

Competitor analysis for Feelback Ltd – A base for strategic decision making

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<p>Abstract</p> <p>The aim of this research was to execute a competitor analysis for Feelback Ltd. The analysis focused on finding the company’s current competitors operating in Finland. The commissioner Feelback intended to use the competitor information in strategic decision making, such as planning the company’s operations in the competitive environment.</p> <p>The competitor analysis found 14 competitors which were grouped into direct, indirect and potential competitors. As a conclusion, it can be stated that none of the competitors was harmless and Feelback should follow their moves. The results of the competitor analysis brought forth factors which were used in compiling the recommendations for Feelback in product and market development, as well as for creating competitive advantages. These results were not revealed to the public since it might have harmed the company’s operations.</p> <p>A survey conducted among the competitors was not possible in order to avoid the companies discovering Feelback’s intentions, due to which the research was executed by using only public information. Internet sources were used in data collection, but the information provided is estimated to be reliable. The biggest reliability risk was that the information in the web pages was not updated and was therefore obsolete. Future research is recommended to deepen the competitor analysis and to back up the strategic decision making process.</p>			
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1 INTRODUCTION

Globalization and the changing economy have increased the uncertainty of the markets and speeded up the competition. For the companies this brings along many challenges and makes it hard to predict competitors' moves. New companies and innovations are arising and declining fast, which rapidly changes the competing environment, especially in the technology business. Now during the information and communication era, knowledge has raised into a more relevant and necessary position in companies operations. Information about competitors and the competing environment is crucial for the companies in order to survive in the modern day business environment. Knowledge can also be seen as a source of competitive advantage and a base for creating strategic decisions. A competitor analysis is a well known tool for providing such information for companies.

1.1 Background of the thesis

The aim of this research is to conduct a competitor analysis for Feelback Ltd. The study focuses on finding and analyzing the company's main competitors in Finland in order to create competitive advantages over rivalries. The topic of the thesis was introduced by the company during a job interview. Feelback was searching for a trainee, who would work in the Kuopio office, and as a primary task execute a competitor analysis. The thesis topic was presented by Aki Miettinen, Senior Manager of the company.

Feelback had previously done a competitor analysis in 2003. The company does not do continuous follow up of its competitors, but the personnel are aware of their rivalries and occasionally research them. The previous analysis focused on Finnish companies and had found 15 competitors. Many of the competitors in the previous research no longer exist in the markets. Feelback has also changed, as it has grown in size and widened its product portfolio, which has affected its position in the markets. A number of companies producing and offering products and services similar to Feelback have grown rapidly in the past ten years. As the markets have changed from 2003, a new research was required.

Knowing the competitors, their position and the possible future growth and moves is essential in every business. Competitor information is used in strategic decisions for preparing and planning company's actions in the competitive environment. Competitor

information is always beneficial for companies, and to be able to provide useful as well as important information for Feelback makes the thesis topic interesting. Another thing arousing interest is the challenge of the topic, but also the possibility to apply previous knowledge in conducting the research. The challenges of a competitor analysis are to know the company, its operations and products well in order to be able to carry out the research and recognize who the actual competitors are. Not knowing the company before hand and not understanding the technologies of the products, makes the thesis challenging.

1.2 Details of the employer

Feelback Ltd is a service company specializing in the development of companies and organizations. Feelback was established on 2001 and has currently fourteen employees. The company has two offices, one in Kuopio and another in Tampere, through which Feelback operates nationally. The company's core know-how is comprised of various surveys, measurements and evaluations supported by expert services. (Feelback Ltd 2012.)

1.3 Goals and objectives

The objective of the research is to analyze the competitors of Feelback who are operating in Finland, and to find new competitive advantages for the company to gain a better position over its rivalries. In the competitor analysis, the objective is to find how many competitors the company has and what kind of competition there is between the companies. Only the biggest competitors are analyzed more thoroughly due to the large number of companies included in the research. The gathered information is concentrated on the products and services of the competitors.

In order to make the competitor analysis, it is needed to first get familiar with Feelback. To get the needed information the company's internal materials are used to provide the details of the customers, sales and operations, but due to the confidentiality the sources are not revealed to the public. When conducting the research the aim is to use previous researches, literature, articles, Internet sources, financial records and companies' web pages as a source material. The data is collected from various sources to avoid mistakes in finding and analyzing the competitors as well as to guarantee the validity of the work. The research is conducted by using only public information to avoid the competitors discovering about Feelback's intentions. Even though Internet sources are used, the data provided can be said to be reliable. The

biggest reliability risk is that the information in the web pages is not updated and is therefore old.

The thesis starts with a theory part describing what is a competitive advantage and how it can be gained, which is followed by the description of the process of finding and analyzing the competitors. After the theory part, there is a more detailed description of Feedback and the research conducted on the competitors. The competitor analysis goes through the competitors and analyzes them, making a profile of each rivalry. In the last part of the thesis, there are results and conclusions of the research.

2 COMPETITIVE ADVANTAGE

“A competitive advantage exists when the firm is able to deliver the same benefits as competitors but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage).” (Wang, Lin & Chu 2011, 100.)

2.1 Cost advantage

When talking about an organization’s strategic planning of reaching the sustainable competitive advantage, there are available two basic strategies: the cost advantage or the differentiation advantage. The cost advantage means that the company produces the same products or services at a lower cost than its rivalries. Many companies know the benefits of the cost advantage, but usually focus on lowering the costs of only one function rather than seeing the connections of all the functions of the company and their costs. Focusing on only one function might not create as sustainable and powerful cost advantage. (Porter 2004, 97.)

The problem with the cost advantage is the difficulty of comparing the competitor’s costs and therefore companies cannot so easily evaluate their cost position. Difficulties to find competitor information leads to insufficient cost advantage. The cost advantage should create a value to the customers and not only be a need to charge lower prices than rivalries. Even though the cost advantage may be hard to achieve and sustain, when successful it can provide great advantages. (Porter 2004, 97-99.)

2.2 Differentiation advantage

Another strategy to gain the competitive advantage is to create a differentiation over rivalries. The company can stand out from its competitors by being unique and creating value at something that is important to the customers. The differentiation potential can be found all over the company and its operations, but the advantage gained must be hard to copy in order to create sustainable benefits. (Porter 2004, 119.)

As Wang et al. (2011, 102) describes: “Differentiation is about charging a premium price that more than covers the additional productions costs, and about giving customers clear reasons to prefer the product over other, less differentiated products. “ In the technology business, the differentiation strategy provides a lot of possibilities through product developments and innovations.

2.3 Generic strategies

In creating a competitive strategy, a firm's relative position within its industry is an important factor. The cost and differentiation advantage can be created either in the whole field of business or just in one segment. When these two types of advantage are combined with the industry structure and activities of a company are three generic strategies formed. These strategies are a cost leadership, a differentiation and a focus. Each strategy is combined of the type of competitive advantage and the target area where it is applied. All three generic strategies are presented in the Figure 1. (Porter 2004, 11.)

		COMPETITIVE ADVANTAGE	
		Lower cost	Differentiation
COMPETITIVE SCOPE	Broad target	1. Cost Leadership	2. Differentiation
	Narrow target	3a. Cost Focus	3b. Differentiation Focus

FIGURE 1. Three Generic Strategies (Porter 2004)

The cost leadership strategy means being the low-cost producer in the branch of business. The competitive scope can be either a broad target segment or several individual segments. Differentiation strategy is also applied in broad target, in which the company uses differentiation advantage. The third generic strategy, focus, can be either a cost focus or a differentiation focus. In the focus strategy a narrow competitive scope within an industry is chosen. In the narrow target segment, the company can create a cost advantage (cost focus) or a differentiation advantage (differentiation focus). Each generic strategy has risks and potential, so the strategy chosen should be in accordance with the company's operations. (Porter 2004, 12-16.)

As Porter (2004, 17) summarizes: "Each generic strategy is a fundamentally different approach to creating and sustaining a competitive advantage, combining the type of competitive advantage a firm seeks and the scope of its strategic target. " Usually a company chooses one strategy to execute, but combinations of three strategies are

sometimes applied. When this kind of strategy is chosen, a company has separate business units, which each have a different generic strategy. Using many generic strategies in the same business does not create efficient competitive advantages.

When the company has reached a competitive advantage in any of the strategic segments, it must do continuous work to keep its monopoly position and keep the threat of competitors away. Consequently the competing area of the company and its positioning in the markets has a huge impact on the competitive advantages. The competitive situation can be analyzed with a competitor analysis, which then becomes an important tool for creating competitive advantages. (Porter 2004.)

2.4 Sources of the competitive advantage

Companies have many sources available to search and create competitive advantages. Literature provides several viewpoints and ways for finding competitive advantages and each company should always consider which would best suit their strategy and area of business.

Porter uses a value chain analysis to finding competitive advantages. The analysis breaks down the company's actions to smaller functions as seen below in Figure 2. The competitive advantage is formed when those individual functions are executed at a lower cost or more efficiently than rivalries. The value chain analysis demands a proper understanding of the firm's operations and a deep research of the functions and their interactions. (Porter 2004, 33.)

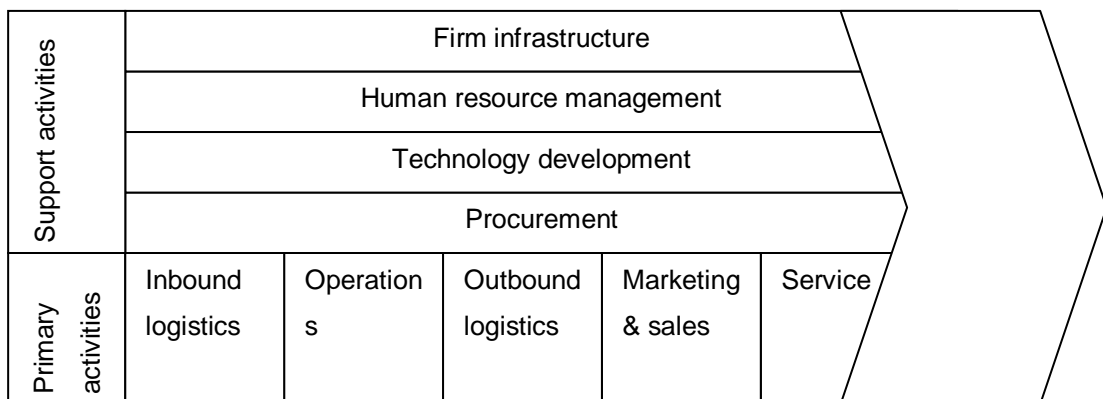


FIGURE 2. Value chain (Porter 2004)

Otala (2008, 15-45) emphasizes the importance of the competence resources and their usage as a base for creating competitive advantage. Especially in today's world, where

the services and technologies are a far more important and relevant part of the business, have competencies and knowledge become a scarce resource for the companies. Companies can gain sustainable value through immaterial sources, since the competencies and know-how are harder to replicate than traditional sources for competitive advantages.

Barney (1991, 99-120) claims in his article that a competitive advantage is formed when the company's strategy that creates value, is not replicable by current or potential rivalries. Barney uses firm resources as a base for competitive advantages. Firms have a potential for creating sustained advantages, when their resources have value, rareness, inimitability and non-substitutability indicators. These so called V.R.I.N attributes combined with resources, bring strategic competitive advantages to companies. Once gained competitive advantage may not last long, so the firms must build strategic firewalls around advantages, in order to prevent the competitors to gain them.

Grant (1991, 114-117) also sees the resources of a company as a source for competitive advantages. The resources together with company's capabilities create competitive advantages, which are used to choose a strategy that best benefits the company as seen in the Figure 3.

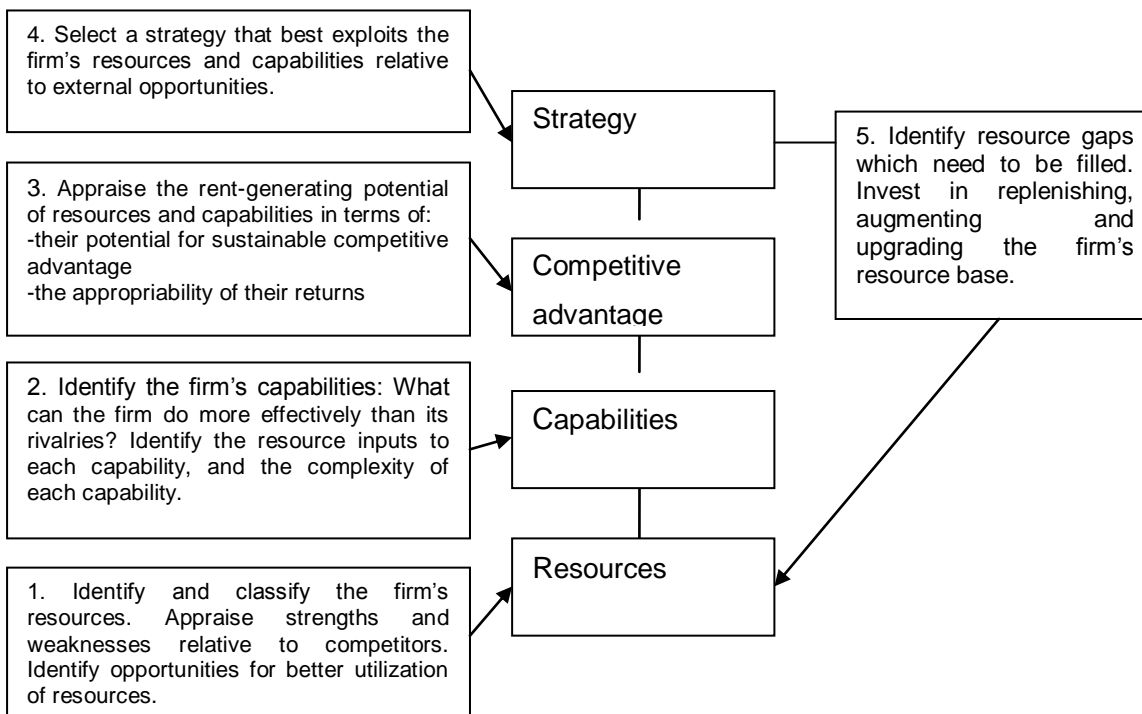


FIGURE 3. The resource-based view of competitive advantage (Grant 1991)

One way to create the competitive advantage is through branding. When a company has created a brand, it has also created differentiation to its products and services. The extra value will create a competitive advantage for the company. Creating a competitive advantage through branding is a difficult task but when successful, it can create sustainable advantages. (Laakso 1999, 24-25.)

According to Wang et al. (2011, 100-102) the sources of the competitive advantages should be searched both internally and externally within the company. In order to recognize the competitive advantages, the resources, capabilities and core competencies of the firm, should be sought in areas of technology and innovation, human resources and organizational structure. Besides the company's resources, also the business strategy has a relevant impact in generating the competitive advantage.

As Pirttilä (2000, 171-174) declares, a well executed competitor analysis and a continuous following of the competitors is one source of generating competitive advantage to many companies. By the means of the competitor analysis, the company knows its competing environment and its position in there as well as its strengths and weaknesses compared to the competitors. The competitor analysis also helps to forecast the competitors' moves. The advantages gained through competitor analysis are based on the better knowledge of the competitors, which leads to more effective strategic choices or getting improvement ideas and targeting the developments more effectively.

3 COMPETITOR ANALYSIS

As it was previously mentioned, a competitor analysis is an important strategic tool for analyzing a competing environment and creating competitive advantages. A systematic competitor analysis has become a more relevant and necessary part of an organization because of globalized market areas and growth of company sizes. Actions of one competitor can significantly change a market situation since there are less competing companies in the markets. Competitor analysis helps companies to predict competitors' moves.

3.1 What is a competitor analysis?

Porter (1998, 47) defines the competitor analysis as creating a profile to each competitor showing the probable future moves and their success in comparison to other rivalries actions and market changes. Chen (1996, 100) describes competitor analysis similarly in his article: "A primary objective of competitor analysis is to understand and predict the rivalry, or interactive market behavior, between firms in their quest for a competitive position in an industry." According to Pirttilä (2000, 17-19) a systematic competitor analysis can be seen as a cycle of six different stages which are; defining a need of information, data collection, screening of essential information, analyzing information, interpretation and conclusion of results, and sharing information to decision makers (Figure 4.).

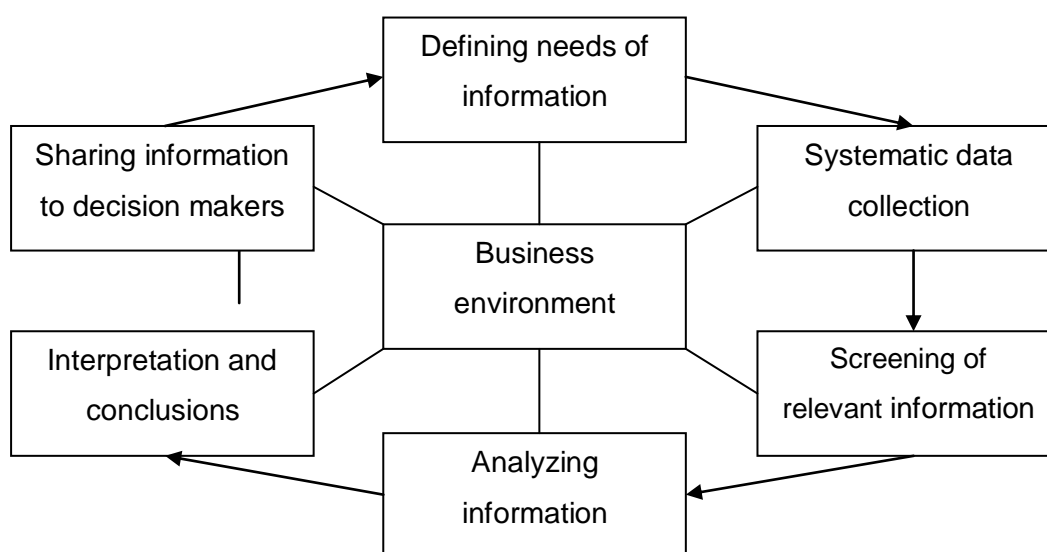


FIGURE 4. Systematic cycle of competitor analysis (Pirttilä 2000)

3.2 Perceiving the competing environment

According to Pirttilä (2000, 25) the beginning of the competitor analysis is to first perceive the field of business and the competing environment. One way to analyze the competitive environment is Porter's Five Force's model (2008, 3-4), which includes threat of current and potential competitors, threat of substitute products as well as buyers and suppliers bargaining power (see Figure 5.). Competition is strongest and most visible among rivalries, but organizations should also consider the effects of all five forces in their field of business. The Five Force's model helps the organizations to find the ideal competing position in the business field.

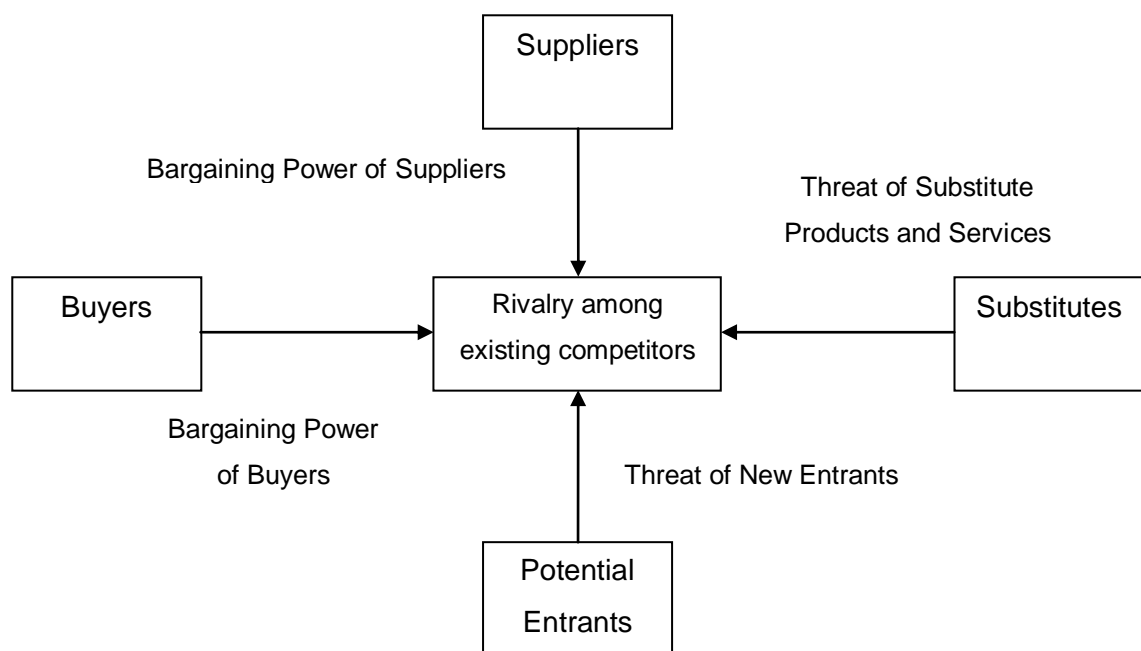


FIGURE 5. The Five Force's Model (Porter 2008)

3.3 Competitor identification

Before starting a competitor analysis, it is needed to identify rivalries. In defining the competitors there are two ways according to Pirttilä (2000, 25-26, 38), which are business field based specification and market based specification. Competition happens when companies from the same business field have similar technologies and products. In market based definition, companies are competing, when their products satisfy the needs of customers and can substitute the original products. This kind of specification is wider and crosses the boundaries of the same business branch specification. When competitors are followed in a short period of time, the focus is to

follow and analyze those competitors who are currently competing of the same customers in the same markets.

Chen (1996, 100-102) explains the competitor identification with two-dimensional approach, which includes market commonality and similarity of resources. Market commonality is a stage how much two companies markets overlap with each other. Two competitors do not form an equal threat to each other, creating asymmetry. The analysis seeks to find which competitor has a better position in the market. Each company has an exquisite profile as a competitor on how they attack and respond to one competitor's moves and this pre battle can be predicted with a competitive asymmetry. Firms that are operating in the same industry, offering similar products and targeting similar customers can be defined as competitors.

Bergen and Peteraf (2002, 157-160) have developed Chen's idea of market commonality and similarity of resources in competitor identification. The competitor identification should not focus only on direct competitors, but also consider threat of indirect and potential competitors (Figure 6.). The direct competitors have a high similarity in resources and market commonality, whereas the indirect competitors have similar markets but not so convergent resources. The biggest threat is formed by potential competitors who have similar resources, but the markets similarity is low.

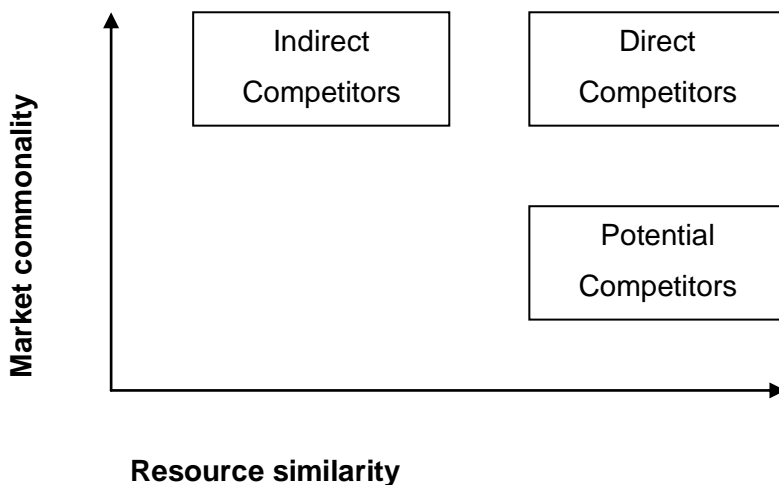


FIGURE 6. Identifying competitors (Bergen et al. 2002)

Porter (1998, 50) sees the potential competitors as a big threat, which should be analyzed beside existing competitors. Potential competitors are for example companies who are not in the industry, but could easily overcome entry barriers or companies who

easily through synergy would enter markets or companies to whom competing in the industry is a continuum to current strategy.

The difficulty in competitor identification is to take a broad approach to avoid competitive blind spots, but also to limit and define the competitors correctly. Zajac and Bazerman (1991) have dedicated an article to avoiding competitive blind spots in competitor identification. Managers should not only rely on information they know in making strategic decisions. Irrational escalation of commitment, limited perspective, over confidence in judgment and problem framing all create blind spots for decision makers.

3.4 Competitor information

Pirttilä (2000, 76-80) sees the competitor information as a profile of the competitor, which consists of information of the resources, operations, current position, goals and strategies, whereas Porter's (1998, 49) profile of competitors consists of current strategy, capabilities, assumptions and future goals. Pirttilä and Porter have very similar main elements in their profiles, but when these elements are opened up, the focus changes to different topics. Porter emphasizes also the importance of analyzing company's own profile in order to understand how competitors see them.

Pirttilä's (2000, 76-80) main elements are opened up accordingly:

- *Resources*: production technology, capacity, raw materials, energy resources, personnel resources, owner structure, research and development, IT resources
- *Operations*: organizational structure, market behaviour, marketing strategy, product portfolio
- *Current position*: market position, financial state, productivity, expense competitiveness, product competitiveness
- *Goals and strategies*: investments, strategic orientation

Porter's (1998, 48-67) components in competitor analysis are as follows:

- *Current strategy*: key operating policies, relation of functions and operations
- *Capabilities*: products, research and development, organization, resources, main competencies, strengths and weaknesses, speed of input resolution, capability to adapt to changes, ability to grow
- *Assumptions*: own position, assumptions of demand and significance of trends, competitor's values, assumptions of competitors, itself and industry
- *Future goals*: financial goals, willingness to take risks and initiatives, values and beliefs, organizational form, managers, unanimity, power struggles, composition of board, contractual commitments, constraints, strategy

Hakanen (2004, 51, 208) who focuses on SME's strategic work, has a bit different view on competitor following and analysis. The focus for SME's on finding information of competitors is comprised of turnover, volumes, products, means of competition, market share, resources, company image, recognizability, strengths and weaknesses as well as future growth. Hakanen also emphasizes that small enterprise's competitor analysis should be simple enough, since resources are limited.

The profile of the competitor changes according to business branch and the need of information. The aim is not to investigate all elements, but to create a profile that fits the industry and market structure. Profile of an industry or service sector company differs a lot. The aim of the research and the need for information must be discussed before identifying the competitors.

3.5 Sources of competitor information

"Source of a competitor information is such person, document, statistic or other information source, where the user of the information has it gotten in the first place", states Pirttilä (2000, 95). According to Pirttilä, the most valuable information sources are colleagues outside of the company, personnel inside the company, customers, articles and news, annual reports and financial analytical reports.

When defining the competitor information, the most important source according to Hakanen (2004, 34-35) is the company itself, especially its personnel. The silent knowledge of employees inside the company is seen valuable in finding competitor information. Other sources of competitor information include external databases, contacts, competitive environment, Internet, market researches and stakeholders. Also Pirttilä (2000, 94) sees the silent knowledge important, and establishes the competitor following based on company's internal sources.

Public information is widely used in competitor analyses especially in international companies. The benefits of public information are the speed and easiness of getting information, coverage and availability of data and the electronic form of it. Public information is very accessible, provides accurate information and does not require too many resources from companies. The negative aspect of public information is the difficulty of finding essential information and the validity of it. Besides the shortages of public information, it has a meaningful role in finding competitor information. (Pirttilä 2000, 103-106.)

4 FEELBACK LTD'S COMPETITOR ANALYSIS

4.1 Executing the research, collecting the data and analyzing

Before starting the research, it was necessary to understand Feelback's products and services as well as their strategies and operations. The research was executed during an internship in the company. Working as a trainee helped in investigating the company from inside out. Proper understanding of the company was also needed to define the markets and the field of business. The information about Feelback was collected from internal material, brochures (Appendix 1.) and by discussing with the personnel.

The need of the information and the research area was discussed with Aki Miettinen. The aim of the research was to investigate the current competitors, who are operating in Finland and focus in comparing their products to Feelback's. The information collected from the competitors was chosen based on Feelback's desires and the field of business. After the research area was defined, a data collection was started.

In data collection, the previous studies, personnel and Internet were the most useful tools. Feelback knew some of their competitors before hand, which was helpful in selecting the competitors, but since they were not using resources to follow the competitors continuously, a thorough analysis of the competing environment was needed. Relying on only silent knowledge of personnel could have created blind spots in the analysis. The previous studies displayed a little information of the current competitors, since the former competitor analysis was done almost ten years ago and the information was outdated. The information of the competitors was collected by using only public information. The competitors were found mainly by searching with various keywords through Internet and browsing companies' web pages. The information was also gathered from company registers and other statistics such as financial records. Survey to the competitors could have revealed more information, but was not possible, in order to avoid the rivalries to know about Feelback's intentions.

Collecting the research data and finding the relevant information became the most difficult part of the research. There were many companies in the same branch of business with quite similar products and services, which made selecting the competitors a hard task. Drawing the line between the actual competitors and non competitors required a deep research of the organizations.

After the screening of essential information was done, an analysis of the information was needed. The analysis of the competitors was done by searching the company web sites, articles and financial data. Each competitor was analyzed in order to create a profile of them. The analysis started by introducing the companies by giving details of a foundation year, an operating area and a number of personnel. The focus in the research was in the products and services that were a threat for Feelback. Cooperating partners and customers were mentioned if the information was available, since it gives a picture of the competitor's network and target markets. The analysis ended with the financial details of the competitors to see whether they had potential to grow or not. Financial details also helped to predict the organizations future prospects. Analyzing the competitors' weaknesses and strengths was not easy based on the information available. The reliability of the data was questionable, but the sources were researched critically. The company web pages may have given a different picture of companies and also the information may have been outdated.

The aim of the research was to create competitive advantages based on the competitor analysis. The final part of the research gave some development ideas for improvements. These results were not revealed to public, due to company wanted to use that information in strategic decision making and revealing the results could have harmed the company's operations. Finally in the research process the results of the competitor analysis were discussed with the decision makers of the company.

4.2 Feelback Ltd

Feelback Ltd was founded in 2001 to combine the knowledge of developing and training businesses with the know-how of programming technology. Feelback is specialized in the development of other organizations and companies through various measurements. Feelback's core know-how is comprised of the versatile individual, organization, team and customer surveys and evaluations, supported by expert services. All the surveys and measurements are done with software developed by Feelback. Currently Feelback has two offices, one in Kuopio and other in Tampere, employing fourteen people altogether. Feelback's strategy is to operate through partners and create strong networks. (Feelback Ltd 2012)

Feelback Ltd has several different kinds of products, which are all meant for measuring and developing organizations and parts of them. The measurement tools are targeted for different target groups; such as board rooms, managers, employees, organizations,

individuals, sales, customerships and processes. Feelback offers the products as a service and does all the measurements for the customer. Feelback does not sell its programmes or licenses for other companies.

In the research, nine of Feelback's products were chosen for the comparison between competitors. The products were chosen based on the sales figures and the popularity of the product (Feelback 2012). The products chosen were NTA, 360 evaluations, work atmosphere analysis, work welfare analysis, customer satisfaction survey, development discussion model, competence mapping, company image research and sales processes.

Natural Tendency Analysis (NTA) is a tool for understanding the differences in people and in developing individually. The analysis has 16 profiles to determine what kind of person someone is. The tool is used mostly in teams to understand the differences in thinking and working styles. NTA is similar to Myers-Briggs Type Indicator (MBTI) analysis, which is rather common in Finland. Feelback and Innotiimi Ltd have developed NTA in cooperation, based on the Carl Jung's theories. NTA is a unique tool that is provided by Feelback only.

360 evaluations include several analyses for managers, sales force and sales. The idea of the analysis is to collect feedback from people working around someone. Based on the feedback managers can make improvements and develop individually. Work atmosphere and work welfare analyses are meant for organizations to measure and develop the work environment.

Customer satisfaction survey, as the name describes, collects and gives feedback from the customers. The surveys are done by Feelback's software and they have a lot of different kind of features. The data collection can be done through mail, e-mail, Internet, SMS, Pad and phone. The electronic surveys go forward question by question, while paper questionnaires are usually forms. The question path is intelligent in a way, that different answers open different paths. When someone for example disagrees to a statement, the survey opens an extra question to collect open feedback from that matter. The idea of the intelligent question path is to get more precise answers from the target groups. See example of the intelligent pathway in Appendix 1. Besides intelligent path ways, the surveys can be customized by the customer's wants and needs.

Development discussion model is used to guide development discussions in the company and get feedback from it. Feelback has its own unique model for development discussions. Competence mapping measures work community's competencies, maps development areas and visualizes the future. Company image survey researches and improves the company's appearance to others. The last research product is the sales processes, which include several products that are meant for measuring and developing sales.

Feelback has customers varying from SME's to larger organizations. Feelback has carried out a few international projects to Finnish and foreign companies, but the focus is on the national markets. In 2011 Feelback had almost 700 individual customer projects and they produced around 18 000 individual and organizational reports. Feelback has customers from many branches of business from industrial companies to social service providers and the public sector, so it can be said that the target markets are vast. Most of Feelback's customers come from Southern Finland. Examples of Feelback's customers consist of for example WSOYPro Ltd, VR Ltd, City of Vantaa, Työterveyslaitos (Institute of Occupational Health), Tokmanni Ltd, Suora Lähetys Ltd, SPR (Finnish Red Cross), S-Pankki Ltd, Skanska Ltd, Royal Canin Finland Ltd, Ponsse Ltd, NRJ Finland Ltd, Nokia Ltd, Lindex Ltd and Amica. (Feelback 2012)

4.3 Grouping the competitors

The competitors chosen into this research are selected based on the similarity of resources with Feelback, market commonality and the quantity of competition between the companies. The competitors are grouped into three different groups due to large number of companies in the research. The three groups are direct competitors, indirect competitors and potential competitors. The companies within those groups are in random order. It is hard to compare the competitors with each other and indicate who the biggest competitor is. Some companies have features that others do not, which make comparison difficult. Also it is not necessary to know the most threatening competitor, but to see the whole competing environment and understand the players within it.

4.4 The direct competitors

The direct competitors are chosen into this group, because they share a lot of similar products and resources as Feelback as well as operate in the same markets. All of the direct competitors form a serious threat and have a potential for market growth. The

chosen main competitors are therefore Innolink Ltd, Eccu Research Ltd, Promenade Research Ltd and IROResearch Ltd.

4.4.1 Innolink Ltd

Innolink Ltd is a research and coaching company, offering services as well as reselling the research products. Reselling is applied to consultant and advertising companies, HR-service providers, counties and coaching organizations. The company has offices in Helsinki and Tampere, employing 50 people. Innolink was established in 1991, and started as a software company. In 1996 Innolink Research, a market research company, was established alongside Innolink. Over half of the data Innolink collects comes from abroad. In 2010 the data was collected in over 150 countries and the company had over 600 customer commissions. (Innolink Ltd 2012)

Innolink has a large range of different kind of researches for B2B, B2C, personnel and public sector purposes. Researches are executed by Innolink's own research system, Innolink Web TM, which offers for the customers an easy way to watch and analyze the results. From Feelback's view customer satisfaction, company image and employee (work welfare, work atmosphere, 360, competence mapping, development discussion) researches are the most similar and therefore competing against Feelback's products. Innolink also has an e-panel, where registered members can answer surveys. In Innolink's panel there are over ten thousand members who act as a respondent base when Innolink executes surveys.

Innolink has four cooperation partners which are Balance Consulting, Place Marketing, CINT and Clue Tail. Innolink owns 45 % of the Place Marketing and started cooperation with Balance Consulting in 2011 (Alma Media 2011). This partnership was formed to combine Innolink's research knowledge with Balance Consulting's financial analytics to create a new kind of organizational analysis. This kind of new research can radically raise and change Innolink's position in the market. Even though Innolink collects data from variety of countries, are its customers mostly Finnish. Some of the examples are ABB, Ensto, Felix Abba, Fonecta, Hyundai, Kiilto, KILROY travels, Metos, Metso, Metsäliitto, NCC, Opus Capita, Pretax, Puustelli, Rautakesko, StoraEnso, STX, Suomen Kaupan liitto, Suomen Terveystalo and Tampere area rescue services.

Innolink is a large internationally operating company, whose turnover was in 2011 almost six million. The company has been very profitable and growing rapidly during

past years. Innolink is a large competitor against Feelback and it has a lot of references and an extensive experience from the market, which can be seen as its strength. From the competitors, Innolink has the most similar products and resources with Feelback, which makes the company the direct competitor. Because Innolink is using their own developed research system, they can fast react to the changes in the markets and make product developments. Feelback's advantage over Innolink is NTA analysis, since Innolink does not offer similar product to their customers, as Innolink's strength is the coaching service. Innolink is as a company, very similar to Feelback and does not have many weaknesses. Based on the financial information, new partners and news, growth of the company is expected in the near future. (Taloussanomat 2012)

4.4.2 Eccu Research Ltd

Eccu Research Ltd is a market research company that is operating nationally as well as internationally. Eccu Researches offices are located in Kuopio and Helsinki. 70 % of Eccu Researchers turnover comes from the global market researches. Eccu Research employs almost ten people, whom are researchers, consultants and marketing professionals. Eccu Research was founded in 2005 and it does not have a long experience in the market. (Eccu Research Ltd 2012)

Eccu Research is specialized to different kind of researches and market surveys. Eccu Research competes against Feelback mostly with customer satisfaction surveys, company image and personnel researches. With personnel research, companies can investigate atmosphere, work condition and work satisfaction, or motivate employees, map development ideas, create common goals and preconditions for profitable operations. Even though Eccu Research does not have many similar products with Feelback, it creates a threat because of its location.

Eccu Research collects data by using personal phone interviews, doing web questionnaires, e-mailing, sending SMS's and by using traditional paper questionnaires. Besides traditional surveys, Eccu Research also offers Eccu Sales Leads and Eccu Global services. Eccu Sales Leads service maps out new potentials from the markets with a focus on some certain subject or question. Eccu Global offers international services in 70 countries and all continents.

Eccu Research has customers from SME's to international organizations. Services are also provided to the public sector. Some of the organizational examples include ABB,

Asokodit, Bonnier, Clear Channel, Cramo, Destia, Edita, EADS, Fingrid, Fiskars, General Electric, Lemminkäinen, Luvata, Manpower, Onninen, Optia, Ponsse, Rautaruukki, Reima, TeliaSonera, Sulzer, Suomi Soffa, Technopolis, Tekla, Uponor, Vaisala, Vapo, Vattenfall and Wihuri. While as the public sector examples include Technopolis Ventures Oy, Tukes, Celia, Metsähallitus, Kuopio University, Savonia University of Applied Sciences, Culminatum, Cursor, Posek, Teknia, Turku Science Park, and Pohjois-Savo Union.

Eccu Researches turnover has been over 400 000 since 2008. The turnover has risen and fallen and there is no clear sign of growth. The company has employed three more people since 2007 and currently it employs eight people. Eccu Research is a slightly smaller company than Feelback, but they have quite similar resources. Companies operate in the same markets, but Eccu Research does not have so long experience. The company's strength over Feelback is the strong internationality, while weakness is the scarcity in the products. The competition is high between the companies, since they are both operating in Kuopio and share some similar services. (Taloussanomat 2012)

During the research it was discovered that Eccu Research has gone bankrupt and no longer exists in the market (Kauppalehti 2012). As it can be seen, the markets change a lot and even the big competitors may face challenges. During the research the situation in the markets changed and therefore also affected Feelback's position in the market. Now Feelback has a stronger position, since it is the only competitor operating in Eastern Finland. There were no clear signs of Eccu Researches situation, before it announced itself bankrupt. The competing environment changes all the time and it should be noted when creating strategies.

4.4.3 Promenade Research Ltd

Promenade Research is specialized in research services and business tools. The company was founded in 1999 and currently there are 30 people working in it. Company's operating area is over 30 countries across the world, while their office is located in Helsinki. (Promenade Research Ltd 2012)

Promenade offers customized researches and consulting services. In data collection and reporting Promenade uses Internet based tools, like Business Metrics Research system and Leader Pro. The system enables surveys in various languages like Russian and Chinese. Promenade has four categories of products, which are organization, customer ship, marketing and leadership development and other

researches. Promenade competes against Feelback with customer satisfaction surveys, company image researches, development discussion models and 360 analyses. Besides research services, Promenade has also a research panel. Anyone can register into the panel and the user will get approximately once a month a questionnaire. Being in the panel does not obligate to answer to the surveys, but members can influence current matters by answering.

Promenade's customers are varying from SME's to different kind of sector's businesses. In the past few years the customer changes have been only 2 %, which speaks of a long customer relationships and customer loyalty. Organizational customer examples are Ahlström, Itella, Stockmann, Aldata, OP, Schenker, Suomen matkatoimisto (Finnish travel agency), Helvar, Kesko, Basware, Fujitsu, Ixonos, Hobby Hall, Patria, Gas, YIT, Finnvera, Nokian Tyres, Tecnomen, Perlos, Siemens, Avara, Tulikivi, Etera, Digita, Efore, Tiimari, Barona, Rapiscan systems, Sodexo, Sako Finland, Suunto, Suomalainen.com, Heino, Kemfine, MedOne, Luottokunta and Sanoma Magazines. Whereas association customer examples include Suomen isännöintiliitto ry (Finnish Property Managers Union), Kiinteistöpalvelut ry (Real Estate Services), Taloushallintoliitto (Financial Administration Union), Kemianteollisuus ry (Chemistry Industry), RAKLI, KIINKO, SKVL, HPL and Finanssialan keskusliitto (Federation of Finance Unions).

Promenade has four cooperation partners, who are Sanoma Pro Ltd, Talent Partners Ltd, Sirota and Xenetic Ltd. Together with Xenetic Ltd Promenade guarantees the security of their services. Last year Promenade started cooperation with the online store expert Smilehouse, when buying their iTest-research unit. With the cooperation, Promenade will start doing e-commerce consumer and customer researches, which means analyzing people's buying habits in Internet. The new cooperation will create new threats for Feelback, due to Promenade's possibility of increasing its market share. The cooperation and new researches predict that the growth of Promenade is expected in the near future.

Promenade has AAA credit classification and the company is extremely solid. In 2011 the turnover of the company was over 2 million and Promenade has been emerging fast but steady. Promenade has a large range of products and references, and even though there are only four competing products, it creates a huge threat for Feelback. Promenade has been in the market for a long time so it has a lot of experience which is one of its strengths. Promenade's strength over rivalries is the wide language selection in researches. Feelback does surveys in variable languages too, but does not provide

for example Chinese or other languages which require special letters. Promenade's weakness is that it does not produce and develop its own measurement tools, unlike Feelback, who can quickly adapt to a new market situation and demand. As a company Promenade is quite similar with Feelback and therefore can be considered the direct competitor. (Taloussanomat 2012)

4.4.4 IROResearch Ltd

IROResearch Ltd is a Finnish market and opinion research company that was founded in 1990. The company office is located in Helsinki and it has 24 employees. In 2011 IROResearch executed over 500 customer commissions. (IROResearch Ltd 2012)

The services of IROResearch, which are most threatening for Feelback consist of customer satisfaction surveys, employee researches and brand analyses. The employee researches include work atmosphere and work welfare analyses. In the researches IROResearch uses Internet based IRONet application for the data collection. The company has also IRONet Panel, where people are recruited to answer surveys that company carries out. There are currently 32 000 consumers and 8500 decision makers in the panel.

Besides traditional customer satisfaction surveys, there is a new kind of tool for measuring customer relationships called Net Promoter Score (NPS). The tool measures the customer's willingness to promote and recommend the firm to others. In addition to measuring loyalty and customer relationships, the tool is meant to guide companies towards more customer friendly actions. Futurelab's (Karikko Consulting Oy) Finnish department has a representative for NPS and is the only one selling the service in Finland. Most of the telecommunication operators are already using Net Promoter Score, while other customers include for example Nokia, Kone, Fortum and Vaisala. IROResearch has done a research about NPS and may in the future cooperate with the providing company. Net Promoter Score can form a serious threat in the future for Feelback if more companies start to use it instead of traditional customer researches. (Korkiakoski & Ylikoski, 2011.)

IROResearch has had quite steady turnover of over three million, even though during the couple of last years, there has been a slight decrease in the figures. There is not much information available of IROResearch, which makes it hard to evaluate the amount of the competition and the features of the company. Besides the turnover, the company seems to be quite similar with Feelback. IROResearch should be followed,

because of the cooperation with Net Promoter Score provider Futurelab, which brings to new opportunities and a larger network for the company. Currently IROResearch has four convergent products, similar features and same markets with Feelback, making it the direct competitor. The competition between the companies is not huge, but IROResearch has the potential to grow its market share and become a more serious competitor. (Taloussanomat 2012)

4.5 Potential competitors

The potential competitors create a serious threat against Feelback. The companies are operating in a slightly different market area, but can in the future expand actions and enter the same markets. Even though the target markets differ, the products can substitute Feelback's. All potential competitors are programme developers, whose target customers can be different, but the products serve the same purposes as Feelback's products. The potential competitors in this research are Extended DISC International Oy Ltd, Questback Ltd, Analystica Ltd, Webropol Ltd, Spinstone Ltd and Sympa Ltd.

4.5.1 Extended DISC International Oy Ltd

Extended DISC is a Finnish company that was established in 1994. Extended DISC operates in 50 different countries, while an office is located only in Espoo. Their main product, Extended DISC-software, is a versatile and efficient tool for collecting and using information from organizations and people. (Extended DISC International Oy Ltd 2012)

Extended DISC software offers various tools that are used in developing leadership, organizations, sales and personnel. The software has ready-made tools, but it also offers a possibility to create own surveys and researches. Individually designed Extended DISC reports help to develop oneself as a customer servant, sales man, manager and leader. The individually designed products include Extended DISC® Person Analysis, Extended DISC® Couple Analysis, Extended DISC® Person Analysis 360, Extended DISC® Group Analysis, Extended DISC® Open 360, Extended DISC® Understanding test, Extended DISC® Profiling Tools, Extended DISC® Me as a student and Extended DISC® Surveys. Extended DISC has six directly similar tools as Feelback, but the possibility of making own surveys can increase the number of competing products. The versatility of the software is Extended DISC's strength against Feelback. With only one product, the customers can do many analyses.

Extended DISC has a very large network and a lot of cooperation partners, who are : Adepti Ltd, Ltd Adiente Ab, Activeworking Ltd, Ajan Consulting Ltd, Assidu Finland Ltd, AVA-instituutti, Camponio, Completo Consulting Ltd, Concess Ltd, CM & HR Consulting Ltd, Creo Consulting Ltd, Decanet Ltd, DISC Tavastia Ltd, Grey Eminence Ltd, Ideakatti, Industria Ltd, Innerkey, Innovate Consulting, Intotalo Ltd, HR4 Solutions Ltd, HRD Institute, Jenico Ltd, Juuriharja Consulting Group, K-institute, Metso services, Mobile Sports Ltd, Presense Ltd, Pro Partners Ltd, Ltd Kaj Järnström Ab, Saranen Kujanpää Consulting Ltd, Savonia Feenix Ltd, SelinSelin, Sepcons Ltd, StaffPoint, StaffEdu, Stara Consulting Ltd, Stig Fram Ab, Taitoprofiilit Ltd, Valmennustalo Educo Ltd, W&L Work & Leadership and Quo Vadis Ltd. A large network brings resources and strength to Extended DISC's operations.

Extended DISC has a lot of customers varying from SME's to large international companies. Some of the customers include: Body Shop at Home, Ecuadorean Bottling Company – Coca Cola Ecuador, General Motors, Hyundai motor, Ingman Foods, MONSTER, Nestlé Chile, Nissan, NORDEA Bank Polska, Royal & Sun Insurance from Colombia, Samsung BP, Samsung Electronics, Samsung life insurance, Sara Lee Coffee and Tea, Scandinavian Airlines System, Starbucks Coffee, Suzuki, The Stock Exchange of Thailand, UPM -Kymmene, Unilever and XEROX.

Last year Extended DISC's turnover was 704 000 Euros. During the last couple of years, the company has been going downward. Even though the sales have been decreased by half, Extended DISC still is a rather popular and well-known company. Many consultant and recruitment companies are using Extended DISC's tools, and the company's reference list is versatile. Extended DISC is a software producer and can therefore react fast to the changes in the business field, which is one of its strengths compared to the other competitors. The company can also provide quite easily new features to its software, making it more versatile. Other strength is that the company does not require a lot of resources to sell its products and can reach customers around the world easily. The weakness of the company compared to Feelback, is the lack of service, since the company only sells the software, but does not do researches for the customers. Customer relationships may not last long and can remain quite distant. The markets and target customers are a bit different between the companies. The competition between Extended DISC and Feelback is broad, since the companies' products are substitutes and therefore can be said that Extended DISC is the potential competitor. (Taloussanomat 2012)

4.5.2 Questback Ltd

Questback Ltd is a Norwegian company operating in over 50 countries. Questback is a software producer, whose office in Finland is situated in Espoo. Other countries where Questback has offices are Australia, Belgia, Canada, Denmark, Germany, Spain, France, Ireland, Italy, Netherlands, Norway, Austria, Switzerland, Singapore, South-Africa, Sweden, UK and USA. A Finnish company called Digium Ltd was established in 1998, and it emerged with Questback in 2010 starting cooperation. In 2011 Digium Ltd also changed its name and became a part of Questback concern. The main product of the company is Digium Enterprise-software, which is developed in Finland. (Questback Ltd 2012)

Questback's software offers various ready-made solutions and is developed to improve and lead sales, marketing and human resources. Some of the analysis that company's software offer, are customer satisfaction surveys, competence mapping and work satisfaction controlling, which all are competing against Feelback's products. The software makes it also possible to do recruiting survey forms. Questback concern has also variety of products that are not yet sold in Finland, but can form a threat in the near future. These products are for example 360 analyses, personnel analyses and sales analyses.

In Finland over half of the hundred biggest companies are using Digium Enterprise solutions. Examples of the company's customers are ABB, Nissan, Aurinkomatkat, Pohjola, Ingman, Tapiola, Securitas, Skanska, Finnair and Neste Oil, while international customers include AirBerlin, General Mills, Volvo, Microsoft, Lufthansa and DHL. Internationally the software solutions are used in 50 countries and are available in 20 languages.

Questback is a large international company and its Finnish department had in 2011 a turnover of over four million. From 2007 the company has doubled its turnover and grown rapidly. Digium emerged with Questback in 2010, making it a more serious competitor, because now the company is part of a bigger corporation. From the competitors, Questback has the biggest international network through offices and partners and the market commonality with Feelback is low. As Digium was founded in 1998, it possesses a long experience of the market and in programme development in Finland, which is one of its strengths. Also the Finnish production makes the company appealing. One of its weaknesses compared to the other programme developers is that customers cannot create totally new researches with the software, but can only modify

examples. Features of Questback make it the potential competitor that should be followed in case of new product developments. (Taloussanomat 2012)

4.5.3 Analystica Ltd

Analystica Ltd is a programme developer, who offers software for different kind of research projects, mapping competences, bank transfers, deviation reports and other data collection or analyzing projects. Analystica was founded in 2004 and the company has executed hundreds of data collection and analyzing projects around the world. Analystica has offices in Finland, Sweden and England. (Analystica Ltd 2012)

Analystica's product can be used for variety of customers' purposes. The competitive advantage of Analystica's software is its versatility. The software makes possible organization's continuous data collection needs as well as other individual internal and external data collection tasks. All of the programmes are developed in Finland and they work through Internet browser, which allows users to access the programme from various places. The software offers several analyses, which the customer can either create individually with the programme or with the cooperation of Analystica. Analystica's researches include customer satisfaction surveys, personnel surveys, opinion surveys, competence evaluations, development discussions, controlling continuous feedback, barometers and various interviews.

Analystica's customers vary from insurance companies to consulting offices and industrial factories, as well as schools, counties and travel agencies. Market Vision and Arcada UAS have been software customers, while Oulu library, Viking Line, KappAhl and FinPro have been research customers during the last year.

Analystica is a quite small company and its turnover has remained under 200 000. Between year 2007 and 2011, the company has shown no marks of growth or expansion. The size of the company can be seen as a weakness compared to Feelback. Even though the company is quite small, it comprises a threat for Feelback due to many similar products. Analystica's software has three similar analyses and the possibility to create own researches. The software has potential to become a more serious threat against Feelback's products. Analystica is already operating abroad, which might increase its market share. The company has also good Internet visibility and it markets itself a lot. The features of the software, but differing markets make Analystica the potential competitor. Feelback should follow the company since it can, with a little effort, become direct competitor. (Taloussanomat 2012)

4.5.4 Webropol Ltd

A Finnish family company Webropol has been operating since 2002 and is a developer of Webropol survey and analysis software. Webropol operates nationally and internationally, having offices in Finland, Sweden, Germany and England and resellers in Turkey, Belgium and Singapore. Globally Webropol has 40 000 users, which tells about its wide operations. (Webropol Ltd 2012)

Webropol's product is a survey system that allows making versatile researches. Company also offers a ready Webropol HR Compass platform for making work atmosphere and work satisfaction surveys. Webropol's system makes it possible to make surveys first in MS Word or Outlook or directly to the system. The results can be transferred to MS Excel, Word or PowerPoint, which makes it more user-friendly and easier for customers to analyze their results. Webropol 2.0 basic service allows collecting data fast from different kind of groups such as personnel, members, customers, habitants, potential customers, Facebook groups, subcontractors, sponsors or members of a board. Webropol Ltd offers training for people to use the programme more efficiently. Even though Webropol does not directly have more than three competing products, able the software to create other surveys as well. This feature increases the amount of similar products and competition. The biggest threat with the product is its versatility in creating different kinds of surveys and collecting data from various target groups.

Webropol has a lot of users in Finland and abroad. Many recruitment and research companies are using Webropol in their daily business. Also schools and other facilities can be mentioned as Webropol's customers. For example Savonia UAS is using Webropol survey system in thesis processes allowing students to create own surveys.

Webropol has been growing steadily during the past years. The company's turnover was in 2006 a little over a million, while in 2010 it was over 2,6 million. Webropol is a programme developer and it does not offer services, which can be seen as both a strength and a weakness. The weakness is a shorter and not so personal customer relationship, since the company does not need to see the customer face to face. Also the customers may face difficulties with using the software or have lacks in resources to execute the researches. The strength of the programme is the customer's choice to do as many and any kind of surveys whenever they like. Webropol has been in the markets for a very long time and due to continuous product development it forms a serious threat to Feedback. Webropol is the potential competitor, since it has slightly

different target markets and customers than Feelback. Most of the Webropol's customers use the software frequently and it is a part of their business actions, while Feelback's customers use the services every now and then to support and develop the organization. One of the Webropol's strengths is its strong international operations. (Taloussanomat 2012)

4.5.5 Spinstone Ltd

Spinstone Ltd offers StaffGrid software for the companies. With the software, companies can control and lead competences and actions inside the organization. Spinstone has been established in 2007 and it is a quite small company within programme developing market. (Spinstone Ltd 2012)

Staffgrid is HRM software, which is meant for a personnel management. The product is offered as, software as a service, which makes it possible for multiple users to access the programme from multiple places. The Staffgrid product is easy to use and allows customization and integration to other HRM systems. The customer can use readymade survey templates or create own questions and analyses. Staffgrid software has four different programmes which are StaffTalent, StaffProgress, Staff360 and StaffSurvey. All of the products are similar to Feelback's products and with them organizations can measure work atmosphere and work welfare or control development discussions, make 360 analyses and lead competencies.

Spinstone Ltd is a small company, but it has grown during the past six years. In 2007 the turnover was only 12 000, while in 2011 it was over 112 000. Even though the company has grown, there are no signs of a fast growth or enlargements. Spinstone is a potential competitor for Feelback, since it operates in a different business field than Feelback, but has even six convergent products. Spinstone's products are used for HRM purposes, while Feelback's are used in all operations of the company, like personnel, customers and sales. The target customers are slightly different even though the software serves the same purposes as Feelback's products. Currently Spinstone is so small that the amount of the competition is very limited. (Taloussanomat 2012)

4.5.6 Sympa Ltd

Sympa Ltd is a programme developer, who offers a HR system. The software has been sold to over 150 organizations and it has more than 50 000 users. Sympa Ltd originally

started as Efecon Ltd, where they developed software for controlling competencies. In 2005 Sympa Ltd was founded to continue the operation of Efecon Ltd. Sympa Ltd has 30 employees working in Vantaa and Lahti. (Sympa Ltd 2012)

Sympa's software is meant for HRM purposes, but has many similar analyses as Feelback has. Since Sympa's software serves the same purposes as Feelback's products, can it be seen as a competitor with substitute products. Within the software the competing analyses are leading development discussions and competencies, surveys, work welfare analyses and 360 evaluations. Sympa's software is meant for controlling and guiding the whole working process of the employees. The strength of the software is the versatility that allows doing all the necessary HRM analyses for the whole organization. Sympa also offers guidance and coaching's for using the software.

As a cooperation partners, Sympa has several public actors, international concerns, listed companies, SME's, coaching and developing organizations and HRM companies. Sympa has as software resellers Integrate Ltd, Project office Proper Ltd, Verco Ltd and Visma. Other partners include Cygate, HR4, Microsoft Silver, Ohjelmistoyrittäjät ry (Programme Entrepreneurs) and Perheyrittäjäliitto (Family Entrepreneurs Union).

Sympa's HR system is global and it has users in Finland, Nordic countries, Europe, Asia and North America. Examples of the customers are A-Katsastus Ltd, Amiedu, Basware, Broman Group, CapMan Ltd, Delta Motor Group Ltd, Diacor, DSV Group, Etteplan Ltd, Fingrid Ltd, Fonecta, HR4 Solutions Ltd, Kuntaliitto (Union of counties), Ovenia Group, Palace Kämp Group, Palmia, Paperinkeräys Ltd, Pretax corporations, TAYS Heart Center, Heureka, Visma, VR Transpoint, VTI Technologies and Walki Group.

Sympa Ltd has grown rapidly in a short time. After Sympa Ltd was established, the turnover was only over 100 000, while in 2010 it was already almost 1,5 million. The number of employees has also grown from less than ten to thirty. Sympa should be considered as a seriously potential competitor, especially if they will continue growing and will expand their actions from HRM systems to developing businesses from other aspects too. Currently Sympa has four convertible products, but a lot of potential to develop more threatening substitute products. (Taloussanommat 2012)

4.6 Indirect competitors

Indirect competitors are usually operating in the same markets, but they do not possess so many strengths as the direct competitors. The similarity of resources is rather low with indirect and direct competitors. This competitor group does not create as big a threat as the main competitors, but they should be followed regularly, since they are operating in the same markets. To the research four companies were selected to be the indirect competitors and they are Taloustutkimus Ltd, Triaco Ltd, Media Clever Ltd and Suomen Kyselytutkimus Ltd.

4.6.1 Taloustutkimus Ltd

Taloustutkimus is a market research company that was established in 1971. Taloustutkimus Ltd operates in Helsinki, Turku, Tampere and Oulu employing 100 permanent workers and 300 part time research interviewers in different counties. Abroad Taloustutkimus has 60 people working in subsidiaries offices. (Taloustutkimus Ltd 2012)

Taloustutkimus has a large research selection from the customer satisfaction to foreign market researches. Although Taloustutkimus has many researches, it has only three competing products against Feelback. These products are customer satisfaction surveys, company image analyses and work atmosphere researches. The products of the company include readymade surveys as well as researches that can be customized according to customer's needs.

Yearly Taloustutkimus has almost a thousand customers, the most significant ones being media houses, export industry, finance companies, public sector and foreign research offices. Taloustutkimus Ltd has research offices as partners and subsidiaries in Estonia, Latvia, Lithuania and Russia.

Taloustutkimus is a large and steady Finnish company with over ten million yearly turnover. In the past years the company has suffered from a minor decrease. The resources and references of Taloustutkimus are its strengths since it is the biggest Finnish owned market research company with the longest experience of the market. Taloustutkimus is a significantly larger company than Feelback, but shares the same markets, so it is seen as the indirect competitor. The company has only three convergent products with Feelback, which decreases the amount of competition between the companies. (Taloussanomat 2012)

4.6.2 Triaco Ltd

Triaco Ltd is a consulting company from Espoo specializing in the present state analyses of business organizations and their strategic development. Triaco has its own trademark, Trimmi®, for the organizational analyses. (Triaco Ltd 2012)

Triaco has Trimmi products for analyzing companies. The products competing against Feelback consists of customer satisfaction surveys, managers and leaders 360 analyses, development of sales researches, work satisfaction and work atmosphere measurements. In addition to measurement and research services, Triaco does organization's present state analyses and executes development programmes based on the results of the analyses.

Triaco's customer references include companies from small to large organizations. Some of the customers are Agfa, Alcatel, Are, Asiakastieto, Berner, Comptel, Datainfo, Delphi, Esso, Fastems, Fennia, Hansel, Heltel, Helvar, Hentec, Hewlett-Packard, Ilmatieteen laitos (Meteorological Institute), InfoBuild, Kemira GrowHow, Kone, Lähivakuutus, Masino-yhtiöt, Merentutkimuslaitos (Marine Research Institute), Nikomed, Nokia, Nordea, Opetusministeriö (Ministry of Education), Pohjola, RAY, Santen, Suomen Keltaiset Sivut (Finnish Yellow Pages), Itella, Stromsdal, Tecono, TeliaSonera, TietoEnator, Vaisala, Wulff and Xerox.

From the year 2007 to 2010 Triaco's turnover has decreased. Triaco is a small company with less than 50 000 Euros turnover. Although Triaco has five similar products with Feelback, it is such a small company that it does not create that big of a threat. The amount of the competition between the companies is little, but with small growth Triaco could become direct competitor. There is not much information available from Triaco, which makes it hard to predict its moves. The company shows no signs of growth in the near future, but could evolve fast through merger or partnerships. In another future scenario, the company will go bankrupt due to its small declining revenue and size. Feelback should follow Triaco to see how it will evolve and in case it will increase its market share. (Taloussanommat 2012)

4.6.3 Media Clever Ltd

Media Clever Ltd is a research company in Helsinki that was founded in 2002. The company has its own web based survey system for the data collection, which also

provides a possibility for the customers to follow the results in real time. (Media Clever Ltd 2012)

Media Clever's products are compiled of several researches such as employee survey, atmosphere measurement, personnel barometers, managers and leaders 360 feedback as well as customer researches. The data collection happens mainly in Internet, but also through the phone, mail and by individual interviews.

Some examples of Media Clever's customers are Borenius & Kempainen Ltd, Sulake Corporation Ltd, BOB Helsinki Ltd, 3 Step IT Ltd, Steripolar Ltd, Maintpartner Ltd, Helsinki OP Bank Ltd, Arandur Ltd, YIT, Suomen Urheiluliitto ry (Finnish Sports Union), Fortum Ltd, Adulta Ltd, Nordea, TietoEnator, Music Export Finland, Helsinki University and the county of Tuusula.

Media Clever's turnover last year was 126 000 Euros. Public information of the company is rather limited, which makes analyzing it hard. Media Clever is a potential threat for Feelback, but currently it is not fiercely competing against it due to significantly smaller resources. Media Clever has four convergent products and similar markets with Feelback and therefore can be considered indirect competitor (Taloussanomat 2012)

4.6.4 Suomen Kyselytutkimus Ltd

Suomen Kyselytutkimus is an opinion poll and market research company that was founded in 2003. The company produces for its customers individual data of markets, company image, customer relationships and work atmosphere. Currently the company employs 20 people in its Tampere office. (Suomen Kyselytutkimus Ltd 2012)

Suomen Kyselytutkimus offers customer, personnel, consumer, market, municipality, company image, member and university researches. Competing against Feelback's products are customer satisfaction, work satisfaction, work atmosphere and company image analyses. Suomen Kyselytutkimus collects data by phone, through web, by e-mail and mail as well as with combinations of the methods. Besides researches Suomen Kyselytutkimus also has an e-panel. Anybody over 15 can register and influence current matters by answering to the surveys the company does.

Suomen Kyselytutkimus has executed hundreds of research services for private, public and third sector companies and communities. Some of the customer examples include

BD, Ekokem, BugBear Entertainment, InLike Ltd, Kodinavux, Cupore, Laatumaa, Levi, Lune Group Ltd, National Defence Academy, Lemminkäinen, Materna, Finnish Forest and Park Service, MTV3, Samla, Harbour of Rauma, Finnet-Media Ltd, vuokrakontti.fi, Muurikka, Pohjolan Sanomat, Doranova, toimitilat.fi, SPEK, Tieke, kultarahaksi.fi and digia.

Suomen Kyselytutkimus is a relevantly small company and its turnover has stayed under 70 000 during the last couple of years. The strength of the company is its large range of research products and the reference list of the organizations that have used its services. Currently the weakness of the company is its small size and the scarcity of the resources. The company does not currently form a serious threat to Feelback, but has quite many competing products and the possibility to become a more serious competitor in the future. (Taloussanomat 2012)

4.7 Summary

The results of the competitor analysis showed that Feelback has many competitors, who have very different kind of profiles. The basic structure, strategies and operations of the companies are all different even though they have similar features with Feelback. A competitor analysis was necessary in order to get a picture of the competing environment and to create competitive advantages. In the analysis the profile of the competitors was composed of the information of foundation year, location, personnel, size, operations, customers, products and services, turnover, strength and weaknesses as well as the future prospects. The information of the competitors was also collected into the table, which shows the main details of the competitors (Appendix 2.).

Seven of the competitors were founded before Feelback while seven were established afterwards. Feelback has been established in 2001 and has quite a lot of experience of the market. Taloustutkimus has been operating since 1971 and has the longest history, while the newest company, Spinstone, was founded only five years ago. From the main competitors all but Eccu Research were established in the 90s, when the technology bubble occurred. Some customers prefer the companies that have a longer experience, while others prefer the new and innovative ones. The foundation year does not have that much impact on the company's profile as a competitor.

The location of the competitors does not impact much to the amount of the competition, but it gives a picture of the company's operating area. Feelback operates throughout Finland and most of the customers come from Southern Finland even though the

offices are located in Kuopio and Tampere. Eccu Research Ltd had an office in Kuopio, but since its bankruptcy there are no other companies in the same business area. Three of the competitors have offices in Tampere, where Feelback has its second office. Half of the companies have an office in Helsinki and most of the companies are operating in Southern Finland.

The personnel details of the companies were hard to compare, since many of the companies did not provide exact details. The information was mentioned when possible, but since the validity of the data was questionable, it was not analyzed. Some companies have more personnel working around the company and its products through partners and subsidiaries than in the actual company, which makes the company's networks larger. The personnel information was used mainly as a guidance to see how large the companies might be in comparison to Feelback.

The competitors varied from SME's to larger organizations. According to European Commission regulations (European Commission 2012) seven of the competitors were defined as micro companies, six were small enterprises and two were large companies. The size of the companies is relevant, because it tells about the resources they have as well as the annual turnover. Taloustutkimus and Questback are the biggest competitors, since they both have more than 200 employees, while all the other competitors had less than thirty people employed. The smallest companies may not have as much resources to develop and will therefore not create as a massive threat.

Nine of the companies had international activities either through Finnish international companies or foreign companies, partners and offices. Most of the direct competitors had broad international sales or research services around the globe whereas many indirect competitors had no international activities. Feelback has done some international projects, but the focus is in the national markets. Foreign markets provide potential, but bring along much more competition and competitors. For the programme providers, the international markets are easier to enter because meeting the customer face-to-face is not necessary for sales, unlike for the research companies for which the meeting is usually relevant.

The objective of the research was also to analyze and compare the customer base of the competitors and Feelback, but it became much more difficult to execute than expected since most of the companies did not provide any details of their customers or the data was limited to only a few examples. The information available showed that competitors had similar customers as Feelback, and that they were varying from small

to large and from private to public sector. None of the competitors had a small target segment.

The products and services of the competitors were rather similar to Feelback's. The products were competing against Feelback, when they shared the same purpose. The technical features of the products were not researched due to the lack of knowledge in technologies and also because of the high number of products compared in the research.

In the research, nine of Feelback's products were compared to the competitor's products and services. The information of the competitors product supply is presented in Appendix 3. The results showed that all of the competitors had at least three similar products with Feelback. Innolink Ltd had even eight similar products as Feelback, making it a one of the most serious competitors. Except for NTA analysis, the competing products were offered quite evenly. None of the competitors had NTA or MBTI analyses in their services and therefore it can be seen as Feelback's competitive advantage.

The most common product within the competitors was the customer satisfaction survey as seen in Figure 7. Feelback has the least competition within the products of sales processes and competence mapping. When comparing the surveys, they range from Internet, e-mail, phone, SMS and Pad to paper forms. Some of the companies offer question to question and other all in a one page proceeding surveys. The technical features and appearances of the surveys were hard to compare, since companies did not provide demos or enough information on their web pages. Mostly the surveys were rather similar to each other. Feelback has versatile technical features in the surveys, which is one of their strengths. By executing the surveys by their own system, Feelback can develop the analyses at anytime.

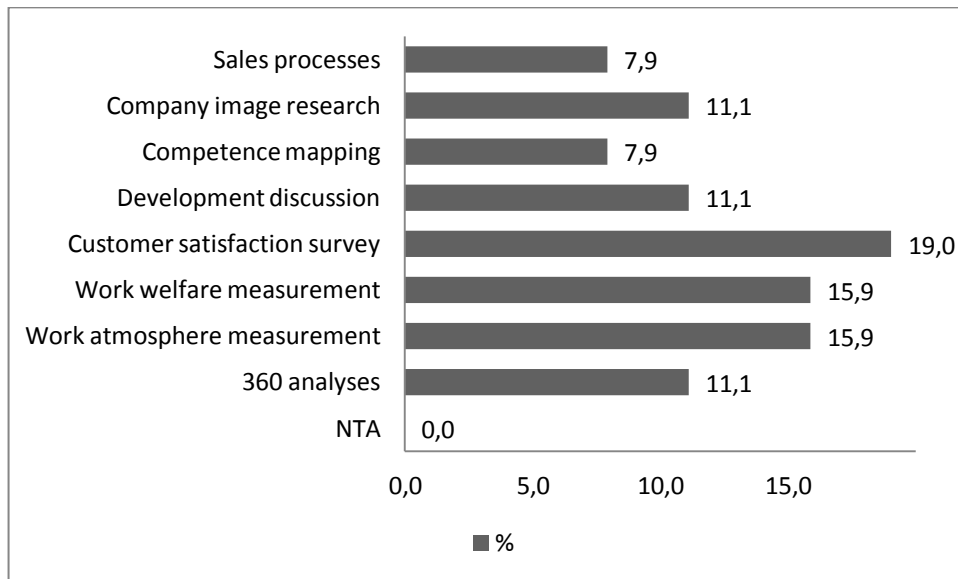


FIGURE 7. Competitors' product range

Products similar to NTA are not offered by the competitors, which creates a competitive advantage to Feelback. There are no rivalries in that segment, whereas other products face a lot of competition. Feelback's strength is in the versatile supply of several different analyses. On average the competitor's had 4,5 products competing against Feelback.

Eight of the competitors were research companies, while Extended DISC Ltd, Analytica Ltd, Webropol Ltd, Spinstone Ltd, Questback Ltd and Sympa Ltd were programme producers. The profile of the research companies differs from the programme producers, but both of them can be defined as Feelback's competitors. The products serve the same purposes but are usually targeted a bit differently. Programme developers can be defined as potential competitors, who form a serious threat against Feelback. Another difference between the programme developers and research companies is in product development. Some of the research companies do not have own software and therefore cannot follow the market changes as rapidly. The research companies usually focused on doing market researches and therefore compete in a slightly different market area.

The advantage of Feelback and the research companies, compared to the other competitors, is the service. Feelback does not sell the programmes but offers analyses as a service, which is an appealing feature to many customers. On the other hand, it can be seen as a weakness, since some customers want the freedom to do the analyses themselves. The research companies can be divided into direct and indirect

competitors. The competition between direct competitors and Feelback is broad and fierce, while indirect competitors have less similarity in resources.

In analyzing the competing environment it was also required to research the competitors' future moves. In the companies' web pages and in other media, there were some new announcements of new products and partnerships, which may change the company's position in the market. Innolink started a partnership with Balance Consulting in 2011, in order to create a new kind of organizational analysis. Also Questback concern has many products that are not yet sold in Finland, which will be probably launched in the near future. Promenade bought Smilehouses iTest unit and will start doing e-commerce researches. Another threatening new product is the NPS survey, which has been studied by IROResearch. The company does not sell the product, but can benefit from the cooperation with its provider Futurelab. All of these operations may change the position of the companies radically and therefore they should be followed closely to see how the situation will proceed. The most threatening companies in the future are the ones with new partnerships and products, since their effects on markets are hard to estimate.

The technologies and systems are Feelback's current competitive advantage. The company has many competencies and resources for creating value to the products and therefore can be said that Feelback's competitive advantage is the differentiation advantage. The differentiation advantage combined with broad target market generates a differentiation strategy for the company.

The strengths and weaknesses of each competitor were closely compared in the analysis part. The competitors were not compared to each other to see who is the biggest competitor, but analyzed individually to get a larger and more realistic view on the competing environment.

To conclude, Feelback's competitors have each very different kind of profiles, but all of them form a threat. Currently Feelback has a quite steady position in the market, although the competing environment changes all the time, which makes it hard to predict competitors moves and their positions compared to Feelback. The amount of the competition between the companies can change for example through new partnerships, product developments and bankruptcies. Regular follow up of the competitors would help Feelback to clarify and focus their strategy, as well as to stay ahead of competitors by anticipating the changes in the competing environment.

4.8 Suggestions

The objective of the research was to provide Feelback with data which they could use in making strategic decisions and in creating competitive advantages. A competitor analysis gave a picture of the competing environment, through which Feelback's own position can be evaluated and competitive advantages can be formed. Some development ideas came out based on the results of the competitor analysis. The results of the competitor analysis revealed improvement ideas in product development and new market segments were current and new products could be applied. The research revealed three new market segments and two new products where competitive advantages can be formed. On the request of the company, the improvements and suggestions are not revealed, since it can harm their operations.

The competitor information can be used in analyzing the competing environment as well as in creating competitive advantages. The competitor analysis showed that there are possibilities for Feelback to develop and make strategic decisions against its competitors. Feelback's competitive advantages are in the technologies and systems. NTA has no direct rivalries in Finland and it can be seen as their competitive advantage. The best strategy for Feelback is to differentiate itself from others through the competencies they have.

5 CONCLUSION

During the information and communication era, knowledge has become a more important part of the company's strategic decisions. The information can also be seen as a source of competitive advantage. In order to survive in the fast moving industry, companies must anticipate the competitive situation and collect information of competitors and their possible moves. One way to analyze the competitive environment is to make a competitor analysis, which is also a good base for creating competitive advantages.

5.1 Results

The aim of this research was to create a competitor analysis for Feelback Ltd. The analysis focused on finding the current and potential competitors who are operating in Finland. The research was done by collecting and analyzing only the public information and available data from various media and electronic sources.

The competitor analysis found and analyzed 14 competitors who are currently operating in Finland. Six of the competitors were programme developers and producers, while eight were research companies. Most of the research companies were using their own tools to provide the services. All of the competitors had similar products, customers and other features as Feelback which created a huge threat. The competitors were: Innolink Ltd, Eccu Finland Ltd, Promenade Research Ltd, IROResearch Ltd, Extended DISC International Ltd, Questback Ltd, Analystica Ltd, Webropol Ltd, Spinstone Ltd, Sympa Ltd, Taloustutkimus Ltd, Triaco Ltd, Media Clever Ltd and Suomen Kyselytutkimus Ltd.

The competitors were divided into three different groups, since the number of the companies was quite large. Based on the analysis the companies were divided into direct, indirect and potential competitors. The analysis found four direct competitors, which were chosen based on the similarity of the products and the large quantity of the competition. All of the main competitors had features that threatened Feelback and they had a large market share. Six of the companies were potential competitors, which created a huge threat and should be followed regularly due to their potential to become direct competitor. Five of the companies were selected to be the indirect competitors, since they did not have as many powerful features as the direct competitors, but usually operated in the same field of business. Most of the indirect competitors did not

create such a huge threat, due to significantly smaller resources than the other competitors.

As a conclusion of the results it can be said that none of Feelback's competitors are harmless and all of them form a threat, which is why they should be followed regularly. The competition in Feelback's business field is high, but the company has a steady position in the markets. Even though the company is doing well, it has the expertise and competitiveness to be more successful and increase its market share. Fast developing markets, globalization and growing technology create opportunities, which the company can use to create sustainable competitive advantages.

5.2 Evaluation

The thesis was in my opinion successful, even though the topic was quite challenging and vaster than first thought. The study area was vast and selecting the competitors was difficult. There were many small organizations which were operating in Finland, but were not really Feelback's competitors. Finding and choosing the competitors was the most time consuming and challenging task. Beside the challenges, the results were versatile, informative and in accordance with the objectives.

The data was collected from various sources to avoid mistakes in finding and analyzing the competitors. Even though Internet sources were used, the data provided can be said to be reliable. Most of the data was gathered from companies' web pages so the data should be rather accurate. The biggest reliability risk is that the information on the pages was not updated and was therefore old. The challenges were formed when the companies did not provide much information of them and therefore could not be analyzed properly. Another risk in the research was that I have not understood the products properly. The comparison between the companies requires that I know and understand the products, but some companies offered only a little information, which could have been misleading.

The research was executed as planned and stayed within the estimated timeframe. The goal of the research was to provide useful information to Feelback, which could be used in creating competitive advantages and making strategic decisions. The results of the research revealed some new improvement ideas and areas where competitive advantages could be formed. The research gave Feelback an overview of the current competitive environment and an awakening for strategic decision making by clarifying the current situation. Through the results and gained knowledge, Feelback can better

position itself against the rivalries. The results of the research can be used in guiding the developments and growth in the future. Feelback also now understands better what they should and what they should not do by examining the competitors and their success.

The research gave me more understanding of the complexity of making decisions in business operations as well as how to acquire information for that decision making. The competitive environment is wide and changing all the time, so predicting the competitors' moves is difficult. The research gave me a more clear view on SME's operations and experience on analyzing companies. The process taught me personally determination, problem solving skills and independency. All in all I am pleased with the results of the research.

5.3 Future studies

The focus in this study was to find the current competitors of Feelback, gain a picture of the competing environment and based on these results create competitive advantages. The suggestions for the future researches are mainly to deepen the competitor analysis. The company knows itself and its competitors better than an outside researcher and therefore Feelback should continue the competitor observance. A continuous research in a long time period would give deeper information on competitors and their operations.

The price information of the products and services was excluded from the research, since it is hard to get and would require a lot more researching. One possible future study would be trying to get price details of the competitor's products and services. The research could focus on the competitors described in this research avoiding the additional research from getting too vast.

This research focused on finding how many products the competitors have competing against Feelback. The idea was not to compare the products with each other. Another study could research one product and compare the features of the product more closely. This kind of information would benefit Feelback in the product development.

If Feelback wants to consider on developing their products and markets, a customer survey would be useful to identify more clearly the needs of the customers. The research suggested two new products for Feelback to launch. Possible future studies could include a research of the new products demands in the current target markets.

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Feedback presentation


MITTAUKSET • ANALYSOINTI • KEHITYSTOIMENPITEET • ASIAKASTYYTYVÄISYYDET • TAIPUMUSTEN MITTAAMINEN • TYÖHYVINVOINTI • TARVEKARTOITUKSET • KEHITYSK



Luotettava kumppani kehityksen tielle

UNTIJAPALVELUT • MITTAUSTULOSTEN ANALYSOINTI • SISÄLTÖKONSULTOINTI • TULOSTEN PURKAMINEN • VALMENNUS • KONSULTOINTI • RAPORTOINTI • MONIKANAVAIS

Feedback Oy



Luotettava kumppani kehityksen tielle

Olemme vuonna 2001 perustettu, **yritysten ja organisaatioiden kehittämiseen erikoistunut palveluyritys.**

Ydiosaamistamme on moderniin arviointi- ja palautteenkeräystekniikkaan pohjautuvat monipuoliset yksilö-, tiimi-, organisaatio- sekä asiakaskyselyt ja arvioinnit sekä niitä tukevat asiantuntijapalvelut.

Palveluissamme yhdistyvät vankka osaaminen ja innovatiivisuus. Osaamisemme perustuu yli 20 vuoden kokemukseen arvioinneista.

Feedback Oy:n palvelutuotannossa työskentelee 14 henkilöä Kuopiossa sekä Tampereella.

Verkostossamme on noin 75 konsulttia.



"Asiakkaamme kuvaavat meitä joustaviksi, ketteriksi ja kustannustehokkaiksi."

www.feedback.com

Palveleva arviointien asiantuntija



- **Suunnittelemme** ja toteutamme projektit huolellisesti, yksilöidysti ja tiiviissä yhteistyössä asiakkaidemme kanssa, mm:
 - sisällöt (viitekehykset, kysymykset/väittämät)
 - raportointi
 - analysointi
 - valmennus ja tulosten käsittely
- **Strategiaamme** kuuluu voimakas verkostoituminen ja kumppaniverkoston kautta toimiminen.
- **Asiakkaitamme** ovat suuret ja keskisuuret yritykset sekä organisaatiot, jotka tunnistavat henkilöstön merkittävänä voimavaranaan ja haluavat kehittää organisaatiotaan mittaus- ja tutkimustiedon avulla.



"Menestymisen edellytys on kehittyminen. Hyvä ei synny – eikä pysy hyvänä – itsestään."

www.feelback.com

Luottamuksellisuus taattu



- **Mittaustoimintamme** on eettistä sekä kaupallisesti että ammatillisesti.
- **Eettisten sääntöjen** noudattaminen takaa tutkimusten luotettavuuden sekä vastaajien yksityisyyden suojan.
- **Kaikkia tutkimusvastauksia** käsitellään ehdottoman luottamuksellisesti ja hyvän moraalisen tavan mukaisesti. Vastaajan nimi- tai yhteystietoja ei missään tilanteissa yhdistetä vastauksiin ilman vastaajan erikseen antamaa suostumusta. Tietoja ei myöskään käytetä eikä luovuteta markkinointitarkoituksiin.
- **Vastajaerekistereitä** käsitellään tietosuojavaltuutetun toimiston ohjeiden mukaisesti. Nimi- ja yhteystiedot poistetaan henkilötietolain mukaisesti sen jälkeen, kun tiedot eivät ole enää tarpeellisia.



"Kaikkia tutkimusvastauksia käsitellään luottamuksellisesti sekä hyvän eettisen ja moraalisen tavan mukaisesti."

www.feelback.com

Volyymit



Vuoden 2011 aikana **Feelback Oy** on toteuttanut seuraavia volyymlukuja;

- Toteutuksessa on ollut lähes 700 erillistä asiakasprojektiä
- Sähköpostikyselyitä on lähetetty noin 545.000 kpl
- Tekstiviestikyselyitä noin 250.000 kpl
- Yksilö- ja organisaatiokohtaista raporteja on tuotettu noin 21.000 kpl

Vuosittainen volyymilisäys viimeisen kolmen vuoden aikana on ollut keskimäärin 30 %.



"Palvelemme yli rajojen: kansainvälisyys ja monikielisyys ovat osa jokapäiväistä toimintaamme."

www.feelback.com

Palautetiedon hyödyntäminen

Avaa ovet kasvavalle kehitykselle



Asiantuntijapalvelut:

Sisältökonsultointi • Mittaustulosten analysointi • Tulosten purkaminen • Valmennus/konsultointi

TUTKIMUKSEN SISÄLLÖN SUUNNITTELU

- Vakio kysymys/väittämätteristot
- Rääätälöidyt kysymys/väittämätteristot

TIEDONKERUU

- Monikanavaisuus (email, puhelin, sms, iPad, lomakkeet)

RAPORTOINTI

ANALYSOINTI

TULOSEN KÄSITTELY

- Tulosten esittely
- Tulosten osallistavat purkutulaisuudet
- Valmennus

KEHITYSTOIMENPITEET

- Kehityshaasteiden kerääminen
- Varmistaminen maastoutuksessa

SEURANTA

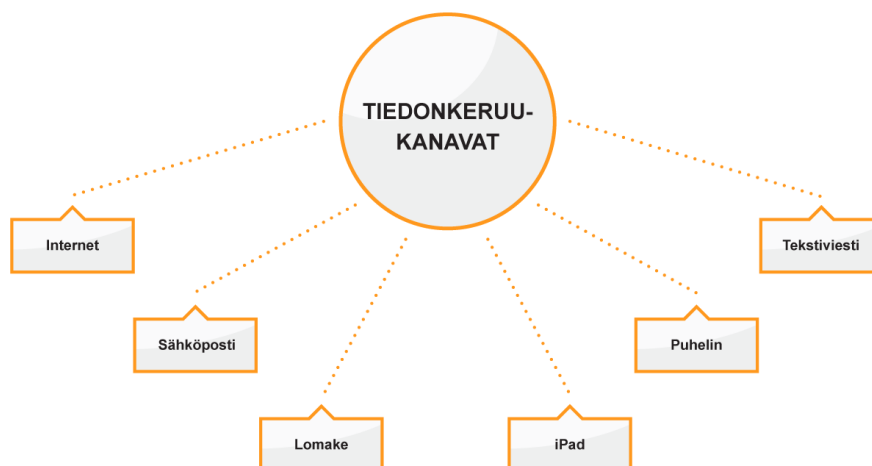
- Quick Scan -mittaus
- Seurantamittaus

"Kaikki palvelumme räätälöidään asiakaskohtaisten tarpeiden mukaan ja toteutetaan tiiviissä yhteistyössä asiakkaamme kanssa."

www.feelback.com

Monikanavaisuus

Tiedonkeruu asiakkaalle parhaiten sopivalla tavalla



"Tutkitun palautetiedon avulla on helpompaa tunnistaa todelliset menestystekijät ja kohdistaa kehitystoimenpiteet oikeisiin asioihin."

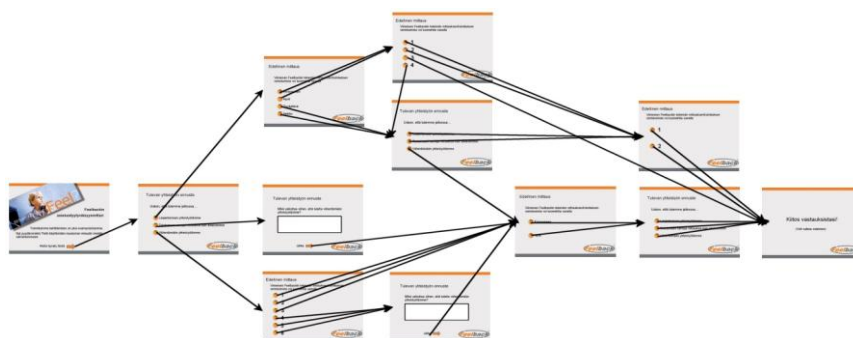
www.feelback.com

Älykäs mittari

Tarkentaa ja hakee oleellisen tiedon



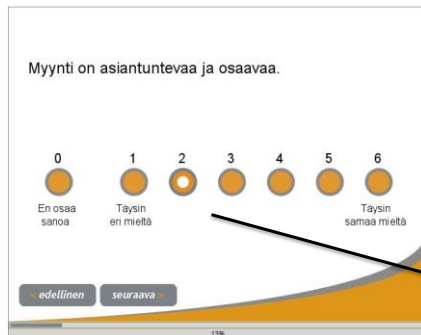
- Räättälöinti asiakkaan tarpeiden mukaan
- Helppous ja joustavuus vastaajalle – turhat kysymykset jätetään pois
- Älykkäät kysymyspolut – kysytään tarvittaessa tarkemmin
- Sanallisen palautteen hyödyntäminen



www.feelback.com

Älykäs mittari

Tarkentaa ja hakee oleellisen tiedon



"Mittareilla voidaan kerätä myös ideoita ja sanallista palautetta. Ne mahdollistavat myös grafiikan hyödyntämisen monin eri tavoin."

Mitä puutteita myynnissä on ilmennyt?

Myynti ammattitaito ei ollut riittävä...

edellinen seuraava

14%

www.feelback.com

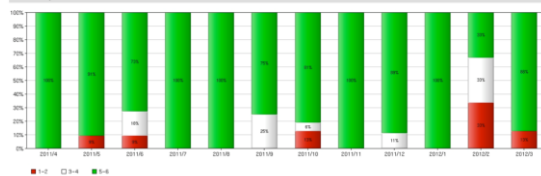
Älykäs mittari

Tarkentaa ja hakee oleellisen tiedon

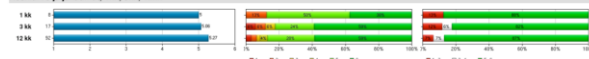


- **Raportointi**tulokset esitetään visuaalisesti (keskiarvot, jakaumat, hajonnat) taustamuuttujat huomioiden, sanalliset palautteet voidaan luokitella "datamining-menetelmällä"
- **Tulkinnat** ... tukee raporttien lukemista ja ohjaa tekemistä kehityskohteisiin
- **Analysointi**... nostetaan esille sekä vahvuudet, että kehittämiskohteet ja niistä koostetaan erillinen tulosesitys

Jakaumat, 12kk



Keskiarvo ja jakaumat, 1kk, 3kk, 12kk



HUOLTO-KORJAUSAJAN VARAAMINEN



77.56

HUOLLON ASIAKASPALVELU LIIKKEESSÄ



86.83

TYÖN SUORITTAMINEN



83.7

AUTON LUOVUTUS



78.18

KOKONAISUUS



81.57

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Mittaustyökaluja eri kohderyhmille



ORGANISAATIO

- Kehityskeskustelujen läpivienti
- Kehityskeskusteluprosessin arviointi
- Muutoksen / sitoutumisen arviointi
- Osaamisen arviointi ja tarvekartoitus
- Sisäisen asiakkuuden / prosessien arviointi
- Tiimitoiminnan arviointi
- Tasa-arvokyselyt
- Työhyvinvoinnin ja työilmapiirin arviointi
- Henkilöstötutkimukset

JOHTAMINEN JA ESIMIESTYÖ

- 360-arviointi (johtoryhmä, esimiestoiminta ja myynnin johto)
- Hallituksen ja hallitustyöskentelyn arviointi
- Johtoryhmän toiminnan arviointi
- Strategian toimivuus ja onnistuminen



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Mittaustyökaluja eri kohderyhmille



ASIAKKUUDET

- Asiakaspalautejärjestelmät
- Asiakastytyväisyyden arviointi
- Asiakaskokeman arviointi
- Toimitusten / projektien laadullinen arviointi

MYNNIN PROSESSIT

- Myyntikohtaamisten laadullinen arviointi
- Tarjousten laadullinen arviointi (voitetut, hävietyt ja menetetyt)



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Mittaustyökaluja eri kohderyhmille



IHMISTEN ERILAISSUUS JA LUONTAISET TAIPUMUKSET

- Luontaisten Taipumusten Analyysi (LTA)
- LTA esimiehille
- LTA myyjille ja myyntijohtolle
- Työryhmän Taipumusanalyysi (TTA)

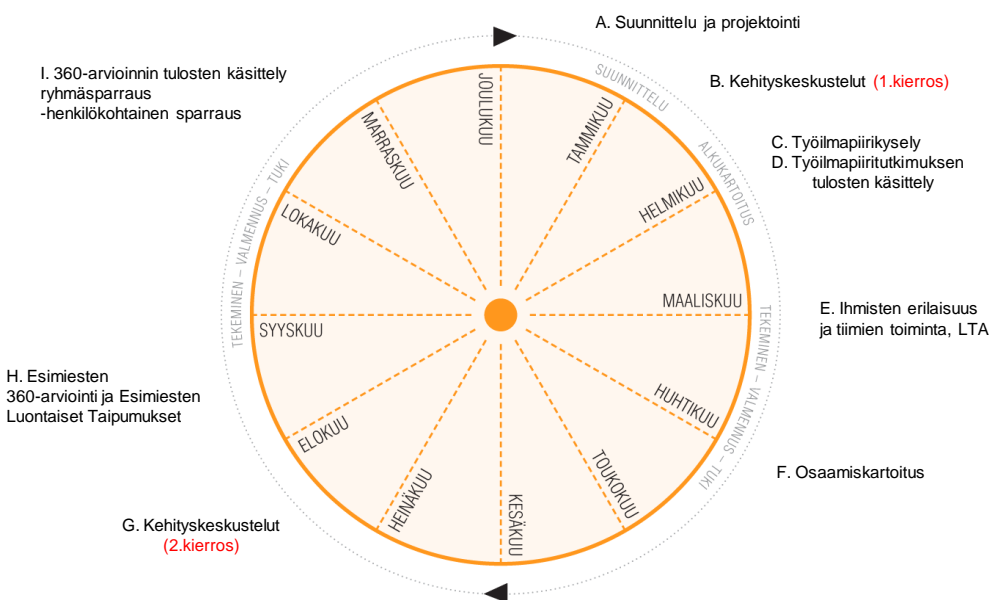
MUUT TUTKIMUKSET / ARVIOINNIT

- Yrityskuva / -branditutkimukset
- Verkkokauppakyselyt
- Messukyselyt
- Jäsentutkimukset
- Markkinatutkimukset
- Muut räätälöidyt kyselyt



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Yritys Oy HRM-vuosisuunnitelma



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Referenssit



Asiakkaitamme ovat suuret tai keskisuuret yritykset ja organisaatiot, jotka tunnistavat henkilöstön merkittävänä voimavaranaan ja haluavat kehittää toimintansa kilpailukykyä mittaus-/tutkimustiedon avulla.

Palveluihimme luottavat mm.

- | | |
|---|---|
| <ul style="list-style-type: none"> • Aleksin Kaiku Oy • Amcor Flexible Finland Oy • Autotalo Laakkonen / Vejekset Laakkonen • Auto-Kilta Oy • BCC Business Coaching Center Oy • Best Friend Group Oy • Domus Print • E.Hartikainen Oy • EFE Group • Henkivakuutusosakeyhtiö Duo • Honeywell Oy • HSE Executive Educations Oy (JOKO) • IIR Finland Oy • Imagon Oy • Imatran Kylpylä Oy • Inex Partners Oy • John Deere Forestry Oy • Johtamistaidon Opisto ry • Junttan Oy • Jyväskylän Koulutus kuntayhtymä | <ul style="list-style-type: none"> • Aleksin Kaiku Oy • Amcor Flexible Finland Oy • Autotalo Laakkonen / Vejekset Laakkonen • Auto-Kilta Oy • BCC Business Coaching Center Oy • Best Friend Group Oy • Domus Print • E.Hartikainen Oy • EFE Group • Henkivakuutusosakeyhtiö Duo • Honeywell Oy • HSE Executive Educations Oy (JOKO) • IIR Finland Oy • Imagon Oy • Imatran Kylpylä Oy • Inex Partners Oy • John Deere Forestry Oy • Johtamistaidon Opisto ry • Junttan Oy • Jyväskylän Koulutus kuntayhtymä |
|---|---|

CASE-esimerkit



"Jokainen asiakkuus on meille kunnia-asia."

www.feedback.com

Case – Pieksämäki



Pieksämäen kaupunki

Henkilöstökysely 2009

Pieksämäen kaupunki syntyi vuoden 2007 alussa, kun vanha Pieksämäen kaupunki ja Pieksänmaan kunta yhtyivät Pieksämäen kaupungiksi. Samassa yhteydessä purkaantui terveydenhuollon kuntayhtymä. Koska näissä organisaatioissa oli käytössä erilainen henkilöstöpolitiikka, oli tärkeää tietää, miten henkilökunta kolmen vuoden aikana on kokenut liitokset tuomat muutokset.

Tutkimuksen sisältö suunniteltiin yhdessä tilaajan kanssa. Tutkimus toteutettiin monikanava-kyselynä. Tutkimukseen osallistui koko Pieksämäen kaupungin henkilökunta, 1200 henkilöä. Sähköisessä kyselylomakkeessa kysymykset jaoteltiin ryhmiin/näyttöihin, joihin vastaajan on helppo ja nopea vastata. Feedback-palvelu sisälsi jatkuvan raportoinnin seuraavasti; reaaliaikainen raporttilinkki, josta voidaan seurata kyselyn etenemistä ja vastausprosentteja yksiköittäin, osastoittain jne. Tulosten käsittely hoidettiin Feedbackin toimesta kaupungin johdolle, esimiehille sekä työntekijöille.

Pieksämäen kaupungin henkilöstöpäällikön Jorma Lohen mielestä yhteistyö sujui erinomaisesti ja he ovat tyytyväisiä Feedbackin toimintaan. Tarkoituksena on, että Feedback Oy uusi henkilöstötutkimuksen kahden vuoden kuluttua.



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Case – Vianor



Vianor Oy

Feelback toteutti vuonna 2008 Vianor Oy:n Suomen toiminnoille esimiesten 360-arvioinnin. Arvioinnissa olivat mukana kaikki Suomessa toimivat esimiehet, yhteensä 70 henkilöä. Mittarin sisältö toteutettiin yhdessä Nokian Renkaiden henkilöstön kehittäjien kanssa.

Toteutus tapahtui sähköisesti siten, että ne, joilla oli henkilökohtainen sähköposti, saivat kyselyn sähköpostiin. Henkilöt, joilla ei ollut sähköpostia, saivat henkilökohtaisen salasanan, jolla he kirjautuivat kyselyyn toimipisteissä olevilla päätteillä. Tulosten käsittely hoidettiin Feelbackin toimesta yhdessä Nokian Renkaiden henkilöstön kehittäjien kanssa ensin ryhmä- ja sitten henkilökohtaisen purun avulla.

Kenttäjohtaja Petri Asikainen kommentoi yhteistyötä seuraavasti; "Arvioinnin toteutus oli sujuva ja hoidettu hyvin. Kaiken kaikkiaan prosessi oli erittäin vaikuttava ja sillä oli suuri vaikutus esimiesten työhön."



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Case – Hurтта



Hurтта Oy

Erikoiskaupan asiakastyytyväisyys 2010

Hurтта Oy (osa Best Friend Group –konsernia) on toteuttanut asiakastyytyväisyystutkimuksensa yhteistyössä Feelbackin kanssa jo vuodesta 2005. Asiakastyytyväisyysmittauksia on tehty jälleenmyyjäkanavaan sekä päivittäispuolelle.

Jälleenmyyjäkanavaan rakennettua mittaria on muokattu vuosien varrella kulloistenkin tarpeiden mukaisesti. Muokkaamisessa on huomioitu se, että pystytään tekemään vertailuja edellisiin vuosiin. Raportointi on toteutettu siten, että Hurтта Oy:n on ollut helppo kohdistaa kehitystoimenpiteet oikeisiin kohteisiin.

Hurтта Oy:n kaupallinen johtaja Esko Kammonen kiittelee Feelbackin toimintaa joustavaksi ja asiantuntevaksi. Hän koki, että sai aikanaan uutena liiketoiminnan vetäjänä hyödyllistä tietoa tarkasti tehdyistä kyselyistä. Jatkossa Esko on käyttänyt palautetta oman työnsä kehittämiseen. Erityisesti avointen palautteiden kerääminen ja niiden analysointi on Eskon mielestä ollut erityisen toimiva kehittämisen väline. Kiitosta saavat myös Feelbackin raportit tulkintaohjeineen selkeytensä ansiota.

Best Friend Group ja Feelback tekevät yhteistyötä myös henkilöstötyytyväisyys- ja esimiesmittauksien osalta.



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Case – Veho



Veho Autotalot

Palvelukokemusten mittaaminen

Veho Autotalot mittaavat asiakkaiden kokemaa palvelusta tekstiviesteillä. Palvelu on toteutettu yhteistyössä ADP Dealer Services Finland Oy:n ja Feelback Oy:n kanssa. Asiakas saa palautekyselyn tekstiviestillä huoltokäynnin sekä auton oston jälkeen. Asiakas vastaa viestiin antamalla arvosanan saamastaan palvelusta ja hän voi jättää myös vapaata palautetta.

Veho Autotalot tiedottavat saamastaan palautteesta avoimesti WWW-sivullaan Feelback Oy:n toteuttaman reaaliaikaisen raportin avulla.

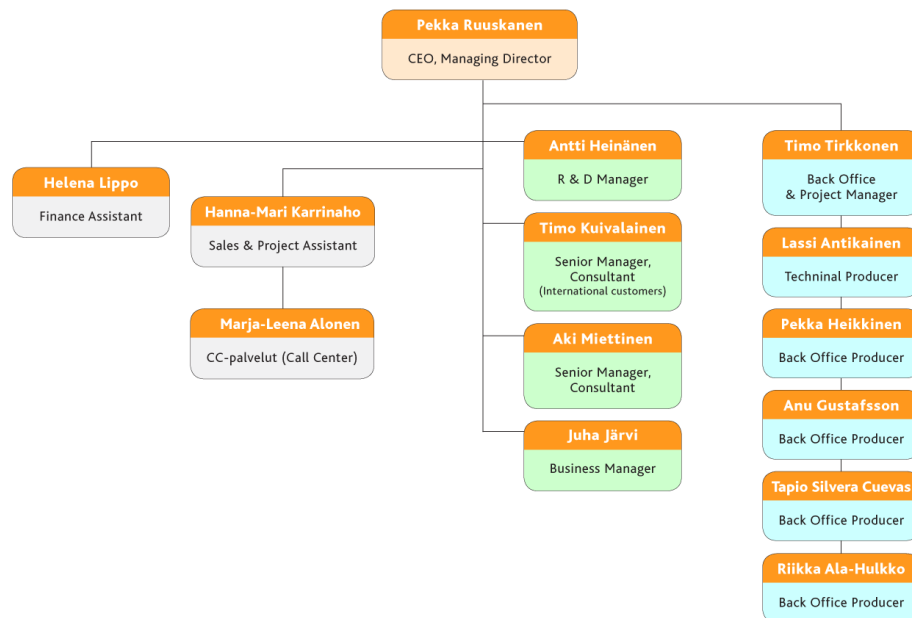
Veho Autotalojen sisäinen raportointi on toteutettu Feelback Oy:n raportointiportaalin avulla jonne voidaan määrittellä käyttäjätunnukset niille henkilöille joilla tulee olla pääsy raporteihin. PDF-muotoiset raportit generoidaan portaaliin kuukausittain eritasoisesti huollon ja myynnin osalta. Raportointitasoja ovat mm. toimipiste, automerkki ja työnjohtaja. PDF-raporttien kautta Veho Autotalot pystyy seuraamaan palautteen kehittämistä ja kehittämään saadun palautteen avulla omaa toimintaansa.

Reaaliaikaiset palautteet ovat nähtävissä osoitteessa:
www.veho.fi.



www.feelback.com

Feelback-organisaatio



www.feelback.com

Valmiina palvelukseesi



Feelback Oy

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*“Tunnista vahvuudet,
huomioi heikkoudet.*

*Käännä kehityshaasteet
kilpailukyvyksi.”*



Luotettava kumppani kehityksen tielle

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Competitor information

COMPANY	FOUNDED	OFFICES	PERSONNEL	TURNOVER 12/2010 (Taloussanom at, 2012)	INTERNATION AL MARKETS / SALES	SIZE (European Commision, 2012)
Feelback Ltd	2001	Kuopio, Tampere	12	834 000	Yes	small
Extended D.I.S.C. International	1994	Espoo	5	1 217 000	Yes	micro
Innolink Ltd	1991	Helsinki, Tampere	50	5 471 000	Yes	small
Questback Ltd	1998	Espoo, HQ in Norway + 18 offices abroad	265	4 415 000	Yes	large
Eccu Finland Ltd	2005	Helsinki, Kuopio	6	508 000	Yes	micro
Analystica Ltd	2004	Turku, Sweden, England		178 000 (06/2011)	Yes	micro
Webropol Ltd	2002	Helsinki	30	2 673 000	Yes	small
Taloustutkimus Ltd	1971	Helsinki, Turku, Tampere, Oulu	100+300	10 735 000 (04/2011)	Yes	large
Promenade Research Ltd	1999	Helsinki	30	2 060 000	Yes	small
IROResearch Ltd	1990	Helsinki	24	3 562 000	No	small
Triaco Ltd	1986	Espoo		33 000 (06/2011)	No	micro
Media Clever Ltd	2002	Helsinki		126 000 (12/2011)	No	micro
Suomen Kyselytutkimus Ltd	2003	Tampere	10	60 000	No	micro
Spinstone Ltd	2007	Espoo		61 000	No	micro
Sympa Ltd	2005	Vantaa, Lahti	30	1 334 000	Yes	small

Product competitor matrix

Competitors/ Feelback's products	Competitors														14	%		
	Spinstone Ltd	Analytica Ltd	Questback Ltd	Sympa Ltd	Triaco Ltd	Extended DISC International	Media Clever Ltd	Webrapol Ltd	IROR esearch Ltd	Eccu Research Ltd	Promenade Research Ltd	Suomen Kyselytutkimus Ltd	Innolink Ltd	Taloustutkimus Ltd				
NTA																	0	0,0
360 analyses	1			1	1	1	1					1		1			7	11,1
Work atmosphere measurement	1				1	1	1	1	1	1	1		1	1	1		10	15,9
Work welfare measurement	1		1	1	1	1		1	1	1		1	1				10	15,9
Customer satisfaction survey		1	1		1	1	1	1	1	1	1	1	1	1	1		12	19,0
Development discussion	1	1		1		1	1					1		1			7	11,1
Competence mapping	1	1	1	1										1			5	7,9
Company image research	1								1	1	1	1	1	1	1		7	11,1
Sales processes			1		1	1					1			1			5	7,9
Sum	6	3	4	4	5	6	4	3	4	5	4	4	4	8	3	63	100,0	

