



# **CUSTOMER RELATIONSHIP MANAGEMENT- RESEARCH**

Case: Learnpoint Oy

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Bachelor's Thesis

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Degree Programme in International Business

Marketing and sales

**ABSTRACT**

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The objective for this thesis is to report the responses Learnpoint's customers have filled on the customer survey. The survey was sent to clients in few parts during the year 2015. As the company does approximately 50 - 80 projects in a year the amount of answers is not that high. From the responses the author can create suggestions for the company to improve their operation and improve the customer satisfaction level.

Thesis consists of three parts. Theoretical part introduces the company, Learnpoint, and how they operate. Among the company presentation the thesis presents customer relationship management (CRM) and customer satisfaction in general. Also survey and observation as study methods are explained and introduced.

The second part of the thesis is the data analysis. All the questions are opened with written text and graphs combined with the authors observational attentions. The second part consists also from the studied literature to support and negotiate with the observational and survey results.

The third part of this thesis offers Learnpoint suggestions to improve their customer relationship management and customer satisfaction. With the information received from the survey and observation the author is able to give development ideas for the future project. Even though the amount of responses is not that high, it will give a relevant picture for the company as they usually have fewer than 100 inlet projects per year.

**KEY WORDS:** CRM, customer satisfaction, survey, observation

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## 1. INTRODUCTION

Learnpoint Ltd is a Finnish leading ICT- consulting company for telecommunication solution and purchases, established in 1999. The company is owned by three its consults and is operating all around Finland. Company has three offices; in Vantaa, Turku and Tampere employing six workers. Learnpoint's mission is to find out the right telecommunication solutions for their customers impartially, honestly and based on facts. For over fifteen years they have served for more than thousand organizations from small and medium size enterprises to listed companies and big municipal mergers and small congregations. Learnpoint continuously implements telecommunication competition tendering's and consultations, inlets for public ICT- purchases, tele system and –technic consultations, status quo mapping and executive solutions, commissioning projects, financial optimizations, real estate connection projects and Contact Center projects. Overall the company has approximately 50 to 80 projects per year.

The company operates impartially and every case is its own. Their authority services are tailored to face every customer's individual objectives. To create a workable communication solution customer's operational environment, technical solutions, personnel needs and financial objectives has to be taken into consideration. Company has experience of sixteen years and that has raised Learnpoint as a leader of their business. They inlet more consulting projects during the year than any other similar company. This keeps companies awareness of the business in a high level all the time. Based on their previous customer satisfaction surveys, Learnpoint's customer satisfaction rate, with school grades, is nine (9) and 98 per cent of their clients would recommend Learnpoint to the other organizations.

As an objective for this thesis is to report the responses Learnpoint's customers have filled on the customer survey. The survey was sent to clients in few parts during the year 2015. As the company does approximately 50 - 80 projects in a year the amount of answers is not that high. From the responses the author can create some suggestions for the company to improve their operation and improve the customer satisfaction level.

As the survey does not collect more than 21 responses the author decided to take another study method for this project. The author decided to collect more information about Leanpoint's customer satisfaction by using naturalistic observation as a method. This

study method is often used and it helps to collect information without disturbing actual customers or consultants when they are working. The author collects the data by listening, reading and observing consultants, clients and reports.

The author has been working in Learnpoint since May 2015 as a Service and Sales Assistant and that is a reason why this thesis project was executed to the company. The survey serves both, the company and the author, as the project is implemented like this as the author knows the company and working methods and system so there is no need for an extra introduction before starting the project. From this thesis the author hopes to see as good grades and satisfied customers as Learnpoint has had before. As the author himself is not a consultant or professional in ICT- solutions, he hopes to learn more from the companies working methods during the projects and bring his own suggestions of how to improve their operation. Learnpoint is hoping to get some ideas how to develop their customer satisfaction management even though it already is in a high level. Because of the confidentiality obligation, all the companies responded to the survey are not mentioned, and their forms are not published. Only the overall results are shown.

## **2. RESEARCH PLAN**

### **2.1. Customer Relationship Management- research for Learnpoint Ltd**

The company, Learnpoint Ltd, who offered the author this assignment for his thesis, offers consulting services in the field of ICT. The company now has more than 1200 clients around Finland and more than 400 in the public sector. Every day, all the time, the business is about to face the customer and communicating with them- said in another way, Customer Relationship Management. (Learnpoint 2015.)

During the past years the author has been working a lot in the customer service section and is capable to express he's experienced in that field. Mostly because of the experience of the customer service and relationship management the author finds CRM as one of the most important issue to take care in business ; it always exist and it should never be forgotten. As it is the author's biggest strength, he finds it natural to show his skills by doing a thesis under the topic of CRM, but also because it leans on his major in school: marketing and sales. As he has observed and worked closely with these three fields the author is allowed to state that those create a good mix as they all are very important when maintaining company's good status and competitiveness and developing growth in the future.

This thesis aims to improve Learnpoint's customer knowledge, CRM and guarantee the customer satisfaction also in the future. Learnpoint already has a survey for their customers to fill after the project. The author goes through this survey and analyzes all the answers company has received and then creates suggestions for the future. One of the main things the research studies is how to handle with Customer Life Cycle in a way where the lead customer will become a reference. As the survey is already created by the company the author decided to add naturalistic observation as a second research method to get wider perspective for the results to analyze.

The objective of this thesis is to get more information about existing customers and prospects and how they feel company managed to operate as a whole during the project. A consulting project may easily last for 6 months depending on the wideness of the project. In some cases Learnpoint just helps the client to check their mobile invoices that they are as in the contract, but sometimes the project may include everything from the

phone and computer system. Very often companies do not know how hardworking it is to put out to tender e.g. mobile operators and compare all the prices and solutions for example 500 telephone subscriptions and how much it requires to actually get the job done. Learnpoint also offers internal optimization as it is possible to change services with your operator during the contract period. (Learnpoint 2015.)

## **2.2. CRM, customer satisfaction and consulting**

Customer Relationship Management is a concept that covers the whole life time of customer; establishing, sustaining and strengthening the relationship. It contains the customer oriented thinking inside the company and related software's. CRM has become more important inside the company because the effect on business has been noticed. To make customer create more value to itself, the producer has to know its client thoroughly; this helps the company to adapt its own processes to serve its own existing best customers. This can also be called as customer thinking (Kaskela 2005).

The start of a customer relationship determines the direction where the relationship is heading. In the beginning the customers' expectations and suspects are at its highest level and a company who is able to fulfill those expectations and shake off suspects during the first meeting is strong in the competition. Business however lives constantly and no customer relationship works without taken care of it. Customer relationship grows from encounters which can either be good and committing, or bad and estranging the client away from the company. (Mattinen 2006, 87-88,100.)

For Learnpoint, CRM is constantly, one of the most important issues to handle. Every day the sales assistant contacts prospects and tries to arrange meetings with their consults. Consults then attend the meeting and negotiate about prospects ICT- solutions and try to sell consulting services. Some clients require a lot more attention than the others but this is always dependent on the project. Consults usually have many cases going on at the same time and as said the projects often take about six months from the start till the closure.

During the actual sales situation it is important to recognize the needs for different customers. It is also important to find a way to insure your customer about the advantages he/she will receive when buying your product or service to fulfill requirements and needs

(Rubanovitsch & Aalto 2006, 90–91; Leboff 2007, 117). The seller must know the products or a service he/she is selling to be able to answer different kinds of questions and needs the customers has. The seller doesn't have to tell everything, only the information customer wants and feels beneficial is important. (Rubanovitsch & Aalto 2006, 92-94.)

Customer is most active when the actual trade has started. The seller should use this moment as an advantage to create extra sell for his/her client. When the actual buying decision has taken a while the seller often must start the whole selling process again to create extra sell. (Rubanovitsch & Aalto 2006, 132-133.)

Customer satisfaction is an important author in all parts of business. There is no continuity without happy customers as only the satisfied client do business with the company again and buys their services or products. Customer satisfaction is also an important factor to impact company's image as customers will tell about forward to their inner circle co-workers about the service they receive. Now-a-days the social media creates a method to offer straight feedback, both good and bad (Viestintätoimisto Tulus Oy 2010, 3). In homogenous markets where the products are quite similar the quality of service is highlighted. A good and positive customer experience is important factor which the company can use as an advantage to stand out in the markets. (Kotler 2011, 249.)

Customer satisfaction should be measured regularly and implemented in many points of encounters. When measuring regularly the changes are noticed and a company can react to those. Spontaneous feedback is valuable and companies should encourage their customers to give that. To develop operation and service it is important that the relevant issues and signals are picked from the feedback. Companies should activate their customers to give feedback from certain operations and points of meetings. (Löytänä 2011, 189.)

Globalization, the increased amount of knowledge, innovation and constantly developing information technology effects on every company's operation. Markets and the customer needs are changing constantly to a direction which is hard to anticipate. The one thing that used to be the core action of organizations may now be operated by the co-organizations, and the one thing that used to be the core know-how may now be bought from the experts. Organizations must constantly and quickly step from a know-how to another as the one product, that doesn't require continuous development, does not



guarantee the success. This demands conductors to use experts as in practice the issues only go forward only by the help of experts. Consults are these experts. (Huttunen 2003, 11-12.)

Consulting is described as negotiating and asking for advice if we look it from the Finnish dictionary. This is even though an old fashioned description. Consulting is actually guiding and offering help for those who ask it. (Kielikello 2/2000). In Learnpoint, the company actually approaches other companies and society's by asking their current situation and therefore offers their professional help. Not so often earlier clients approach Learnpoint. In this business companies often do not realize how hard it is to run through the whole competitive tendering. After meetings companies see how much Learnpoint can help them even though it will make them some costs. Consulting can be much differentiated and that is why Learnpoint offers multiple kinds of consulting services to other companies. (Learnpoint 2015.)

## **2.4. Working methods and data**

### **2.4.1. Research**

The monitoring system for customer satisfaction composes researches and straight feedback. To collect straight feedback customers are asked to give feedback with their own words, usually immediately in the service situation. In service organizations straight feedback is quite easy to receive if it is wanted. Different kinds of customer satisfaction researches and straight feedback are supporting each other's. To combine these results companies get a versatile view. The role of monitoring the research is however in a key role. As the quality is one of the main issues effecting to customer satisfaction, the research provides information about the quality of the service. Companies are aiming both: to increase customer satisfaction level and monitor the effectiveness of the operation with these customer satisfaction researches.

The purpose of the customer satisfaction measurement is to find out what the customer wants or what he/she would probably want to buy. Company must have measurement methods to be able to listen their customers and face their needs (Vuokko 1997, 13, 42.) Monitoring customer satisfaction is in a special possession when examining customers service process to be able to react faster and better than the competitors. The most

important factor however is to develop the quality or the customer satisfaction level. Among these companies also want to increase customer loyalty and market shares. It is examined that the customer satisfaction effects positively to the customers plans to rebuy and the company's reputation. Customer satisfaction research should support chosen business strategies and to reach these goals and strategies (Björk & Kaonpää 2009, 40.)

Customer satisfaction research is supposed to be a continuing study which aims to receive as much detailed information about the customer satisfaction level and issues effecting happiness or dissatisfaction as possible. Data acquisition method should be easy to implement in practice, it has to contain a lot of satisfaction related questions, financially possible to execute and easy to answer for the customer. Most common data acquisition methods are for example letter survey, web survey, personal interview, form study and phone interview. The most common method however is to execute acquisition to a natural customer contacts for example a customer service situation in the store or in a restaurant where the research is easy to attach in the actual service situation. Many different situations and products however require different kinds of study methods. (Rope & Pöllänen 1998, 86-88.)

During the satisfaction research the studied issues should be examined with a simple, unequivocal, reliable, comparable, economical and easy study meter. The previous list however creates a contradictory situation and the purpose is to accomplish a compromise where authors have to choose especially between the depth, cheapness and easiness of the research. The thoroughness and heaviness of the research effects on the situation that the research is executed almost always but also in different periods of time, for example once or twice in a year and with a certain sampling. The system of direct feedback and research results complete each other's and they are used to find out operational solutions and information for different issues. When creating questions for the study, the main thing is to decide whether to use structured or opened questions. Open research responses may cause difficulties to handle the answers and classification. Because of this it is always appropriate to collect the basic information by using some kinds of structured and quantitative meters. (Rope & Pöllänen 1998, 88-90.)

An essential part of effecting on the execution of the customer satisfaction research is on how high level of accuracy is the meter composed. It is not enough to ask about the experience of loosely defined issues like service, quality, selection etc. when aiming to

apply received answers and experiences to practice. If the customers are unhappy, this kind of meter does not offer answers for what is bad in the service. In these cases it remains unknown for what quality factors clients found not satisfied. A working solution is that the research asks satisfactions on the different segments of companies operation. It is supposed to receive satisfaction results quite clearly from each of the core segments. (Rope & Pöllänen 1998, 98-99.)

To be able to find out the negative responses it is suggested to leave some space for the open comments. Open questions may examine the core satisfaction and dissatisfaction issues without spreading the list of questions too much. The more open responses the study receives the more it can use those results to develop the operation (Rope & Pöllänen 1998, 100.)

As a working method the author choose to do a survey for existing clients. This method helps to get demanded answers and is the best way to reach the goals of this thesis. According to Hirsijärvi and others (2009, 185) issues affecting on choosing the study method are time, resources and other assets. Other issues affecting on the decision making are the ethical issues as the information can't be collected with methods insult the privacy and identity of the studied group. Survey method is powerful as it saves the researchers time, effort and resources can be evaluated. The weaknesses of the survey method are superficiality of the material and the modesty of studies theoretical part (2009, 191.) The survey questions were created properly by the company to avoid receiving unnecessary information and responses the company doesn't actually need. The methodology is based, and leans on the help, on the literature of basics of Customer Relationship Management and survey creating information.

The data is collected by a survey that can be found from the Learnpoint's web page. After every project clients are asked via email to visit Learnpoint's www- page and to fill the survey. Survey consists of nine questions and the aim is to receive as many answers as possible. The company annually has approximately fifty to eighty projects but in this survey the amount of sent request is twenty one.

The received statistical data will be processed as quantitative data and are shown with graphs, tables and open- wrote chapters to explain the data properly and in an understandable way. This helps the reader to get a clear picture view for the research data

and to understand it properly and by the help of literature to get a clear view about the whole process.

There are plenty of different determination and study methods for evaluating the trustworthiness of the research. Usually authors determine the reliability and validity of the study. Reliability means the repeatability of the results so if the research would be done again multiple times but by a new author the results should still be the same (Hirsjärvi and others. 2009, 213-214.) Issues to deteriorate can be too small sampling, great amount of nonresponses, indirect shape of the questions and wrong timing for the execution. Wrong timing may cause distraction for the customers to concentrate on the answers and questions with the serious thought. (Rope & Pöllänen 1998, 83.)

Validity means the competence of the research which determines whether the study measures issues that are actually wanted to measure. For example, if the respondent understands the questions in a different way than the interviewer meant it. In these cases the responses are not the kinds of what originally were looked after. When the results are not the kinds that were wanted the study results are invalid (Hirsjärvi and others. 2009, 213-214.) Different thing to effect on validity are the shape of research questions, how they are placed on survey form and the option that are given, for examples scales. (Rope & Pöllänen 1998, 83.)

To get valid results the research should measure the things it is supposed to. Research must have exact objectives to avoid studying wrong issues. The validity of the research is taken care by the careful planning and information collecting methods. The customer satisfaction research form should measure right things and those must include the whole study problem. Among those, the target people must be determined precisely. High per cent of responses and presentable survey may support to receive a validity of the research. (Heikkilä 2004, 29.)

#### **2.4.2. Observation**

Surveys and interviews offer information about what people feel, think and believe. With observation, author receives information about whether people operate in a way they actually say they do. Scientific observation may be called as monitoring. The advantage is that people will get direct and straight information about the behavior and operation of

individuals and groups. (Hirsjärvi and others. 2009, 199 – 200.)

Observation happens in a natural environment. Observation is a good method to study interaction and such things where changes are happening quickly and which hard to forecast. As a method to collect information, observation has been criticized that the observer can distract the situation or even changes the whole happening. The naturalism and realism of observation increases by the issue where the observer gets acquainted with the people and environment before the observation is started to execute. This enables people to get used of the outside party in a group without getting disturbed by oneself presence. (Hirsjärvi and others. 2009, 200.)

The execute observation takes a lot of time. That is why it limits the usability of method. As a support for the observation author can use forms and lists or alternatively implement it freely by writing notes. According to Hirsjärvi and others (2003, 201) observation is a method which enables to collect interesting and versatile data and that's why should always be taken into consideration as a method for research study.

According to Grönfors (1985, 89) the difference between naturalistic and participant observation is not clear. He continues that in a naturalistic observation the interaction between the observer and the target is irrelevant for the results. The researcher must be outsider, in this case viewer who doesn't take any part for the service situation. (Grönfors 1985, 89-90.)

According to Syrjälä, Ahonen, Syrjäläinen and Saari (1996, 84) observation participant when the researcher is attended in an observed target. According to them, naturalistic observation happens when the observer is monitoring the situation and the targets doesn't know about his/her existence. This is a situation where observers use for example hidden cameras or wall mirrors to help observing without being attended. Observation must tie closely with the problem of the theory. When the observation stops to reach any new questions from the problem area it may be closed. (Syrjälä and others 1996, 84-85.)

As the company already has the survey which the author is going to use, the author decided to use naturalistic observation as a second method to increase the actual assignment. Naturalistic observation is something the author can do all the time during the day without disturbing any customers or other employees during their own projects.

This kind of an observation is supposed to be done without organizing anything before. In this thesis the naturalistic observation is implemented mostly based on what is heard during the day at work and read/received straight as a feedback from the customers. All the things the author observes, sees, hears, and reads, are either written down or straight to the thesis form. The author has few criterions for the observational part.

- Observational results must be usable and relevant for Learnpoint, but also for other companies
- Results must be objectivity, as it helps to find out the subjective factors that risk the systematic and universal issues of the research
- When the results are able to adapt as concrete actions to develop different goals and purposes, study has practical value so it can be exploited

## **2.5. Thesis process**

Chapter 3 introduces some existing literature about Customer Relationship Management and what kind of research studies there has been made before and also represents the whole case to the reader. The third part of chapter 3 represents the company the author received this assignment. As a final part for this chapter is the survey and the questions are represented.

Chapter 4 is the data analysis part. Responses are opened and analyzed with different scales and texts to show the results more clearly and in more understandable way. Answers are supported by the observation results and literature.

Chapter 5 is a part for author's suggestions to develop company's operation. This chapter gathers together all the main findings from the survey and observation and offers solutions to Learnpoint Ltd to improve the CRM and reach the goals this assignment has.

Chapter 6 is a conclusion of the whole process.

### **3. CASE INTRODUCTION, LEARNPOINT LTD AND SURVEY**

#### **3.1. Case introduction**

Learnpoint Ltd and the author agreed assignment aiming to develop company's customer service and receive valuable information about their customer satisfaction level. The whole project is about to happen between the May 2015 and October 2015. The used research method is a quantitative research implemented with an electronic survey which was already sent during the year 2015. The goal is to receive twenty or more responses from the chosen companies.

As the survey and the observation is a success and there will be more than twenty responses, the answers are analyzed and released using different scales and written text to open results more effectively and in understandable way. After the project Learnpoint Ltd is more aware of their current clients and the customer satisfaction level. The research helps the company to develop their Customer Relationship Management to reach the goals Learnpoint has for the future.

#### **3.2. Learnpoint Ltd**

Learnpoint Ltd was established in 1999 in Tampere. It is a Finnish company owned by three consults from the staff. The CEO of the company is Jussi Välimäki and he is one of the owners. Company operates all around Finland and has offices in three cities: Vantaa, Tampere and Turku. All in all the company has six workers, four in Tampere, one in Turku and one consult in Vantaa. Learnpoint has approximately 1200 clients and about 400 of them in the public sector and its turnover is annually around 800 thousand euros. Learnpoint is a leading operator in its industry who executes impartial telecommunication consultations for the companies and communities.

Different services that Learnpoint offers:

- Competitive tendering and consultation in telecommunication solutions
- Competitive tendering and consultation in data communication services
- Inlet- projects for public ICT- purchases

- Selection consultations for telesystems and –techniques
- Status quo determination
- Monitoring initialization- projects
- Expense optimization
- Real estate connection- projects
- Contact Center- projects
- Planning for ICT- strategies

Underneath is a graph of different steps during the project that Learnpoint inlets. The projects may be built to consist all of these steps or just some of them.

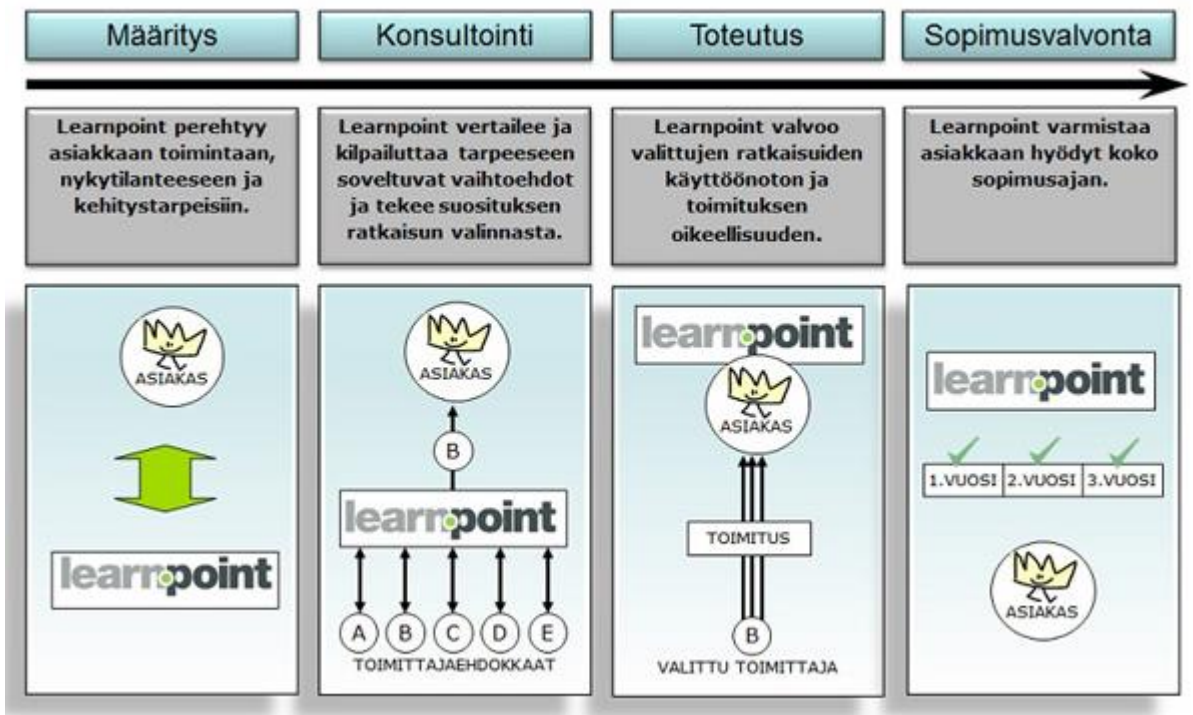


Figure 1 Learnpoint's service steps



Learnpoint is owned by its own staff members and they don't represent any specific operators, suppliers or device producers. Suppliers or mobile operators do not pay any commissions to the company but instead Learnpoint operates impartially on behalf of their customer's needs and demands. Every customer is taken care separately and every case is its own and that is the main reason why company already has an excellent customer satisfaction level; 9,0. As the company has previously made some surveys, 98 percent of their clients would recommend their services. (Learnpoint 2015.)

### **3.3. Structure of the survey**

The research methods which the author uses in this thesis are a quantitative research method for the survey and a qualitative for the observation. The author sends an electronic survey (<http://www.learnpoint.fi/kysely/>) consisted of 8 questions to the existing clients after their project is done. The first question asks about the act of Learnpoint during the project. The respondent is expected to answer all the seven parts the question bears. The answers are numerated from 1 to 5, as 1 is the worst and 5 is the best. There is also a possibility to answer "I can't say" if the question is too difficult to answer for the respondent. The second question asks the respondent to grade Learnpoint as a whole by using school grades from 4 to 10. The third question asks how likely is the respondent going to use Learnpoint's services also in the future. There are four answers which are "No, I believe I won't use", "Likely no", "Likely yes" and "I will". The fourth questions asks whether the respondent would recommend Learnpoint for some organization/company that has same kind of project that is being fulfilled in the future. The fifth question asks some feedback from the co-operation. This question is divided in two parts, the first asks the pros and the second question asks the cons and some developing ideas for the future. The sixth part is basically a question for the permission for a reference announcement. The respondent can either leave it as an empty answer, or to choose the first answer where he/she premises that Learnpoint can use companies name and logo in their marketing. If the respondent chooses both answers he/she allows Learnpoint to use their logo and/or name in their marketing but also allows telling about their project as a written case. The seventh question asks whether the respondent company currently has some other projects going on where Learnpoint could help. The final question asks when the respondent hopes Learnpoint would contact them again. There are

four answers from “immediately” to “December 2016”. After the questions the respondent also has to add his/her name and the name of company.

#### 4. CUSTOMER SATISFACTION AND DATA ANALYSIS

Customer satisfaction researches are targeted to company's recent customer base. Satisfaction research aims to measure operability of the company and product according to customer expectations, not according to rivals. Research measures satisfaction as a whole and in parts, f. ex. product groups, sections, pricing, and quality and customer service. The picture (Picture 1) underneath shows how customer satisfaction consists from the quality of customer experience related to customer needs and expectations. (Bergström & Leppänen 2003, 429.)

$$\text{Customer satisfaction} = \frac{\text{The quality of customer experience}}{\text{Customer needs and expectations}}$$

Figure 2. Development of customer satisfaction

Satisfaction research can measure the satisfaction level and based on that, categorize internal customer to different customer groups. The most interesting groups are extremity groups meaning extremely satisfied and extremely dissatisfied customers. Extremely dissatisfied customers usually quit their customer relationships pretty fast. They tell forward about their dissatisfaction, wrote to magazines or forums but do not tell about it to the company. Extremely satisfied customers instead give easily feedback and tell others about the exceptionally good service. The feedback this customer group gives is important for the company to keep their products, service methods and staff which customers have praised and respected. There is a connection between satisfaction and the amount of recommendation and usually increased satisfaction achieves recommendations. (Bergström & Leppänen 2003, 429 – 430.)

In this chapter the author represents the results the survey received. All the questions are shown individually with either graphically, pictures and/or just verbal form. The first question scales the answers from one to five.

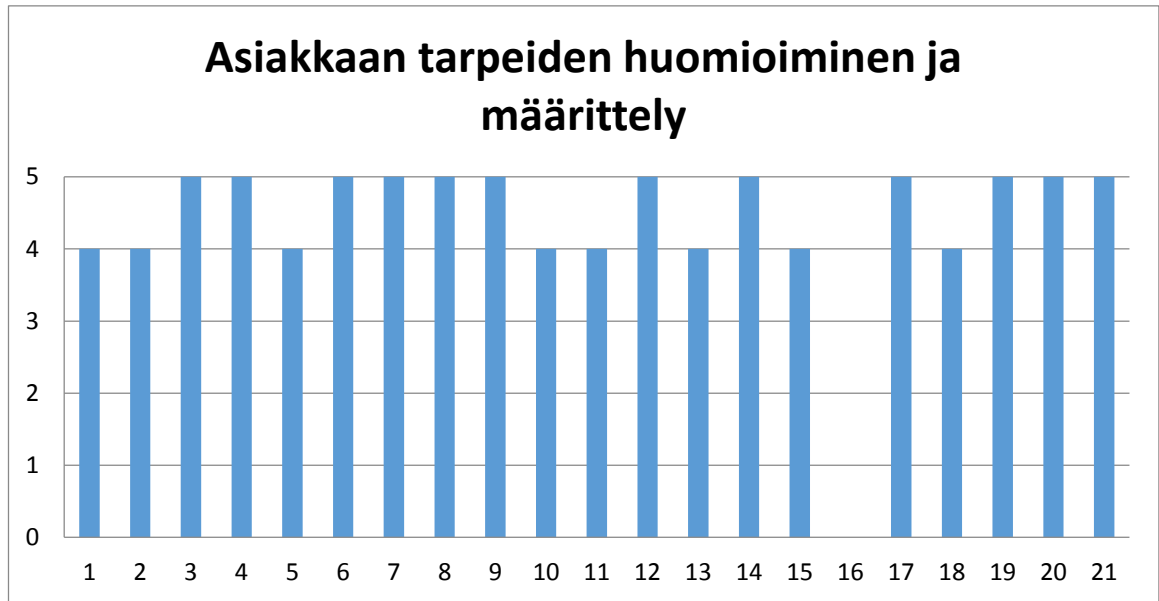


Figure 3. Measurement and definition of customer's needs

The first question asks how the customer feels the company managed to take into consideration the need of client and to determine those. In this graph five means excellent and one means bad and others between those.

According to Rubanovitsch and Aalto (2006, 90-91) it is important for the seller to recognize the needs for different customers in the actual sales situation. As we can see from the results, Learnpoint has managed to operate really well in this field. Twelve respondents answered that Learnpoint managed to operate in an excellent way and eight gave 4 as a grade, one respondent couldn't give a grade.

The whole sales process starts from the meeting where the consult and client are having a conversation about the customers tele communication solutions, operators etc. Based on this conversation Learnpoint is able to create a suggestion for the customer to face exactly those needs this customer has. This can be seen in the figure 1, the first phase (Learnpoint 2015.) These meetings serve both perfectly as they go thoroughly through the whole system and what different options there may be. Learnpoint's purpose is always to serve customers individually by finding out the right solutions to this specific client.

From the observational point of view the author can tell that these results do not surprise at all. All the consults take good care of their customers and rather connect with them more than necessary than not at all. This gives client a good impression and makes them

feel that they really are important for this company and they really work hard to help us to implement our operation. All the possible issues are taken into consideration even though it may be a little bit irrelevant for the project.

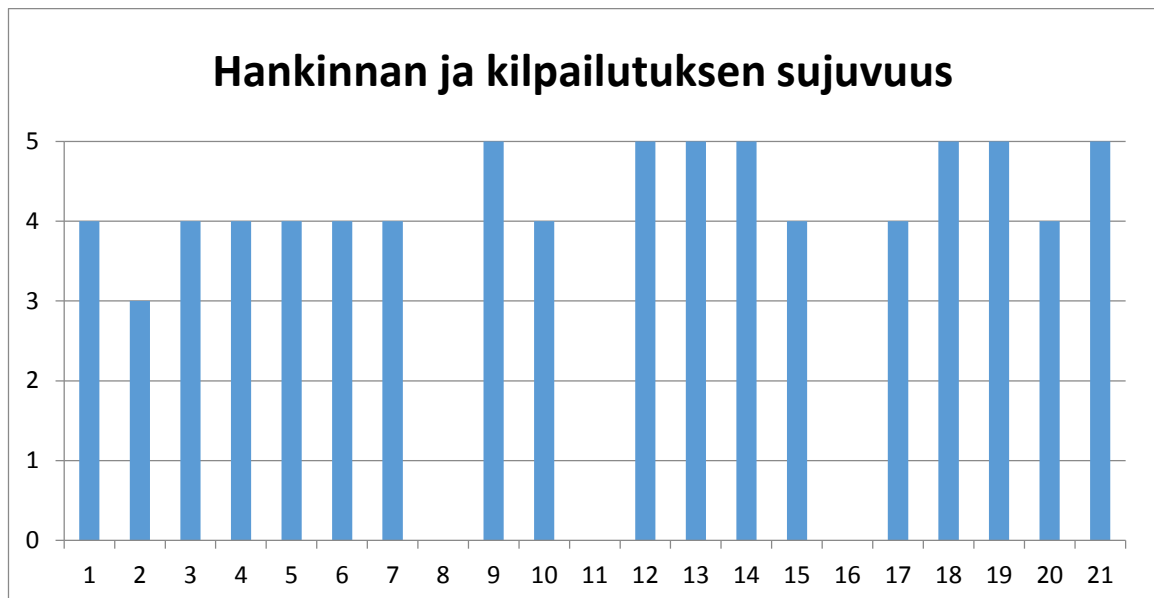


Figure 4. The fluency of purchasing and competitive tendering

To manage purchases successfully requires strategic touch and economical thinking. Wise purchases require nontraditional and open-minded thinking, improving know-how and investments (Iloranta and others 2012, 82). Sometimes the acquisition and competitive tendering process may take a lot of time. This always depends on the scope of the project. Some companies only want to change f. ex. their phone services and solutions.

Public purchases should always be done according to methods of the purchasing regulation. Finnish ministry of work and environment is responsible to prepare this regulation. The most important rules in purchasing are concern to different steps of the competitive tendering, forming offer request documents, announcement of the and signing the purchasing contract (Työ- ja elinkeinoministeriö 2012a.) Learnpoint's solution manager always creates individual request for quotations for operators. Sometimes they are simple to finish, sometimes it takes a lot of time and also for operators to fill those quotations.

Learnpoint aims to run through the whole project by itself by disturbing their customer as less as possible. The company asks their client to sign a power of attorney to receive all the necessary information about their current solutions and agreements as a base to start the development process. Basically customer doesn't have to involve on any part during the project.

As the results show, Learnpoint's customers are really happy about the way company handles fluency of the acquisition and competitive tendering. Seven of the clients feel that Learnpoint action is excellent, ten of them grade the service as four, one of them feels it is three and three customer's are not able to say what the grade would be. The author feels that this shows the experience of Learnpoint to handle these kinds of projects and the know-how to run them through successfully from the beginning.



Figure 5. Communication during the project

As Kotler (2011, 249) announces, a good and positive customer experience is important factor for a company to use as an advantage in the markets. The quality of service is in a major role in a market where the products are quite similar. Companies can differentiate in a positive way from each other's by leaving an indelible impression with its quality of service. From the observational point of view, people mostly appreciate good quality of service and respect that. Quality of service usually collects feedback as well. Especially

if it is bad people will let others to hear it, but also good feedback is usually given out loud and quite fast.

As the author wrote under the previous graph, Learnpoint aims to run the projects mostly by itself without disturbing their client for no reason. However, it is important to keep your customer aware about the project every now and then. There may be a lot of different steps during the project and customer should always be aware when the next step is taken and project is going forward. Companies also have to stick in certain time limits and that requires some communicating inside the project.

As the results show in the graph, many companies are really happy about the way Learnpoint is upkeeping communication during the project. Nine customers grades this issue as five, ten clients as four, one client thinks it's three and one is not able to grade the service. The author believes that the experience again is behind these good grades. Learnpoint is an experienced operator in ICT consulting business and really knows how to run these cases in a best way. If you know your customer well and you are aware about their needs and expectations you can operate quite freely without connecting your client all the time. Some clients however want to be aware about the project all the time so these things have to be agreed when the project starts.

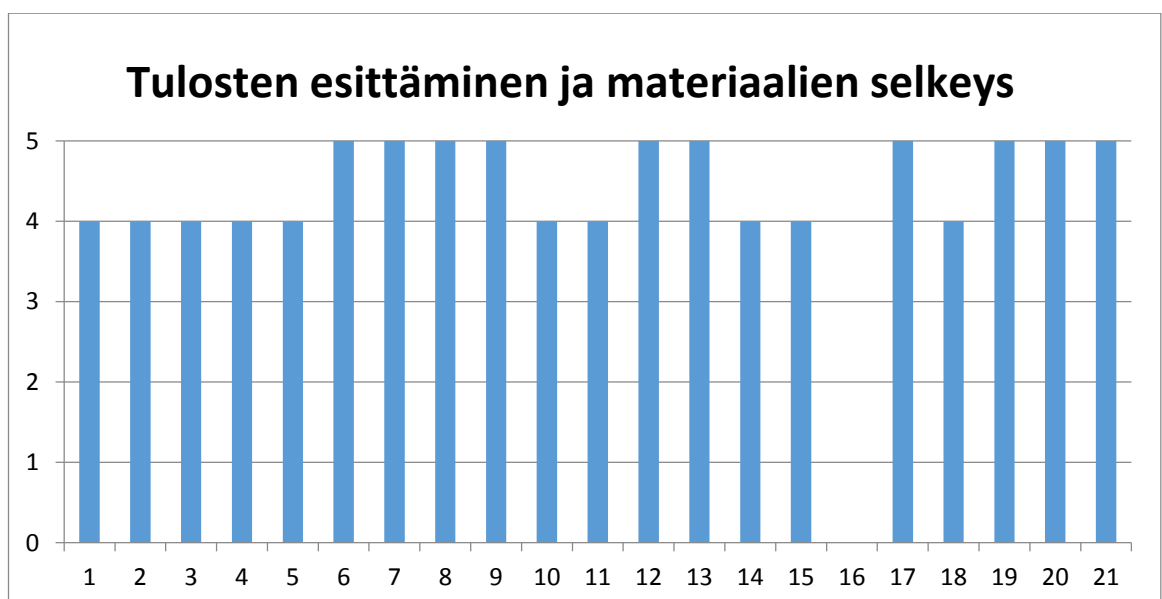


Figure 6. Result performance and clearness of the material

The most important part of the report is to show the results. Results and outputs are published in different ways but they must show the answer for the purpose of the project. Results can be divided in many ways, for example in quality and price sections. The presentation method depends on the shape and nature of the project. Results must be shown in a way where the customer is able to find out easily the most important results. The outcome is supposed to be collected in logical groups and the relevant results are shown. An important part of showing results is demonstration. All the relevant questions must be checked whether they received an answer or not. Analysis has to be truthful, logical and clear presentation. (Learnpoint 2015.)

Learnpoint has created a logical and simple method to report all the results the competitive tendering gives. Observing these methods the author has noticed how clear the results are and clearly they are shown. One document can show the customer all the relevant issues, how they are scored and what solution would be the best for the client. Every issue that has to be taken into consideration is separated when asking the offer from the operator and also shown separately on the result form. This gives the client a better view of the entirety of the report and shows every argument separately which has affected on the suggestion for the final solution. Usually results are also divided in section for quality and price.

Customers have graded again Learnpoint very well in this section of the survey. Ten of them graded this part of the service as 5, ten of them as 4 and one client wasn't able to answer this question. The author must agree to these results based on the observation he has done. Learnpoint always arranges an event for the customer where they show clearly the whole report, point by point and shows their suggestion for the final solution. It is very simple presentation and gives customer a clear what the results are and how Learnpoint has come up with some certain result.



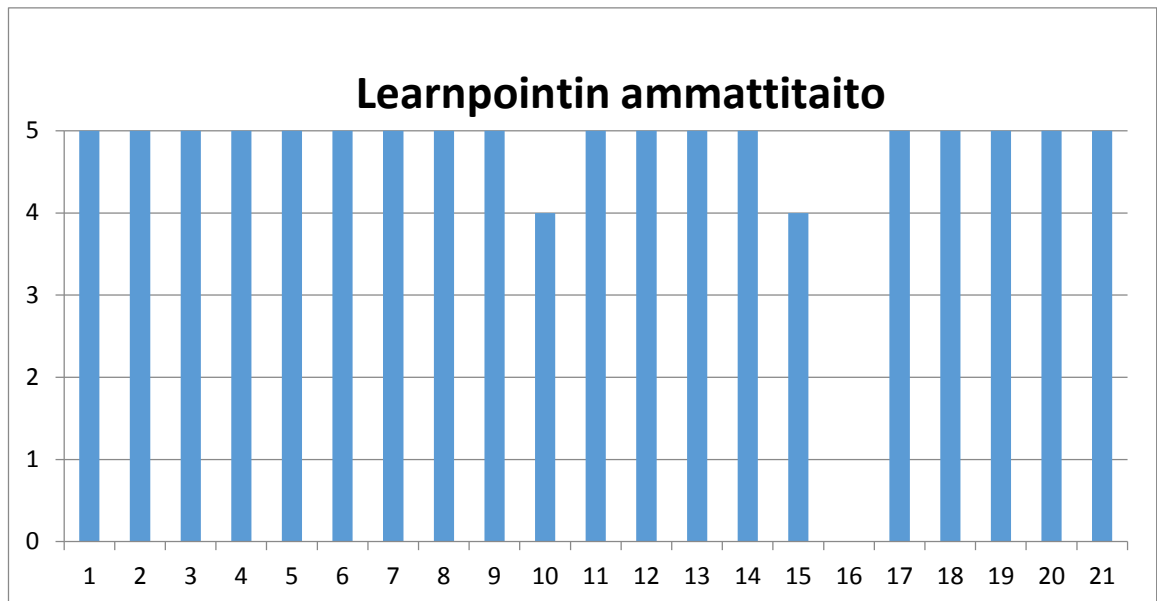


Figure 7. Learnpoint's expertise

Years of consulting business has given Learnpoint a strong know-how of ICT business. More than 1000 satisfied customers tell something about their skills. According to Rubanovitsch and Aalto (2006, 92-94) the seller must know the products and service to be able to operate. Learnpoint has more 1000 satisfied customers and 16 years of experience which has developed the company in their field of business. Based on thousands of finished projects, they really can call themselves as experts.

Many companies think that they manage to run these projects through by themselves. Usually they say afterwards that they should have used consulting help. They may get some financial savings but they use a lot more resources compared to consulting service and often they would have got more financial and technical benefits. As Learnpoint operates with these kinds of projects all the time, they already know the competitive tendering system and pretty fast see what would be the best solution for their client. Long experience has created know-how and the company is aware about the business and is able help customers with even in small time limits.

This is something that can be seen from the fifth graph. 18 customers have given 5 as a grade for Learnpoints' professional ability. Two clients graded this ability as 4 and one wasn't able to give a grade. The author hasn't heard anything bad about the company's professional ability. It can be seen every day in the office that consults really know what

they are doing and customers really appreciate them and respect their skills. Customers trust Learnpoint and believe to those suggested solutions and suggestions the company gives. The author thinks this is because they are based on facts and years of experience.

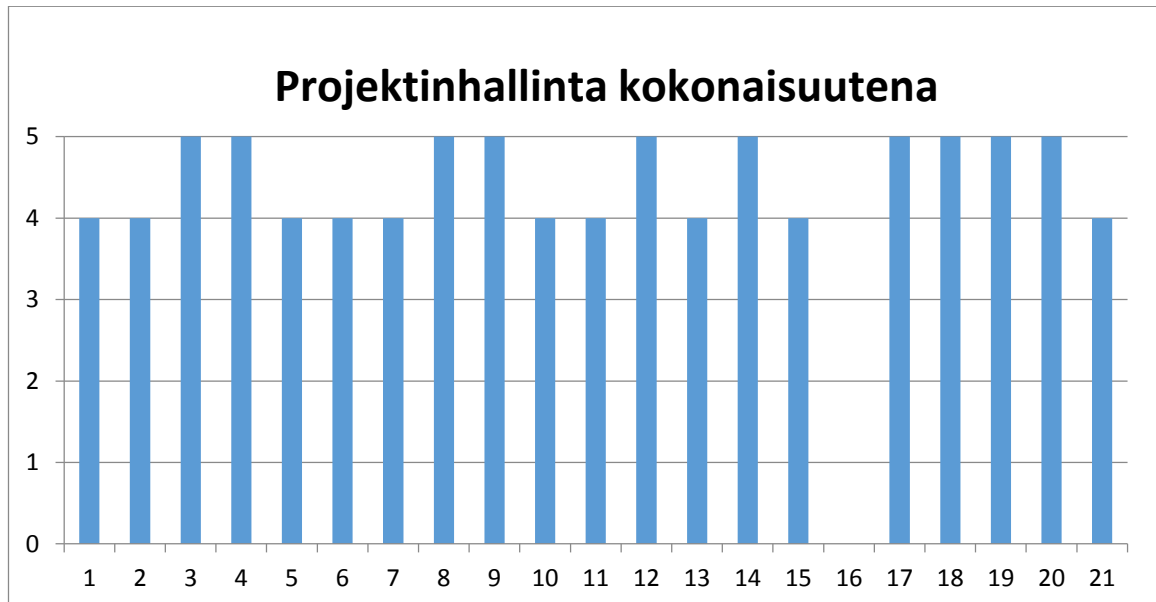


Figure 8. Project management as a whole

Project management is all about communication: internal and external. A functional project management is basically easy but in general really difficult. Not so often projects are run through without problems. The main tasks of good project management are to recognize risks, rather before, observe upcoming problems immediately and delete those quickly. A good project management gives a strong base for the acquisition. It saves time and money when problems are fixed quickly and ensures that the feelings stay high with the project crew and the customer. (Sofokus 2015.)

Project manager is like a conductor. Conductor's job is to make sure that the whole orchestra stays in a comp and listeners are satisfied for the result. Project manager communicates enough with the customer and ensures that the vision about the final result is the same with everybody. Project manager supports and leads the team to solve general problems so the crew is able to focus on their job. A good project manager ensures the customer that everything is under control and taken care of. A manager doesn't scare problems but welcomes them. The sooner problems are solved the better the affections are minimized. (Sofokus 2015.)

When asked from the customers about Learnpoints' project management during the consulting project the results were really good again. One customer wasn't able to grade the received service, ten customers gave 4 as a grade and ten of them gave 5 as a grade. Customers obviously were satisfied about the way Learnpoint handled the whole case.

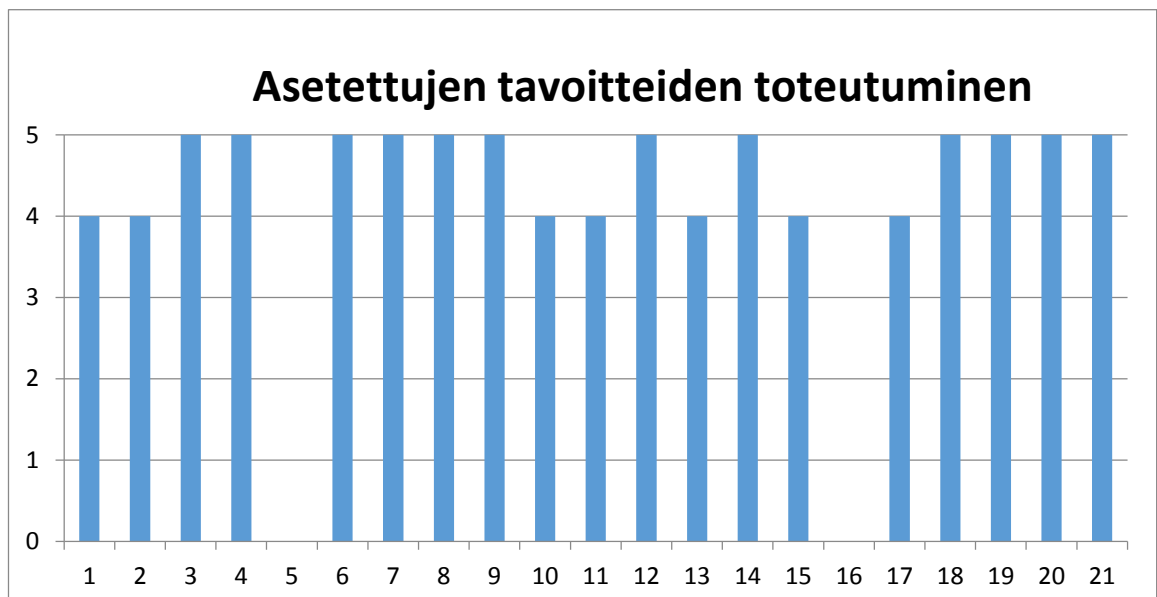


Figure 9. Execution of set objectives

A project is an own project organization, considered and planned acquisition, which aims to reach set objectives during a certain time limit using set resources (Rissanen 2002, 14). The objective for project management is to reach set goals.

Usually the objectives for Learnpoint's project are financial savings, device, operator or system renewal. As we can see from the figure 9, customers are really happy to results Learnpoint has managed to reach during these projects. Twelve customers give 5 as a grade, seven of them give 4 and two customers weren't able to answer.

The author believes that especially the experience of Learnpoint's staff is a major issue affecting on these good results. For many years company has managed these kinds of

projects and is totally familiar with operators and services their business includes. Operators and other factors also know Learnpoint and their working methods so the project goes through more smoothly.

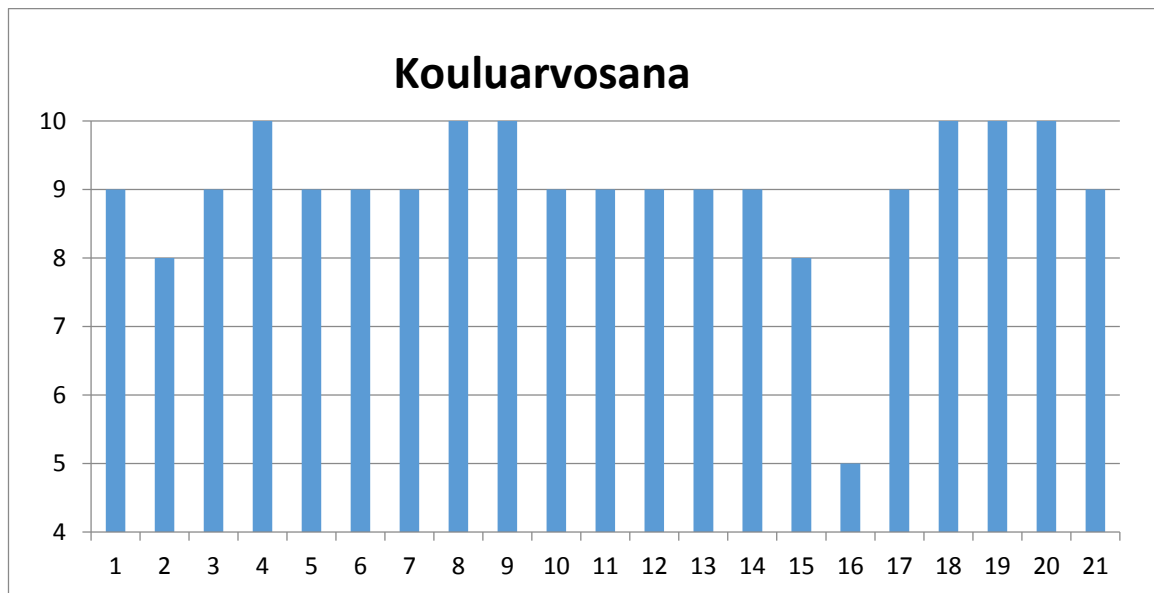


Figure 10. The overall grade of the service

Usually companies contrast the quality to a feature of the product and keep those as the most important features. Companies also incorrectly assume that this faces the overall quality of the service. As a matter of fact it is only one dimension of quality that is left for the customer. Clients usually are able to measure this dimension objectively. (Grönroos 2001, 100.)

As a matter of fact customers experience quality wider and their experience of quality is based for totally different things than the dimensions of the product. One thing that also matters is how the customer receives the service. The dimensions of service environment also affect to the operational quality. The quality of service cannot be evaluated as objectively as technical quality. (Grönroos 2001, 99-103.)

Customer's interaction situations with the service provider's resources and working methods are usually crucial for the quality experience and with this measure the level of operational quality. In these situations the technical quality of result moves to the

customer. These situations are called as a moment of truth. (Grönroos 2001, 112.)

The moment of truth means that the service provider has now a unique possibility to show the quality of its services. In the next moment the possibility is already lost and the customer has left and there is no easy method to increase value for the experienced service. If there have been problems in the quality it is too late to start to fix those. That is why you always have to create a new moment of truth. This is much more painstaking and powerless compared to moment that has been organized well. (Grönroos 2001, 112.)

Question 2 asks customers to give a school grade for Learnpoint's service as a whole. Once again results showed how satisfied customers are for Learnpoint's service. Six of the respondents gave ten as a grade, twelve gave nine, two gave eight and one respondent was unsatisfied grading the service as five. Author's observation results support these results as whole. Not once has he noticed any dissatisfaction from the customer. In some cases customer's haven't actually used the solutions Learnpoint has suggested but that doesn't mean the service as a whole would have been bad or that the company would have failed somehow. This one bad result may be explained by the unexpected results consulting gave for the customer. Even if the companies execute competitive tendering they still may prefer some certain solutions or operators.

The author believes that the good results in this question are again based on the experience on this business and the great amount of customers. More than 1200 customers where one third is from the public section create know-how and increases company's professional level. Also the list of tens of satisfied references supports the results.

10	Todennäköisesti kyllä
10	Varmasti
1	Todennäköisesti en
0	En usko käyttäväni

Figure 11. How likely are you going to use Learnpoint's services in the future?

Question 3 asked customers to tell whether they would use Learnpoint's services also in

the future. A good service is probably the main point in this business and as the results have already shown customers have been satisfied. In some cases the author has noticed that few clients have asked, during other project, already about the future and what possible competitive tendering issues they would have and in what kind of limit of time. In this questions ten of customer said that they will use Learnpoint's services in the future, ten said that they probably will use and one said that they probably won't use the service again. Results are good and tell about the professional of the company. Usually customers are really satisfied and especially the financial savings and renewed solutions they receive, they also want to use the service also in the future. Some companies believe that after one outsourced competitive tendering they are able to do it alone in the next time but in many cases they come back to Learnpoint as the results are not that good.

Company also has managed to create customer relationships where the company actually doesn't have to sell its services but instead the client wants to continue already annual business by ordering f. ex. outsourcing invoice control for Learnpoint. It can also be something deeper where a bigger part of customers ICT solutions has been outsourced for Learnpoint. This means monthly meetings and weekly conversations and agreed contracts for few years forward.

Larger cooperation service agreements are usually agreed with the more loyal and bigger companies where the collaboration has already last many years. Maybe these bigger service solutions are growing in the future creating more possibilities to Learnpoint to grow as a company in their business.



Figure 12. Would you recommend Learnpoint to a company who is planning to execute a similar project?

Active and systematic improving of customer recommendations is one of the hottest themes in customer acquisition and customer management at the moment. Grapewine is an old phenomenon but during the network age it has gained new shapes and effectivity. (Ylikoski 2010.)

Consumer respects recommendations because they are still felt as a trustworthy source of information. Companies whose customers suggest them and with that bring them more new clients get along better than the average in the markets. Customer satisfaction is a requirement for a suggestion. With the internal process and the management of customer experience has a major meaning support for the recommendation. The receptivity of recommendation is currently used also to measure customer permanence as it is noticed that it can be used to forecast customer permanence well. (Ylikoski 2010.)

The fourth questions as customers whether they would or wouldn't recommend Learnpoint to another companies. As it can be seen from the graph, Learnpoint's customers would recommend company's consulting services to other companies. 98 per

cent of respondents say that they would recommend Learnpoint to a client who needs help with ICT solutions. This is an important and great value for the company as the whole field of business is currently full of competition. As the author has talked with other people, companies receive almost daily phone calls from some IT companies who are trying to sell their services. It doesn't mean they sell same services as Learnpoint but something related to ICT business. This makes it hard to approach new companies but with a help of old clients, the approach is much easier.

Question 5 asks customers to give some open feedback.

Bergström and Leppänen define spontaneous feedback as a thank you, blame, reclamation, wish and development ideas from the customers. According to them companies must attract customers to give feedback and make it as easy as possible. (Bergström & Leppänen 2003, 429.)

Collecting straight feedback means receiving all kinds of satisfaction measuring feedback tools like phone feedback and feedback forms among others. Based on this information the company receives information about customer experiences quickly. (Rope & Pöllänen 1998, 56.)

The greatest value of straight feedback is the easiness and natural method to give feedback about the company and its operation. Not always straight feedback requires the adding your name which makes it even easier to give feedback. Sometimes customers just don't give straight feedback. In any case, a possibility for straight feedback lowers the threshold to give feedback, also from the bad experiences. Especially the information about fails is valuable, from both, the development and marketing points of view. (Rope & Pöllänen 1998, 81-82.)

Question 5 included two open questions. The first question (Q1) asks customers to give some straight and open feedback about the issues they were satisfied and where Learnpoint managed to suggest. The second question (Q2) asks customers to give some development ideas and where Learnpoint should improve operation. As it is difficult to create any graphs about these responses the author chooses to add straight sentences from the answer forms. Because the answers are in Finnish the author has translated all the sentences also in English.



Q1: “Kilpailutus tuotti hyviä tuloksia.” Translation: “The competitive tendering produced good results.”

Q2: ”Yhteydenpito asiakkaaseen saisi olla aktiivisempaa.” Translation: ”Connection to customer should be more active.”

Q1: ”Saimme enemmän kuin haimme ☺” Translation: ”We got more than we were looking for ☺.”

Q2: ”Mietitään vielä yhdessä kysymyksiä vastaamaan paremmin meidän tarpeita. Nytkin antoi paljon, mutta saisimme irti vielä enemmän.” Translation: ”Let’s think together the questions to answer better for our needs. Now it gave a lot but we could get even more.”

Q1: “ Määrittelyt, tulokset, yhteydenpito, asiakkaan innostaminen.” Translation: ” Definitions, results, connection, customer inspiration.”

Q2: “Kilpailutusdokumenttien hallinta ja kommenttien hallinta, nyt tukeuduttiin ehkä hieman vanhanaikaisiin tekniikoihin ja tapoihin.” Translation: ” The management of competitive tendering documents and comments, now it was probably using too old technics and habits.”

Q1: “Hyvä ote viedä projektia eteenpäin. Asiantuntemus kiitettävää. Herättää luottamusta asiakkaassa.” Translation: ” The project was run through with a good grip. The expertise was excellent. Creates trust for the customer.”

Q2: ”Tiedottaminen ja informointi oli tasoa ”hyvä”. Hieman lisää sitä niin se olisi ”kiitettävä”. Translation: ” Reporting and information was in a good level.”

As results show customers feedback is pretty good. The author thinks that’s the question is created smartly as it contains two parts, positive feedback and negative or development ideas. This lowers the level for customers to give also something else than positive feedback even though the project would have been a success. Every project is individual and every customer wishes some certain methods how to handle the case. Some customer wishes that they connect more often, some do not require that. The author thinks increases Learnpoint’s customer management skills. The basic path for projects remains but for the future they know how to handle customers and how to run projects through with them.

The basis of sales is trust. Customer has to be able to trust the sellers' promises and profession. This is related especially to service business and sales with project nature. Sales arguments become more convincing if they include satisfied customers who have bought the service or product. Customer references are customer relationships and deliveries that the company exploits in its marketing. References are needed to create credibility about provider company's performance, the technological functionality of solutions and ability to produce business benefits for customers. (Europaeus 2010.)

In tight competition situation the winners are the companies who are able to convince that their solutions provide business benefits to customers. To success in this, companies must use existing customers as a part of their sales and marketing. Said in other ways, company must manage their reference marketing. (Europaeus 2010.)

Customer may operate as a reference in many different ways. Reference customer may f. ex. give provider company a permission to use their name or logo n marketing, give an interview for the customer description or host some reference meeting. Reference customer can also be invented to speak to a conference to tell how company has benefit from the solutions provider company has offered. (Europaeus 2010.)

Question 6 asked customers to tell whether if it's okay to tell people about the cooperation. There were two different response options: 1. Yes! Our logo can be shown and mentioned as Learnpoint's reference in their public relations. 2. We are interested to release a handout or a case article from our project. Thirteen from the respondents said they would let Learnpoint to use their logo as a reference and eight responded "empty"

The author has noticed that one of the biggest strengths for Learnpoint in their business is their great amount of impressive references. They list of references is collected during the years and many of them are from the early years when the company has started the business. The list can be seen from Learnpoint's web site and is updated all the time. The author believes that this list has helped Learnpoint to receive projects as other companies become more interested as they see the list, especially if they see some their own competitors. The author has also seen, while doing the sales work that many companies become really interested about Learnpoint's operation after they have heard that other

companies from the same area of business are in their reference list.

Extra sales is all about offering it. If thinking about personal extra sales the offering becomes natural part of conversation and extra sales itself doesn't require great marketing materials but only a seller telling about the extra product or service. The opposite side of extra sales is that in some cases it may be felt as pushy. On the other hand it is customer service as its best and enables to create continuity for the customer relationship. Customer service situation may become a bad experience for the customer if the seller decides not to offer some relevant issue included to the service. (Leppänen 2007, 90-100.)

Extra sales is also an essential part of the continuity of the customer relationship. Erkki Leppänen writes in his book "Asiakaslähtöinen myynti" especially about the sales from the customer's point of view. According to Leppänen customer do not come to buy a product but instead a working entirety. This is partly true and partly not. Customer oriented thinking involves an issue that these products also are offered to customers. (Leppänen 2007, 82-100.)

Question 7 asked customers to tell if they have any other projects going on where Learnpoint could help. Only three customers answered to this question but there were none actual projects going on. The author believes that this is explained with the issue that usually one project includes many parts so it becomes a bigger entirety and is taken care of at once. The author has noticed that many companies often ask Learnpoint to contact them later if they don't have anything going on at present but could be something in the future.

Question 8 is partly same as question 7 was. As a final question Learnpoint asks customers to tell when they hope the company to contact them for the next time. Question has four different answering options: 1. Immediately 2. Next fall 3. In early 2016 4. At the end of 2016.

The question only received five answers and four of them said "next fall" and one said "at the end of 2016". The author thinks that the reason why companies don't want

Learnpoint that quick is because the competitive tendering is just done and they sign f. ex. three year contracts with the operator. Companies may also think that they don't need help with all the ICT issues and everything doesn't have to be consulted by Learnpoint, they can try do something on their own, as the consulting help always costs something. Some bigger listed companies may hire Learnpoint as their monthly "backup" or just consult to f. ex. check their invoices. This is not that typical for smaller companies.

## 5. DISCUSSION AND SUGGESTIONS IN PRACTICE

Based on the received survey results and observational information this chapter represents the author's suggestions and development ideas for Learnpoint. Offered information and suggestions are supported by the new but also previously presented literature to receive a relevant and reasonable meaning.

As the results showed Learnpoint's customer relationship management and customer satisfaction is in good shape. Underneath we can see figure 13 which shows the collected information about the customer satisfaction level. Even though Learnpoint's customers are extremely satisfied for the service they have received it doesn't mean they should just lean still and be satisfied. Business always requires improvements and development to success.

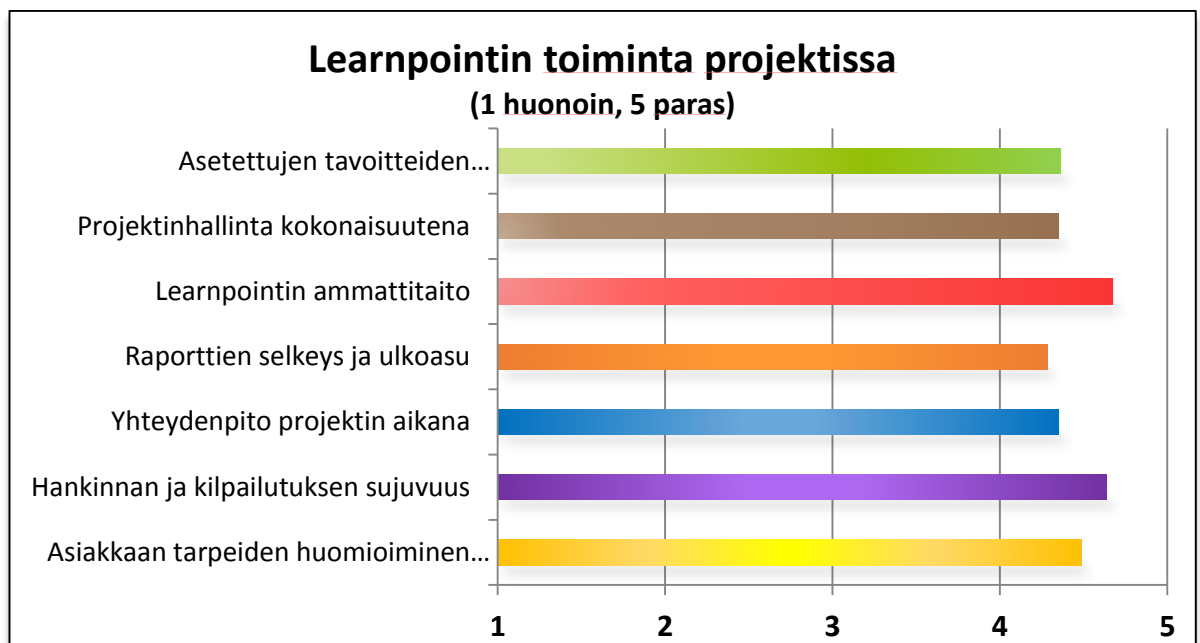


Figure 13 Learnpoint's project management

The main task for marketing is to find out and satisfy customer's needs and sustain competitive supply, create and develop customer relations, impact on customer's opinions and ensure customer satisfaction (Hollanti & Koski 2007, 16.) As we can see from figure

14, the core issue in marketing is always the chosen customer group or groups.

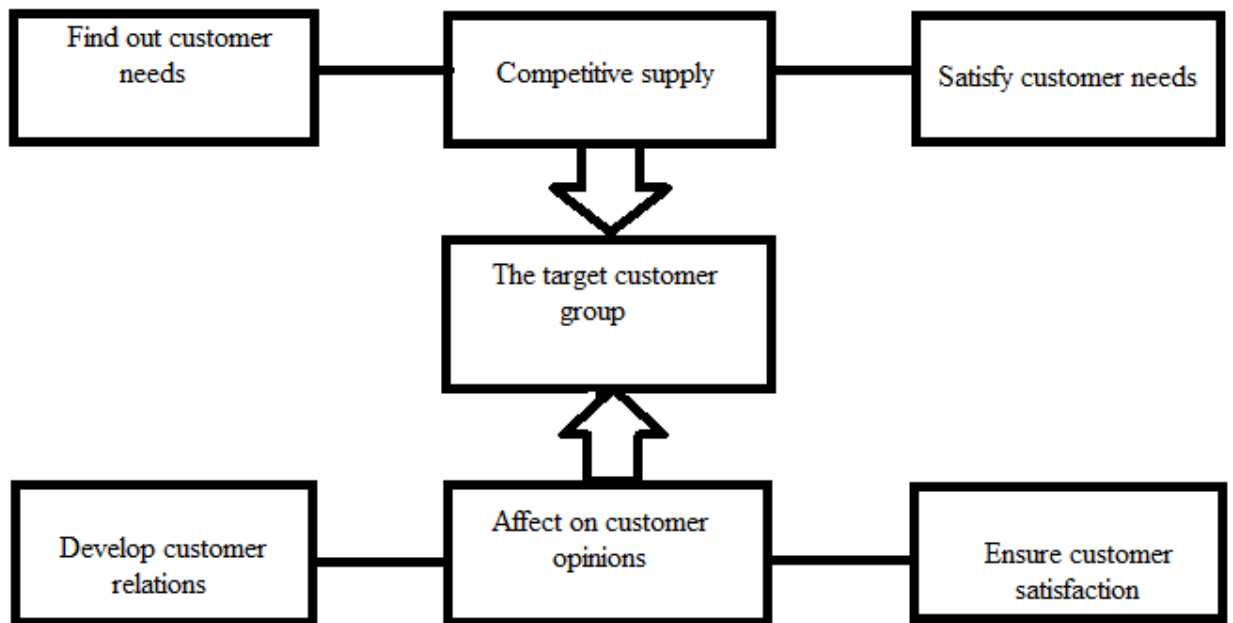


Figure 14 The target group for marketing

The author suggests that, based on the literature and observation, Learnpoint should develop their marketing. It doesn't have to be anything big, but for example put effort in their web marketing and social media. Social media in this section means Facebook and LinkedIn where company already has profiles. With active reporting company inform its followers all the time about current issues, news, successful projects and collaborations. Reference list should be updated all the time and new case- projects should be presented as often as possible and from every sector.

Public Relations are a long term action which aims to create, sustain and strengthen the understanding between the company and its customers. With the help of PR- action the company aims to face the opinions of audience and targeted image together. Public Relations appear in different media for example as a product placement. As media is often felt more reliable than advertisement it has a significant affect for the company's marketing communication. With a good media reporting and relationships to different media the company improves its image and receives more visibility (Juuti and others 2012, 118; Lea-Greenwood 2013, 9, 55-56, 58). The author thinks that Learnpoint should pay more

attention to sustain good customer relationships and image by contacting earlier clients and current customers. Obviously, every customer is individual and the most important issue is to get to know them thoroughly to be able to serve them in a best way.

Before the author was hired to Learnpoint he tried to search some information from the internet about the company. When “googeling” the company’s name it only offers some previous projects from their customer’s web pages. Nothing negative can be found. That may sound really unbelievable creating thoughts that something isn’t right. But when working inside the company and see they everyday action it’s not a surprise anymore. As seen from the graphs, customers really are satisfied for the service they receive. When calling prospects or old clients, they every now and then say that they really would need help in these kinds of operations but the timing isn’t right at the moment. After saying this they usually ask to call back in some certain period of time.

In some cases the author has noticed that the customer’s get scared when they hear the price for Learnpoint’s consulting service. This is usually goes off after they have received the results of the competitive tendering and see how much they will save money with this. Some companies even decline the help of Learnpoint after receiving the offer because of the price. In these cases companies usually think that they manage to do the whole project be themselves and by that solution save even more money. This rarely works, however they probably will manage to get some savings, but the author dares to say, based on the conversations with the consults in Learnpoint, that the project requires much more working hours, resources and nerves to be finished successfully. Learnpoint’s long experience as a project manager in these cases has created a powerful system for the company to run through these projects smoothly, effectively and economically.

All in all, customers are extremely satisfied for the way Learnpoint operates. With small improvements the company can remain the high satisfaction level and create a good image for the other companies. It is always good to keep the satisfaction grade or percentage in the web site to be shown for everybody. At least the author believes this is a benefit for Learnpoint.

## 6. CONCLUSION

As a conclusion the author determines that Learnpoint has an excellent situation concerning their customer satisfaction level. It is not a surprise that the company has managed to operate successfully for almost 20 years. The company always studies what's best for their customers and does whatever they can to serve their clients in a best way. Company lives with the changes the industry suffers and this way is always aware of surrounding happenings, innovations and new trends.

Results from the survey faced the expectations the author and company had before executing the survey. Many customers still feel that Learnpoint's operational implementing is in good level and customers are really happy and satisfied for the received service. It is good that the survey left something to improve as the author thinks there always has to be something to develop. In business life companies are never ready, they always have to develop and improve operation to success.

Same results can be seen from the observation results as from the survey responses. In many cases customers thank Learnpoint for creating financial savings, but also how well the whole project was implemented and taken care of. Only once has the company been sued from some case but also in that case Learnpoint was stated as a winner. Operators every now and then complain about Learnpoint's action or arguments for their suggested solutions for the customers but that is only because of the hard competition between the operators.

As mentioned, the author thinks the survey and the whole thesis was a success. Even though the amount of responses wasn't that high the results were still valid. The target group was right and questions were and are currently the right ones to measure customer satisfaction. Because the amount of responses was low the author had to support study to collect observational information. This also was a success and totally supported the results the survey offered.

The author announces that the research is also reliable. Research will be done again in the future for many times and the author believes that the results are going to be exactly the same as now and previously. Timing is always right as the survey us sent after the project and successful results. The amount of responses should be higher but taken into



consideration the amount of projects Learnpoint runs through, they are not able to collect survey results more than they currently do.

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## APPENDICES

## Appendix 1. Survey in Learnpoint's web site




Julkisten ICT-hankintojen ammattilainen

Etusivu | Learnpoint | Miksi Learnpoint? | Palvelut | Referenssit | Yhteystiedot | Ota yhteyttä!

## Asiakastyytyväisyyskysely

1) Learnpointin toiminta projektissa (1=huono, 5=erinomainen, EOS= en osaa sanoa)

- |  |                         |                         |                         |                         |                         |                                      |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------------|
| Asiakkaan tarpeiden huomioiminen ja määrittely | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Hankinnan ja kilpailutuksen sujuvuus           | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Yhteydenpito projektin aikana                  | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Tulosten esittäminen ja materiaalien selkeys   | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Learnpointin ammattitaito                      | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Projektinhallinta kokonaisuutena               | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |
| Asetettujen tavoitteiden toteutuminen          | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 | <input checked="" type="radio"/> EOS |

2) Minkä kouluarvosanan annatte Learnpointin palveluista kokonaisuutena asteikolla 4-10?

- 4  5  6  7  8  9  10

3) Kuinka todennäköisesti käytät Learnpointin palveluja myös tulevaisuudessa?

- Varmasti  
 Todennäköisesti kyllä

## 4) Suositteletko Learnpointia vastaavaa hanketta suunnittelevalle organisaatiolle?

Kyllä  Ei

## 5) Palautetta yhteistyöstä

Mihin olit tyytyväinen? Missä onnistuimme?

Kehitysideoita? Missä voisimme olla vielä parempia?

## 6) Saammeko kertoa yhteistyöstämme?

- Kyllä! Logomme saa näkyä ja meidät saa mainita referenssinä Learnpointin viestinnässä.
- Olemme kiinnostuneet julkaisemaan tiedotteen tai case jutun projektistamme (Sisällöstä sovitaan kanssanne)

## 7) Onko organisaatiossanne muita projekteja, joissa Learnpoint voisi olla avuksi? Kerro se meille!

## 8) Toivon yhteydenottoa tuleviin yhteistyöprojekteihin liittyen

- Heti
- Tulevana syksynä
- Alkuvuodesta 2016
- Loppuvuodesta 2016

Yhteystiedot

Nimi\*

Organisaatio\*

\* Tähdellä merkityt kentät ovat pakollisia.

Lähetä

## Appendix 2. Collected list of responses

Consideration and determination of the customer needs	Fluency of procurement and tendering	Communication during the project	Presentation of the results and the clarity of materials	Learnpoint's expertise	Project management as a whole	The realization of the set objectives	2) What average grade would you give of Learnpoint's service as a whole on a scale of 4-10?	3) How likely are you using Learnpoint's services in the future?	4) Would you recommend Learnpoint to an organization planning a similar project?	Which issue were you satisfied? Where did we succeed?	Developing ideas? Where could we be even better?	6) Can we tell about the cooperation?	7) Does your organization has any other projects in which Learnpoint might be helpful? Let us know!	8) Related for the future project I'm hoping to be contacted at
4	4	4	4	5	4	4	9	Todennäköisesti kyllä	Kyllä					
4	3	3	4	5	4	4	8	Todennäköisesti kyllä	Kyllä	Kilpailutus tuotti hyviä tuloksia.	Yhteydenpito asiakkaaseen saisi olla ak-	Kyllä! Yritystämme saa käyttää referenssinä (Learnpointin viestinnässä/ajankohtaisissa uutisissa).		

											tiivi- sem- paa.			
5	4	4	4	5	5	5	9	Toden- näköi- sesti kyllä	Kyllä			Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- näissä/ajan- kohtaisissa uutisissa).		
5	4	5	4	5	5	5	10	Var- masti	Kyllä	Rautai- nen asi- antun- temus, toimit- tajien tunte- mus!		Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- näissä/ajan- kohtaisissa uutisissa).		
4	4	5	4	5	4	EOS	9	Var- masti	Kyllä	Asiakas- lähtöi- syy- dessä ja asiak- kaan kuunte- lemi- sessä	Vaihtoi- toisten ratkai- sujen ehdot- tami- nessa, meillä tosin ei ehkä an- nettu siihen		pala- taan, jos sellai- sia tu- lee, Tule- nyt ei ehkä ole	Tule- vana syk- synä



											riittävästi tilaa					
5		4	4	5	5	4	5	9	Var- masti	Kyllä			Kyllä! Yritystämme saa käyttää referenssinä (Learnpointin viestinnässä/ajan-kohtaisissa uutisissa).			
5		4	5	5	5	4	5	9	Var- masti	Kyllä						
5	EOS	5	5	5	5	5	5	10	Var- masti	Kyllä	Saimme enemmän kuin haimme :)	Mietitään vielä yhdessä kysymyksiä vastaamaan paremmin meidän tarpeita. Nytkin antoi paljon, mutta saisimme irti				Tulevana syksynä

											vielä enem- män..				
5	5	5	5	5	5	5	5	10	Var- masti	Kyllä	"Asi- akkaan "puo- len" pi- tämi- nen kun kaikki ei mene- kään niin kuin on tarjo- ajan kanssa sovittu"	Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- näissä/ajan- kohtaisissa uutisissa). Yhteistyös- tämme voi- daan lisäksi tehdä refe- rensijuttu. (Sisällöstä sovitaan kanssanne)			
4	4	4	4	4	4	4	4	9	Toden- näköi- sesti kyllä	Kyllä	henkilö joka hoiti asi- aamme oli erit- tään mukava ja asi- ansa osaava	Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- näissä/ajan- kohtaisissa uutisissa).			
4	EOS	4	4	5	4	4	4	9	Toden- näköi- sesti kyllä	Kyllä	Vankka koke- mus ai-			-	

										healu- eesa. Asian selkiyt- tämi- nen asi- ak- kaalle.					
5	5	4	5	5	5	5	9	Toden- näköi- sesti kyllä	Kyllä			Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- nässä/ajan- kohtaisissa uutisissa).			
4	5	5	5	5	4	4	9	Toden- näköi- sesti kyllä	Kyllä						
5	5	4	4	5	5	5	9	Toden- näköi- sesti kyllä	Kyllä			Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- nässä/ajan- kohtaisissa uutisissa).			
4	4	4	4	4	4	4	8	Toden- näköi- sesti kyllä	Kyllä	yhteen- vedot, yhtey- denpito tiivistä, sujuvaa					

EOS	EOS	EOS	EOS	EOS	EOS	EOS	5	Toden- näköi- sesti en	Kyllä		Kyllä! Yri- tystämme saa käyttää referens- sinä (Learnpoin- tin viestin- nässä/ajan- kohtaisissa uutisissa).	Lop- pu- vuo- desta 2016
5	4	5	5	5	5	4	9	Var- masti	Kyllä		Kyllä! Lo- gomme saa näkyä ja meidät saa mainita re- ferenssinä Learnpoin- tin viestin- nässä.	
4	5	4	4	5	5	5	10	Var- masti	Kyllä		Kyllä! Lo- gomme saa näkyä ja meidät saa mainita re- ferenssinä Learnpoin- tin viestin- nässä.	
5	5	5	5	5	5	5	10	Var- masti	Kyllä	Asian- tunte- mus, konsul- tatiivi- nen ote, sel- keä suunni- telmien	työ jatkuu	

										ja tulosten esittäminen				
5	4	5	5	5	5	5	10	Var- masti	Kyllä	Ehkä vielä parempi kilpailutusdokumenttien hallinta ja kommenttien hallinta, nyt tukeuduttiin Määrittelyt, tulokset, yhteydenpito, asiakkaan innostaminen	Ehkä vielä parempi kilpailutusdokumenttien hallinta ja kommenttien hallinta, nyt tukeuduttiin ehkä hie- man vanhan aikaisiin tekniikoihin ja tapoihin	Kyllä! Logomme sa näkyä ja meidät sa mainita referenssinä Learnpointin viestinnässä.  Olemme kiinnostuneet julkaisemaan tiedotteen tai case jutun projektistamme (Sisällöstä sovitaan kanssanne)	Pohdi- taan, aja- tuksia on mie- lessä.	Tule- vana syk- synä
5	5	4	5	5	4	5	9	Toden- näköi- sesti kyllä	Kyllä	Hyvä ote viedä projekteja in-	= "Tiedottaminen ja in-	Kyllä! Logomme sa näkyä ja meidät saa		Tule- vana syk- synä

									eteen- päin. Asian- tunte- mus kii- tettä- vää. He- rättää luotta- musta asiak- kaassa.	for- mointi oli ta- soa "hyvä". Hie- man li- sää sitä niin se olisi "kiitet- tävä"."	mainita re- ferenssinä Learnpoin- tin viestin- nässä.		
--	--	--	--	--	--	--	--	--	--	--	---	--	--