research purposes for example due to the large number of individuals. The population studied in this research was all current users of the service. According to Holopainen, Tenhunen and Vuorinen (2004, 14) when the number of studied individuals in the group is small no sampling is needed. Since the number of current users of the service is small no sampling for this research was done. A list of all service users was gained through the web based tool which is used by the customers to register service requests. The users have to login in order to register a request to the DH team. The web tool provides a list of logons which can be used in order to choose the respondents. The choice of respondents was narrowed down by choosing only users who had logged in during the past year. The questionnaire was sent to 152 users in altogether 50 countries.

2.3   Data Collection Process

Raw material and theory was collected from the literature and previous studies concerning similar kinds of research problems. Based on the theory a frame for the research and the questionnaire was created. The findings from the literature and previous studies are presented in chapter three.

2.3.1   Pre-study

According to Wilson (2003, 34) secondary sources mean data which has been collected previously for a specific purpose. In this study secondary sources were used especially during the pre-study in order to gain a better understanding of the studied subject and the related theories but material was also collected throughout the research process. Secondary material used for this study consisted of internal data such as organisational schemes, previous surveys conducted by the case company and other company internal material. External sources included literature as well as other surveys and researches.

In order to gain a better understanding of the research problem and the research approach to be used in the study, as well as to choose the focus for the study, secondary sources and related literature were reviewed. As earlier mentioned the main foundation for the research came from the case company and the team, the literature review supported the initial research focus provided by the team. Also new ideas were created and screened during the pre-study based on the literature review and other secondary sources.

2.3.2   Questionnaire

Based on the literature review a frame for a new questionnaire was created. The questionnaires from the previous satisfaction surveys were used as a starting point when planning the questionnaire for this survey. The questionnaire was created in phases and discussed in several team meetings. Questionnaire has significant impact on the results and the research as a whole. As explained earlier primary data gained from the survey with the help of the questionnaire should provide answers to the research questions. Hence it is important that the method used to collect primary data, i.e. the questionnaire, is correct and can be trusted. Metsämuuronen (2000, 11) emphasises the importance of the questionnaire by stating that the research and the results gained are only as reliable as the tool used to collect the results.

The survey was conducted in English despite the fact that the respondents were from different countries. The case company's official language is English and the daily communication between the service users and the DH team is mainly done in English. The purpose of the questionnaire, i.e. to measure the satisfaction concerning the service, was told to the respondents in the email where they were asked to answer the questionnaire. It was also explained that the results of the research would be used for thesis purposes as well as to develop the service.

According to Saunders et al. (2003, 309) a questionnaire used for research purposes should be pilot tested to ensure that the actual respondents will not have problems understanding and answering the questions and that the instructions are easy to follow. The questionnaire for the research was tested online for two reasons; to refine the questions used in the

questionnaire and to ensure that the process of answering online worked properly. The test group consisted of ten employees of the case company from different cultural backgrounds. Using a test group helped to ensure the comprehensibility of the language used in the questionnaire and based on the feedback some revisions to the questionnaire design and language were made. Pilot testing also proved that the online tool used for the survey worked correctly.

2.3.2.1   Questionnaire Design

There were altogether twenty questions on the final questionnaire (Appendix 1). In order to better organise the questionnaire the questions were divided into four separate sections online. After answering one section the respondent was able to proceed to the next by selecting next button. The first section of the questionnaire online included five questions which were designed to give basic back ground information about the respondents. In this section the respondents were also asked to give their name, telephone number, email address and country. This information was needed to classify the respondents when analysing the results. Contact details were needed in case follow up actions were required. The questions to measure the actual satisfaction were divided into three sections online so that every part of the service was handled individually. The respondents were asked to rate the performance of the DH team and the online tool separately. Also the questions about the 24 h telephone service were divided into their own section online. At the end of the questionnaire the respondents were asked to give an overall grade to the DH service as a whole, and they were also provided the possibility to give free comments with an open ended question.

For the background questions, there was a possibility to choose multiple answers for two questions, e.g. for the question about how the respondent would prefer contacting and being contacted by the service team, and for the question where the respondents were asked to choose the services which belong to the DH service. For the questions which were aimed to measure the actual satisfaction concerning the performance of the team, the web tool and overall service level, fixed alternative questions were used, i.e. only one answer could be chosen. Using fixed alternative questions makes the administration, analysis and interpretation of the collected data fairly simple. In addition to fixed alternative questions and multiple choice questions there were two open questions which enabled the respondents to freely give comments. There was also one dichotomous question, i.e. a question with two fixed alternatives (yes or no). This question was included to measure if the respondents were aware of the 24h telephone service.

Open-ended questions can be used to gain more information to support the data collected from closed-ended questions, i.e. questions with a fixed scale. Sue and Ritter (2007, 44)

suggest that answers gained from open-ended questions tend to give more valid responses compared to closed-ended questions. This is because when using open-ended questions the respondents are not forced to choose the answer from a pre-selected list but can rather express opinions and give comments more freely. Nardi (2006, 74) suggests that people prefer answering a questionnaire with closed-ended questions since it is quicker but that this might result in more restricted answers and therefore not give an extensive picture of the actual feelings of the respondents. For this questionnaire it was decided that closed-ended questions would be used to make it faster and therefore more appealing to answer, but open-ended questions were added to provide the respondents a possibility to further explain their answers and give free comments.

For the close-ended questions a scale from one to five with fixed alternative options (excellent, good, fair, average and poor) was used. According to Nardi (2006, 75) a scale from one to five is often used to measure the intensity of the respondents' attitudes and opinions. Some researchers prefer having a four point scale without the possibility of choosing neutral. According to Grigoroudis and Siskos (2010, 192) using an odd number of answer levels, i.e. having a neutral in the scale, can give the respondent an easy way out without really having to think what their opinion actually is. They add that the neutral option can also mistakenly be used to express indifference rather than neutrality. Nardi (2006, 75) points out that not having the neutral option on the scale can force the respondents to choose an opinion even if in reality they do not have one.

Some researchers claim that using "do not know" option should be avoided since it offers the respondents an escape from thinking about the question and reaching a point of view (Ghauri & Grønhaug 2005, 128). They add that in many situations the respondents have some kind of opinion, how vague ever, and therefore it is accepted to force them to give their judgement. They also say that there are situations in which the respondent does not have the necessary knowledge to provide an answer and therefore must have an option "do not know". Oppenheim (1992, 128) adds that the information about the ambiguity of the respondent should be seen as important in relation to the overall know-how of the respondents, since it can provide valuable information to the researcher. In this questionnaire it was necessary to have this kind of options for two questions. For the questions in which the respondents were asked to evaluate the easiness of creating and updating service cases online, it was necessary to provide an option in which the respondent could choose "I have not done this" as not all service users update or create cases online.

The scales on the questionnaire can be presented verbally, i.e. the respondents are asked to choose from written choices, such as from very dissatisfied to satisfied. Many researchers prefer using this type of scale since it is easy to understand and yet provides detailed

information. The problem with a verbal scale is that the vocabulary used must be appropriate, easy to understand and also the answer choices must logically follow each other. Numeric scales are also often used in questionnaires. The performance can be assessed for example on a scale from one to ten. The advantage of using numeric is that they are easy to understand. A possible problem is to confuse the end points and give opposite answers than intended, i.e. if nine marks satisfied the respondent chooses two because he confuses the scale. In order to avoid such problems in this research the numeric system was combined with a verbal scale. The scale used was from one to five, and verbally expressed starting from poor, fair, average, to good and excellent. (Grigoroudis and Siskos 2010, 189)

According to Wilson (2003, 152) as well as Zikmund, Babin, Carr and Griffin (2010, 341) when using multiple-choice questions with one answer possibility, it is important that the response possibilities are mutually exclusive. This means that they are distinct from each other with no overlap between categories. For example for question three in the questionnaire, i.e. how often the respondents use the online tool, it is important that the answer possibilities follow each other logically and do not overlap. Wilson (2003, 152) adds that it is also important that all the possible responses are available, i.e. that they are collectively exhaustive.

The questionnaire used for this research included both partial and overall satisfaction questions. The respondents were for example asked to rate factors such as reachability and helpfulness of the service team (partial satisfaction factors) before giving an overall grade to the team performance (overall satisfaction). Also they were asked to evaluate the team, the online tool and telephone service performance separately before giving a grade to the service as a whole. According to Grigoroudis and Siskos (2010, 180) if the overall satisfaction question is asked after the partial satisfaction questions, a certain systematic error can be avoided. They have found out that if the overall satisfaction question is asked first the results gained from the partial satisfaction questions can differ significantly from the overall satisfaction, e.g. the respondents says to be very satisfied with the service as a whole but is not satisfied with any part of the service. When the overall satisfaction question is asked after the partial questions the consistency of the collected data is increased. This is because when answering the overall satisfaction question the respondents can take into account the partial satisfaction answers. They also state that previous studies have shown an increase in negative responses when the overall satisfaction question is asked before the partial satisfaction questions.

2.3.3   Follow-up Interviews

Follow up interviews were done after the questionnaire replies were submitted online by the respondents. The follow up process for customer satisfaction surveys is clearly stated in the

process description and working instructions of Company X. The purpose of the follow up was to contact the respondents who have reported to be dissatisfied in order to collect more valuable information, and those who have reported to be unaware about the purpose or the content of the service. The follow up process was done by the DH team and supported by the team manager. The responses from the questionnaire were discussed and appropriate follow up methods were decided in team meetings. The feedback, and other information gained from the interviews was discussed in team meetings in order to find ways to improve and develop the service.

2.4   Possible Problems Affecting Validity and Reliability

Both reliability and validity refer to the trustworthiness of the research and the results. Reliability refers to the repeatability or stability of the results, i.e. how likely it is to gain similar results if the research is repeated (Metsämuuronen 2000, 11; Ghauri & Grønhaug 2005, 81). According to Grigoroudis and Siskos (2010, 194) one problem related reliability and repeatability of the results is that attitudes are volatile and likely to change over time. This would suggest that if repeated the survey does not necessarily always result in similar results, but still can be considered reliable.

One precondition to reliable results is that the correct factors are being measured in the research; this is referred as validity (Metsämuuronen 2000, 11; Saunders et al. 2003, 101). Validity can be measured in different forms depending what is needed to be measured. For example external validity refers to the extent to which findings can be generalised to particular groups, times or settings as well as across particular groups, times or settings (Ghauri and Grønhaug 2005, 85; Saunders et al. 2003, 102). Internal validity refers to the factors which are being measured and the causal relationships between the measured variables (Ghauri and Grønhaug 2005, 85; Metsämuuronen 2000, 21).

2.4.1   Respondent Ambiguity

One of the possible problems related to the trustworthiness of the results gained from this research is that the respondents are not necessarily aware of the services offered by the DH team. Both the surveys conducted earlier for the DH service as well as the experiences of the DH team personnel support the perception that not all service users fully know what services are included in the DH service. If the respondents are unaware of the services offered by the team, they may give feedback to the wrong service and wrong team. In the previous surveys the respondents have confused the service with other services provided by the case company, e.g. technical support. This has lead to unnecessary criticism towards the DH service. During the follow up of the previous surveys it was found out that in some cases the dissatisfaction

was not caused by the actions of the DH service but other services provided by the case company.

In order to avoid this problem, a specific question (question number 2 on the questionnaire, Appendix 1) was created to find out if people are aware of the duties of the DH service. This question was used in the survey of 2009 and was included in this questionnaire to find out if the feedback is targeted correctly to the right service. In case there was feedback given to some other services, than the ones provided by the DH team, the team contacted the respondent and explained the duties of the DH team and then reassigned the feedback to the correct team. The questionnaire was also structured so that the respondents were presented with a short description of the DH service and its duties before they were asked to evaluate the service performance. This way the respondents got an idea of the service features they were expected to assess before they were provided with the actual questions.

2.4.2   Low Reply Percentage

Another possible problem affecting the reliability and validity of this research is low reply percentage. When a respondent decides not to participate the survey it is called unit nonresponse error (Grigoroudis and Siskos 2010, 196; Sue & Ritter 2007, 35). With the previous surveys it has been difficult to get replies from the users of the service within the time limit given by the company. In 2008 the reply percentage was 34% and in 2009 28%. According to Sue and Ritter (2007, 8) low reply percentage is a common problem with web based surveys. The target group to whom the questionnaire is sent is not wide, which causes the missing replies to affect the outcome of the research significantly. One benefit is that the survey is not sent to randomly selected group of people but clearly targeted to the existing users of the service, most of whom were part of the survey conducted the previous year. It is likely that the people who are familiar with the service and have taken part to the survey before are more likely to respond. This is supported by the findings of Hill, Brierley and MacDougall (2003, 50). They found out that when the respondents are interested in the aim and outcomes of the research the response rate has been higher compared to less specific surveys aimed to general public.

To avoid low reply percentage, the following measures were taken. A mail pre-notification letter was sent to all respondents informing them about the upcoming survey one week before the actual start of the survey. Hill et al (2003, 51) as well as Oppenheim (1992, 104) have found that a pre-notification letter has a positive effect on the response rate. The questionnaire design was also carefully considered so that it was easy to reply and that the survey was not too long as suggested by Saunders et al. (2003, 304). An introduction to the survey was done in the email sent to all respondents together with the link to the online

questionnaire. Previous studies by Hill et al (2003, 50) have shown that a good introduction letter in the beginning of the research increases the likelihood of the responding. In the introduction letter it was explained that the results will be handled as confidential as suggested by Oppenheim (1992, 104). According to him mentioning that the results are treated as confidential may lessen apprehensions related to answering and therefore increase the response rate. Since the service team is in contact with the users on daily basis it was also easy to remind them about the survey. In addition to this a reminder was sent to those respondents who had not replied after one week, and another reminder was sent one day before the survey ended.

2.4.3   Researcher's Objectivity

Although it was an advantage to know the service and the related processes as an employee of the case company and the DH team, it could also lead to blindness and ignorance when analysing the results. In order to be able to objectively analyse the results the researcher needs to distinguish the person working as a part of the team and the person doing the research. Saunders et al (2003, 135) describe this as the researcher's objectivity. If the objectivity can be questioned, the reliability of the results can also be doubted. The data collected needs to be analysed and reported accurately and fully without unnecessary selection in what is being recorded.

2.4.4   Limitations Related to the Chosen Research Methods

Using quantitative survey has certain limitations which can also affect the trustworthiness of the results gained from the research. As Nardi (2006, 17) points out self reporting requires good understanding of the chosen language from the respondents, and even then it is possible to misunderstand questions. It is possible that the respondents give inaccurate information in a survey for example due to misunderstanding, inadequate knowledge or loss of interest. This is called respondent error (Grigoroudis and Siskos 2010, 196; Adams & Brace 2006, 68). It is also possible that the respondents omit questions which they regard unimportant. This is called item nonresponse error (Sue & Ritter 2007, 35). To avoid this or the respondent accidentally forgetting to answer one question, all questions on the online tool were chosen to be compulsory making it impossible for the respondents to proceed to the next section of the survey or to submit an incomplete questionnaire. Some research errors can result from poor content or structure of the questionnaire. These are called questionnaire errors. Administrative errors occur during data processing phase, e.g. entry or analysis phase (Grigoroudis and Siskos 2010, 196).

According to Sue and Ritter (2007, 41) another common problem related to using a questionnaire can be that the respondent does not have adequate information or experience to answers all the questions. This can lead to forced or false answers. Also when answering about past behaviour or events, the respondent always gives an estimate rather than a precise answer since the respondent cannot be expected to accurately recall past experiences. For some questions respondents might not have an opinion at all, but they feel that it is their responsibility to reply. According to Sue and Ritter (2007, 42) the respondents do not want to admit being uninformed, they rather give an answer. They might also feel the need to help the researcher by providing an answer even if they do not really have an opinion on the subject.

The fact that the researcher is not present when the respondent replies to the survey, increases the reliability of the results since the researcher cannot influence the respondent but it can also be a disadvantage since the researcher cannot help if the respondent does not for example understand a particular question (Nardi 2006, 17 & 68). This however does not mean that the respondent gives fully truthful answers. Social desirability answering occurs when the respondent alters the answers to show himself in a desirable light (Sapsford & Jupp 2006, 99; Zikmund et al. 2010, 192). Similarly political correctness can cause the respondent to choose an answer that is closer to the desirable answer or less critical answer rather than the answer that really expresses their opinion. According to Sue and Ritter (2007, 40) the danger of political correctness or social desirability is lesser in online surveys where there is no interviewer present when giving answers but this does not mean that online surveys are immune to this problem. Social desirability and political correctness was a possible problem with this survey as the respondents were from different kind of cultural back grounds and work with the DH team on weekly basis. The respondents were also required to give their contact detail which means that it was possible to track the answers to the respondents. Because of this there might have been pressure for the respondents to give answers which might not express their truthful opinion.

Cultural differences may also affect the results gained from the survey. Nardi (2006, 17) points out that in a questionnaire especially open-ended questions can be culturally dependent. Ghauri and Grønhaug (2005, 32 & 105) also point out that cultural differences may also affect the understanding of the research problem, questions, instructions etc. Questions with a scale are less volatile to cultural differences but as Zikmund et al (2006, 192) point out respondents see scale questions differently. They state that some respondents prefer using the extreme answers on the scale where as others may see the extreme answer as a perfect and do not use it as nothing is really perfect. This is known as extremity bias. (Oppenheim 1992, 181; Zikmund et al 2006, 192)

3   THEORETICAL BACKGROUND

In order to gain a better understanding of the theory related to the research problem as well as the research approach to be used in the study literature was reviewed. In this section the most common theories and concepts related to the studied subject are presented. The theory presented here provided a frame for the questionnaire as well as the overall research.

3.1   Customer Satisfaction

According to Webb (2002, 155) satisfaction can be defined as attitudes towards a certain product or service and therefore measuring customer satisfaction is actually measuring the attitudes of the customers towards these products or services. He introduces two definitions of attitudes; the definition by Aaker et al. states that attitudes are "mental states used by individuals to structure the way they perceive their environment and guide the way they respond to it". The definition by Parasuman says that attitudes are "underlying mental states capable of influencing a person's choice of actions and maintaining consistency across these actions". According to both of these definitions attitudes are a driver of behaviour and actions. Webb (2002, 155) adds that attitudes are difficult to study. They usually manifest as behaviour and since attitudes are not sole driver of human behaviour often the underlying attitudes are difficult to notice when studying behaviour. It is also possible that a person has more than one attitude or contradicting attitudes toward a certain subject, for example a person might feel strongly about a natural resource and its care, but still react positively to the use of this resource for profit (Webb 2002, 155). Hoffman (2003, 296) emphasises the importance of measuring customer satisfaction. He states that customer satisfaction can be achieved by managing customer perceptions and expectations. When the perceived service meets or exceeds expectations the customer is likely to be satisfied. This ways companies can affect customer satisfaction by trying to lower expectations or enhancing perceptions.

What increases the difficulty of measuring attitudes or satisfaction towards for example a service, is that the attitude or feeling of satisfaction or dissatisfaction towards the service performance is based on several different factors. According to Ghosh (2006, 376) there are three main factors that affect customer satisfaction: rational, non-rational, and image and attitude-oriented issues. Rational issues are aspects which can be quantified and form an important part of customer satisfaction. These include for example product or service quality, delivery schedules, prices, terms of payment, after sales services etc. Non-rational issues are for example fairness, flexibility and reasonability of the service provider. Image and attitude-oriented issues are for example pleasantness of personnel and promptness of service.

According to Grigoudis and Siskos (2010, 47) as well as Sheth and Krishnan (2003, 141-142) satisfaction is connected to the fulfilment of needs, therefore motivation theories have been used to identify needs and study motivation. Maslow's hierarchy of needs (Table 1) is a popular model of human motivation although Grigoudis and Siskos (2010, 47) point out that alternative models have been proposed. Maslow's model classifies human needs into six categories in the order of importance. Only when the primary needs such as food and water are fulfilled, the higher needs can come to focus.

Physiological needs	Biological needs for survival (food, water, sleep etc.)
Safety needs	Needs for safety and security (personal & financial security, health etc.)
Love needs	Needs for love, affection and belongingness
Esteem needs	Needs for self-esteem and esteem from others
Need for self-actualisation	Need for self-fulfilment
Need for self-transcendence	Need to interact with the human community

Table 1: Maslow's Hierarchy of Needs

Grigoudis and Siskos (2010, 49) point out that the importance of motivation theories to customer satisfaction analysis is to determine the critical satisfaction dimensions, i.e. dimensions that affect satisfaction the most. They point out that motivation theories have limitations and in previous studies they have been mostly used on job satisfaction studies since they are not able to provide satisfaction drivers or choice criteria to explain customer behaviour and satisfaction.

According to Grigoudis and Siskos (2010, 43) the generic model of consumer behavioural analysis perceives the customer's mind a s a black box implying that the satisfaction or dissatisfaction is a result of comparison between the performance observations and the expectations of the customer. In general the customer subjectively compares the standard of a service or a product to his expectations. If the expectations are met or exceeded, the product or service is likely to awake a positive outcome i.e. satisfaction. Grigoudis and Siskos (2010, 43) introduce a theory by Woodruff and Gardial which states that customer's own expectations are not necessarily the only comparison object for a customer when assessing the value and quality of a product or a service. Depending on the stage of the consumption process (e.g. pre-purchase, purchase, use or disposal) the comparison standards may vary and lead to different kind of satisfaction judgements. In addition to own expectations customers

may mirror the performance of a product or service against ideals, i.e. how they wish the service or product would perform. It is also common for customers to compare the performance against a competitor's performance or so called industry norms. Industry norms are the average performance levels developed by customers who have considerable experience of similar kind of products or services provided by companies among the same industry. Also other products or services from different types of categories can serve as a comparison standard when assessing the performance of a product or service.

In a theory by Fornell customer satisfaction is based on multiple indicators (Grigoudis and Siskos 2010, 47). Customer satisfaction has three antecedents which all have different aspects to them. The three are: perceived quality, perceived value and customer expectations. In order to measure customer satisfaction all three need to be measured. Perceived quality can be affected for example by customisation of the product or service to customer needs. Also the product or service reliability has an effect on the quality perception of the customer. Previous studies have shown an existing positive relationship between perceived quality and customer satisfaction but quality is only one driver of satisfaction. Customers also evaluate the value they have gained from a product or service. Price versus quality ratio is one example of an estimate the customer can use to assess the perceived value. In addition to quality and value customers mirror the product against their expectations similarly to the theory by Woodruff and Gardial. (Grigoudis and Siskos 2010, 47)

The regret theory presented by Grigoudis and Siskos (2010, 50) states that the satisfaction is an outcome of the comparison of expectations against the perceived service as in the previous theories as well as simulation. Simulation is the process in which the customer considers what might have had happened if he had bought a different product or service, or had not made the purchasing decision at all. This process of pondering hypothetical situations and especially its outcome is likely to have an effect on the satisfaction of the customer.

Grigoudis and Siskos (2010, 44) introduce a theory by Oliver, called expectancy disconfirmation model. In this theory the performance of a product or service is mirrored against the expectations or other comparison standards similarly to the previous theory by Woodruff and Gardial. The result from this comparison is called disconfirmation. Satisfaction is the feeling which results from this disconfirmation. This theory suggests that the performance level and disconfirmation are not always proportionally related. This means that service performance can vary but still meet customer needs, and even when the service level is consistent, it does not always result in same level of satisfaction. According to Zeithaml, Bitner and Gremler (2006, 85) customers compare the service performance to their expectations. These expectations can be very high, i.e. ideals or desires, or relatively low, i.e. minimum tolerance or in between these two extremes. If the perceived service quality is

below or close to minimum tolerance level or above or close to ideal, the service is likely to awoke customer's attention either positively or negatively. Zeithaml et al (2006, 85) use the term zone of tolerance to describe this gap between the desired service level and adequate service level. In this range the customer does not necessarily notice the service performance or it does not awake strong feelings. Only when the service performance falls outside this neutral range strong positive or negative feelings appear.

According to Zeithaml et al (2006, 88) the zone of tolerance varies from customer to customer. The zone of tolerance is not constant. The adequate level is affected by situational circumstances such as price, competition etc. whereas the desired or ideal service level is less likely to change. For example a change in the price of the service can change the customers' perception about the adequate service level. When the price of the service is higher it is also likely that the level of adequate service rises, i.e. the customer has higher expectations of the service performance. Desired or ideal service expectations are affected by personal needs and so called lasting service intensifiers such as philosophies about service and therefore are not as volatile to change as adequate level. Personal needs such as physical, social, psychological and functional needs are essential to the well being of the individual. Lasting service intensifiers are factors that cause a heightened sensitivity to service and can cause changes in the desired or ideal service expectations of the customer. For example derived service expectations, i.e. expectations which are driven by other people or group of people can change an individual customers' perception about an ideal service level. The customer's own opinions and philosophies about the meaning of service also affect the standards set for desired or ideal service performance. When service level is close to this ideal level it is likely to awake strong positive feelings in the customer.

Adequate service expectations are affected by five factors which are usually short-term and as mentioned fluctuate more than the factors influencing the desired service expectations. Temporary service intensifiers are factors which make the customer more aware of the service need, e.g. emergency situation in which service is needed urgently. Perceived service alternatives are other service providers from whom the customer can obtain the needed service. If there are several service providers, or if the customer can provide the service for himself, it is likely that the adequate service expectations of the customer are higher than for those who believe that it is not possible to get the service elsewhere. Customer's self-perceived service role, i.e. how the customer sees himself influencing the service level, also has an effect on how the customer perceives the adequate service level. For example, a dissatisfied customer, who complaints, has higher expectations of the service than a customer, who does not express his concerns. When the customer feels that they have done their share of the service delivery and expressed criticism, they believe that the service level should be higher. There are also situational factors which are beyond the control of the

service provider affecting the level of service. When the customer understands that the service level is lower due to factors which cannot be affected, the customer is likely to have lesser expectations towards the service level. (Zeithaml et al 2006, 92)

The level of accepted service is higher when matters which are important to the customer are in question as presented in Figure 1. Similarly when the customer sees the service as less important the expectations towards the service level are also lower (Pesonen, Lehtonen & Toskala 2002, 46; Ylikoski 2000, 121). The zone of tolerance may also vary between different services. With some services the customers require consistent quality whereas others services might be allowed to have more variation in the quality level. According to Ylikoski (2000, 121) in general fluctuation in the quality is usually tolerated more in the service process rather than the end result of the process, i.e. the customers accept and tolerate problems during the process as long as the end result meets their needs and expectations.
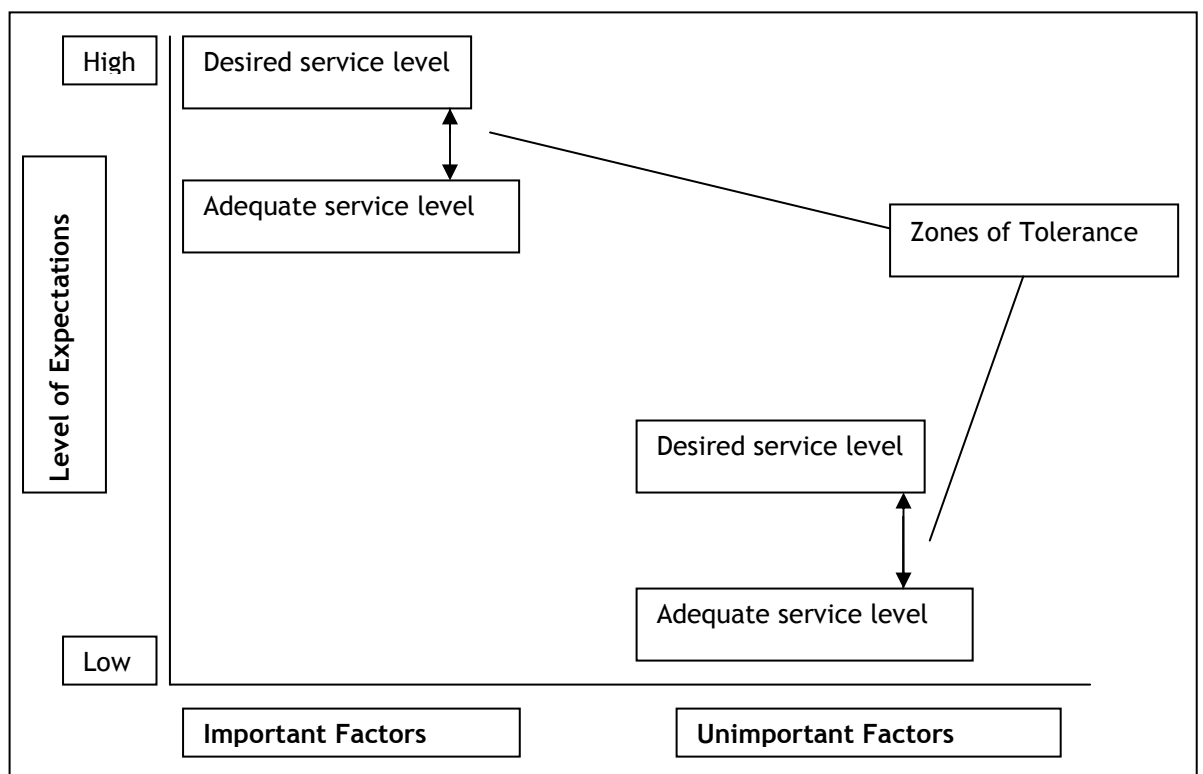
Figure 1: The Zones of Tolerance

Performing service right for the first time is important since service reliability is an important factor of customer satisfaction. If the service fails the first time it is likely that the expectations of the customer are higher on the second time, i.e. the adequate service level increases and zone of tolerance narrows. If the service fails to meet the needs of the

customer several times it falls below the minimum tolerable level and the customer will find an alternative service provider. (Zeithaml et al 2006, 90)

3.2 Services as a Sales Product

Services have become an important selling point, especially in the highly competitive industrial markets. Manufacturing companies no longer concentrate only on selling equipment but have spread their product portfolio to services. In addition to providing equipment, manufacturers can take over some parts of their customer's processes and even become responsible for creating value to their own customer's customers (Rekola & Haapio 2009, 17). Services are also an important factor affecting customer satisfaction. According to Palmer (2005, 41) as well as Kauppinen-Räisänen, Grönroos and Gummerus (2007, 2) the distinction between a pure product and a pure service is nowadays hard to make. Most products are often a combination of both physical goods and services. There are products which consist of pure tangibles, but many have accompanying services. Also services can be purchased as a sole or they can have accompanying goods. Berry and Parasumaran (1991, 9) state that virtually all products have tangible and intangible elements, i.e. are a combination of goods and services. Even relatively pure goods have elements of service included in them. For example when buying a car a customer primarily buys a good but often there are fractures of service included in the package which have an effect on the buying decision, such as warranties and spare part availability. In a similar way nearly pure services have elements of tangible goods which affect the overall experience the customer receives from the service product.

Services and goods have different effect to the nature of the final product. Some are fundamental to the final product whereas others may differentiate it from similar kind of products offered by competitors. Figure 2 illustrates the different levels of a final product and the different roles which services and goods can have.
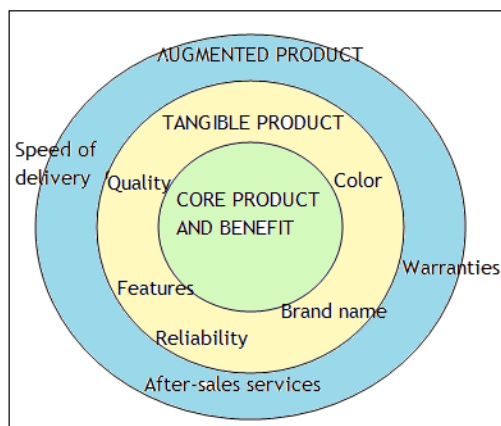
Figure 2: Different Levels of a Product and the Related Services

According to Palmer (2005, 42) the core product or benefit is defined as the underlying need the product satisfies, e.g. need for transportation for a car. The second level is tangible product which refers to the tangible features of the product such as colour, packaging, physical features etc. The third level is augmented product which means the additional services and benefits gained from the product, e.g. warranties and after sales services. Palmer (2005, 41) suggests that customer do not actually buy products as such but buy the benefits the product offers. Often these benefits are related to the accompanying services.

Goods and services have many differences as described by Kauppinen-Räisänen et al. (2007, 2). Customers do not obtain ownership of services. Customers can derive value from a service without obtaining ownership of any tangible elements. Services are intangible, although as proposed by Palmer (2005, 41) they often have tangible elements. Due to the intangibility services cannot be stocked for later use or sale. With services customer actively affects the production process by for example cooperating with service personnel or by serving himself. Other customers can also affect the service experience and be a part of it, for example when taking a bus. Since service is provided and consumed at the same time the process cannot be controlled as strictly as for example a manufacturing process in a factory. This means that service quality occurs mainly during the service delivery and therefore cannot be controlled before consumption. Also due to the fact that there often is human interaction in the service consumption process the service performance and experience is never the same. This makes it difficult for the service provider to control the service quality but also to measure it. It can also be difficult for the customers to evaluate service quality especially before consumption or purchase. Some service characteristics can be hard to evaluate even after consumption without the necessary know how. For example to be able to assess a highly technical repair of a product the customer must have some level of knowledge about the product and its technical features. These kind characteristics which require some level of expertise are often referred as credence properties. (Lovelock, Vandermerwe & Lewis 1999, 16; Grigoroudis and Siskos 2010, 70)

3.2.1   Service Value

According to Bruhn and Georgi (2006, 48) perceived service value is a central concept of customers' service evaluation and therefore affects the customer satisfaction. Different customers perceive value differently. Customers can for example ignore other benefits gained from the service and interpret price as the primary perceived value. According to Ylikoski (2000, 153) perceived service value, perceived service quality and customer satisfaction are all interconnected and affect the final service experience. When choosing the service provider customers often consider which service provider is able to provide most value.

In general the perceived value is often defined as a cost-benefit relationship, i.e. the perceived benefit and the effort or cost to obtain the service. The service product consists of three levels; the core service, supplementary services and in some cases goods, and integration of these into a service programme similar to Figure 2. These levels have different kind of impact on the perceived value. The core service is a major driver for the buying decision of the customer and therefore affects the perceived value the most. Supplementary services and goods are factors which help to differentiate the service product from the competitors. Supplementary services can be facilitating, i.e. mandatory for the delivery and production of the core service, or value adding such as after sales services. Many companies offer a range of services, i.e. a service programme. Core services together with their supplementary services form a service programme. (Bruhn & Georgi 1991, 147-165; Kauppinen-Räisänen et al. 2007, 5)

3.2.2 Service Quality

Kanji and Gorst (2005, 1) state that giving the word quality a comprehensive definition that satisfies everyone is nearly impossible. Quality is always dependent on the situation, product, customer, service etc. Different kind of standards, such as ISO9000 series have been created to award companies for good quality operations but as Kanji and Gorst (2005, 5) point out having quality standards and awards does not necessarily mean that the customers are satisfied with the services or products of the company. Hence in addition to measuring quality internally companies need to continuously asses their customers' opinions by measuring their satisfaction. Rekola and Haapio (2009, 93) also point out that the consistency of service quality is vital since customers may perceive inconsistent quality as poor quality. In Table 2 there are different kind of definitions for quality presented by Grigoudis and Siskos (2010, 55).

Deming	Aimed at meeting the needs of the consumer, present and future.
Juran	Fitness for use (product features that meet customer needs or freedom from deficiencies)
Crosby	Conformance to requirements (quality is not elegance or goodness)
Feigebaum	Based upon a customer's actual experience with a product/ service measured against his/her requirements
Drucker	What the customer gets out from a product/ service and is willing to pay for it
Peach	The totality of characteristics of an entity that bear on its ability to satisfy stated and implied needs

ISO 9000	The degree to which a set of inherited characteristics fulfils requirements (needs and expectations)

Table 2: Definitions of Quality

Schneider and White (2004, 5) as well as Rekola and Haapio (2009, 88) define services as a sum of two components; technical outcome of the service and functional dimension of the service. Technical outcome refers to what is being delivered and functional dimension to how it is being delivered, i.e. service delivery process. Both of these are important factors affecting the total service quality perception, although often the focus when discussing service quality is on functional dimension, i.e. the service delivery process.

3.2.2.1 Total Quality Management

Measuring and controlling service quality is difficult because two service encounters are never the same and also because there are no absolute measures for quality since it is based mainly on the subjective experiences of the customer. Introduction of new technologies and Internet based services have however provided possibilities for measuring and controlling some factors of the service product (Rekola & Haapio 2009, 88). The term Total Quality Management or TQM is closely related to the concept of quality. TQM refers to a continuous development of operations throughout the organisation (Kanji & Gorst 2005, 8). In a TQM setting the customer concept includes not only external customer but also internal, i.e. the employees of the organisation. Also the terms satisfaction and quality are not defined by the rules and standards of the organisation but by the customer for example when comparing alternative products and competitive companies and based on this comparison giving feedback to the organisation. This way the customers' perspectives and opinions work as a guideline for the organisation in all of its operations. (Grigoudis and Siskos 2010, 55)

TQM includes the concept of Total Customer Service (TCS). In TCS the organisation systematically monitors its performance and reliability of its services internally as well as externally against its competitors (Grigoudis and Siskos 2010, 55). Zikmund et al (2010, 201) use term continuous quality improvement to describe measuring of performance against customers' standards rather than the standards of the company or competitors. Changes in the company are adjusted according to the customers' perceptions of the quality. Since an important feature of TQM and TCS is the continuity of the quality improvement process, the customer perceptions and satisfaction level need to be measured regularly.

3.2.2.2 Service Quality Gaps

Grigoroudis and Siskos (2010, 5) present a theory of service gaps to explain the differences between customer's expectations and the actual experience in order to define how the perception of quality is built when the customer assesses a product or service. It is common that for marketing purposes the product or service is made to look attractive, but in reality the delivered quality does not always meet the level of what has been promised to the customers. This difference between the expectations of the customer and the actual experience is called promotional gap. Behavioural gap refers to a situation in which the behaviour or the way things are done in the organisation does not meet the expectations of the customer. It is also possible that the organisation does not know its clientele which can result in offering wrong kind of services. Procedural gap refers to a situation in which the organisation inaccurately translates customers' expectations into operating procedures.

Zeithaml et al (2006, 34) present a similar kind of theory which further explains the difficulty of meeting customer expectations and delivering quality service. The Servqual model, illustrated in Table 3 identifies five potential gaps in the service delivery process.

Service Quality Gap	Definition
Gap 1	gap between customer's expectations and management's perceptions about these expectations
Gap 2	gap between management's perceptions of customers' expectations and service quality specifications
Gap 3	gap between service quality specifications and service delivery
Gap 4	gap between service delivery and external communications to customers about service delivery
Gap 5	gap between customers' expectations and their perceptions on service quality

Table 3: Service Quality Gaps

Whereas the four first gaps are concerned in the way the service is delivered, the fifth concentrates to the customer and as such is considered to be true measure of service quality. Grigoudis and Siskos (2010, 65) point out that in order to organisation to solve or close this gap, it needs first to close the four preceding gaps. The fifth gap has been further studied and named as zone of tolerance. As explained earlier the zone of tolerance is defined as the difference between the desired service level, i.e. what customer believes he/she can and should receive, and the adequate service level, i.e. the minimum service quality the customer is willing to accept. (Grigoudis & Siskos 2010, 66)

Kano's model of attractive quality was created because the previous models cannot always explain the role of quality attributes. Customer satisfaction is not always proportional to performance of the quality attributes. Grigoudis and Siskos (2010, 81) provide an example; if a milk carton does not leak, the customer is not specifically satisfied but if it does leak the customer will be dissatisfied. In this case the quality attribute, i.e. functionality of the carton, only affects the satisfaction level when the quality is bad. Kano's model of attractive quality model categorises quality attributes to five quality dimensions. Must-be quality attributes are taken for granted, i.e. they do not result in significance satisfaction when the quality expectation is fulfilled. When these attributes fail to meet the expectations they will result in dissatisfaction just as in the milk carton example. When asked about the importance of quality customers often view the must be quality attributes as basic and are unlikely to describe or mention them at all. Only when these attributes fail, customers notice the importance of them to overall quality of the product or service. One-dimensional quality attributes result in satisfaction when fulfilled and dissatisfaction when not fulfilled. The so called attractive quality attributes result in satisfaction when completely achieved but do not result in dissatisfaction when not fulfilled. These attributes are often not expected by customers, but when provided they bring additional satisfaction. Some aspects of a service create neither satisfaction nor dissatisfaction; these are called indifferent quality attributes. (Grigoudis and Siskos 2010, 81)

The quality attribute theory by Kano also suggests that the importance of a single quality attribute to the customer is not always constant. Quality attributes are dynamic and can change over time. Successful attributes or qualities evolve over time, starting from indifferent, to one-dimensional and ending up to be taken for granted by customer, i.e. into a must-be quality. This model helps to better understand customer expectations and also provides a starting point for studying customer satisfaction. When the organisation knows which service attributes or qualities are important and especially how important they are to the customer, they can identify the most crucial factors affecting the customer satisfaction and concentrate on developing those. Classifying service aspects into categories based on their importance helps also in a trade-off situation where two service attributes cannot be offered to the customers for example due to financial reasons. In this kind of situation the one with the higher impact to the overall customer satisfaction can be chosen. (Grigoudis and Siskos 2010, 82)

3.2.2.3   Service Quality Dimensions

There are several dimensions which can further be used to analyse service quality. Zikmund et al (2010, 202), Zeithaml et al (2006, 117) as well as Grönroos (2007, 90) present a list of

different dimensions of service quality. Accessibility and flexibility are important factors affecting the customers' perception of the service quality. Service needs to be easily available and flexible so that it can be customised to meet different kind of needs. Reliability, i.e. how timely requests, complaints, questions and problems are handled affect service quality greatly. Service personnel also affect the perceived quality of the service. Personnel are expected to be competent so that they have the necessary know how to handle customer requests, problems etc. They also need to be polite, friendly, spontaneous, and show that they are interested in helping the customer. Zeithaml et al (2006, 117) and Grönroos (2007, 90) add that physical aspects, appearance of personnel and communication materials etc. should support a positive service encounter. The organisation must be reliable, i.e. able to deliver the promised service accurately and dependably. In addition to reliability Grönroos (2007, 90) states that the reputation of the organisation has an effect to the quality perception of the customers. According to Zeithaml et al (2006, 117) some see reliability as the most important determinant of customers' perceptions about service quality.

For more advanced research purposes the Servqual model divides the five main quality dimensions into 22 variables which helps to asses each quality dimension separately and more closely (Grigoudis and Siskos 2010, 69). Servqual model defines service quality as the degree and direction of discrepancy between the perception and expectations of the customer. Critics have stated that this model concentrates solely on quality, and does not therefore provide answers when studying customer satisfaction. As Grigoudis and Siskos (2010, 69) point out the relationship and interdependence between customer satisfaction and service quality is a matter of considerable ongoing debate. Different studies have shown customer satisfaction as predecessor of service quality others vice versa.

4   EMPIRICAL STUDY

In this section the results gained from the empirical study are presented. The results collected with the questionnaire were analysed using the statistical program SPSS. Open comments and feedback gained during the post-questionnaire telephone interviews are presented separately.

4.1   Background Information

The first five questions on the questionnaire were designed to give background information about the respondents, for example their role in the service process and the frequency of the service usage. In addition to these questions there were also one question which measured the service content awareness and one question which was used to find out the preferred

contacting methods. The results from these questions are presented in the following chapters.

4.1.1 Response Rate and Respondent Roles

The reply percentage was relatively high (55.3%), altogether 84 users out of 152 participated the survey. Question one on the questionnaire clarified the roles of the respondents. The most active service users are usually the service providers who use the tool to inform the sales unit about the service progress; they represented 66.7% of all the respondents. 9.5% of the respondents were sales representatives who create the service requests using the web tool. Some users might represent both roles as in some cases they create cases to get help overseas for their customers, and in some cases their organisation is providing service to a local customer who has purchased the products elsewhere. 15.5% of the respondents reported to use the DH service in both roles. In addition to these three roles, the service might be used by people who do not necessarily represent either of the two roles. There were altogether eight respondents who did not represent service or sales organisation. Table 4 illustrates the number of respondents representing each role.

Respondent Role	Frequency	Percentage
Sales representative	8	9,5%
Service provider	56	66,7%
Both sales representative and service provider	13	15,5%
Other	7	8,3%
Total	84	100,0%

Table 4: Distribution of the Respondents

For the purposes of this research the satisfaction level between these different user groups has been compared. Due to the shortage of observations in some groups more in-depth statistical analysis has not been done on group level. For the purposes of this particular research comparison of the different groups provides the needed information. In order to study the different user groups and to draw conclusions one should know how well each group is presented in the study, i.e. to how many people from each group the survey was sent and how many replied. This way it would be possible to calculate the response rate for each group individually to see if all the users groups are equally presented in the study.

4.1.2 Awareness of the Service Content

One of the aims of this research was to find out whether the current users know what services the DH team provides. Question two on the questionnaire was specifically designed to find out if there was ambiguity among the service users concerning the service offerings of the team. The respondents were asked to identify the services which belong to the DH service. The respondents were allowed to choose multiple answers but out of the six options, two were correct. In graph 1 the correct answers are highlighted in green whereas the incorrect answers are in blue.
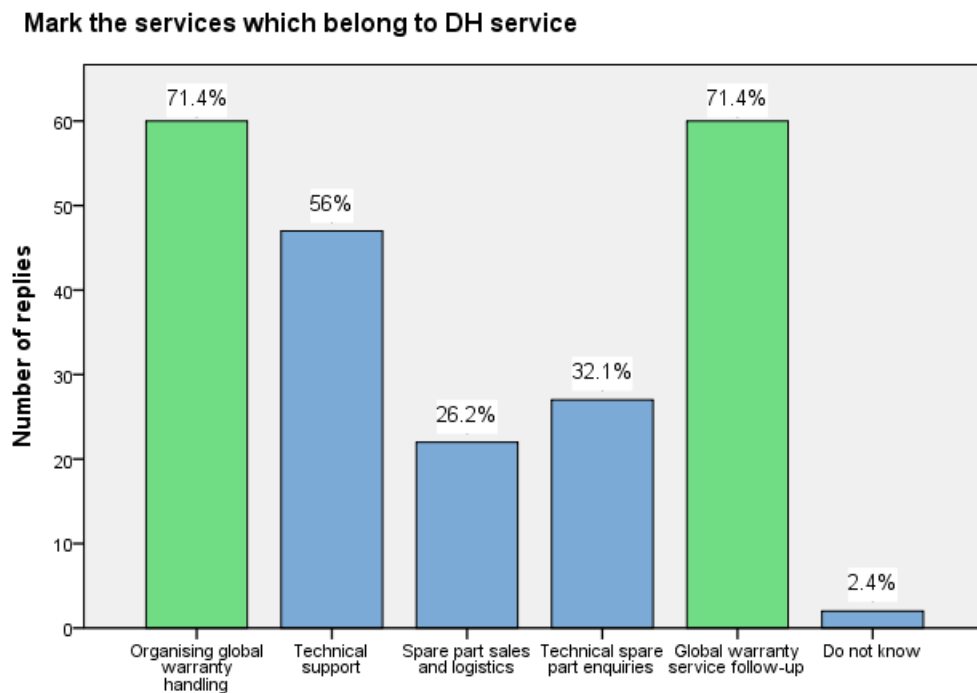
Graph 1: Mark the Services which Belong to DH Service

As can be seen in Graph one 71.4 percent of the respondents (60 out of the total 84) recognised the correct services from the six options. A large group; 56 percent (47 respondents) had incorrectly chosen technical support to be part of the DH service. Technical spare part enquiries were chosen by 32.1 percent of the respondents (27) and spare part sales and logistics services by 26.2 percent (22). Two respondents (2.4%) reported that they did not know what kind of services the DH team provides.

As previously mentioned both earlier surveys as well as the experiences of the team members have shown that some users of the service are unclear about what kind of services are provided by the DH team. Also the results from this survey would suggest that some level of ambiguity about the service offerings of the DH team still exists among the current users. However as discussed later the findings from the follow up interviews showed that some

respondents had misunderstood this question and therefore the results should not be fully trusted.

4.1.3   Frequency of Service Usage

Questions three and four on the questionnaire measured how often the respondents use the web tool and how often they are in contact with the DH team. As can be seen in Tables 5 and 6, a majority, little over 50 percent of the respondents use the service and interact with the DH team less often than once a month. The frequency of the interactions between the team and the respondents follows a similar pattern to the web tool usage. A quarter of the respondents report to use the web tool 3-4 times a month or more often and a fifth replied that they use the tool one to two times a month. A little over a quarter of the respondents reported to be in contact or contacted by the team three or four times a month or more, and a little over fifth once or twice a month.

Frequency of Tool Usage	Frequency	Percent
3-4 times a month or more	21	25,0%
1-2 times a month	19	22,6%
Less frequently	44	52,4%
Total	84	100,0%

Table 5: How Often Uses DH Web Tool

Frequency of Contacting	Frequency	Percent
3-4 times a month or more	19	22,6%
1-2 times a month	22	26,2%
Less frequently	43	51,2%
Total	84	100,0%

Table 6: How Often Is in Contact with the DH Team

4.1.4   Preferred Contact Method

Question five was included on the questionnaire as the DH team wanted to find out how the respondents preferred to contact and be contacted by the team. This question was also a multiple choice allowing the respondents to choose several options. A vast majority, 42.1 percent (80 respondents) preferred using email for communication. As can be seen in Graph 2 using SameTime, which is an interactive communication tool, was the second most popular option for communication telephone and the web tool being almost equally popular.

How do you prefer to contact and be contacted by the DH team
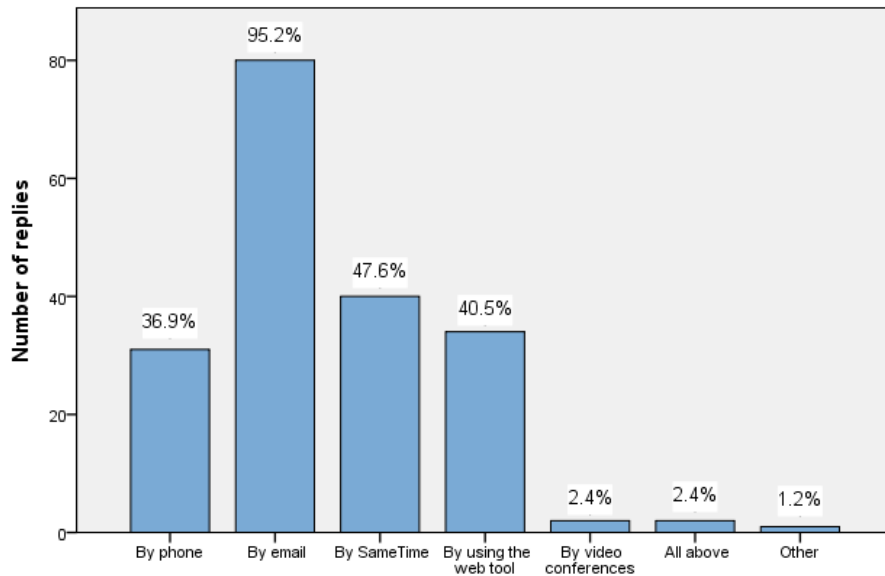
Graph 2: Preferred Method of Contacting

4.1.5 Awareness of the Telephone Service

One of the aims of the study was to find out if the current users are aware of the 24/7 telephone service. Question 17 on the questionnaire was a dichotomous question asking the respondents to choose either yes or no based on whether they had heard about the 24 h telephone service before. The results showed that several service users, 46.4% of the respondents, were not aware of the possibility of contacting the team round the clock. 53.6% of the respondents reported to know about the telephone service.

4.2 Service Performance

The respondents were asked to evaluate the DH service performance in three sections; they were first asked to grade the performance of the team, secondly the web tool and finally the service as a whole. To get an overall image about the perceptions of the respondents, an arithmetic mean for the given grades was calculated. The statistical programme SPSS which was used to analyse the results automatically calculates a standard deviation for the means. Standard deviation shows how much variation there is from the average or the mean, i.e. how close or far the observations are to the mean (Holopainen et al. 143, 2004). Standard deviation should be checked when formulating data into means. If the mean is used alone to describe data it can be misleading. When the deviation from the mean is large, i.e. observations vary greatly from it, mean is not necessarily the most appropriate measure for the data.

4.2.1   Team Performance

In the first section of the questionnaire the respondents were asked to evaluate the DH team performance on five different aspects and finally give an overall grade to the team.

4.2.1.1   Communication Skills

Firstly the respondents were asked to assess the communication skills of the DH personnel. As can be seen in Graph 3 the respondents were satisfied with the communications skills of the DH team. There were no poor or fair grades given. 59.5% of the respondents evaluated the communication skills of the team members to be good. 15.5% gave an average grade and 25% assessed the skills to be excellent.
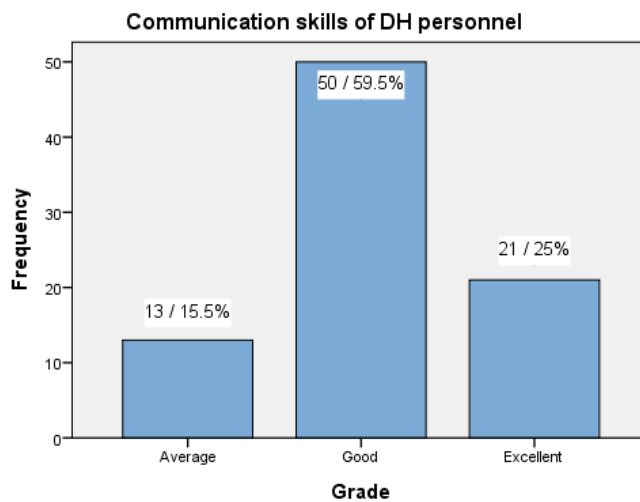
Graph 3: Communication Skills of the DH personnel

The mean of the communication skills was 4.1 so as an average the respondents considered the team's communication skills to be good. The arithmetic means were also calculated from the grades given by different user groups to see if there were differences in the level of satisfaction between the user groups. It was found out that the service providers and those who represent both roles; service provider and sales representative, assessed the communication skills to be slightly above good. The mean for the grades given by service provider was 4.13, and for the respondents who represent both roles, 4.31. For the two remaining groups the mean of the grades given to the communication skills was below good. The group Other gave an average 3.86 and the sales representatives 3.75. Although these grades are close to good it should be noted that the ones who need the information about the service progress the most, i.e. the sales representatives, felt that there is some room for improved regarding the communications skills of the team.

4.2.1.2   Reachability

One of the ways to measure how satisfied the users are with the service was to find out how easily they feel that they get help when it is needed, i.e. how available the service is and how easy it is to reach the team members. The reachability was also assessed to be good. 83.3% of the respondents gave either a good or excellent grade and again no poor grades were given. 15.5% thought that the reachability was average and only one respondent reported it to be fair.
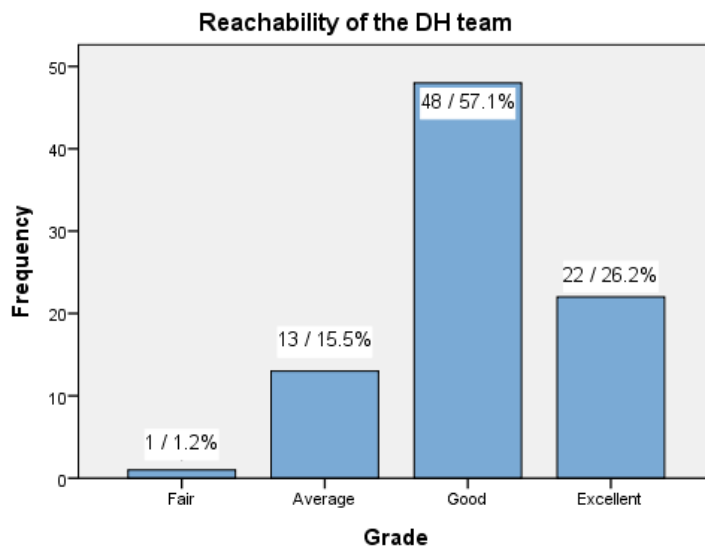
Graph 4: Reachability of the DH Team

The mean of the grades given for the reachability of the team was 4.08 so as an average the respondents considered the team's reachability to be good. Again when comparing the different users groups it was found out that the sales representatives as an average considered the reachability of the team to be below good, but still close to it (3.75). Service providers and those who represent both roles assessed the reachability to be slightly above good (4.11 and 4.31). The group Other also gave an average grade slightly below good (3.86).

4.2.1.3   Helpfulness

The respondents were also asked to assess how good the level of the team helpfulness was. A majority (60.7%% of the respondents) considered the team's helpfulness level to be good. 23.8% gave an excellent grade and again no poor grades were given. 14.3% thought that the helpfulness was average and only one respondent reported it to be fair.
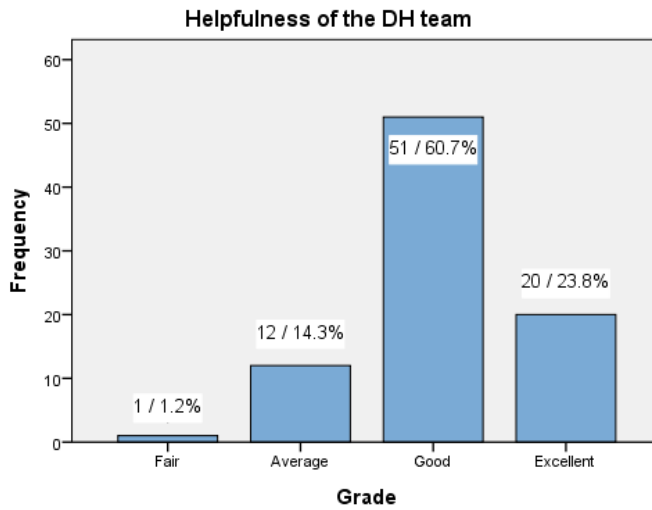
Graph 5: Helpfulness of the DH team

The mean of the grades given for the helpfulness of the team was good; 4.07. The average of the grades given by different users groups followed a similar pattern to the previous questions the sales representatives being the most critical group giving a grade below good (3.75). Service providers and those who represent both roles assessed the helpfulness to be slightly above good (4.11 and 4.23). The group Other also gave an average grade slightly below good (3.86).

4.2.1.4 Warranty Service Know-how

As the team handles warranty service cases it was important to find out if the users felt that the team members had the necessary know-how to help them with the warranty handling etc. As can be seen in Graph 6 a majority (58.3%) felt that the know-how level of the team was good. Also a fifth of the respondents considered it to be excellent. It should however be noted that compared to the earlier questions less excellent and more average or fair grades were given. On the other hand, none of the respondents felt that the know-how level of the team was poor. The average grade from all the respondents was 3.95. The average grade from the service providers and the respondents who represented both service and sales was 4. Again the sales representatives and the group Other were slightly more critical giving average grades of 3.75 and 3.71.

Warranty service know-how of the DH team
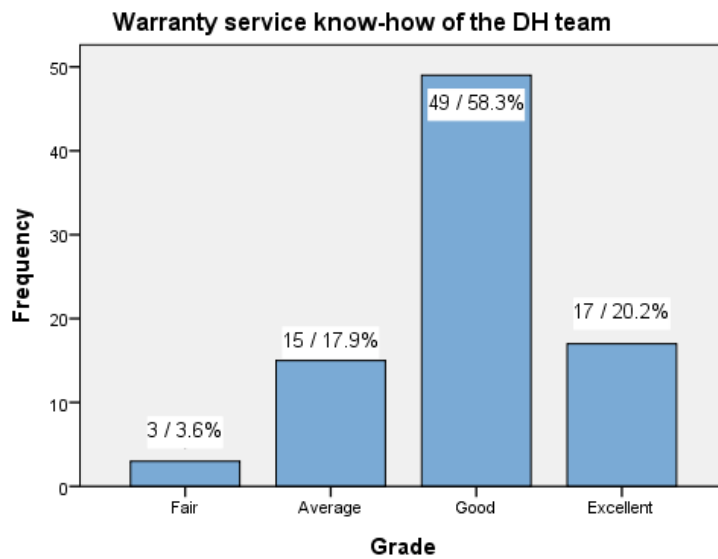
Graph 6: Warranty Service Know-how of the DH team

4.2.1.5 Response Time

Another important measure related to the service performance of the DH team is the response time and if the users of the service feel that their questions and enquiries are handled on a timely manner. 77.3% of the respondents reported the response time to be either good or excellent. 17.9% thought that it was average and four respondents (4.8%) felt that it was fair. Again no poor grades were given.

DH team's response time
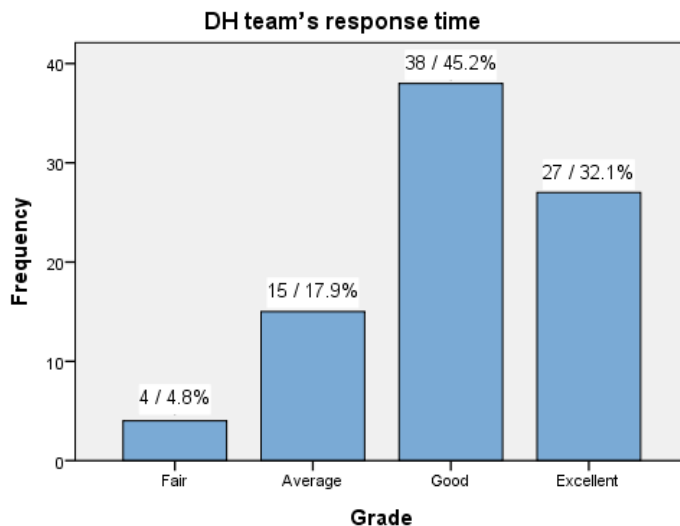
Graph 7: DH team's Response Time

The average grade given to the response time was good, the mean being 4.05. The group representing both service and sales was most satisfied with the response time giving an average grade of 4.54. Again the sales representatives and the group Other as an average had

given below good grades (3.75 and 3.29). The service providers considered the response time to be good with an average grade of 4.07.

4.2.1.6   Overall Performance

In general the respondents were satisfied with the DH team. A large majority (61.9%) reported the overall performance of the team to be good. Also 22.6% said it to be excellent. Eleven (13.1%) respondents gave the team average and one respondent a fair grade. One respondent reported the overall performance to be poor. There were no poor grades given to the previous questions measuring the satisfaction towards different aspects of the team performance, so this reply can be considered as an abnormality. It would suggest that the respondent's dissatisfaction towards the team performance has been caused by something else than what was asked on the questionnaire.
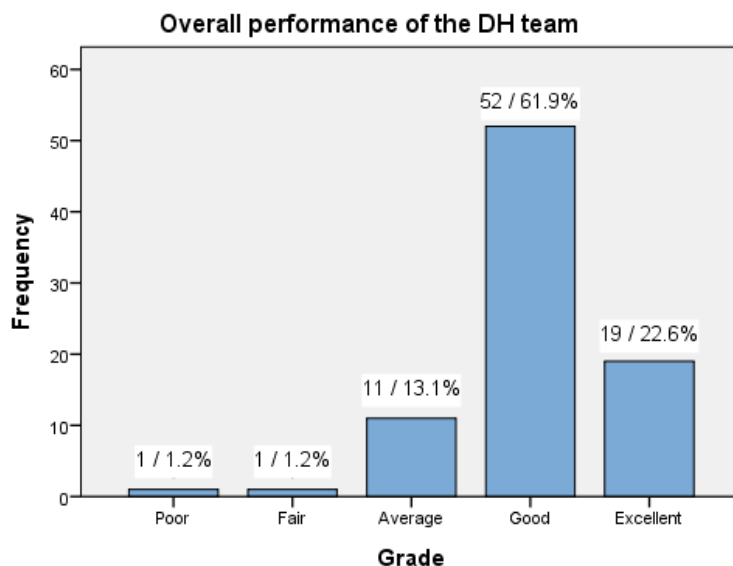
Graph 8: Overall Performance of the DH Team

The arithmetic mean of the grades given to the overall performance of the DH team was good, the mean being 4.04. The group representing both service and sales was most satisfied with the overall team performance giving it an average grade of 4.23. Again the group Other as an average had given below good grades (3.29). The service providers and the sales representatives considered the overall team performance to be good with an average grade of 4.09 and 4.00.

4.2.2   Web Tool Performance

In addition to evaluating the team performance the respondents were asked to assess the web tool which is used for handling and follow up of the warranty service cases.

4.2.2.1   Easiness of Use

A little over half of the respondents considered the easiness of use level to be good. Also 17.9% thought it was excellent. A quarter of the respondents gave an average grade and 5 respondents (6%) considered it to be fair. No poor grades were given.
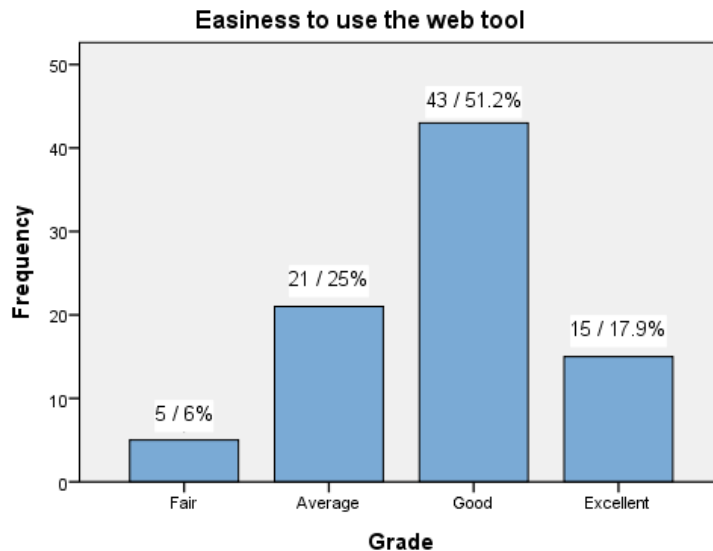
Graph 9: Easiness to Use the Web Tool

Easiness of the web tool use got an average grade slightly below good (3.81). All user groups gave an average grade below or close to good. The means for different users groups were in between 3.5 and 3.9.

4.2.2.2   Easiness of Creating a New Case

One of the ways in which the respondents were asked to evaluate the web tool was to assess the easiness of creating a new case online. This question was mainly targeted to the sales representatives as new cases are always created by the sales organisations. For the service providers there was an option which indicated that the respondent has not created a case before. 27.4% of the respondents reported not having created a case online. The respondents were fairly satisfied with the easiness of creating a new case. No poor grades were given and most of the respondents (34.5%) felt the easiness level to be good.

Easiness to create a new case online
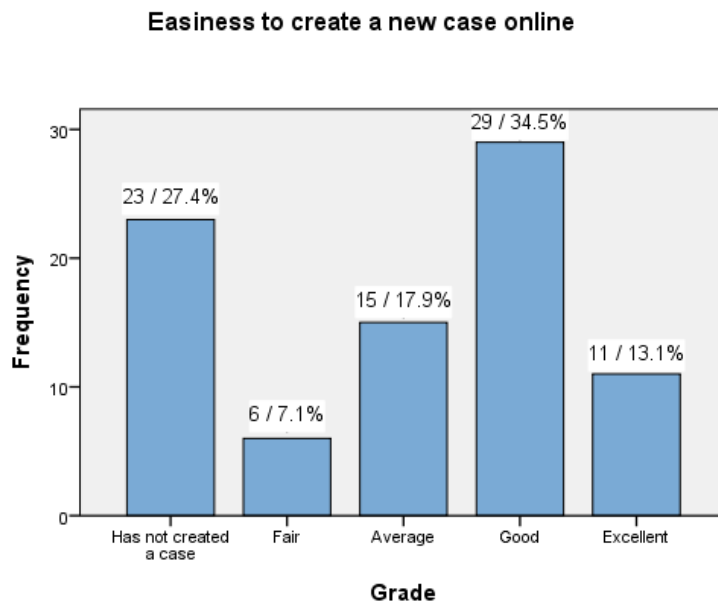
Graph 10: Easiness to Create a New Case Online

As an average the easiness of creating a new case online was considered to be close to good (3.74). Eighteen service providers out of 56 reported not having created case online. The 38 service providers who had created a case online thought that the easiness level was close to good (3.82). Three respondents from the group Other informed that they had created a case and they considered the easiness level to be slightly below good (3.67). Also the groups representing both sales and service, and the sales people found the easiness level to be below good (3.67 and 3.5).

4.2.2.3   Easiness of Updating a Case

Similarly to the previous question the service providers were asked to evaluate the easiness of updating the case online. This question was targeted mainly to the service providers as the cases are updated by them. For the sales representatives there was an option which indicated that the respondent has not updated a case. 9.5% of the respondents reported not having updated a case online. The respondents seemed satisfied with the easiness of updating; 53.6% gave a good grade and 14.5% an excellent grade. 17 respondents (20.2%) assessed the easiness level to be average, and two fair. Also one poor grade was given.

Easiness to update case details online
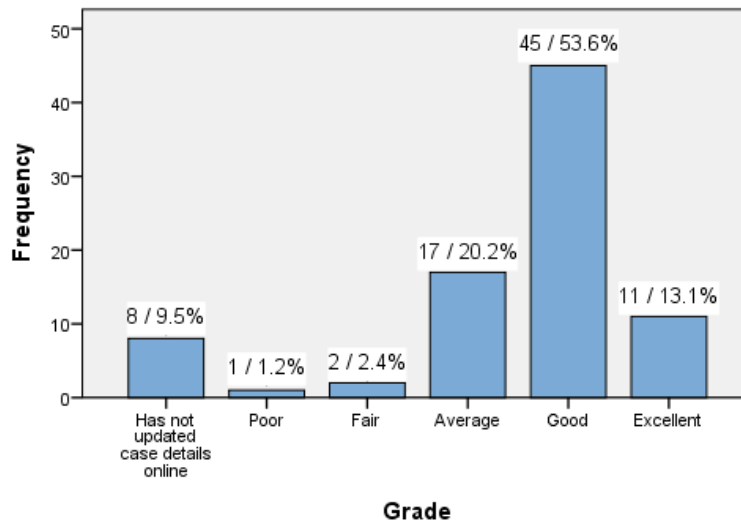
Graph 11: Easiness to Update Case Details Online

As an average the easiness of updating cases online was considered to be close to good (3.83). 53 service providers out of 56 reported having updated cases online. Those service providers who had updated a case online thought that the easiness level was close to good (3.85). Five respondents from the group Sales representatives informed that they had updated a case and they considered the easiness level to be slightly below good (3.60). The group representing both sales and service found the easiness level to be close to good (3.85). Out of the group Other five respondents informed that they had updated cases online giving the easiness level an average grade close to good (3.80).

4.2.2.4   Effectiveness as a Mean of Communication

The respondents were also asked to evaluate how effective the web tool is as a mean of communication between the sales representative, service provider and the DH team. A majority (46.4%) felt it to be good. 28.6% though it to be average and 19% excellent. Four fair and one poor grade were also given.
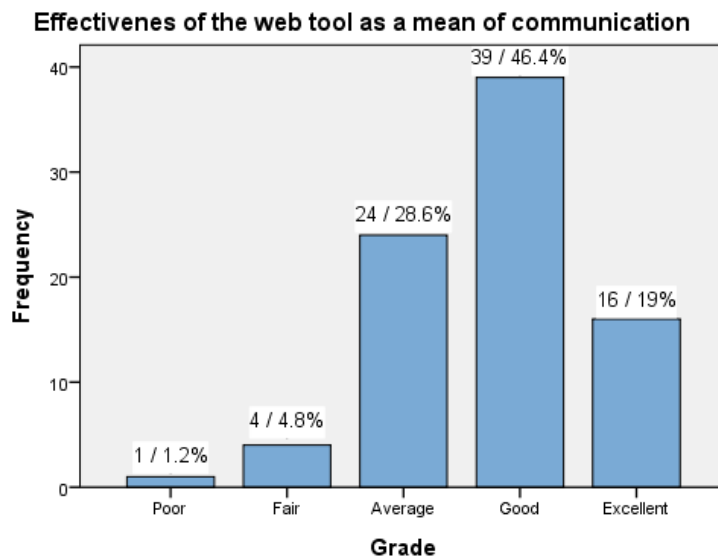
Graph 12: Effectiveness of the Web Tool as a Mean of Communication

As an average the respondents felt that the web tool effectiveness as a mean of communication was close to good (3.77). The three groups; service providers, sales representatives and the group representing both, were most satisfied with the web tool as a mean of communication giving it average grades between 3.75 and 3.92. The group Other was slightly less satisfied with an average grade of 3.43.

4.2.2.5   Overall Performance and Functionality

In general the respondents were satisfied with the overall performance and functionality of the web tool. 51.2% of the respondents assessed the overall performance and functionality of the web tool to be good. 16.7% said it to be excellent. 26.2% of the respondents gave the web tool an average and five respondents a fair grade. There were no poor grades given.
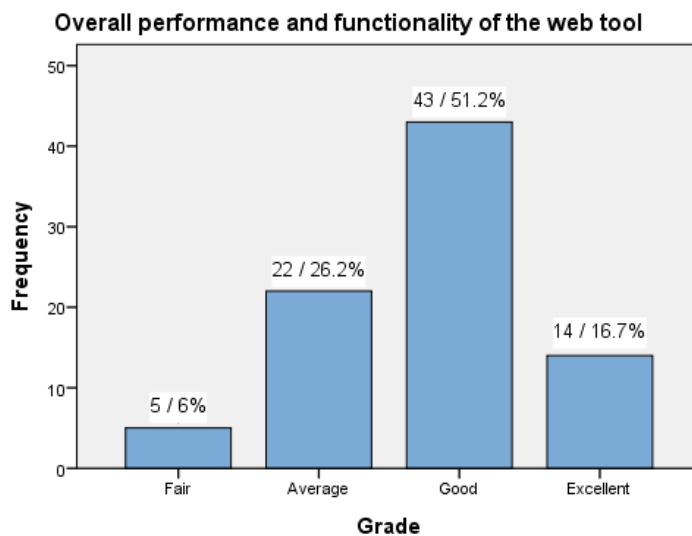
Graph 13: Overall Performance and Functionality of the Web Tool

As an average the respondents rated the web tool performance and functionality to be close to good (3.79). The service providers and the group representing both were most satisfied with the web tool giving it average grades between of 3.82 and 3.85. The sales representatives and group Other were slightly less satisfied with an average grades of 3.62 and 3.57.

4.2.3 Overall Service Satisfaction

As the last question the respondents were asked to evaluate the overall DH service, including all the aspects of the team performance and the web tool. In general the respondents were satisfied with the DH team. A large majority (65.5%) reported the overall service level to be good. 15.5% said it to be excellent. Fourteen (16.7%) respondents gave the team an average and one respondent a fair grade. Also one respondent reported the overall performance to be poor.
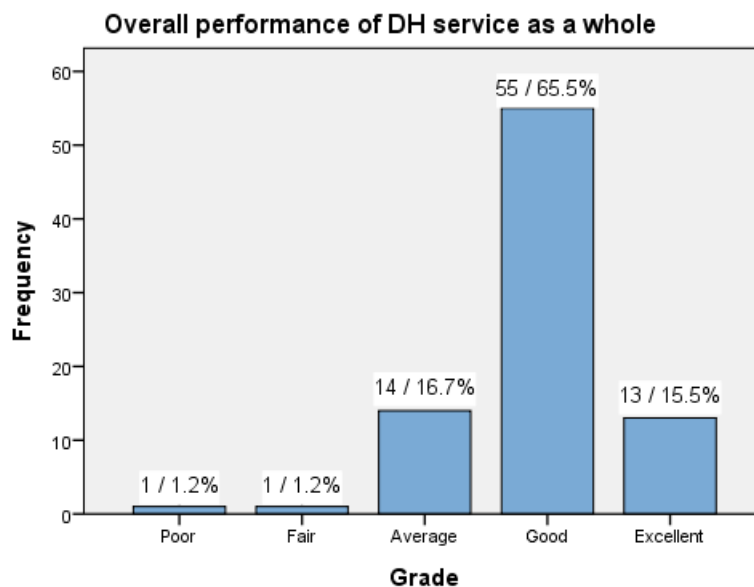
Graph 14: Overall Performance of DH Service as a Whole

As an average the respondents rated the overall service performance to be close to good (3.93). The most satisfied user group was the service providers who gave a good average grade (4.02). The group representing both service providers and sales representatives reported to be satisfied with the service giving it an average grade of 3.92. Also sales representatives had given an average grades close to good, the mean being 3.75. The most dissatisfied user group was the group Other. The mean of their grades was 3.43. However with this question the standard deviation for this group was 1.134 which means that the grades given by individual respondents differed from each other. As the group size is so small (8 respondents) a single bad grade affects the average grade pulling it down. Ad suggested

earlier with this question for this particular group the mean should not be used as a primary measure of the data, but the replies should be studied as individual responses, e.g. as frequencies.

4.2.4   Effect of the User Role to Satisfaction

In addition to comparing the means between different user groups SPSS was used to cross tabulate the collected data in order to find out if there were differences in the satisfaction levels between different groups. Chi-square test as a non-parametric measure was chosen to describe the data as the collected data does not necessarily meet all the requirements for parametric analysis. Using parametric measurements has certain requirements regarding for example the variance and distribution of the data as well as size of the collected data, i.e. sufficient number of observations. Non-parametric methods allow more variance in the data (Metsämuuronen 2004, 9; Bryman & Cramer, 1999, 117). Chi-square test can be used to assess interdependence between variables which are on nominal or ordinal level of measurement and is often used for measuring real statistical interdependence between variables which have been cross tabulated (Holopainen and Pulkkinen 2008, 200; Metsämuuronen 2002, 31). It should be noted that the collected data in this research does not meet all the requirements for chi-square test. As described by Holopainen and Pulkkinen (2008, 200) the number of observations or frequency in each cell of the cross tabulation matrix should be above five. They add that chi-square can be calculated with cells that have frequencies less than five but this requires that no more than twenty percent of the frequencies on the cross tabulation matrix should be less than five. SPSS automatically calculates the frequencies and informs if any of the cells in the matrix contain observations below the accepted level of five. In this research the collected data does not fulfil the prerequisites set for calculating chi-square. As can be seen in the cross tabulations matrixes in Appendix 8 there are matrixes containing cells with no observations or observations less than five. The missing observations or the observations which are less than five also exceeded the allowed twenty percent in all cross tabulations matrixes. Using SPSS it was calculated that in all cross tabulation matrixes the cells with too few observations varied between 33.3% and 80%. Metsämuuronen (2004, 45) points out that the requirements for using non parametric methods for analysis are not necessarily definite. The values can still be calculated even if all the requirements are not fulfilled but the results should not be fully trusted.

In general when observing the cross tabulations there are no significant differences between the different user groups, i.e. no user group is clearly more satisfied than another. Slight differences can be seen which are alike to the results gained from comparison of the means. Sales representatives and the group Other were slightly less satisfied with the service but there was variation between the grades given by the respondents within these groups. This

means that the group specific results should not be fully trusted. Also the risk levels for drawing conclusions about interdependence between the role of the respondent or the user group and the satisfaction level was high (from ten to seventy percent) with all the questions which were cross tabulated meaning that the risk of drawing wrong conclusion was very high. Chi-Square test suggested that there is some relationship between the user group and satisfaction related to the response time of the DH team. In order to study this possible relationship correlation was calculated. Correlation showed that there is no causal relationship between user group and satisfaction towards the response time of the team. This non-causal relationship can also be seen in the scatter diagram (appendix 9).

It should be noted that in this research due to the small sizes of the different respondent groups single observations varying greatly from the average have bigger affect on the overall results, especially when looking into respondent group specific results. The means calculated for group satisfaction as well as the cross tabulations are more volatile to deviation as the number of respondents in several groups was small. In this research for all satisfaction related questions the standard deviation of the arithmetic means was generally below or close to one. This means that as an average the variance that appeared between the grades given by the respondents was one grade apart from the group average. This would suggest that despite the small group sizes, the responses collected were fairly consistent in terms of satisfaction towards the service.

4.2.5   Effect of the Frequency of Service Usage to Satisfaction

Cross tabulation was also used to checked whether the frequency of service usage had affect on the satisfaction, e.g. if those who used the service or web tool most often were more satisfied with the service and the tool than the respondents who used the service less often etc. It was found out that the web tool usage frequency does not have an effect on the satisfaction towards the web tool or the service as a whole. When evaluating the effect of the service usage frequency on the satisfaction level towards the performance of the DH team it was found out that often the poor and faire grades were most often given by users who used the service either one or two times a month or less frequently. The respondents who used the service more often gave mostly average, good or excellent grades. In general there were no statistically significant differences between the frequency of contacts with the DH team and the satisfaction towards the performance of the service.

Cross tabulation showed that the those respondents who reported to be in contact with the DH team three to four times a month or more gave better grades when they were asked to evaluate the communication skills of the team. Similarly those who were in contact with the team less frequently gave more average grades. The Chi-Square test suggested that there is a

relationship between the service usage frequency and the evaluation of the communication skills of the DH team but when the correlation was calculated it showed that high frequency of contacts with the DH team does not cause high satisfaction concerning the communication skills of the team. This non-causal relationship can also be seen in the scatter diagram (appendix 9).

4.2.6   Effect of the Service Know-How to Satisfaction

Using cross tabulation it was tested if there were differences in the satisfaction level between the respondents who were aware of the services belong to the DH service and those who were not. The service-know how of the respondents was measured in question two on the questionnaire (Appendix 1). It was found out that the know-how level of the respondents did not affect the grades given to the service. It was however noticed that those respondents who were not sure which service they were evaluating, i.e. did not know which services belonged to the DH service, gave more average and poor grades when they were assessing the DH team performance whereas those who knew the service well gave good grades to the team. This would suggest that the good grades collected concerning the team performance have indeed come from the respondents who know the service well.

4.2.7   Effect of the Preferred Contact Method to Satisfaction

Using cross tabulation it was tested if the preferred method of contacting affected the satisfaction level of the respondent related to for example the performance of the team or the web tool. It was found out that the preferred method of contacting was not related to the assessment of the DH team, e.g. communication skills or response time. Nor did it have effect on the assessment of the web tool. For example those respondents who had chosen web tool as their preferred communication channel with the team were not any more satisfied with the tool than the respondents who preferred to use email or telephone for communicating.

4.3   Open Comments

The respondents were provided two possibilities to give open comments on the questionnaire. Firstly those who had heard and used the round the clock telephone service were asked to give comments and recommendations. Secondly at the end of the questionnaire all the respondents were provided with another open text box to give comments for DH case coordination and follow up as well as other feedback.

Few respondents took the opportunity to give feedback about the telephone service. Understandably 46.4% of the respondents had reported not knowing about the round the clock

telephone service at all so they cannot be expected to give comments or feedback about it. Also it is possible that those who had heard about the service had not used it and therefore could not assess it. Out of the few comments that were collected about the telephone service, two lead to follow up activities. One respondent thought that the round the clock telephone service was only for technical support and another had a complaint about the switchboard service. The former was contacted and the function of the telephone service was explained to him, the comments given by the latter were directed to the team responsible for the switchboard service.

The open comments section at the end of the questionnaire collected a little more comments and suggestions from the respondents. The team performance received several positive comments. The web tool received both appraisal and critique. Some respondents mentioned that accessing or finding the place to fill in a new case is complicated. Some commented that the tool needs to be improved. Due to the vagueness of some of the comments the team contacted those respondents by telephone who wished improvements to be made to ask a bit more specifically what kind of improvement should be done on the web tool. The comments received on the telephone are presented in the next chapter.

4.4   Telephone Feedback

Follow up telephone interviews were done after the questionnaire replies were submitted by the respondents. The follow up process for customer satisfaction surveys is clearly stated in the process description and working instructions of Company X. The purpose of the follow up is to contact those who have reported to be dissatisfied to collect more valuable information, and those who have reported to be unaware about the purpose of the service etc. If the follow up is done over the telephone the discussions are documented in the company's own database.

The follow up process for this questionnaire was done by the three DH team members and supported by the team manager. Interview was used when a respondent had reported to be dissatisfied with some part of the service in order to go through the problems more specifically, and hence collect valuable information about how the service should be improved. Also the respondents who were unaware of the services included in the DH service were contacted in order to explain the content and functions of the service. The feedback and other information gained from the telephone interviews was discussed in team meetings in order to find ways to improve and develop the service.

Altogether 58 respondents (out of 84) were contacted after the survey. Some respondents were contacted by telephone, others were informed by email. Some respondents were

contacted to get more specific comments about the parts of the service they were dissatisfied with. Some had expressed in the open comments section that improvements were needed, but had not specified what kind of improvements, they were also contacted for more specific information. Mostly the suggestions for improvement received from the users concerned the web tool, which supports the findings from the questionnaire, as the results showed some level of dissatisfaction towards the web tool functionality. Many respondents who were interviewed said that the tool was working alright but were unable to specify how it could be improved to make it even better. Some respondents mentioned that finding the cases in the web tool was somewhat difficult, and also that finding a place where to create a new service request was complicated. Also some respondents commented that as it is at the moment, the tool does not support case progress follow up. In order to stay fully up-to-date about the cases email or other type of communication is needed in addition to the case updates in the web tool.

Most often the reason for contacting the respondent was incorrect answers to the question about what services are provided by the DH team. As earlier mentioned the questionnaire results related to the awareness of the service content showed clear ambiguity among the service users. The aim was to contact those respondents who had reported to be unaware about the service content and to explain what services are included in the DH service. The responses gained in the telephone interviews however were in many cases contradictory when compared to the findings gained from the questionnaire. Many respondents, whose answers about the service content on the questionnaire were wrong, were able to give right answers when interviewed over the telephone. In several cases the respondents said that they had misunderstood the question measuring the service content and therefore given wrong answers. The telephone interviews findings would therefore suggest that the service content awareness results gained from the questionnaire cannot be fully trusted.

5   DISCUSSION

5.1   Conclusions

Based on the findings from this research it can be said that the current users of the DH service are satisfied with the service. The overall service satisfaction was high. A majority of the respondents (65.5%) rated the service level to be good, the remaining respondents gave it an average or excellent grades. Only two respondents considered the service level to be fair or poor. A majority of the respondents considered the overall performance of the DH team to be good (61.9%) or excellent (22.6%), some average grades were given and again only two respondents found the team performance to be fair or poor. Also the comments collected from the open comments on the questionnaire and in the follow up interviews supported the

findings from the survey suggesting that a majority of the current users is satisfied with the DH team performance. In general the web tool received average and good grades; however most criticism that was collected concerned the web tool. Although as an average the web tool satisfaction was close to good, it collected lower grades than the team performance. Also the open comments and telephone feedback suggested that although the users find the tool to be good or average, they feel that it should be improved.

One of the aims of this research was also to find out if there were differences in the satisfaction level between the different user groups. As mentioned earlier in this research due to the small sizes of the different respondent groups single observations have greater affect on the overall group specific results. The means calculated for group satisfaction were more volatile to deviation as the number of respondents in several groups was small. However the standard deviation calculated for the means was low suggesting that despite the small group sizes, the responses collected were fairly consistent in terms of satisfaction towards the service. In general there were no significant differences in the satisfaction level between the different user groups. Service providers and the group representing both service providers and sales representatives were as an average slightly more satisfied with the team performance and the service in general than the sales representatives and group Other. With the web tool satisfaction there were no differences between the different user groups. Also the findings from cross tabulations supported these results gained from the comparison of the means between the different user groups.

Another aim of this research was to find out whether the current users know what services the DH team provides. The findings from the questionnaire strongly indicated that many respondents were not aware of the DH service content. Although majority (71.4%) were able to identify the services which belong to the DH service over half (56%) had incorrectly marked technical support as part of the DH service. Also spare part enquiries were chosen by 32.1 percent of the respondents and spare part sales and logistics services by 26.2 percent. Only two respondents (2.4%) reported that they did not know what kind of services the DH team provides. These results should not however be fully trusted. As discussed earlier the findings from the follow up interviews showed that some respondents had misunderstood the question measuring service content know-how question. Many respondents, whose answers about the service content on the questionnaire were wrong, were able to give right answers when interviewed over the telephone. Thus the telephone interview findings would suggest that the service content awareness results gained from the questionnaire are not reliable.

The research was also conducted to find out if the current users are aware of the round the clock telephone service. The findings showed that almost half of the respondents (46.4%) were not aware of the possibility of contacting the team round the clock. In order to utilise

the benefits of having a round the clock telephone service, the users should be firstly informed about this possibility and secondly reminded about it. The team could for example have an automatic email signature where the possibility of contacting the team round the clock is advertised. As a big part of the case follow up happens via email an automatic signature would remind the users about the 24/7 telephone service frequently.

5.2   Suggestions for Improvement

Although the overall satisfaction level was good, the team must continuously encourage the service users to give feedback. Problem cases and situations should be actively documented and examined as single cases have significant effect on overall customer satisfaction. Based on the results gained from this research the area that needs to be improved most urgently is the web tool. The tool should better support the service case follow up. In the current condition the web tool does not encourage service providers to give updates on the case progress online. In order to find out what kind of improvements are needed for the tool to better support the follow up of the cases, both sales representatives and service providers should be consulted. Sales representatives would be able to tell what kind of information is important for them concerning the service cases and the service providers could explain how the tool could be improved to make it easier for them to summarise case information online. Another improvement suggestion is to make it easier for the service users access the on-going cases online as well as to create a new service request. At the moment the view where the users can follow their on-going and closed cases is located in different place than where the new requests are made in the web tool. It would be more logical if all the DH service related actions could be found in one location in the web tool.

5.3   Reliability and Validity in This Research

The reply percentage was relatively high (55.3%). 84 users out of 152 participated to the survey. Although the overall number of observations is not statistically very high it can be said that the group of respondents represents the average user of the DH service relatively well. The group specific results that were calculated provided valuable information but as mentioned due to the small group sizes single observations have greater affect on the overall results. Due to the shortage of observations in some groups more in-depth statistical analysis was not done on group level and also the results gained from the comparison of the means and cross tabulating of the group specific results should not fully be trusted. In order to study the different user groups one should know how well each group is presented in the study, i.e. to how many people from each group the survey was sent and how many replied. This way it would be possible to calculate the response rate for each group individually to see if all the users groups are equally presented in the study. The advantage of collecting group specific

data from this research is that it allows comparison of the users groups in the upcoming satisfaction surveys.

As suggested by Metsämuuronen (2000, 11) as well as by Saunders et al. (2003, 101) a precondition to reliable results is that the correct factors are being measured. SPSS provides several tools for measuring the reliability and validity of the tool used to collect the research data. For this research the correlations between the partial satisfaction questions, i.e. questions measuring satisfaction towards the team performance and the web tool, were measured. As suggested by Holopainen et al. (2004, 127) variables which measure the same factors, e.g. satisfaction towards the team performance, should correlate. In addition to correlation SPSS also calculates Cronbach's Alpha which is a coefficient for the reliability. According to Holopainen et al. (2004, 130) and Metsämuuronen (2000, 36) the lowest acceptable level for Cronbach's Alpha is generally 0.6.

The variables or questions which measured the satisfaction towards the different aspects of The DH team performance correlated strongly. The correlation between the variables was between 0.662 and 0.82 which can be considered as high correlation (Metsämuuronen 2002, 43). The Cronbach's Alpha was 0.901 which is above the acceptable level of 0.6. Also the variables which measured the web tool satisfaction correlated strongly (correlation between 0.668 and 0.869). The Cronbach's Alpha was also above the accepted level (0.912). The correlation findings are fully presented in Appendix 7. The high correlations would suggest that the tool used to collect the data was appropriate and the results gained are trustworthy.

One of the anticipated problems related to the trustworthiness of the results gained from this research was that the respondents are not necessarily aware of the services offered by the DH team. As earlier presented the results gained from this research were contrary. The findings from the questionnaire suggested that the respondents were not aware of the services included in the DH service, whereas when they were interviewed they were able to give the correct answers. When interviewed many respondents informed that they had misunderstood the question measuring service content awareness. The respondents explained that the misunderstandings were more related to the structure and framing of the question rather than language mistakes, i.e. not understanding the questions because English is not native language. This is also supported by the notion that fairly many native English speakers had misunderstood this question. Not all wrong answers were caused by misunderstandings; some respondents had confused the DH service with other services provided by Company X, such as technical support. This can mean that some respondents have given feedback to the wrong team in the questionnaire. In order to avoid this in the survey next year the question measuring the service awareness must be rephrased and also it should be made more clear,

for example in the email sent to the respondents asking them to participate in the survey, that the survey is meant only for assessing the performance of the DH service.

5.4   Suggestions for Future Research

The request to participate in the survey was sent to those service users who have logged in to the web tool during the past year. This user group does not encompass all DH service users. It is possible that some users are in contact with the team solely via email and telephone. Some users might use their colleagues log in information to access cases online. In order to ensure that every service user is included in the research, the participant list should also contain those users who do not log in to the web tool. A list of name could be retrieved for example from the email tool used by the team. Sending the survey also to those users who do not use the web tool would require some changes to the questionnaire, but it would provide a possibility to study for example how many users at the moment do not have their own log in details and how many users do not use the web tool at all.

In order to maintain the high participation rate the pre-survey actions, i.e. notification letter as well as active reminders during the survey, should be used in the upcoming surveys. One factor which might have affected the response rate to be higher this year was the notion that the results were used for thesis purposes. Because of this the respondents might have seen it more important to participate, especially as most of them are academically educated due to their positions in the company.

The structure of the questionnaire should also be carefully considered if it was to be altered in the upcoming surveys to ensure that it is attractive and encourages users to participate to the survey and express their opinions. As mentioned some improvements to the questionnaire should be made. Question two should be reconsidered and rephrased in order to avoid misunderstandings in the future surveys. Keeping the structure of the questionnaire similar to the one used in this research enables comparison of results over time (longitudinal research) which will give a more comprehensive picture of the service and its development over time. User group specific data can also be compared to the results gained from this research.

Feedback should be actively collected from the service users. In addition to the yearly surveys the service team needs to react to the problems and feedback that come up during the daily work. In addition to actively collecting feedback from the users the team should document the feedback utilising the existing feedback database used in the case company.

5.5   Evaluation

The research can be considered a success as the aims set in the beginning were met and the research questions answered. The research methods were appropriate for this kind of research and the collected theory supported both the methods used and the results gained from the research. The questionnaire used for this research can be used for the future surveys, provided that the previously suggested changes are made. Using the same questionnaire enables comparison of results over the years hence giving a more comprehensive picture of the customer satisfaction and service development over time. Also the pre-questionnaire measures can be duplicated for the future researches in order to avoid low reply percentages. The results gained from this research also provided ideas for improving the service and especially the web tool.

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Appendix 1 Questionnaire

First name

Last name

E-mail

Country

Phone

For the questions 2. and 5. you can choose several options.

1. In which roles have you used DH service?	☐ Sales representative
	☐ Service provider
	☐ Both sales representative and service provider
	☐ Other

2. Mark the services which belong to DH service:	☐ Organising global warranty handling
	☐ Technical support
	☐ Spare part sales and logistics
	☐ Technical spare part enquiries
	☐ Global warranty service follow-up
	☐ Do not know

3. How often do you use DH web tool, i.e. create new cases, update case status, check case information etc.?	☐ 3-4 times a month or more
	☐ 1-2 times a month
	☐ Less frequently

4. How often are you in contact with the DH team (email, phone, Sametime etc.)?	☐ 3-4 times a month or more
	☐ 1-2 times a month
	☐ Less frequently

5. How do you prefer to contact and be contacted by the DH team?	☐ By phone
	☐ By email
	☐ By Sametime
	☐ By using the web tool
	☐ By video conferences
	☐ All above
	☐ Other

DH TEAM performance

DH team's responsibilities include organising and following-up global warranty service cases as well as communicating with service providers and sales representatives in order to ensure efficient quality warranty service .

RATING: 5 - EXCELLENT, 4 - GOOD, 3 - AVERAGE, 2 - FAIR, 1 - POOR

6. Communication skills of DH personnel?   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

7. Reachability of the DH team: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

8. Helpfulness of the DH team: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

9. Warranty service know-how of the DH team: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

10. DH team's response time to email enquiries, problems etc: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

11. Overall performance of the DH team: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

WEB TOOL performance

RATING: 5 - EXCELLENT, 4 - GOOD, 3 - AVERAGE, 2 - FAIR, 1 - POOR

12. Easiness to use warranty service request tool (easy to access, navigate, read etc.):   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

13. Easiness to create a new case online (as a sales representative):   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐
I have not created a case

14. Easiness to update case details online (as a service provider):   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐
I have not updated case details

15. How effective is the web tool as a mean of communication between the sales unit, DH team and service provider?   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

16. Overall performance and functionality of the web tool: ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

24 h DH Telephone Service performance

DH is at your service 24/7. You can contact us round the clock by calling ########.

17. Have you heard about this 24 h telephone service before?   ☐ Yes
☐ No

18. Comments and recommendations for DH telephone service:

RATING: 5 - EXCELLENT, 4 - GOOD, 3 - AVERAGE, 2 - FAIR, 1 - POOR

19. Overall performance of DH service as a whole (including DH team, telephone service and the web tool performance):   ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

20. Comments for DH case coordination and follow-up, other feedback?

Thank you for your time! Your feedback and suggestions are most valuable for us.

Appendix 2 Survey Pre Alert

Dear colleague/ DH service user,

According to our system you have used our DH service during the past twelve months.

We would like you to take some time to fill in DH satisfaction questionnaire between December 7th and 21st. It is also possible to fill in the questionnaire earlier. Please feel free to give your open comments about our service. We will send a reminder about the questionnaire on December 7th.

This year DH questionnaire is conducted as a part of Bachelors Thesis of one our team members, Mrs Elena Kosonen. For the success of Elena's research and thesis it would be very important to get as many replies as possible. Please note that for research purposes your answers will be analysed completely anonymously. For more information about the research you can contact Elena (Elena.Kosonen@####.com).

All respondents will participate in a lottery. We will inform the lucky winner personally.

Below you can find a link to the questionnaire. Please note that no password is needed. Filling in the questionnaire will take approximately 5-10 minutes.

(link to the online questionnaire)

Thank you for your time! Your feedback and suggestions are most valuable for us.

Best regards,
Oy, Finland
DH team

Appendix 3 Survey Start Message

Dear colleague/ DH service user,

According to our system you have used our DH service during the past twelve months.

We would like you to take some time to fill in DH satisfaction questionnaire. Please feel free to give your open comments about our service. We will send a reminder about the questionnaire on December 20th.

This year DH questionnaire is conducted as a part of Bachelors Thesis of one our team members, Mrs Elena Kosonen. For the success of Elena's research and thesis it would be very important to get as many replies as possible. Please note that for research purposes your answers will be analysed completely anonymously. For more information about the research you can contact Elena (Elena.Kosonen@####.com).

All respondents will participate in a lottery. We will inform the lucky winner personally.

Below you can find a link to the questionnaire. Please note that no password is needed. Filling in the questionnaire will take approximately 5-10 minutes. Please answer by December 21st the latest.

(link to the online questionnaire)

Thank you for your time! Your feedback and suggestions are most valuable for us.

Best regards,
Oy, Finland
DH team

Appendix 4 Survey Reminder Message

Dear colleague/DH service user,

This is a reminder sent to you about the on-going DH service satisfaction questionnaire. We would kindly ask you to give your comments about our service.

This year DH questionnaire is conducted as a part of Bachelors Thesis of one our team members, Mrs Elena Kosonen. For the success of Elena's research and thesis it would be very important to get as many replies as possible. Please note that for research purposes your answers will be analysed completely anonymously. For more information about the research you can contact Elena (Elena.Kosonen@####.com).

Below you can find a link to the questionnaire. Please note that no password is needed. Filling in the questionnaire will take approximately 5-10 minutes.

(link to the online questionnaire)

Thank you for your time! Your feedback and suggestions are most valuable for us. Please note that the last day to reply is December 21st.

Looking forward to your feedback,

Oy, Finland
DH team

Appendix 5 Open Comments from the Survey

- Mostly I send my questions by mail... So I do not use the 24h telephone service for now

- Useful

- When you calling to the Call center, its take a lot of time to explain and pronounce by each letter the last name to operator

- I thought that this number is only for the support-line when a technical support is needed

- The tools is good provided the correct information is enter

- The access to DH via ### is a bit complicated

- ### tool is very easy to understand and effective

- ### tool need to be improved

- Generally the DH system works well for me, but the ### tool is not capable of dealing with the variety of issues we have experienced, such as lack of response from overseas, ease of invoicing, lack of complete information. We find that we usually have to chase up other ### companies by independent email. I also think it would help if the ### tool could more clearly demonstrate what constitutes warranty; and better instruction should be given on the completion of the form within the tool itself. It might help if the Original Sales people could indicate how much urgency they place on the claim, based on their knowledge of their customer, so that we might have a better idea of how much cost they would allow us to incur to their case.

- I don't use ### often (only a few cases a year) and usually I have to search ### for a while before I find where I make or update a request. However, the follow-up is extremely good and the response times are astonishing. I wish everyone was as quick!

- I had one case for 2010 so far. The DH had handled my case in a very organized manner.

- I take this opportunity to congratulate and Dh team for the excellent support and prompt service that has provided

- good coordination and follow up by DH team

- Follow up of the cases is important

- Its good service

- Whenever I need the services of DH received prompt attention and continuous monitoring. Congratulations for the good job.

- Good follow up

- Usually it is fast and effective

- It's very good that we have your support to push the warranty cases further

- very good collaboration in working out the cases

Appendix 6 Frequencies

Has heard about the 24h telephone service before

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	39	46,4%	46,4%	46,4%
	Yes	45	53,6%	53,6%	100,0%
	Total	84	100,0%	100,0%	

Mark the Services which Belong to DH Service

	Responses		Percent of Cases
	N	Percent	
Organising global warranty handling	60	27,5%	71,4%
Technical support	47	21,6%	56,0%
Spare part sales and logistics	22	10,1%	26,2%
Technical spare part enquiries	27	12,4%	32,1%
Global warranty service follow-up	60	27,5%	71,4%
Do not know	2	,9%	2,4%
Total	218	100,0%	259,5%

Preferred Contact Method

	Responses		Percent of Cases
	N	Percent	
By phone	31	16,3%	36,9%
By email	80	42,1%	95,2%
By SameTime	40	21,1%	47,6%
By using the web tool	34	17,9%	40,5%
By video conferences	2	1,1%	2,4%
All above	2	1,1%	2,4%
Other	1	,5%	1,2%
Total	190	100,0%	226,2%

Communication skills of DH personnel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	13	15,5%	15,5%	15,5%
	Good	50	59,5%	59,5%	75,0%
	Excellent	21	25,0%	25,0%	100,0%
	Total	84	100,0%	100,0%	

Reachability of the DH team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	1	1,2%	1,2%	1,2%
	Average	13	15,5%	15,5%	16,7%
	Good	48	57,1%	57,1%	73,8%
	Excellent	22	26,2%	26,2%	100,0%
	Total	84	100,0%	100,0%	

Helpfulness of the DH team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	1	1,2%	1,2%	1,2%
	Average	12	14,3%	14,3%	15,5%
	Good	51	60,7%	60,7%	76,2%
	Excellent	20	23,8%	23,8%	100,0%
	Total	84	100,0%	100,0%	

Warranty service know-how of the DH team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	3	3,6%	3,6%	3,6%
	Average	15	17,9%	17,9%	21,4%
	Good	49	58,3%	58,3%	79,8%
	Excellent	17	20,2%	20,2%	100,0%
	Total	84	100,0%	100,0%	

DH team's response time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	4	4,8%	4,8%	4,8%
	Average	15	17,9%	17,9%	22,6%
	Good	38	45,2%	45,2%	67,9%
	Excellent	27	32,1%	32,1%	100,0%
	Total	84	100,0%	100,0%	

Overall performance of the DH team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1,2%	1,2%	1,2%
	Fair	1	1,2%	1,2%	2,4%
	Average	11	13,1%	13,1%	15,5%
	Good	52	61,9%	61,9%	77,4%
	Excellent	19	22,6%	22,6%	100,0%
	Total	84	100,0%	100,0%	

Easiness to use the web tool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	5	6,0%	6,0%	6,0%
	Average	21	25,0%	25,0%	31,0%
	Good	43	51,2%	51,2%	82,1%
	Excellent	15	17,9%	17,9%	100,0%
	Total	84	100,0%	100,0%	

Easiness to create a new case online

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	6	7,1%	9,8%	9,8%
	Average	15	17,9%	24,6%	34,4%
	Good	29	34,5%	47,5%	82,0%
	Excellent	11	13,1%	18,0%	100,0%

			61	72,6%	100,0%	
Missing	Has not created a case		23	27,4%		
Total			84	100,0%		

Easiness to update case details online

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1,2%	1,3%	1,3%
	Fair	2	2,4%	2,6%	3,9%
	Average	17	20,2%	22,4%	26,3%
	Good	45	53,6%	59,2%	85,5%
	Excellent	11	13,1%	14,5%	100,0%
	Total	76	90,5%	100,0%	
Missing	Has not updated case details	8	9,5%		
Total		84	100,0%		

Effective of the web tool as a mean of communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1,2%	1,2%	1,2%
	Fair	4	4,8%	4,8%	6,0%
	Average	24	28,6%	28,6%	34,5%
	Good	39	46,4%	46,4%	81,0%
	Excellent	16	19,0%	19,0%	100,0%
	Total	84	100,0%	100,0%	

Overall performance and functionality of the web tool

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	5	6,0%	6,0%	6,0%
	Average	22	26,2%	26,2%	32,1%
	Good	43	51,2%	51,2%	83,3%
	Excellent	14	16,7%	16,7%	100,0%
	Total	84	100,0%	100,0%	

Overall performance of DH service as a whole

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	1,2%	1,2%	1,2%
	Fair	1	1,2%	1,2%	2,4%
	Average	14	16,7%	16,7%	19,0%
	Good	55	65,5%	65,5%	84,5%
	Excellent	13	15,5%	15,5%	100,0%
	Total	84	100,0%	100,0%	

Statistics

Respondent Role			Communication skills of DH personnel	Reachability of the DH team	Helpfulness of the DH team	Warranty service know-how of the DH team	DH team's response time	Overall performance of the DH team
Sales representative	N	Valid	8	8	8	8	8	8
		Missing	0	0	0	0	0	0
		Mean	3,75	3,75	3,75	3,75	3,75	4,00
		Std. Deviation	,463	,707	,707	,886	,886	,535
		Variance	,214	,500	,500	,786	,786	,286
Service provider	N	Valid	56	56	56	56	56	56
		Missing	0	0	0	0	0	0
		Mean	4,12	4,11	4,11	4,00	4,07	4,09
		Std. Deviation	,634	,679	,652	,661	,759	,640
		Variance	,402	,461	,425	,436	,577	,410
Both sales representative and service provider	N	Valid	13	13	13	13	13	13
		Missing	0	0	0	0	0	0
		Mean	4,31	4,31	4,23	4,00	4,54	4,23
		Std. Deviation	,630	,630	,599	,816	,776	,725
		Variance	,397	,397	,359	,667	,603	,526

Other	N	Valid	7	7	7	7	7	7
		Missing	0	0	0	0	0	0
		Mean	3,86	3,86	3,86	3,71	3,29	3,29
		Std. Deviation	,690	,690	,690	,951	,951	1,113
		Variance	,476	,476	,476	,905	,905	1,238

Statistics

Respondent Role			Easiness to use the web tool	Easiness to create a new case online	Easiness to update case details online	Effective of the web tool as a mean of communication	Overall performance and functionality of the web tool
Sales representative	N	Valid	8	8	5	8	8
		Missing	0	0	3	0	0
		Mean	3,50	3,50	3,60	3,75	3,62
		Std. Deviation	,756	1,069	,894	,463	,744
		Variance	,571	1,143	,800	,214	,554
Service provider	N	Valid	56	38	53	56	56
		Missing	0	18	3	0	0
		Mean	3,89	3,82	3,85	3,79	3,82
		Std. Deviation	,779	,834	,770	,929	,765
		Variance	,606	,695	,592	,862	,586
Both sales representative and service provider	N	Valid	13	12	13	13	13
		Missing	0	1	0	0	0
		Mean	3,62	3,67	3,85	3,92	3,85
		Std. Deviation	1,044	,985	,801	,862	1,068
		Variance	1,090	,970	,641	,744	1,141
Other	N	Valid	7	3	5	7	7
		Missing	0	4	2	0	0
		Mean	3,86	3,67	3,80	3,43	3,57

		,378	,577	,447	,535	,535
Std. Deviation		,378	,577	,447	,535	,535
Variance		,143	,333	,200	,286	,286

Statistics

Overall performance of DH service as a whole

Sales representative	N	Valid	8
		Missing	0
		Mean	3,75
		Std. Deviation	,463
		Variance	,214
Service provider	N	Valid	56
		Missing	0
		Mean	4,02
		Std. Deviation	,618
		Variance	,381
Both sales representative and service provider	N	Valid	13
		Missing	0
		Mean	3,92
		Std. Deviation	,760
		Variance	,577
Other	N	Valid	7
		Missing	0
		Mean	3,43
		Std. Deviation	1,134
		Variance	1,286

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Overall performance of the DH team	84	1	5	4,04	,719
Easiness to use the web tool	84	2	5	3,81	,799
Easiness to create a new case online	61	2	5	3,74	,874

	N	Minimum	Maximum	Mean	Std. Deviation
Easiness to update case details online	76	1	5	3,83	,755
Effective of the web tool as a mean of communication	84	1	5	3,77	,855
Overall performance and functionality of the web tool	84	2	5	3,79	,793
Overall performance of DH service as a whole	84	1	5	3,93	,690
Valid N (listwise)	55				

Appendix 7 Reliability Statistics

Reliability Statistics for DH team performance questions

Cronbach's Alpha	N of Items
,901	6

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication skills of DH personnel	20,19	9,024	,719	,885
Reachability of the DH team	20,20	8,645	,762	,878
Helpfulness of the DH team	20,21	9,014	,691	,889
Warranty service know-how of the DH team	20,33	8,779	,662	,893
DH team's response time	20,24	7,894	,761	,880
Overall performance of the DH team	20,25	8,310	,804	,872

Reliability Statistics for the web tool questions

Cronbach's Alpha	N of Items
,912	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Easiness to use the web tool	15,24	8,517	,790	,889
Easiness to create a new case online	15,27	8,572	,786	,890
Easiness to update case details online	15,20	8,756	,782	,891
Effective of the web tool as a mean of communication	15,36	8,606	,668	,917
Overall performance and functionality of the web tool	15,29	8,099	,869	,872

Reliability Statistics for All Satisfaction Questions

Cronbach's Alpha	N of Items
,926	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Easiness to use the web tool	43,64	37,902	,696	,919
Easiness to create a new case online	43,67	38,113	,681	,920
Easiness to update case details online	43,60	38,393	,683	,920
Effective of the web tool as a mean of communication	43,76	37,776	,629	,923
Overall performance and functionality of the web tool	43,69	36,699	,803	,915
Communication skills of DH personnel	43,35	40,527	,601	,923
Reachability of the DH team	43,40	39,689	,682	,920
Helpfulness of the DH team	43,40	40,652	,589	,924
Warranty service know-how of the DH team	43,55	40,030	,576	,924
DH team's response time	43,38	37,796	,750	,917
Overall performance of the DH team	43,42	38,507	,747	,917
Overall performance of DH service as a whole	43,55	37,438	,828	,914

Appendix 8 Crosstabulations

Communication Skills * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Communication skills of DH personnel	Average	Count	2	8	1	2	13
		% within Communication skills of DH personnel	15,4%	61,5%	7,7%	15,4%	100,0%
		% within Respondent Role	25,0%	14,3%	7,7%	28,6%	15,5%
		% of Total	2,4%	9,5%	1,2%	2,4%	15,5%
	Good	Count	6	33	7	4	50
		% within Communication skills of DH personnel	12,0%	66,0%	14,0%	8,0%	100,0%
		% within Respondent Role	75,0%	58,9%	53,8%	57,1%	59,5%
		% of Total	7,1%	39,3%	8,3%	4,8%	59,5%
	Excellent	Count	0	15	5	1	21
		% within Communication skills of DH personnel	,0%	71,4%	23,8%	4,8%	100,0%
		% within Respondent Role	,0%	26,8%	38,5%	14,3%	25,0%
		% of Total	,0%	17,9%	6,0%	1,2%	25,0%
Total		Count	8	56	13	7	84
		% within Communication skills of DH personnel	9,5%	66,7%	15,5%	8,3%	100,0%

		100,0%	100,0%	100,0%	100,0%	100,0%
% within Respondent Role						
% of Total		9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5,542[a]	6	,476
Likelihood Ratio	7,330	6	,291
Linear-by-Linear Association	,268	1	,605
N of Valid Cases	84		

a. 8 cells (66,7%) have expected count less than 5. The minimum
expected count is 1,08.

Reachability * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Reachability of the DH team	Fair	Count	0	1	0	0	1
		% within Reachability of the DH team	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,8%	,0%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	,0%	1,2%
	Average	Count	3	7	1	2	13
		% within Reachability of the DH team	23,1%	53,8%	7,7%	15,4%	100,0%
		% within Respondent Role	37,5%	12,5%	7,7%	28,6%	15,5%
		% of Total	3,6%	8,3%	1,2%	2,4%	15,5%
	Good	Count	4	33	7	4	48

		% within Reachability of the DH team	8,3%	68,8%	14,6%	8,3%	100,0%
		% within Respondent Role	50,0%	58,9%	53,8%	57,1%	57,1%
		% of Total	4,8%	39,3%	8,3%	4,8%	57,1%
	Excellent	Count	1	15	5	1	22
		% within Reachability of the DH team	4,5%	68,2%	22,7%	4,5%	100,0%
		% within Respondent Role	12,5%	26,8%	38,5%	14,3%	26,2%
		% of Total	1,2%	17,9%	6,0%	1,2%	26,2%
Total		Count	8	56	13	7	84
		% within Reachability of the DH team	9,5%	66,7%	15,5%	8,3%	100,0%
		% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,446[a]	9	,695
Likelihood Ratio	6,141	9	,726
Linear-by-Linear Association	,282	1	,595
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,08.

Helpfulness * Respondent Role

	Respondent Role				
	Sales representative	Service provider	Both sales representative and service provider	Other	Total

Helpfulness of the DH team	Fair	Count	0	1	0	0	1
		% within Helpfulness of the DH team	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,8%	,0%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	,0%	1,2%
	Average	Count	3	6	1	2	12
		% within Helpfulness of the DH team	25,0%	50,0%	8,3%	16,7%	100,0%
		% within Respondent Role	37,5%	10,7%	7,7%	28,6%	14,3%
		% of Total	3,6%	7,1%	1,2%	2,4%	14,3%
	Good	Count	4	35	8	4	51
		% within Helpfulness of the DH team	7,8%	68,6%	15,7%	7,8%	100,0%
		% within Respondent Role	50,0%	62,5%	61,5%	57,1%	60,7%
		% of Total	4,8%	41,7%	9,5%	4,8%	60,7%
	Excellent	Count	1	14	4	1	20
		% within Helpfulness of the DH team	5,0%	70,0%	20,0%	5,0%	100,0%
		% within Respondent Role	12,5%	25,0%	30,8%	14,3%	23,8%
		% of Total	1,2%	16,7%	4,8%	1,2%	23,8%
Total		Count	8	56	13	7	84
		% within Helpfulness of the DH team	9,5%	66,7%	15,5%	8,3%	100,0%
		% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,605[a]	9	,678
Likelihood Ratio	5,998	9	,740
Linear-by-Linear Association	,141	1	,707
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,08.

Warranty Service KnowHow * Respondent Role

			Respondent Role				Total
			Sales representative	Service provider	Both sales representative and service provider	Other	
Warranty service know-how of the DH team	Fair	Count	1	1	0	1	3
		% within Warranty service know-how of the DH team	33,3%	33,3%	,0%	33,3%	100,0%
		% within Respondent Role	12,5%	1,8%	,0%	14,3%	3,6%
		% of Total	1,2%	1,2%	,0%	1,2%	3,6%
	Average	Count	1	9	4	1	15
		% within Warranty service know-how of the DH team	6,7%	60,0%	26,7%	6,7%	100,0%
		% within Respondent Role	12,5%	16,1%	30,8%	14,3%	17,9%
		% of Total	1,2%	10,7%	4,8%	1,2%	17,9%
	Good	Count	5	35	5	4	49

	% within Warranty service know-how of the DH team	10,2%	71,4%	10,2%	8,2%	100,0%
	% within Respondent Role	62,5%	62,5%	38,5%	57,1%	58,3%
	% of Total	6,0%	41,7%	6,0%	4,8%	58,3%
Excellent	Count	1	11	4	1	17
	% within Warranty service know-how of the DH team	5,9%	64,7%	23,5%	5,9%	100,0%
	% within Respondent Role	12,5%	19,6%	30,8%	14,3%	20,2%
	% of Total	1,2%	13,1%	4,8%	1,2%	20,2%
Total	Count	8	56	13	7	84
	% within Warranty service know-how of the DH team	9,5%	66,7%	15,5%	8,3%	100,0%
	% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,646[a]	9	,471
Likelihood Ratio	7,412	9	,594
Linear-by-Linear Association	,051	1	,822
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,25.

Response Time * Respondent Role

| | | | Respondent Role | | | | |
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
DH team's response time	Fair	Count	0	2	0	2	4
		% within DH team's response time	,0%	50,0%	,0%	50,0%	100,0%
		% within Respondent Role	,0%	3,6%	,0%	28,6%	4,8%
		% of Total	,0%	2,4%	,0%	2,4%	4,8%
	Average	Count	4	8	2	1	15
		% within DH team's response time	26,7%	53,3%	13,3%	6,7%	100,0%
		% within Respondent Role	50,0%	14,3%	15,4%	14,3%	17,9%
		% of Total	4,8%	9,5%	2,4%	1,2%	17,9%
	Good	Count	2	30	2	4	38
		% within DH team's response time	5,3%	78,9%	5,3%	10,5%	100,0%
		% within Respondent Role	25,0%	53,6%	15,4%	57,1%	45,2%
		% of Total	2,4%	35,7%	2,4%	4,8%	45,2%
	Excellent	Count	2	16	9	0	27
		% within DH team's response time	7,4%	59,3%	33,3%	,0%	100,0%
		% within Respondent Role	25,0%	28,6%	69,2%	,0%	32,1%
		% of Total	2,4%	19,0%	10,7%	,0%	32,1%
Total		Count	8	56	13	7	84

	% within DH team's response time	9,5%	66,7%	15,5%	8,3%	100,0%
	% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27,150[a]	9	,001
Likelihood Ratio	24,004	9	,004
Linear-by-Linear Association	,117	1	,733
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,33.

Overall Performance DH team * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Overall performance of the DH team	Poor	Count	0	0	0	1	1
		% within Overall performance of the DH team	,0%	,0%	,0%	100,0%	100,0%
		% within Respondent Role	,0%	,0%	,0%	14,3%	1,2%
		% of Total	,0%	,0%	,0%	1,2%	1,2%
	Fair	Count	0	1	0	0	1
		% within Overall performance of the DH team	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,8%	,0%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	,0%	1,2%

Average	Count		1	6	2	2	11
	% within Overall performance of the DH team		9,1%	54,5%	18,2%	18,2%	100,0%
	% within Respondent Role		12,5%	10,7%	15,4%	28,6%	13,1%
	% of Total		1,2%	7,1%	2,4%	2,4%	13,1%
Good	Count		6	36	6	4	52
	% within Overall performance of the DH team		11,5%	69,2%	11,5%	7,7%	100,0%
	% within Respondent Role		75,0%	64,3%	46,2%	57,1%	61,9%
	% of Total		7,1%	42,9%	7,1%	4,8%	61,9%
Excellent	Count		1	13	5	0	19
	% within Overall performance of the DH team		5,3%	68,4%	26,3%	,0%	100,0%
	% within Respondent Role		12,5%	23,2%	38,5%	,0%	22,6%
	% of Total		1,2%	15,5%	6,0%	,0%	22,6%
Total	Count		8	56	13	7	84
	% within Overall performance of the DH team		9,5%	66,7%	15,5%	8,3%	100,0%
	% within Respondent Role		100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total		9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17,293[a]	12	,139
Likelihood Ratio	12,699	12	,391
Linear-by-Linear Association	2,552	1	,110

N of Valid Cases	84		

a. 16 cells (80,0%) have expected count less than 5. The minimum
expected count is ,08.

Easiness of use * Respondent Role

			Respondent Role				Total
			Sales representativ e	Service provide r	Both sales representativ e and service provider	Other	
Easiness to use the web tool	Fair	Count	0	3	2	0	5
		% within Easiness to use the web tool	,0%	60,0%	40,0%	,0%	100,0%
		% within Respondent Role	,0%	5,4%	15,4%	,0%	6,0%
		% of Total	,0%	3,6%	2,4%	,0%	6,0%
	Average	Count	5	11	4	1	21
		% within Easiness to use the web tool	23,8%	52,4%	19,0%	4,8%	100,0%
		% within Respondent Role	62,5%	19,6%	30,8%	14,3%	25,0%
		% of Total	6,0%	13,1%	4,8%	1,2%	25,0%
	Good	Count	2	31	4	6	43
		% within Easiness to use the web tool	4,7%	72,1%	9,3%	14,0%	100,0%
		% within Respondent Role	25,0%	55,4%	30,8%	85,7%	51,2%
		% of Total	2,4%	36,9%	4,8%	7,1%	51,2%
	Excellen t	Count	1	11	3	0	15
		% within Easiness to use the web tool	6,7%	73,3%	20,0%	,0%	100,0%

		12,5%	19,6%	23,1%	,0%	17,9%
	% within Respondent Role	12,5%	19,6%	23,1%	,0%	17,9%
	% of Total	1,2%	13,1%	3,6%	,0%	17,9%
Total	Count	8	56	13	7	84
	% within Easiness to use the web tool	9,5%	66,7%	15,5%	8,3%	100,0%
	% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14,134[a]	9	,118
Likelihood Ratio	14,586	9	,103
Linear-by-Linear Association	,013	1	,908
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,42.

Easiness of Creating a New Case * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Easiness to create a new case online	Fair	Count	1	3	2	0	6
		% within Easiness to create a new case online	16,7%	50,0%	33,3%	,0%	100,0%
		% within Respondent Role	12,5%	7,9%	16,7%	,0%	9,8%
		% of Total	1,6%	4,9%	3,3%	,0%	9,8%
	Average	Count	4	8	2	1	15

		% within Easiness to create a new case online	26,7%	53,3%	13,3%	6,7%	100,0%
		% within Respondent Role	50,0%	21,1%	16,7%	33,3%	24,6%
		% of Total	6,6%	13,1%	3,3%	1,6%	24,6%
Good	Count		1	20	6	2	29
	% within Easiness to create a new case online		3,4%	69,0%	20,7%	6,9%	100,0%
	% within Respondent Role		12,5%	52,6%	50,0%	66,7%	47,5%
	% of Total		1,6%	32,8%	9,8%	3,3%	47,5%
Excellent	Count		2	7	2	0	11
	% within Easiness to create a new case online		18,2%	63,6%	18,2%	,0%	100,0%
	% within Respondent Role		25,0%	18,4%	16,7%	,0%	18,0%
	% of Total		3,3%	11,5%	3,3%	,0%	18,0%
Total	Count		8	38	12	3	61
	% within Easiness to create a new case online		13,1%	62,3%	19,7%	4,9%	100,0%
	% within Respondent Role		100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total		13,1%	62,3%	19,7%	4,9%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,053[a]	9	,632
Likelihood Ratio	8,159	9	,518

Linear-by-Linear Association	,017	1	,897
N of Valid Cases	61		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,30.

Easiness to Update * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Easiness to update case details online	Poor	Count	0	1	0	0	1
		% within Easiness to update case details online	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,9%	,0%	,0%	1,3%
		% of Total	,0%	1,3%	,0%	,0%	1,3%
	Fair	Count	0	1	1	0	2
		% within Easiness to update case details online	,0%	50,0%	50,0%	,0%	100,0%
		% within Respondent Role	,0%	1,9%	7,7%	,0%	2,6%
		% of Total	,0%	1,3%	1,3%	,0%	2,6%
	Average	Count	3	11	2	1	17
		% within Easiness to update case details online	17,6%	64,7%	11,8%	5,9%	100,0%
		% within Respondent Role	60,0%	20,8%	15,4%	20,0%	22,4%
		% of Total	3,9%	14,5%	2,6%	1,3%	22,4%
	Good	Count	1	32	8	4	45

			2,2%	71,1%	17,8%	8,9%	100,0%
		% within Easiness to update case details online					
		% within Respondent Role	20,0%	60,4%	61,5%	80,0%	59,2%
		% of Total	1,3%	42,1%	10,5%	5,3%	59,2%
	Excellent	Count	1	8	2	0	11
		% within Easiness to update case details online	9,1%	72,7%	18,2%	,0%	100,0%
		% within Respondent Role	20,0%	15,1%	15,4%	,0%	14,5%
		% of Total	1,3%	10,5%	2,6%	,0%	14,5%
Total		Count	5	53	13	5	76
		% within Easiness to update case details online	6,6%	69,7%	17,1%	6,6%	100,0%
		% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	6,6%	69,7%	17,1%	6,6%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,135[a]	12	,774
Likelihood Ratio	8,418	12	,752
Linear-by-Linear Association	,060	1	,806
N of Valid Cases	76		

a. 16 cells (80,0%) have expected count less than 5. The minimum expected count is ,07.

Effectiveness * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Effective of the web tool as a mean of communication	Poor	Count	0	1	0	0	1
		% within Effective of the web tool as a mean of communication	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,8%	,0%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	,0%	1,2%
	Fair	Count	0	4	0	0	4
		% within Effective of the web tool as a mean of communication	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	7,1%	,0%	,0%	4,8%
		% of Total	,0%	4,8%	,0%	,0%	4,8%
	Average	Count	2	13	5	4	24
		% within Effective of the web tool as a mean of communication	8,3%	54,2%	20,8%	16,7%	100,0%
		% within Respondent Role	25,0%	23,2%	38,5%	57,1%	28,6%
		% of Total	2,4%	15,5%	6,0%	4,8%	28,6%
	Good	Count	6	26	4	3	39

			15,4%	66,7%	10,3%	7,7%	100,0%
		% within Effective of the web tool as a mean of communication	15,4%	66,7%	10,3%	7,7%	100,0%
		% within Respondent Role	75,0%	46,4%	30,8%	42,9%	46,4%
		% of Total	7,1%	31,0%	4,8%	3,6%	46,4%
	Excellent	Count	0	12	4	0	16
		% within Effective of the web tool as a mean of communication	,0%	75,0%	25,0%	,0%	100,0%
		% within Respondent Role	,0%	21,4%	30,8%	,0%	19,0%
		% of Total	,0%	14,3%	4,8%	,0%	19,0%
Total		Count	8	56	13	7	84
		% within Effective of the web tool as a mean of communication	9,5%	66,7%	15,5%	8,3%	100,0%
		% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11,617[a]	12	,477
Likelihood Ratio	15,286	12	,226
Linear-by-Linear Association	,223	1	,636
N of Valid Cases	84		

a. 16 cells (80,0%) have expected count less than 5. The minimum expected count is ,08.

Overall Performance of the Web Tool * Respondent Role

			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Overall performance and functionality of the web tool	Fair	Count	0	3	2	0	5
		% within Overall performance and functionality of the web tool	,0%	60,0%	40,0%	,0%	100,0%
		% within Respondent Role	,0%	5,4%	15,4%	,0%	6,0%
		% of Total	,0%	3,6%	2,4%	,0%	6,0%
	Average	Count	4	13	2	3	22
		% within Overall performance and functionality of the web tool	18,2%	59,1%	9,1%	13,6%	100,0%
		% within Respondent Role	50,0%	23,2%	15,4%	42,9%	26,2%
		% of Total	4,8%	15,5%	2,4%	3,6%	26,2%
	Good	Count	3	31	5	4	43
		% within Overall performance and functionality of the web tool	7,0%	72,1%	11,6%	9,3%	100,0%
		% within Respondent Role	37,5%	55,4%	38,5%	57,1%	51,2%

		% of Total	3,6%	36,9%	6,0%	4,8%	51,2%
	Excellent	Count	1	9	4	0	14
		% within Overall performance and functionality of the web tool	7,1%	64,3%	28,6%	,0%	100,0%
		% within Respondent Role	12,5%	16,1%	30,8%	,0%	16,7%
		% of Total	1,2%	10,7%	4,8%	,0%	16,7%
Total		Count	8	56	13	7	84
		% within Overall performance and functionality of the web tool	9,5%	66,7%	15,5%	8,3%	100,0%
		% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
		% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9,868[a]	9	,361
Likelihood Ratio	10,710	9	,296
Linear-by-Linear Association	,031	1	,861
N of Valid Cases	84		

a. 12 cells (75,0%) have expected count less than 5. The minimum expected count is ,42.

Overall Service Performance * Respondent Role

			Respondent Role				
			Sales representative	Service provider	Both sales representative and service provider	Other	Total
Overall performance of DH service as a whole	Poor	Count	0	0	0	1	1
		% within Overall performance of DH service as a whole	,0%	,0%	,0%	100,0%	100,0%
		% within Respondent Role	,0%	,0%	,0%	14,3%	1,2%
		% of Total	,0%	,0%	,0%	1,2%	1,2%
	Fair	Count	0	1	0	0	1
		% within Overall performance of DH service as a whole	,0%	100,0%	,0%	,0%	100,0%
		% within Respondent Role	,0%	1,8%	,0%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	,0%	1,2%
	Average	Count	2	7	4	1	14
		% within Overall performance of DH service as a whole	14,3%	50,0%	28,6%	7,1%	100,0%
		% within Respondent Role	25,0%	12,5%	30,8%	14,3%	16,7%
		% of Total	2,4%	8,3%	4,8%	1,2%	16,7%
	Good	Count	6	38	6	5	55

		10,9%	69,1%	10,9%	9,1%	100,0%
% within Overall performance of DH service as a whole						
% within Respondent Role		75,0%	67,9%	46,2%	71,4%	65,5%
% of Total		7,1%	45,2%	7,1%	6,0%	65,5%
Excellent	Count	0	10	3	0	13
	% within Overall performance of DH service as a whole	,0%	76,9%	23,1%	,0%	100,0%
	% within Respondent Role	,0%	17,9%	23,1%	,0%	15,5%
	% of Total	,0%	11,9%	3,6%	,0%	15,5%
Total	Count	8	56	13	7	84
	% within Overall performance of DH service as a whole	9,5%	66,7%	15,5%	8,3%	100,0%
	% within Respondent Role	100,0%	100,0%	100,0%	100,0%	100,0%
	% of Total	9,5%	66,7%	15,5%	8,3%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17,942[a]	12	,117
Likelihood Ratio	14,249	12	,285
Linear-by-Linear Association	1,494	1	,222
N of Valid Cases	84		

a. 15 cells (75,0%) have expected count less than 5. The minimum expected count is ,08.

Overall performance of DH service as a whole * How often is in contact with the DH team

			How often is in contact with the DH team			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Overall performance of DH service as a whole	Poor	Count	0	0	1	1
		% within Overall performance of DH service as a whole	,0%	,0%	100,0%	100,0%
		% within How often is in contact with the DH team	,0%	,0%	2,3%	1,2%
		% of Total	,0%	,0%	1,2%	1,2%
	Fair	Count	0	1	0	1
		% within Overall performance of DH service as a whole	,0%	100,0%	,0%	100,0%
		% within How often is in contact with the DH team	,0%	4,5%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	1,2%
	Average	Count	2	2	10	14
		% within Overall performance of DH service as a whole	14,3%	14,3%	71,4%	100,0%
		% within How often is in contact with the DH team	10,5%	9,1%	23,3%	16,7%
		% of Total	2,4%	2,4%	11,9%	16,7%
	Good	Count	11	17	27	55
		% within Overall performance of DH service as a whole	20,0%	30,9%	49,1%	100,0%
		% within How often is in contact with the DH team	57,9%	77,3%	62,8%	65,5%
		% of Total	13,1%	20,2%	32,1%	65,5%
	Excellen	Count	6	2	5	13

	% within Overall performance of DH service as a whole	46,2%	15,4%	38,5%	100,0%
	% within How often is in contact with the DH team	31,6%	9,1%	11,6%	15,5%
	% of Total	7,1%	2,4%	6,0%	15,5%
Total	Count	19	22	43	84
	% within Overall performance of DH service as a whole	22,6%	26,2%	51,2%	100,0%
	% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
	% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10,935[a]	8	,205
Likelihood Ratio	10,654	8	,222
Linear-by-Linear Association	4,024	1	,045
N of Valid Cases	84		

a. 10 cells (66,7%) have expected count less than 5. The minimum expected count is ,23.

Communication skills of DH personnel * How often is in contact with the DH team

		How often is in contact with the DH team			
		3-4 times a month or more	1-2 times a month	Less frequently	Total
Communication skills of DH personnel	Average Count	1	3	9	13
	% within Communication skills of DH personnel	7,7%	23,1%	69,2%	100,0%

		% within How often is in contact with the DH team	5,3%	13,6%	20,9%	15,5%
		% of Total	1,2%	3,6%	10,7%	15,5%
	Good	Count	8	16	26	50
		% within Communication skills of DH personnel	16,0%	32,0%	52,0%	100,0%
		% within How often is in contact with the DH team	42,1%	72,7%	60,5%	59,5%
		% of Total	9,5%	19,0%	31,0%	59,5%
	Excellent	Count	10	3	8	21
		% within Communication skills of DH personnel	47,6%	14,3%	38,1%	100,0%
		% within How often is in contact with the DH team	52,6%	13,6%	18,6%	25,0%
		% of Total	11,9%	3,6%	9,5%	25,0%
Total		Count	19	22	43	84
		% within Communication skills of DH personnel	22,6%	26,2%	51,2%	100,0%
		% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
		% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

a. 3 cells (33,3%) have expected count less than 5. The minimum expected count is 2,94.

Reachability of the DH team * How often is in contact with the DH team

	How often is in contact with the DH team	Total

			3-4 times a month or more	1-2 times a month	Less frequently	
Reachability of the DH team	Fair	Count	0	1	0	1
		% within Reachability of the DH team	,0%	100,0%	,0%	100,0%
		% within How often is in contact with the DH team	,0%	4,5%	,0%	1,2%
		% of Total	,0%	1,2%	,0%	1,2%
	Average	Count	3	1	9	13
		% within Reachability of the DH team	23,1%	7,7%	69,2%	100,0%
		% within How often is in contact with the DH team	15,8%	4,5%	20,9%	15,5%
		% of Total	3,6%	1,2%	10,7%	15,5%
	Good	Count	11	12	25	48
		% within Reachability of the DH team	22,9%	25,0%	52,1%	100,0%
		% within How often is in contact with the DH team	57,9%	54,5%	58,1%	57,1%
		% of Total	13,1%	14,3%	29,8%	57,1%
	Excellent	Count	5	8	9	22
		% within Reachability of the DH team	22,7%	36,4%	40,9%	100,0%
		% within How often is in contact with the DH team	26,3%	36,4%	20,9%	26,2%
		% of Total	6,0%	9,5%	10,7%	26,2%
Total		Count	19	22	43	84
		% within Reachability of the DH team	22,6%	26,2%	51,2%	100,0%

% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,703[a]	6	,349
Likelihood Ratio	7,082	6	,313
Linear-by-Linear Association	,627	1	,428
N of Valid Cases	84		

a. 6 cells (50,0%) have expected count less than 5. The minimum expected count is ,23.

Helpfulness of the DH team * How often is in contact with the DH team

			How often is in contact with the DH team			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Helpfulness of the DH team	Fair	Count	0	0	1	1
		% within Helpfulness of the DH team	,0%	,0%	100,0%	100,0%
		% within How often is in contact with the DH team	,0%	,0%	2,3%	1,2%
		% of Total	,0%	,0%	1,2%	1,2%
	Average	Count	1	3	8	12
		% within Helpfulness of the DH team	8,3%	25,0%	66,7%	100,0%
		% within How often is in contact with the DH team	5,3%	13,6%	18,6%	14,3%
		% of Total	1,2%	3,6%	9,5%	14,3%
	Good	Count	11	14	26	51
		% within Helpfulness of the DH team	21,6%	27,5%	51,0%	100,0%

			57,9%	63,6%	60,5%	60,7%
		% within How often is in contact with the DH team	57,9%	63,6%	60,5%	60,7%
		% of Total	13,1%	16,7%	31,0%	60,7%
	Excellent	Count	7	5	8	20
		% within Helpfulness of the DH team	35,0%	25,0%	40,0%	100,0%
		% within How often is in contact with the DH team	36,8%	22,7%	18,6%	23,8%
		% of Total	8,3%	6,0%	9,5%	23,8%
Total		Count	19	22	43	84
		% within Helpfulness of the DH team	22,6%	26,2%	51,2%	100,0%
		% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
		% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4,516[a]	6	,607
Likelihood Ratio	5,045	6	,538
Linear-by-Linear Association	3,993	1	,046
N of Valid Cases	84		

a. 6 cells (50,0%) have expected count less than 5. The minimum expected count is ,23.

Warranty service know-how of the DH team * How often is in contact with the DH team

			How often is in contact with the DH team			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Warranty service know-how of the DH team	Fair	Count	0	0	3	3
		% within Warranty service know-how of the DH team	,0%	,0%	100,0%	100,0%

						Total
		% within How often is in contact with the DH team	,0%	,0%	7,0%	3,6%
		% of Total	,0%	,0%	3,6%	3,6%
	Average	Count	5	2	8	15
		% within Warranty service know-how of the DH team	33,3%	13,3%	53,3%	100,0%
		% within How often is in contact with the DH team	26,3%	9,1%	18,6%	17,9%
		% of Total	6,0%	2,4%	9,5%	17,9%
	Good	Count	9	16	24	49
		% within Warranty service know-how of the DH team	18,4%	32,7%	49,0%	100,0%
		% within How often is in contact with the DH team	47,4%	72,7%	55,8%	58,3%
		% of Total	10,7%	19,0%	28,6%	58,3%
	Excellent	Count	5	4	8	17
		% within Warranty service know-how of the DH team	29,4%	23,5%	47,1%	100,0%
		% within How often is in contact with the DH team	26,3%	18,2%	18,6%	20,2%
		% of Total	6,0%	4,8%	9,5%	20,2%
Total		Count	19	22	43	84
		% within Warranty service know-how of the DH team	22,6%	26,2%	51,2%	100,0%
		% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
		% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	6,251ᵃ	6	,396
Likelihood Ratio	7,464	6	,280
Linear-by-Linear Association	,811	1	,368
N of Valid Cases	84		

a. 7 cells (58,3%) have expected count less than 5. The minimum
expected count is ,68.

DH team's response time * How often is in contact with the DH team

			How often is in contact with the DH team			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
DH team's response time	Fair	Count	0	2	2	4
		% within DH team's response time	,0%	50,0%	50,0%	100,0%
		% within How often is in contact with the DH team	,0%	9,1%	4,7%	4,8%
		% of Total	,0%	2,4%	2,4%	4,8%
	Average	Count	1	2	12	15
		% within DH team's response time	6,7%	13,3%	80,0%	100,0%
		% within How often is in contact with the DH team	5,3%	9,1%	27,9%	17,9%
		% of Total	1,2%	2,4%	14,3%	17,9%
	Good	Count	10	11	17	38
		% within DH team's response time	26,3%	28,9%	44,7%	100,0%
		% within How often is in contact with the DH team	52,6%	50,0%	39,5%	45,2%
		% of Total	11,9%	13,1%	20,2%	45,2%
	Excellent	Count	8	7	12	27
		% within DH team's response time	29,6%	25,9%	44,4%	100,0%

	% within How often is in contact with the DH team	42,1%	31,8%	27,9%	32,1%
	% of Total	9,5%	8,3%	14,3%	32,1%
Total	Count	19	22	43	84
	% within DH team's response time	22,6%	26,2%	51,2%	100,0%
	% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
	% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,315[a]	6	,216
Likelihood Ratio	9,498	6	,147
Linear-by-Linear Association	3,839	1	,050
N of Valid Cases	84		

a. 5 cells (41,7%) have expected count less than 5. The minimum expected count is ,90.

Overall performance of the DH team * How often is in contact with the DH team

			How often is in contact with the DH team			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Overall performance of the DH team	Poor	Count	0	0	1	1
		% within Overall performance of the DH team	,0%	,0%	100,0%	100,0%
		% within How often is in contact with the DH team	,0%	,0%	2,3%	1,2%
		% of Total	,0%	,0%	1,2%	1,2%
	Fair	Count	0	0	1	1

		% within Overall performance of the DH team	,0%	,0%	100,0%	100,0%
		% within How often is in contact with the DH team	,0%	,0%	2,3%	1,2%
		% of Total	,0%	,0%	1,2%	1,2%
	Average	Count	0	4	7	11
		% within Overall performance of the DH team	,0%	36,4%	63,6%	100,0%
		% within How often is in contact with the DH team	,0%	18,2%	16,3%	13,1%
		% of Total	,0%	4,8%	8,3%	13,1%
	Good	Count	14	14	24	52
		% within Overall performance of the DH team	26,9%	26,9%	46,2%	100,0%
		% within How often is in contact with the DH team	73,7%	63,6%	55,8%	61,9%
		% of Total	16,7%	16,7%	28,6%	61,9%
	Excellent	Count	5	4	10	19
		% within Overall performance of the DH team	26,3%	21,1%	52,6%	100,0%
		% within How often is in contact with the DH team	26,3%	18,2%	23,3%	22,6%
		% of Total	6,0%	4,8%	11,9%	22,6%
Total		Count	19	22	43	84
		% within Overall performance of the DH team	22,6%	26,2%	51,2%	100,0%
		% within How often is in contact with the DH team	100,0%	100,0%	100,0%	100,0%
		% of Total	22,6%	26,2%	51,2%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,171[a]	8	,628
Likelihood Ratio	9,351	8	,314
Linear-by-Linear Association	2,166	1	,141
N of Valid Cases	84		

a. 10 cells (66,7%) have expected count less than 5. The minimum expected count is ,23.

Easiness to use the web tool * How often uses DH web tool

			How often uses DH web tool			Total
			3-4 times a month or more	1-2 times a month	Less frequently	
Easiness to use the web tool	Fair	Count	2	2	1	5
		% within Easiness to use the web tool	40,0%	40,0%	20,0%	100,0%
		% within How often uses DH web tool	9,5%	10,5%	2,3%	6,0%
		% of Total	2,4%	2,4%	1,2%	6,0%
	Average	Count	6	3	12	21
		% within Easiness to use the web tool	28,6%	14,3%	57,1%	100,0%
		% within How often uses DH web tool	28,6%	15,8%	27,3%	25,0%
		% of Total	7,1%	3,6%	14,3%	25,0%
	Good	Count	9	10	24	43
		% within Easiness to use the web tool	20,9%	23,3%	55,8%	100,0%
		% within How often uses DH web tool	42,9%	52,6%	54,5%	51,2%
		% of Total	10,7%	11,9%	28,6%	51,2%
	Excellent	Count	4	4	7	15
		% within Easiness to use the web tool	26,7%	26,7%	46,7%	100,0%
		% within How often uses DH web tool	19,0%	21,1%	15,9%	17,9%

		3-4 times a month or more	1-2 times a month	Less frequently	Total
	% of Total	4,8%	4,8%	8,3%	17,9%
Total	Count	21	19	44	84
	% within Easiness to use the web tool	25,0%	22,6%	52,4%	100,0%
	% within How often uses DH web tool	100,0%	100,0%	100,0%	100,0%
	% of Total	25,0%	22,6%	52,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3,570[a]	6	,735
Likelihood Ratio	3,788	6	,705
Linear-by-Linear Association	,305	1	,581
N of Valid Cases	84		

a. 6 cells (50,0%) have expected count less than 5. The minimum

expected count is 1,13.

Easiness to create a new case online * How often uses DH web tool

			How often uses DH web tool			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Easiness to create a new case online	Fair	Count	2	1	3	6
		% within Easiness to create a new case online	33,3%	16,7%	50,0%	100,0%
		% within How often uses DH web tool	11,1%	6,7%	10,7%	9,8%
		% of Total	3,3%	1,6%	4,9%	9,8%
	Average	Count	7	4	4	15
		% within Easiness to create a new case online	46,7%	26,7%	26,7%	100,0%
		% within How often uses DH web tool	38,9%	26,7%	14,3%	24,6%
		% of Total	11,5%	6,6%	6,6%	24,6%
	Good	Count	6	7	16	29

			20,7%	24,1%	55,2%	100,0%
		% within Easiness to create a new case online	20,7%	24,1%	55,2%	100,0%
		% within How often uses DH web tool	33,3%	46,7%	57,1%	47,5%
		% of Total	9,8%	11,5%	26,2%	47,5%
	Excellent	Count	3	3	5	11
		% within Easiness to create a new case online	27,3%	27,3%	45,5%	100,0%
		% within How often uses DH web tool	16,7%	20,0%	17,9%	18,0%
		% of Total	4,9%	4,9%	8,2%	18,0%
Total		Count	18	15	28	61
		% within Easiness to create a new case online	29,5%	24,6%	45,9%	100,0%
		% within How often uses DH web tool	100,0%	100,0%	100,0%	100,0%
		% of Total	29,5%	24,6%	45,9%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4,298[a]	6	,636
Likelihood Ratio	4,361	6	,628
Linear-by-Linear Association	,934	1	,334
N of Valid Cases	61		

a. 7 cells (58,3%) have expected count less than 5. The minimum

expected count is 1,48.

Easiness to update case details online * How often uses DH web tool

			How often uses DH web tool			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Easiness to update	Poor	Count	1	0	0	1

		% within Easiness to update case details online	100,0%	,0%	,0%	100,0%
		% within How often uses DH web tool	5,6%	,0%	,0%	1,3%
		% of Total	1,3%	,0%	,0%	1,3%
	Fair	Count	1	0	1	2
		% within Easiness to update case details online	50,0%	,0%	50,0%	100,0%
		% within How often uses DH web tool	5,6%	,0%	2,5%	2,6%
		% of Total	1,3%	,0%	1,3%	2,6%
	Average	Count	4	3	10	17
		% within Easiness to update case details online	23,5%	17,6%	58,8%	100,0%
		% within How often uses DH web tool	22,2%	16,7%	25,0%	22,4%
		% of Total	5,3%	3,9%	13,2%	22,4%
	Good	Count	9	13	23	45
		% within Easiness to update case details online	20,0%	28,9%	51,1%	100,0%
		% within How often uses DH web tool	50,0%	72,2%	57,5%	59,2%
		% of Total	11,8%	17,1%	30,3%	59,2%
	Excellent	Count	3	2	6	11
		% within Easiness to update case details online	27,3%	18,2%	54,5%	100,0%
		% within How often uses DH web tool	16,7%	11,1%	15,0%	14,5%
		% of Total	3,9%	2,6%	7,9%	14,5%
Total		Count	18	18	40	76
		% within Easiness to update case details online	23,7%	23,7%	52,6%	100,0%
		% within How often uses DH web tool	100,0%	100,0%	100,0%	100,0%

	% of Total	23,7%	23,7%	52,6%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5,669[a]	8	,684
Likelihood Ratio	5,670	8	,684
Linear-by-Linear Association	,481	1	,488
N of Valid Cases	76		

a. 10 cells (66,7%) have expected count less than 5. The minimum
expected count is ,24.

Effectiveness of the web tool as a mean of communication * How often uses DH web tool

			How often uses DH web tool			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Effectiveness of the web tool as a mean of communication	Poor	Count	1	0	0	1
		% within Effective of the web tool as a mean of communication	100,0%	,0%	,0%	100,0%
		% within How often uses DH web tool	4,8%	,0%	,0%	1,2%
		% of Total	1,2%	,0%	,0%	1,2%
	Fair	Count	1	2	1	4
		% within Effective of the web tool as a mean of communication	25,0%	50,0%	25,0%	100,0%
		% within How often uses DH web tool	4,8%	10,5%	2,3%	4,8%
		% of Total	1,2%	2,4%	1,2%	4,8%
	Average	Count	6	5	13	24
		% within Effective of the web tool as a mean of communication	25,0%	20,8%	54,2%	100,0%

			28,6%	26,3%	29,5%	28,6%
		% within How often uses DH web tool	28,6%	26,3%	29,5%	28,6%
		% of Total	7,1%	6,0%	15,5%	28,6%
	Good	Count	8	9	22	39
		% within Effective of the web tool as a mean of communication	20,5%	23,1%	56,4%	100,0%
		% within How often uses DH web tool	38,1%	47,4%	50,0%	46,4%
		% of Total	9,5%	10,7%	26,2%	46,4%
	Excellent	Count	5	3	8	16
		% within Effective of the web tool as a mean of communication	31,3%	18,8%	50,0%	100,0%
		% within How often uses DH web tool	23,8%	15,8%	18,2%	19,0%
		% of Total	6,0%	3,6%	9,5%	19,0%
Total		Count	21	19	44	84
		% within Effective of the web tool as a mean of communication	25,0%	22,6%	52,4%	100,0%
		% within How often uses DH web tool	100,0%	100,0%	100,0%	100,0%
		% of Total	25,0%	22,6%	52,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5,759[a]	8	,674
Likelihood Ratio	5,333	8	,721
Linear-by-Linear Association	,411	1	,521
N of Valid Cases	84		

a. 8 cells (53,3%) have expected count less than 5. The minimum expected count is ,23.

Overall performance and functionality of the web tool * How often uses DH web tool

			How often uses DH web tool			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Overall performance and functionality of the web tool	Fair	Count	2	2	1	5
		% within Overall performance and functionality of the web tool	40,0%	40,0%	20,0%	100,0%
		% within How often uses DH web tool	9,5%	10,5%	2,3%	6,0%
		% of Total	2,4%	2,4%	1,2%	6,0%
	Average	Count	5	3	14	22
		% within Overall performance and functionality of the web tool	22,7%	13,6%	63,6%	100,0%
		% within How often uses DH web tool	23,8%	15,8%	31,8%	26,2%
		% of Total	6,0%	3,6%	16,7%	26,2%
	Good	Count	10	11	22	43
		% within Overall performance and functionality of the web tool	23,3%	25,6%	51,2%	100,0%
		% within How often uses DH web tool	47,6%	57,9%	50,0%	51,2%
		% of Total	11,9%	13,1%	26,2%	51,2%
	Excellent	Count	4	3	7	14
		% within Overall performance and functionality of the web tool	28,6%	21,4%	50,0%	100,0%
		% within How often uses DH web tool	19,0%	15,8%	15,9%	16,7%
		% of Total	4,8%	3,6%	8,3%	16,7%
Total		Count	21	19	44	84

		25,0%	22,6%	52,4%	100,0%
% within Overall performance and functionality of the web tool		25,0%	22,6%	52,4%	100,0%
% within How often uses DH web tool		100,0%	100,0%	100,0%	100,0%
% of Total		25,0%	22,6%	52,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3,808[a]	6	,703
Likelihood Ratio	4,014	6	,675
Linear-by-Linear Association	,023	1	,878
N of Valid Cases	84		

a. 6 cells (50,0%) have expected count less than 5. The minimum
expected count is 1,13.

Overall performance of DH service as a whole * How often uses DH web tool

			How often uses DH web tool			
			3-4 times a month or more	1-2 times a month	Less frequently	Total
Overall performance of DH service as a whole	Poor	Count	0	0	1	1
		% within Overall performance of DH service as a whole	,0%	,0%	100,0%	100,0%
		% within How often uses DH web tool	,0%	,0%	2,3%	1,2%
		% of Total	,0%	,0%	1,2%	1,2%
	Fair	Count	1	0	0	1
		% within Overall performance of DH service as a whole	100,0%	,0%	,0%	100,0%
		% within How often uses DH web tool	4,8%	,0%	,0%	1,2%
		% of Total	1,2%	,0%	,0%	1,2%
	Average	Count	3	2	9	14

			21,4%	14,3%	64,3%	100,0%
		% within Overall performance of DH service as a whole				
		% within How often uses DH web tool	14,3%	10,5%	20,5%	16,7%
		% of Total	3,6%	2,4%	10,7%	16,7%
	Good	Count	12	15	28	55
		% within Overall performance of DH service as a whole	21,8%	27,3%	50,9%	100,0%
		% within How often uses DH web tool	57,1%	78,9%	63,6%	65,5%
		% of Total	14,3%	17,9%	33,3%	65,5%
	Excellent	Count	5	2	6	13
		% within Overall performance of DH service as a whole	38,5%	15,4%	46,2%	100,0%
		% within How often uses DH web tool	23,8%	10,5%	13,6%	15,5%
		% of Total	6,0%	2,4%	7,1%	15,5%
Total		Count	21	19	44	84
		% within Overall performance of DH service as a whole	25,0%	22,6%	52,4%	100,0%
		% within How often uses DH web tool	100,0%	100,0%	100,0%	100,0%
		% of Total	25,0%	22,6%	52,4%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,901[a]	8	,547
Likelihood Ratio	6,986	8	,538
Linear-by-Linear Association	,678	1	,410
N of Valid Cases	84		

a. 10 cells (66,7%) have expected count less than 5. The minimum expected count is ,23.

CommunicationSkills * ServiceContentKnowHow

		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Communication skills of DH personnel — Average	Count	8	7	3	4	10	0	13
	% within CommunicationSkills	61,5%	53,8%	23,1%	30,8%	76,9%	,0%	
	% within $ServiceContent	13,3%	14,9%	13,6%	14,8%	16,7%	,0%	
	% of Total	9,5%	8,3%	3,6%	4,8%	11,9%	,0%	15,5%
Good	Count	34	32	16	19	34	1	50
	% within CommunicationSkills	68,0%	64,0%	32,0%	38,0%	68,0%	2,0%	
	% within $ServiceContent	56,7%	68,1%	72,7%	70,4%	56,7%	50,0%	
	% of Total	40,5%	38,1%	19,0%	22,6%	40,5%	1,2%	59,5%
Excellent	Count	18	8	3	4	16	1	21
	% within CommunicationSkills	85,7%	38,1%	14,3%	19,0%	76,2%	4,8%	
	% within $ServiceContent	30,0%	17,0%	13,6%	14,8%	26,7%	50,0%	
	% of Total	21,4%	9,5%	3,6%	4,8%	19,0%	1,2%	25,0%
Total	Count	60	47	22	27	60	2	84
	% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Reachability * ServiceContentKnowHow

		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
		ServiceContentKnowHow						
Reachability of the DH team	**Fair** Count	1	1	1	1	1	0	1
	% within Reachability7	100,0%	100,0%	100,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	2,1%	4,5%	3,7%	1,7%	,0%	
	% of Total	1,2%	1,2%	1,2%	1,2%	1,2%	,0%	1,2%
	Average Count	10	6	2	4	11	0	13
	% within Reachability7	76,9%	46,2%	15,4%	30,8%	84,6%	,0%	
	% within $ServiceContent	16,7%	12,8%	9,1%	14,8%	18,3%	,0%	
	% of Total	11,9%	7,1%	2,4%	4,8%	13,1%	,0%	15,5%
	Good Count	31	29	15	16	31	1	48
	% within Reachability7	64,6%	60,4%	31,3%	33,3%	64,6%	2,1%	
	% within $ServiceContent	51,7%	61,7%	68,2%	59,3%	51,7%	50,0%	
	% of Total	36,9%	34,5%	17,9%	19,0%	36,9%	1,2%	57,1%
	Excellent Count	18	11	4	6	17	1	22
	% within Reachability7	81,8%	50,0%	18,2%	27,3%	77,3%	4,5%	
	% within $ServiceContent	30,0%	23,4%	18,2%	22,2%	28,3%	50,0%	
	% of Total	21,4%	13,1%	4,8%	7,1%	20,2%	1,2%	26,2%
Total	Count	60	47	22	27	60	2	84
	% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Helpfulness * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Helpfulness of the DH team	Fair								
		Count	1	1	0	0	1	0	1
		% within Helpfulness8	100,0%	100,0%	,0%	,0%	100,0%	,0%	
		% within $ServiceContent	1,7%	2,1%	,0%	,0%	1,7%	,0%	
		% of Total	1,2%	1,2%	,0%	,0%	1,2%	,0%	1,2%
	Average								
		Count	10	6	4	5	9	0	12
		% within Helpfulness8	83,3%	50,0%	33,3%	41,7%	75,0%	,0%	
		% within $ServiceContent	16,7%	12,8%	18,2%	18,5%	15,0%	,0%	
		% of Total	11,9%	7,1%	4,8%	6,0%	10,7%	,0%	14,3%
	Good								
		Count	33	31	16	18	36	1	51
		% within Helpfulness8	64,7%	60,8%	31,4%	35,3%	70,6%	2,0%	
		% within $ServiceContent	55,0%	66,0%	72,7%	66,7%	60,0%	50,0%	
		% of Total	39,3%	36,9%	19,0%	21,4%	42,9%	1,2%	60,7%
	Excellent								
		Count	16	9	2	4	14	1	20
		% within Helpfulness8	80,0%	45,0%	10,0%	20,0%	70,0%	5,0%	
		% within $ServiceContent	26,7%	19,1%	9,1%	14,8%	23,3%	50,0%	
		% of Total	19,0%	10,7%	2,4%	4,8%	16,7%	1,2%	23,8%
Total		Count	60	47	22	27	60	2	84
		% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents. a. Dichotomy group tabulated at value 1.

WarrantyKnowHow * ServiceContentKnowHow

			ServiceContentKnowHow						
			Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Warranty service know-how of the DH team	Fair	Count	3	1	0	0	3	0	3
		% within WarrantyKnowHow9	100,0%	33,3%	,0%	,0%	100,0%	,0%	
		% within $ServiceContent	5,0%	2,1%	,0%	,0%	5,0%	,0%	
		% of Total	3,6%	1,2%	,0%	,0%	3,6%	,0%	3,6%
	Average	Count	12	7	4	6	13	0	15
		% within WarrantyKnowHow9	80,0%	46,7%	26,7%	40,0%	86,7%	,0%	
		% within $ServiceContent	20,0%	14,9%	18,2%	22,2%	21,7%	,0%	
		% of Total	14,3%	8,3%	4,8%	7,1%	15,5%	,0%	17,9%
	Good	Count	31	32	17	19	33	1	49
		% within WarrantyKnowHow9	63,3%	65,3%	34,7%	38,8%	67,3%	2,0%	
		% within $ServiceContent	51,7%	68,1%	77,3%	70,4%	55,0%	50,0%	
		% of Total	36,9%	38,1%	20,2%	22,6%	39,3%	1,2%	58,3%
	Excellent	Count	14	7	1	2	11	1	17
		% within WarrantyKnowHow9	82,4%	41,2%	5,9%	11,8%	64,7%	5,9%	
		% within $ServiceContent	23,3%	14,9%	4,5%	7,4%	18,3%	50,0%	
		% of Total	16,7%	8,3%	1,2%	2,4%	13,1%	1,2%	20,2%
Total		Count	60	47	22	27	60	2	84
		% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents. a. Dichotomy group tabulated at value 1.

ResponseTime * ServiceContentKnowHow

			ServiceContentKnowHow						
			Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
DH team's response time	Fair	Count	4	3	1	3	4	0	4
		% within ResponseTime10	100,0%	75,0%	25,0%	75,0%	100,0%	,0%	
		% within $ServiceContent	6,7%	6,4%	4,5%	11,1%	6,7%	,0%	
		% of Total	4,8%	3,6%	1,2%	3,6%	4,8%	,0%	4,8%
	Average	Count	7	8	6	6	12	0	15
		% within ResponseTime10	46,7%	53,3%	40,0%	40,0%	80,0%	,0%	
		% within $ServiceContent	11,7%	17,0%	27,3%	22,2%	20,0%	,0%	
		% of Total	8,3%	9,5%	7,1%	7,1%	14,3%	,0%	17,9%
	Good	Count	26	25	11	14	23	1	38
		% within ResponseTime10	68,4%	65,8%	28,9%	36,8%	60,5%	2,6%	
		% within $ServiceContent	43,3%	53,2%	50,0%	51,9%	38,3%	50,0%	
		% of Total	31,0%	29,8%	13,1%	16,7%	27,4%	1,2%	45,2%
	Excellent	Count	23	11	4	4	21	1	27
		% within ResponseTime10	85,2%	40,7%	14,8%	14,8%	77,8%	3,7%	
		% within $ServiceContent	38,3%	23,4%	18,2%	14,8%	35,0%	50,0%	
		% of Total	27,4%	13,1%	4,8%	4,8%	25,0%	1,2%	32,1%
Total		Count	60	47	22	27	60	2	84
		% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformance * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Overall performance of the DH team — **Poor**	Count	1	0	0	1	1	0	1
	% within OverallPerformance11	100,0%	,0%	,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	,0%	,0%	3,7%	1,7%	,0%	
	% of Total	1,2%	,0%	,0%	1,2%	1,2%	,0%	1,2%
Fair	Count	1	1	0	0	1	0	1
	% within OverallPerformance11	100,0%	100,0%	,0%	,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	2,1%	,0%	,0%	1,7%	,0%	
	% of Total	1,2%	1,2%	,0%	,0%	1,2%	,0%	1,2%
Average	Count	7	7	4	6	9	0	11
	% within OverallPerformance11	63,6%	63,6%	36,4%	54,5%	81,8%	,0%	
	% within $ServiceContent	11,7%	14,9%	18,2%	22,2%	15,0%	,0%	
	% of Total	8,3%	8,3%	4,8%	7,1%	10,7%	,0%	13,1%
Good	Count	36	30	17	19	34	1	52
	% within OverallPerformance11	69,2%	57,7%	32,7%	36,5%	65,4%	1,9%	
	% within $ServiceContent	60,0%	63,8%	77,3%	70,4%	56,7%	50,0%	
	% of Total	42,9%	35,7%	20,2%	22,6%	40,5%	1,2%	61,9%
Excellent	Count	15	9	1	1	15	1	19
	% within OverallPerformance11	78,9%	47,4%	5,3%	5,3%	78,9%	5,3%	
	% within $ServiceContent	25,0%	19,1%	4,5%	3,7%	25,0%	50,0%	
	% of Total	17,9%	10,7%	1,2%	1,2%	17,9%	1,2%	22,6%
Total	Count	60	47	22	27	60	2	84

	Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

WebToolUseEasiness * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Easiness to use the web tool	**Fair** Count	3	2	3	2	3	0	5
	% within WebToolUseEasiness12	60,0%	40,0%	60,0%	40,0%	60,0%	,0%	
	% within $ServiceContent	5,0%	4,3%	13,6%	7,4%	5,0%	,0%	
	% of Total	3,6%	2,4%	3,6%	2,4%	3,6%	,0%	6,0%
	Average Count	17	8	5	5	14	0	21
	% within WebToolUseEasiness12	81,0%	38,1%	23,8%	23,8%	66,7%	,0%	
	% within $ServiceContent	28,3%	17,0%	22,7%	18,5%	23,3%	,0%	
	% of Total	20,2%	9,5%	6,0%	6,0%	16,7%	,0%	25,0%
	Good Count	29	28	14	17	31	1	43
	% within WebToolUseEasiness12	67,4%	65,1%	32,6%	39,5%	72,1%	2,3%	
	% within $ServiceContent	48,3%	59,6%	63,6%	63,0%	51,7%	50,0%	
	% of Total	34,5%	33,3%	16,7%	20,2%	36,9%	1,2%	51,2%
	Excellent Count	11	9	0	3	12	1	15
	% within WebToolUseEasiness12	73,3%	60,0%	,0%	20,0%	80,0%	6,7%	
	% within $ServiceContent	18,3%	19,1%	,0%	11,1%	20,0%	50,0%	

	% of Total	13,1%	10,7%	,0%	3,6%	14,3%	1,2%	17,9%
Total	Count	60	47	22	27	60	2	84
	% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

CaseCreationEasiness * ServiceContentKnowHow

			ServiceContentKnowHow						
			Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Easiness to create a new case online	Fair	Count	5	3	2	1	4	0	6
		% within CaseCreationEasiness13	83,3%	50,0%	33,3%	16,7%	66,7%	,0%	
		% within $ServiceContent	10,9%	10,0%	13,3%	6,3%	8,9%	,0%	
		% of Total	8,2%	4,9%	3,3%	1,6%	6,6%	,0%	9,8%
	Average	Count	11	7	3	6	9	0	15
		% within CaseCreationEasiness13	73,3%	46,7%	20,0%	40,0%	60,0%	,0%	
		% within $ServiceContent	23,9%	23,3%	20,0%	37,5%	20,0%	,0%	
		% of Total	18,0%	11,5%	4,9%	9,8%	14,8%	,0%	24,6%
	Good	Count	21	16	10	8	23	0	29
		% within CaseCreationEasiness13	72,4%	55,2%	34,5%	27,6%	79,3%	,0%	
		% within $ServiceContent	45,7%	53,3%	66,7%	50,0%	51,1%	,0%	
		% of Total	34,4%	26,2%	16,4%	13,1%	37,7%	,0%	47,5%
	Excellent	Count	9	4	0	1	9	1	11
		% within CaseCreationEasiness13	81,8%	36,4%	,0%	9,1%	81,8%	9,1%	

% within $ServiceContent	19,6%	13,3%	,0%	6,3%	20,0%	100,0%	
% of Total	14,8%	6,6%	,0%	1,6%	14,8%	1,6%	18,0%
Total Count	46	30	15	16	45	1	61
% of Total	75,4%	49,2%	24,6%	26,2%	73,8%	1,6%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

EasinessToUpdate * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Poor	Count	1	1	1	1	1	0	1
	% within EasinessToUpdate14	100,0%	100,0%	100,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,9%	2,3%	5,0%	3,8%	1,8%	,0%	
	% of Total	1,3%	1,3%	1,3%	1,3%	1,3%	,0%	1,3%
Fair	Count	1	1	1	0	1	0	2
	% within EasinessToUpdate14	50,0%	50,0%	50,0%	,0%	50,0%	,0%	
	% within $ServiceContent	1,9%	2,3%	5,0%	,0%	1,8%	,0%	
	% of Total	1,3%	1,3%	1,3%	,0%	1,3%	,0%	2,6%
Average	Count	10	9	6	6	13	0	17
	% within EasinessToUpdate14	58,8%	52,9%	35,3%	35,3%	76,5%	,0%	
	% within $ServiceContent	18,9%	20,5%	30,0%	23,1%	23,2%	,0%	
	% of Total	13,2%	11,8%	7,9%	7,9%	17,1%	,0%	22,4%
Good	Count	32	26	11	16	31	2	45
	% within EasinessToUpdate14	71,1%	57,8%	24,4%	35,6%	68,9%	4,4%	
	% within $ServiceContent	60,4%	59,1%	55,0%	61,5%	55,4%	100,0%	
	% of Total	42,1%	34,2%	14,5%	21,1%	40,8%	2,6%	59,2%

Easiness to update case details online

		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Excellent	Count	9	7	1	3	10	0	11
	% within EasinessToUpdate14	81,8%	63,6%	9,1%	27,3%	90,9%	,0%	
	% within $ServiceContent	17,0%	15,9%	5,0%	11,5%	17,9%	,0%	
	% of Total	11,8%	9,2%	1,3%	3,9%	13,2%	,0%	14,5%
Total	Count	53	44	20	26	56	2	76
	% of Total	69,7%	57,9%	26,3%	34,2%	73,7%	2,6%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

WebToolEffectiveness * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Effective of the web tool as a mean of communication — Poor	Count	1	1	1	1	1	0	1
	% within WebToolEffectiveness15	100,0%	100,0%	100,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	2,1%	4,5%	3,7%	1,7%	,0%	
	% of Total	1,2%	1,2%	1,2%	1,2%	1,2%	,0%	1,2%
Fair	Count	3	2	1	2	3	0	4
	% within WebToolEffectiveness15	75,0%	50,0%	25,0%	50,0%	75,0%	,0%	
	% within $ServiceContent	5,0%	4,3%	4,5%	7,4%	5,0%	,0%	
	% of Total	3,6%	2,4%	1,2%	2,4%	3,6%	,0%	4,8%
Average	Count	17	13	9	10	17	0	24
	% within WebToolEffectiveness15	70,8%	54,2%	37,5%	41,7%	70,8%	,0%	
	% within $ServiceContent	28,3%	27,7%	40,9%	37,0%	28,3%	,0%	
	% of Total	20,2%	15,5%	10,7%	11,9%	20,2%	,0%	28,6%

Good	Count	26	23	9	11	26	2	39
	% within WebToolEffectiveness15	66,7%	59,0%	23,1%	28,2%	66,7%	5,1%	
	% within $ServiceContent	43,3%	48,9%	40,9%	40,7%	43,3%	100,0%	
	% of Total	31,0%	27,4%	10,7%	13,1%	31,0%	2,4%	46,4%
Excellent	Count	13	8	2	3	13	0	16
	% within WebToolEffectiveness15	81,3%	50,0%	12,5%	18,8%	81,3%	,0%	
	% within $ServiceContent	21,7%	17,0%	9,1%	11,1%	21,7%	,0%	
	% of Total	15,5%	9,5%	2,4%	3,6%	15,5%	,0%	19,0%
Total	Count	60	47	22	27	60	2	84
	% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformanceWebTool * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Overall performance and functionality of the web — **Fair**	Count	3	3	2	2	3	0	5
	% within OverallPerformanceWebTool16	60,0%	60,0%	40,0%	40,0%	60,0%	,0%	
	% within $ServiceContent	5,0%	6,4%	9,1%	7,4%	5,0%	,0%	
	% of Total	3,6%	3,6%	2,4%	2,4%	3,6%	,0%	6,0%
Average	Count	16	10	7	9	15	0	22
	% within OverallPerformanceWebTool16	72,7%	45,5%	31,8%	40,9%	68,2%	,0%	
	% within $ServiceContent	26,7%	21,3%	31,8%	33,3%	25,0%	,0%	
	% of Total	19,0%	11,9%	8,3%	10,7%	17,9%	,0%	26,2%
G	Count	30	27	13	14	31	2	43

% within OverallPerformanceWebTool16	69,8%	62,8%	30,2%	32,6%	72,1%	4,7%	
% within $ServiceContent	50,0%	57,4%	59,1%	51,9%	51,7%	100,0%	
% of Total	35,7%	32,1%	15,5%	16,7%	36,9%	2,4%	51,2%
Count	11	7	0	2	11	0	14
% within OverallPerformanceWebTool16	78,6%	50,0%	,0%	14,3%	78,6%	,0%	
Excellent % within $ServiceContent	18,3%	14,9%	,0%	7,4%	18,3%	,0%	
% of Total	13,1%	8,3%	,0%	2,4%	13,1%	,0%	16,7%
Total Count	60	47	22	27	60	2	84
% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformanceWholeService * ServiceContentKnowHow

		ServiceContentKnowHow						
		Organising global warranty handling	Technical support	Spare part sales and logistics	Technical spare part enquiries	Global warranty service follow-up	Do not know	Total
Overall performance of DH service as a whole — Poor	Count	1	0	0	1	1	0	1
	% within OverallPerformanceWholeService18	100,0%	,0%	,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	,0%	,0%	3,7%	1,7%	,0%	
	% of Total	1,2%	,0%	,0%	1,2%	1,2%	,0%	1,2%
Fair	Count	1	1	1	1	1	0	1
	% within OverallPerformanceWholeService18	100,0%	100,0%	100,0%	100,0%	100,0%	,0%	
	% within $ServiceContent	1,7%	2,1%	4,5%	3,7%	1,7%	,0%	
	% of Total	1,2%	1,2%	1,2%	1,2%	1,2%	,0%	1,2%
Average	Count	10	7	4	5	11	0	14
	% within OverallPerformanceWholeService18	71,4%	50,0%	28,6%	35,7%	78,6%	,0%	

% within $ServiceContent	16,7%	14,9%	18,2%	18,5%	18,3%	,0%	
% of Total	11,9%	8,3%	4,8%	6,0%	13,1%	,0%	16,7%

Good	Count	38	33	16	18	38	1	55
	% within OverallPerformanceWholeService18	69,1%	60,0%	29,1%	32,7%	69,1%	1,8%	
	% within $ServiceContent	63,3%	70,2%	72,7%	66,7%	63,3%	50,0%	
	% of Total	45,2%	39,3%	19,0%	21,4%	45,2%	1,2%	65,5%
Excellent	Count	10	6	1	2	9	1	13
	% within OverallPerformanceWholeService18	76,9%	46,2%	7,7%	15,4%	69,2%	7,7%	
	% within $ServiceContent	16,7%	12,8%	4,5%	7,4%	15,0%	50,0%	
	% of Total	11,9%	7,1%	1,2%	2,4%	10,7%	1,2%	15,5%
Total	Count	60	47	22	27	60	2	84
	% of Total	71,4%	56,0%	26,2%	32,1%	71,4%	2,4%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

CommunicationSkills * PreferredContactMethod

		PreferredContactMethod							Total
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	
Communication skills of DH personnel — **Average**	Count	4	11	6	4	0	1	0	13
	% within CommunicationSkills6	30,8%	84,6%	46,2%	30,8%	,0%	7,7%	,0%	
	% within $PreferredContactMethod	12,9%	13,8%	15,0%	11,8%	,0%	50,0%	,0%	
	% of Total	4,8%	13,1%	7,1%	4,8%	,0%	1,2%	,0%	15,5%
Good	Count	19	49	20	17	2	0	0	50
	% within CommunicationSkills6	38,0%	98,0%	40,0%	34,0%	4,0%	,0%	,0%	
	% within $PreferredContactMethod	61,3%	61,3%	50,0%	50,0%	100,0%	,0%	,0%	

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
	% of Total	22,6%	58,3%	23,8%	20,2%	2,4%	,0%	,0%	59,5%
Excellent	Count	8	20	14	13	0	1	1	21
	% within CommunicationSkills6	38,1%	95,2%	66,7%	61,9%	,0%	4,8%	4,8%	
	% within $PreferredContactMethod	25,8%	25,0%	35,0%	38,2%	,0%	50,0%	100,0%	
	% of Total	9,5%	23,8%	16,7%	15,5%	,0%	1,2%	1,2%	25,0%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Reachability * PreferredContactMethod

		PreferredContactMethod							
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Reachability of the DH team									
Fair	Count	1	1	0	0	0	0	0	1
	% within Reachability7	100,0%	100,0%	,0%	,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	1,3%	,0%	,0%	,0%	,0%	,0%	
	% of Total	1,2%	1,2%	,0%	,0%	,0%	,0%	,0%	1,2%
Average	Count	5	11	7	5	0	1	0	13
	% within Reachability7	38,5%	84,6%	53,8%	38,5%	,0%	7,7%	,0%	
	% within $PreferredContactMethod	16,1%	13,8%	17,5%	14,7%	,0%	50,0%	,0%	
	% of Total	6,0%	13,1%	8,3%	6,0%	,0%	1,2%	,0%	15,5%
Good	Count	15	47	22	17	1	0	0	48
	% within Reachability7	31,3%	97,9%	45,8%	35,4%	2,1%	,0%	,0%	
	% within $PreferredContactMethod	48,4%	58,8%	55,0%	50,0%	50,0%	,0%	,0%	
	% of Total	17,9%	56,0%	26,2%	20,2%	1,2%	,0%	,0%	57,1%
Ex	Count	10	21	11	12	1	1	1	22

	By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
% within Reachability7	45,5%	95,5%	50,0%	54,5%	4,5%	4,5%	4,5%	
% within $PreferredContactMethod	32,3%	26,3%	27,5%	35,3%	50,0%	50,0%	100,0%	
% of Total	11,9%	25,0%	13,1%	14,3%	1,2%	1,2%	1,2%	26,2%
Total Count	31	80	40	34	2	2	1	84
% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Helpfulness * PreferredContactMethod

		PreferredContactMethod							
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Fair	Count	0	0	0	0	0	1	0	1
	% within Helpfulness8	,0%	,0%	,0%	,0%	,0%	100,0%	,0%	
	% within $PreferredContactMethod	,0%	,0%	,0%	,0%	,0%	50,0%	,0%	
	% of Total	,0%	,0%	,0%	,0%	,0%	1,2%	,0%	1,2%
Average	Count	5	11	4	4	0	0	0	12
	% within Helpfulness8	41,7%	91,7%	33,3%	33,3%	,0%	,0%	,0%	
	% within $PreferredContactMethod	16,1%	13,8%	10,0%	11,8%	,0%	,0%	,0%	
	% of Total	6,0%	13,1%	4,8%	4,8%	,0%	,0%	,0%	14,3%
Good	Count	18	49	25	20	2	1	1	51
	% within Helpfulness8	35,3%	96,1%	49,0%	39,2%	3,9%	2,0%	2,0%	
	% within $PreferredContactMethod	58,1%	61,3%	62,5%	58,8%	100,0%	50,0%	100,0%	
	% of Total	21,4%	58,3%	29,8%	23,8%	2,4%	1,2%	1,2%	60,7%
Excellent	Count	8	20	11	10	0	0	0	20
	% within Helpfulness8	40,0%	100,0%	55,0%	50,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	25,8%	25,0%	27,5%	29,4%	,0%	,0%	,0%	

(Helpfulness of the DH team)

	% of Total	9,5%	23,8%	13,1%	11,9%	,0%	,0%	,0%	23,8%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

WarrantyKnowHow * PreferredContactMethod

		PreferredContactMethod							
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Fair	Count	1	3	1	0	1	0	0	3
	% within WarrantyKnowHow9	33,3%	100,0%	33,3%	,0%	33,3%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	3,8%	2,5%	,0%	50,0%	,0%	,0%	
	% of Total	1,2%	3,6%	1,2%	,0%	1,2%	,0%	,0%	3,6%
Average	Count	5	13	9	6	0	1	0	15
	% within WarrantyKnowHow9	33,3%	86,7%	60,0%	40,0%	,0%	6,7%	,0%	
	% within $PreferredContactMethod	16,1%	16,3%	22,5%	17,6%	,0%	50,0%	,0%	
	% of Total	6,0%	15,5%	10,7%	7,1%	,0%	1,2%	,0%	17,9%
Good	Count	18	48	23	20	1	0	0	49
	% within WarrantyKnowHow9	36,7%	98,0%	46,9%	40,8%	2,0%	,0%	,0%	
	% within $PreferredContactMethod	58,1%	60,0%	57,5%	58,8%	50,0%	,0%	,0%	
	% of Total	21,4%	57,1%	27,4%	23,8%	1,2%	,0%	,0%	58,3%
Excellent	Count	7	16	7	8	0	1	1	17
	% within WarrantyKnowHow9	41,2%	94,1%	41,2%	47,1%	,0%	5,9%	5,9%	
	% within $PreferredContactMethod	22,6%	20,0%	17,5%	23,5%	,0%	50,0%	100,0%	

(Warranty service know-how of the DH team)

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
	% of Total	8,3%	19,0%	8,3%	9,5%	,0%	1,2%	1,2%	20,2%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

ResponseTime * PreferredContactMethod

			PreferredContactMethod						
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
DH team's response time	Fair	Count	1	3	3	2	0	1	0	4
		% within ResponseTime10	25,0%	75,0%	75,0%	50,0%	,0%	25,0%	,0%	
		% within $PreferredContactMethod	3,2%	3,8%	7,5%	5,9%	,0%	50,0%	,0%	
		% of Total	1,2%	3,6%	3,6%	2,4%	,0%	1,2%	,0%	4,8%
	Average	Count	5	14	4	1	0	0	0	15
		% within ResponseTime10	33,3%	93,3%	26,7%	6,7%	,0%	,0%	,0%	
		% within $PreferredContactMethod	16,1%	17,5%	10,0%	2,9%	,0%	,0%	,0%	
		% of Total	6,0%	16,7%	4,8%	1,2%	,0%	,0%	,0%	17,9%
	Good	Count	15	37	20	19	2	0	1	38
		% within ResponseTime10	39,5%	97,4%	52,6%	50,0%	5,3%	,0%	2,6%	
		% within $PreferredContactMethod	48,4%	46,3%	50,0%	55,9%	100,0%	,0%	100,0%	
		% of Total	17,9%	44,0%	23,8%	22,6%	2,4%	,0%	1,2%	45,2%
	Excellent	Count	10	26	13	12	0	1	0	27
		% within ResponseTime10	37,0%	96,3%	48,1%	44,4%	,0%	3,7%	,0%	

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
	% within $PreferredContactMethod	32,3%	32,5%	32,5%	35,3%	,0%	50,0%	,0%	
	% of Total	11,9%	31,0%	15,5%	14,3%	,0%	1,2%	,0%	32,1%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformance * PreferredContactMethod

		PreferredContactMethod							Total
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	
Overall performance of the DH team — Poor	Count	1	1	1	1	0	0	0	1
	% within OverallPerformance11	100,0%	100,0%	100,0%	100,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	1,3%	2,5%	2,9%	,0%	,0%	,0%	
	% of Total	1,2%	1,2%	1,2%	1,2%	,0%	,0%	,0%	1,2%
Fair	Count	0	0	0	0	0	1	0	1
	% within OverallPerformance11	,0%	,0%	,0%	,0%	,0%	100,0%	,0%	
	% within $PreferredContactMethod	,0%	,0%	,0%	,0%	,0%	50,0%	,0%	
	% of Total	,0%	,0%	,0%	,0%	,0%	1,2%	,0%	1,2%
Average	Count	3	10	5	4	0	0	0	11
	% within OverallPerformance11	27,3%	90,9%	45,5%	36,4%	,0%	,0%	,0%	
	% within $PreferredContactMethod	9,7%	12,5%	12,5%	11,8%	,0%	,0%	,0%	
	% of Total	3,6%	11,9%	6,0%	4,8%	,0%	,0%	,0%	13,1%
Good	Count	19	51	24	18	2	0	1	52
	% within OverallPerformance11	36,5%	98,1%	46,2%	34,6%	3,8%	,0%	1,9%	

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
	% within $PreferredContactMethod	61,3%	63,8%	60,0%	52,9%	100,0%	,0%	100,0%	
	% of Total	22,6%	60,7%	28,6%	21,4%	2,4%	,0%	1,2%	61,9%
Excellent	Count	8	18	10	11	0	1	0	19
	% within OverallPerformance11	42,1%	94,7%	52,6%	57,9%	,0%	5,3%	,0%	
	% within $PreferredContactMethod	25,8%	22,5%	25,0%	32,4%	,0%	50,0%	,0%	
	% of Total	9,5%	21,4%	11,9%	13,1%	,0%	1,2%	,0%	22,6%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

WebToolUseEasiness * PreferredContactMethod

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Fair	Count	1	4	4	1	0	0	0	5
	% within WebToolUseEasiness12	20,0%	80,0%	80,0%	20,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	5,0%	10,0%	2,9%	,0%	,0%	,0%	
	% of Total	1,2%	4,8%	4,8%	1,2%	,0%	,0%	,0%	6,0%
Average	Count	6	20	8	7	0	1	0	21
	% within WebToolUseEasiness12	28,6%	95,2%	38,1%	33,3%	,0%	4,8%	,0%	
	% within $PreferredContactMethod	19,4%	25,0%	20,0%	20,6%	,0%	50,0%	,0%	
	% of Total	7,1%	23,8%	9,5%	8,3%	,0%	1,2%	,0%	25,0%
Good	Count	16	42	21	20	0	0	1	43
	% within WebToolUseEasiness12	37,2%	97,7%	48,8%	46,5%	,0%	,0%	2,3%	

Easiness to use the web tool

	By phone	By email	By SameTime	By using the web tool	By video conferences	Other	Total
% within $PreferredContactMethod	51,6%	52,5%	52,5%	58,8%	,0%	,0%	100,0%	
% of Total	19,0%	50,0%	25,0%	23,8%	,0%	,0%	1,2%	51,2%
Excellent Count	8	14	7	6	2	1	0	15
% within WebToolUseEasiness12	53,3%	93,3%	46,7%	40,0%	13,3%	6,7%	,0%	
% within $PreferredContactMethod	25,8%	17,5%	17,5%	17,6%	100,0%	50,0%	,0%	
% of Total	9,5%	16,7%	8,3%	7,1%	2,4%	1,2%	,0%	17,9%
Total Count	31	80	40	34	2	2	1	84
% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

CaseCreationEasiness * PreferredContactMethod

		PreferredContactMethod						
		By phone	By email	By SameTime	By using the web tool	By video conferences	Other	Total
Easiness to create a new case online	**Fair** Count	1	5	3	1	0	0	6
	% within CaseCreationEasiness13	16,7%	83,3%	50,0%	16,7%	,0%	,0%	
	% within $PreferredContactMethod	4,0%	8,5%	10,3%	4,0%	,0%	,0%	
	% of Total	1,6%	8,2%	4,9%	1,6%	,0%	,0%	9,8%
	Average Count	7	15	9	7	0	0	15
	% within CaseCreationEasiness13	46,7%	100,0%	60,0%	46,7%	,0%	,0%	
	% within $PreferredContactMethod	28,0%	25,4%	31,0%	28,0%	,0%	,0%	
	% of Total	11,5%	24,6%	14,8%	11,5%	,0%	,0%	24,6%
	G Count		13	28	14	11	1	1	29

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
	% within CaseCreationEasiness13	44,8%	96,6%	48,3%	37,9%	3,4%	3,4%		
	% within $PreferredContactMethod	52,0%	47,5%	48,3%	44,0%	100,0%	100,0%		
	% of Total	21,3%	45,9%	23,0%	18,0%	1,6%	1,6%		47,5%
Excellent	Count	4	11	3	6	0	0		11
	% within CaseCreationEasiness13	36,4%	100,0%	27,3%	54,5%	,0%	,0%		
	% within $PreferredContactMethod	16,0%	18,6%	10,3%	24,0%	,0%	,0%		
	% of Total	6,6%	18,0%	4,9%	9,8%	,0%	,0%		18,0%
Total	Count	25	59	29	25	1	1		61
	% of Total	41,0%	96,7%	47,5%	41,0%	1,6%	1,6%		100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

EasinessToUpdate * PreferredContactMethod

			PreferredContactMethod						
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Easiness to update case details online — Poor	Count	0	1	1	0	0	0	0	1
	% within EasinessToUpdate14	,0%	100,0%	100,0%	,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	,0%	1,4%	2,6%	,0%	,0%	,0%	,0%	
	% of Total	,0%	1,3%	1,3%	,0%	,0%	,0%	,0%	1,3%
Fair	Count	1	1	2	1	0	0	0	2
	% within EasinessToUpdate14	50,0%	50,0%	100,0%	50,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,4%	1,4%	5,3%	3,1%	,0%	,0%	,0%	
	% of Total	1,3%	1,3%	2,6%	1,3%	,0%	,0%	,0%	2,6%

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Average	Count	4	16	8	5	0	1	0	17
	% within EasinessToUpdate14	23,5%	94,1%	47,1%	29,4%	,0%	5,9%	,0%	
	% within $PreferredContactMethod	13,8%	22,2%	21,1%	15,6%	,0%	50,0%	,0%	
	% of Total	5,3%	21,1%	10,5%	6,6%	,0%	1,3%	,0%	22,4%
Good	Count	16	44	22	20	2	0	1	45
	% within EasinessToUpdate14	35,6%	97,8%	48,9%	44,4%	4,4%	,0%	2,2%	
	% within $PreferredContactMethod	55,2%	61,1%	57,9%	62,5%	100,0%	,0%	100,0%	
	% of Total	21,1%	57,9%	28,9%	26,3%	2,6%	,0%	1,3%	59,2%
Excellent	Count	8	10	5	6	0	1	0	11
	% within EasinessToUpdate14	72,7%	90,9%	45,5%	54,5%	,0%	9,1%	,0%	
	% within $PreferredContactMethod	27,6%	13,9%	13,2%	18,8%	,0%	50,0%	,0%	
	% of Total	10,5%	13,2%	6,6%	7,9%	,0%	1,3%	,0%	14,5%
Total	Count	29	72	38	32	2	2	1	76
	% of Total	38,2%	94,7%	50,0%	42,1%	2,6%	2,6%	1,3%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

WebToolEffectiveness * PreferredContactMethod

		PreferredContactMethod							
		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Effective of the web	Poor	Count	0	1	1	0	0	0	0	1
		% within WebToolEffectiveness15	,0%	100,0%	100,0%	,0%	,0%	,0%	,0%	
		% within $PreferredContactMethod	,0%	1,3%	2,5%	,0%	,0%	,0%	,0%	

	% of Total	,0%	1,2%	1,2%	,0%	,0%	,0%	,0%	1,2%
Fair	Count	1	4	3	1	0	0	0	4
	% within WebToolEffectiveness15	25,0%	100,0%	75,0%	25,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	5,0%	7,5%	2,9%	,0%	,0%	,0%	
	% of Total	1,2%	4,8%	3,6%	1,2%	,0%	,0%	,0%	4,8%
Average	Count	9	22	12	10	0	1	0	24
	% within WebToolEffectiveness15	37,5%	91,7%	50,0%	41,7%	,0%	4,2%	,0%	
	% within $PreferredContactMethod	29,0%	27,5%	30,0%	29,4%	,0%	50,0%	,0%	
	% of Total	10,7%	26,2%	14,3%	11,9%	,0%	1,2%	,0%	28,6%
Good	Count	12	38	15	15	2	0	1	39
	% within WebToolEffectiveness15	30,8%	97,4%	38,5%	38,5%	5,1%	,0%	2,6%	
	% within $PreferredContactMethod	38,7%	47,5%	37,5%	44,1%	100,0%	,0%	100,0%	
	% of Total	14,3%	45,2%	17,9%	17,9%	2,4%	,0%	1,2%	46,4%
Excellent	Count	9	15	9	8	0	1	0	16
	% within WebToolEffectiveness15	56,3%	93,8%	56,3%	50,0%	,0%	6,3%	,0%	
	% within $PreferredContactMethod	29,0%	18,8%	22,5%	23,5%	,0%	50,0%	,0%	
	% of Total	10,7%	17,9%	10,7%	9,5%	,0%	1,2%	,0%	19,0%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformanceWebTool * PreferredContactMethod

		By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
					PreferredContactMethod				
Fair	Count	1	4	4	1	0	0	0	5
	% within OverallPerformanceWebTool16	20,0%	80,0%	80,0%	20,0%	,0%	,0%	,0%	
	% within $PreferredContactMethod	3,2%	5,0%	10,0%	2,9%	,0%	,0%	,0%	
	% of Total	1,2%	4,8%	4,8%	1,2%	,0%	,0%	,0%	6,0%
Average	Count	7	21	10	8	0	1	0	22
	% within OverallPerformanceWebTool16	31,8%	95,5%	45,5%	36,4%	,0%	4,5%	,0%	
	% within $PreferredContactMethod	22,6%	26,3%	25,0%	23,5%	,0%	50,0%	,0%	
	% of Total	8,3%	25,0%	11,9%	9,5%	,0%	1,2%	,0%	26,2%
Good	Count	16	42	19	17	2	0	1	43
	% within OverallPerformanceWebTool16	37,2%	97,7%	44,2%	39,5%	4,7%	,0%	2,3%	
	% within $PreferredContactMethod	51,6%	52,5%	47,5%	50,0%	100,0%	,0%	100,0%	
	% of Total	19,0%	50,0%	22,6%	20,2%	2,4%	,0%	1,2%	51,2%
Excellent	Count	7	13	7	8	0	1	0	14
	% within OverallPerformanceWebTool16	50,0%	92,9%	50,0%	57,1%	,0%	7,1%	,0%	
	% within $PreferredContactMethod	22,6%	16,3%	17,5%	23,5%	,0%	50,0%	,0%	
	% of Total	8,3%	15,5%	8,3%	9,5%	,0%	1,2%	,0%	16,7%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

(Overall performance and functionality of the web tool)

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

OverallPerformanceWholeService * PreferredContactMethod

			By phone	By email	By SameTime	By using the web tool	By video conferences	All above	Other	Total
Overall performance of DH service as a whole	Poor	Count	1	1	1	1	0	0	0	1
		% within OverallPerformanceWholeService18	100,0%	100,0%	100,0%	100,0%	,0%	,0%	,0%	
		% within $PreferredContactMethod	3,2%	1,3%	2,5%	2,9%	,0%	,0%	,0%	
		% of Total	1,2%	1,2%	1,2%	1,2%	,0%	,0%	,0%	1,2%
	Fair	Count	0	1	1	0	0	0	0	1
		% within OverallPerformanceWholeService18	,0%	100,0%	100,0%	,0%	,0%	,0%	,0%	
		% within $PreferredContactMethod	,0%	1,3%	2,5%	,0%	,0%	,0%	,0%	
		% of Total	,0%	1,2%	1,2%	,0%	,0%	,0%	,0%	1,2%
	Average	Count	4	12	5	3	0	1	0	14
		% within OverallPerformanceWholeService18	28,6%	85,7%	35,7%	21,4%	,0%	7,1%	,0%	
		% within $PreferredContactMethod	12,9%	15,0%	12,5%	8,8%	,0%	50,0%	,0%	
		% of Total	4,8%	14,3%	6,0%	3,6%	,0%	1,2%	,0%	16,7%
	Good	Count	20	54	25	22	2	0	1	55
		% within OverallPerformanceWholeService18	36,4%	98,2%	45,5%	40,0%	3,6%	,0%	1,8%	
		% within $PreferredContactMethod	64,5%	67,5%	62,5%	64,7%	100,0%	,0%	100,0%	
		% of Total	23,8%	64,3%	29,8%	26,2%	2,4%	,0%	1,2%	65,5%

Excellent	Count	6	12	8	8	0	1	0	13
	% within OverallPerformanceWholeService18	46,2%	92,3%	61,5%	61,5%	,0%	7,7%	,0%	
	% within $PreferredContactMethod	19,4%	15,0%	20,0%	23,5%	,0%	50,0%	,0%	
	% of Total	7,1%	14,3%	9,5%	9,5%	,0%	1,2%	,0%	15,5%
Total	Count	31	80	40	34	2	2	1	84
	% of Total	36,9%	95,2%	47,6%	40,5%	2,4%	2,4%	1,2%	100,0%

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

Appendix 9 Scatter Diagrams