

Improving wellness solution sales through successful B2B partnerships in the UK

Case Firstbeat Technologies Oy

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Abstract <p>The purpose of the thesis was to examine the factors affecting the UK market sales figures of a professional coaching solution provided by assignor company, the Firstbeat Technologies Oy. In addition, the study described the solution as a part of the UK partners' service provision and the B2B relationship between the UK partners and Firstbeat in order to find reasons for the low partner sales to the end-clients. The thesis provided Firstbeat with several development ideas to improve its partner relationships and, for research purposes, new viewpoints on B2B partnership development in the wellness service business field.</p> <p>The research approach of the study was quantitative, and the aim was an explorative analysis due to the limited amount of knowledge of the topic. Data collection was implemented with a web-based survey with structured and open-ended questions. As a census study, the whole population of the 210 Firstbeat distributor representatives in the UK was studied. The response rate was 23%. The survey data was analyzed using the statistical methods of the survey tool and classification.</p> <p>The study results showed that the partners considered the Firstbeat solution a good investment and that it gave them added value in their service provision. Technical problems and high retail price were seen as weaknesses. In order to develop the B2B relationship, the partners wished for more local marketing actions to improve brand recognition and greater compatibility with other wellness tools and services. Based on the results, it was suggested that Firstbeat should develop the solution with the key partners as well as improve communication with the partners. Additionally, it was recommended that Firstbeat should plan with its partners how to fit the solution to the partners' overall service provision.</p>		
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<p>Tiivistelmä</p> <p>Opinnäytetyön tehtävänä oli tutkia toimeksiantajayritys Firstbeat Technologies Oy:n ja yrityksen hyvinvointimarkkinoille suunnitteleman ratkaisun Iso-Britanniassa sijaitsevien palveluntarjoajien myyntiaktiivisuuteen vaikuttavia tekijöitä. Lisäksi tutkittiin Firstbeatin ratkaisua osana palveluntarjoajiansa palvelutarjoomaa, sekä heidän ja Firstbeatin välistä suhdetta yrittäen löytää syitä vähäiseen myyntiaktiivisuuteen. Opinnäytetyö tuotti Firstbeatille useita kehityskohteita sen palveluihin ja asiakassuhteisiin liittyen, sekä toi tutkimusalalle uutta näkökulmaa B2B-asiakassuhteiden ylläpitämisestä.</p> <p>Tutkimusote oli kvantitatiivnen ja tutkimus pyrki selittävään analyysiin, koska aiheesta tiedettiin ennalta vähän. Aineistonkeruu toteutettiin sähköisenä strukturoituna kyselytutkimuksena, joka sisälsi myös avoimia kysymyksiä. Tutkimus oli kokonaistutkimus, jonka populaatio oli 210 henkilöä. Kyselyn vastausprosentti oli 23 %. Kerätty aineisto analysoitiin sekä tilastollisin menetelmin kyselytyökalun analysointitoiminnon että luokittelun avulla.</p> <p>Tutkimustulokset esittivät palveluntarjoajien olevan tyytyväisiä Firstbeatin ratkaisuun investointina, joka tuo lisäarvoa palveluntarjontaansa. Yhtenä ratkaisun heikkoutena pidettiin teknisiä ongelmia. Kehittääkseen Firstbeatin ja palveluntarjoajien välistä B2B-suhdetta paikallista markkinointia täytyy vahvistaa bränditunnettuuden lisäämiseksi ja tuottaa ratkaisun yhdistelymahdollisuuksia muihin hyvinvointipalveluihin ja -tuotteisiin. Tutkimustulosten pohjalta nähtiin hyödyllisenä, että Firstbeat kehittää ratkaisuaan yhteistyössä pitkäaikaisten palveluntarjoajiensa kanssa ja pyrkii tehokkaampaan kommunikaatioon. Lisäksi suositeltiin Firstbeatin suunnittelevan yhdessä palveluntarjoajan kanssa, kuinka sisällyttää ratkaisu jälleenmyyjän palveluntarjontaan.</p>		
<p>Avainsanat (asiasanat) Business-to-business-liiketoiminta, suhdemarkkinointi, myyntikanavien johtaminen, hyvinvointiliiketoiminta.</p>		
<p>Muut tiedot Liitteet 4-8 ovat salassa pidettäviä kaksi (2) vuotta 11.10.2019 asti. Salassapidon peruste Julkisuuslain 621/1999 24§, kohdat 17, 20, ja 21 käsittäen yrityksen liike- tai ammattisalaisuuksia ja teknologista taikka muuta kehittämistyötä tai niiden arviointia.</p>		

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1 Introduction

Years ago, people were pursuing perfection in terms of living healthy lives but, nowadays, there has been a clear shift from this to seeking a more balanced lifestyle. Various industries including the food, technology, fitness and clothing industries have all been influenced by the wellness industry's boom. One of the key industry trends is a growing interest towards high-tech products, such as wearables and heart rate monitors. (Armes, 2016.)

One branch of the wellness industry is health and wellness technology (Topo 2007, 32). Both internationally and domestically, the companies operating in the field are gaining profits partly because they have recognized the importance and value of employee wellbeing. According to the Global Wellness Institute, the wellness industry market is worth of 3.4 trillion US dollars (Global Wellness Institute, 2016).

In this thesis, health and wellness technology is perceived as applications that monitor health and wellbeing and prevent the performance state from descending. The assignor of the thesis, Firstbeat Technologies Oy, has developed a wellness technology tool for monitoring wellbeing and helping to identify possible risk factors. Based on the results, with the help of the technology, a health and wellness professional suggests actions to enhance and maintain wellbeing. Wellbeing services are important for Firstbeat due to their high demand in the market. Firstbeat has recognized that certain actions need to be taken in order to grow its wellness business and respond to the high demand.

Firstbeat has developed partnerships with health and wellness professionals around the world to improve the distribution of its services. The company offers a coaching solution for health and wellness professionals in order to bring wellness technology innovations available to their clients as well as bring in order value to their market offerings. Currently, there are over a hundred service providers offering Firstbeat's

products as a part of their service offering in the UK market. These service providers are referred to as Firstbeat partners further on in this thesis.

In the latest research, the market of the global wellness economy has been divided in multiple sectors. The findings state that one of the key sectors is preventive/personalized health with a 433-billion revenue and workplace wellness with a \$41-billion revenue. (Global Wellness Institute, 2016.) Both key sectors are showing a strong demand in the market, and a growing number of companies are developing solutions to gain a market share in the businesses. Competition is inevitable and to achieve success, it is important that companies find reliable co-operation partners in the target market. Resellers, agents and other intermediaries facilitate entering a new a market because they know, for instance, the existing consumption patterns and efficient marketing channels in the target area better.

Regardless of the positive demand of wellness solutions, the Firstbeat partners' low sales rates of the Firstbeat services have been noted. This can result from many reasons, such as the partners' own activity to sell or lack of education provided by Firstbeat. The company is aiming at business growth in the UK market, which has been challenging to achieve due to the fact that the company is not aware of the obstacles that hinder the sales or of the reasons why Firstbeat partners' have such low sales rates of the Firstbeat services.

Accordingly, the objective of this study was to find the factors slowing the sales rates of the Firstbeat partners. The study aimed to discover the issues that Firstbeat needs to develop further in order to be able to support the partners' sales more efficiently. In addition, the study aimed to report on the partners' satisfaction with the products, services, support services, training and materials offered by Firstbeat to improve the overall service. Moreover, the study also aimed to find new business concepts for the partners.

Based the study results, the aim of the thesis was to find and develop factors that would make business in the UK more profitable. Examining and analyzing the potential factors affecting the study problem is essential for Firstbeat. This would help the

company to receive valuable feedback on its procedures and services. There is a great number of studies conducted on Firstbeat's wellness solutions and applications in sports, health and psychology (see White papers and publications, n.d.). However, there are not many studies regarding the wellness solution in the B2B context.

2 Research framework

Appendix 4.

Confidential until 10.11.2019.

3 Firstbeat, its offering and challenge

Appendix 5.

Confidential until 10.11.2019.

4 B2B partnership management in the context of wellness service business

4.1 B2B partnership management and marketing

Armstrong, Kotler, Harker and Brennan (2012) recognize that there are upstream and downstream partners in the supply chain, which consists of a process starting from producing a product and selling it to customers. The upstream partners supply goods and services that are needed to create a product whereas the downstream partners, such as marketing and distribution channels, work as a link to the end-clients. Often, as these intermediaries are independent operators, they can be difficult to manage and may require different amounts of motivating, training and support in order to be active parts of the channel. Partners enable selling the product more efficiently to the target market with higher volumes, and they are experienced in terms of local business practices, communications, competitors and contacts. (Armstrong, Kotler, Harker & Brennan 2012, 326–328.) Today, multichannel distribution systems are popular because companies can sell their products directly to the consumers via their own sales force and, in parallel, use a distributor who sells it to the customers or dealers. By using this system, companies can reach more clients and customize the product so that it adds value to it through the channel partner. However, complex channel systems are difficult to manage. (Ibid. 2012, 333–334.)

To form long-lasting and profitable relationships, both parties, the supplier and customer, must feel that a relationship has been formed. This means that the parties have formed a mutual way of thinking that is also perceived by the customer, not only the supplier. (Grönroos 2000, 32.) In order for organizations to effectively manage their relationships, identifying different customer types is the first step. Organizations have both internal and external customers. Colleagues and other people working under the same organization are called internal customers. As the research problem of the thesis considered Firstbeat service providers, i.e. Firstbeat partners, more emphasis was laid on the external customers. These are the customers, users and stakeholders of an organization or its products. In the B2B market, customers are the companies to which the products and services are offered. Manufacturing companies aim at finding distributors, resellers or other sales channels that are committed to selling the products or services to the end-customers, such as consumers. For

building such a strong relationship where both parties benefit, an effective customer relationship marketing (CRM) strategy must be formed. (Friesner, 2017.) This can also be called partner relationship management (PRM) as value for the customers is generated in cooperation with partners inside and outside the company. (Armstrong et al. 2012, 22.)

Channel management can be difficult when the number of the channel members is large. In order to reach the full potential of the members, the company must constantly motivate the members. For pursuing long-lasting relationships, the members can be recognized as co-operating partners who add value to the product and gain benefit from being part of the distribution channel. Many successful partnerships co-create mutual goals, strategies and advertising to deliver superior value to their customers. Moreover, the supplying company's marketing actions affect the partners' businesses, thus the needs of the two parties must meet. (Armstrong et al. 2012, 341.) It is recognized that there is a connection between two companies doing business with each other in terms of both commercial (business growth) and organizational (structural) relations. The more of both relations there are, the more co-operation takes place in the relationship. (Vesalainen 2006, 47.)

Every successful encounter with sales person affects to building loyalty between the client and seller. A loyal client does not always mean a profitable client but managing the relationship well is the ground for profitability. (Grönroos 2000, 7.) Vesalainen (2006) states that according to Ford (1994), interaction is vital to improve loyalty of business partners. With regular interactions two business parties can impact on both of their needs and develop the relationship to improve mutual goal setting and strategy to achieve those. Interaction sets ground for learning from the partner and improves engagement to the business relationship. (Vesalainen 2006, 54–55.) As both parties are investing to the relationship, both can benefit from it. The goal, however, is eventually to improve profitability of the own company, and the major benefit is usually gained by another one of the companies. (Ibid. 2006, 60–61.)

The partners can be hard to motivate to work towards developing the business of the supplier if the benefits of the partnership are not clear. In the best-case scenario, the distributor or the other partner of the supplying company sees the value of the partnership and see the benefit in their business performance. This motivates them to maintain communication and giving feedback to develop the product. (Vesalainen 2006, 167–168.) Distributors can have several products in their market offering which challenges the supplier to differentiate from competitors and assure that the product gains more value through distributor sales (Kurvinen & Seppä 2016, 53–54).

Especially in the B2B-context, when a company has limited number of clients versus the mass market and several encounters with them, relationship marketing is used to nurture the existing customers to increase their profitability (Grönroos 2000, 26). Relationship marketing represents a perspective how to relate to customers and, thus, is defined as management of customer relationships (ibid. 2000, 39).

According to Ellis (2011) there are six key issues affecting long-lasting relationships in B2B context (figure 1). These issues form a relationship marketing strategy which targets to successfully manage, retain and improve profitability of the relationship.

Long-term perspective focuses on the issue whether it is more profitable to invest in existing customers or attract new customers, as well as identify and take actions towards unprofitable existing customers. Tightly linked to this are trust, commitment and communication which all set ground for flourishing relationship. Customer service and mutual benefits are also key issues to keep your customers motivated to re-sell with a win-win perspective for both parties, and ensure they feel their importance as one of your partners. (Ellis 2011, 69–73.) These aspects focus more on the B2B relationship perspective rather than just manipulating marketing mix, which targets to achieve more sustainable competitive advantage (ibid. 2011, 19).



Figure 1. Key issues affecting relationship marketing in B2B context (adapted from Ellis 2011, 69)

Service management

Services and their marketing are based on relationships as there is always contact to clients when service is provided (Grönroos 2000, 22). To achieve success in international business with business partners, a company selling services as primary offering must invest especially in development of business idea and gaining a competitive advantage in terms of service itself and marketing. When regarding financial resources, the service businesses need to invest more in proper arrangement of operation modes through careful service development. (Karhu 2002, 127–128.)

Services are intangible forms of product that can be sold solely or linked in to tangible goods which forms goods-and-services combination (Armstrong et al. 2012, 226). To implement marketing strategy for the overall market offering, company must plan

variables of the marketing mix which consists of tools how market demand for products and services can be created or influenced. These tools are traditionally recognized as the four “Ps” including product, price, place and promotion. In service market, there are three more Ps added: people, process and physical evidence, which all form marketing mix of seven P’s. (Ibid. 2012, 56.) This extended marketing mix of seven Ps serves better the challenges faced in marketing services as the customer interface is more present (Lovelock & Wirtz 2011, 22).

Product

Combination of goods and service is described as a product. Nowadays, Products are more connected to services to create more value and deliver experiences for customers. Product consists of process of designing, packaging and building the brand for the product. (Armstrong et al. 2012, 56; 227.) Consumers are primarily seeking for solutions that consist of benefits of products and services that generate value (Grönroos 2000, 4).

To ensure overall product strategy, support service is one of the elements that supplement the actual product or service. The support services can be a vital part of the overall experience and bring value to product. Typically, there is a mix of channels to be in contact with customers and serve them before and after sales. (Armstrong et al. 2012, 236–237.)

Price

Company sets a certain price for a product that can be adjusted according e.g. discounts, payment period, competitive situation or negotiated with customers to match the value they perceive as reasonable enough to purchase. (Armstrong et al. 2012, 56.) Especially in the B2B marketing, price is linked directly value, which is determined by customer’s expectations and experiences of e.g. alternative product. Customer weights the value by pondering the product benefits (economic, social, technical, service) and costs such as potential risks, ‘hidden’ costs and purchase

price. The benefits can include notable value for customer organization from functional product features and reliability of service. (Ellis 2011, 266–269.)

The price of a product or service can be set by determining the value from the supplier's cost-based perspective (inside-out pricing), or customer's perception perspective (outside-in pricing). Regarding channels, supplier must ensure distributors set a price to the product to make profit and end-clients are willing to pay for that price. Price set by a distributor is affected by the value added to the end-product. In addition, competitors, channels and environmental factors affect price setting. (Ellis 2011, 271–273).

Place

Place is described as logistics and channels through which product is transferred to customer. (Armstrong et al. 2012, 56–57.) Distribution channels means the products are sold through other companies which can be physical or web-based selling points. Advantages of selling through distributors are the product is sold to larger masses even internationally but managing the distributors' actions and competing against their attention can be a great challenge. These concerns are much more easily controllable when selling through partner network which means selling straight to the customers and, in parallel, utilize the partner network. Pricing of the product and chance for the partner to gain at least reasonable revenue is vital to maintain the partnership. (Kurvinen & Seppä 2016, 171–172.)

Promotion

Promotion is used to attract and convince target customers to buy the product by determining the ways of communication. Advertising, personal selling, product promotions and public relations are ways to persuade the customers. (Armstrong et al. 2012, 57.) Key objectives of promotion are to determine how to communicate the basic information and the benefits of the product or service, as well as persuade consumers to buy it at a specific time. Communicating these can be executed verbally by

salespersons and other staff members, or through electronic and physical advertising such as websites and printed media. (Lovelock & Wirtz 2011, 24.)

People

Especially in the service business, there are almost always an encounter with a client and service employees. These people responsible for being a part of service delivery process can have a significant effect on the service quality and competitive advantage. Thus, one service companies most important resource, employees, must be selected, trained and motivated by a skillful human resources responsible persons. (Lovelock & Wirtz 2011, 26.)

Process

Properly designing and executing manufacturing and delivery processes are vital part of service marketing. How the service is delivered can make a notable difference when comparing to competitors. When done carefully, the service is delivered to end-client in a cost-efficient, quick and convenient manner. As a service is often produced and consumed only little time apart and distributed across various providers, the challenge of managing the service quality can be significant. Thus, carefully creating a customer service process that has standardization, quality management systems, trained employees and some automated tasks is a step forward to gain competitive advantage. (Lovelock & Wirtz 2011, 25.)

Physical environment

Physical environment, or in some cases evidence, is the place where a client enters to receive the service. This space must be in line with targeted brand image and

should support the service delivery process to client. All visible materials including interior design, professional equipment, employee clothing and printed materials are part of physical environment. (Lovelock & Wirtz 2011, 26.)

4.2 Technology-based service in wellness industry

Service business is characterized as a company that offers added value in addition to a solution sold, whether product or service. To control the relationship marketing strategy, company must consider the long-term needs of clients to provide a holistic service offering that covers installing, maintaining and repairing the solution. In today's competitive market situation, managing the additional elements in addition technical solutions itself are the key to gain competitive advantage. (Grönroos 2000, 28.) The internationalization of organizations operating in service business has a great number of challenges heavier than challenges in the industrial business. The service industry is characterized as highly individual and, hence, monitoring and acquiring data from the service industry is very limited as almost all the information is based on industrial goods industry. (Karhu 2002, 125.)

The wellness industry has been growing fast in the past years and, to this day, several business sectors has been evolved covering diverse products and services. Health and wellness technology is rather small business in Finland but, however, a remarkable export business. Regarding the statistics of wellness technology exports, the Finnish Customs reported the industry covers almost 30% of all high technology exports in Finland and makes it the second most remarkable export industry after ICT exports. (Alkio 2012, 19). In 2014, the wellness industry exports were valued at 1,8 billion being a remarkable part of the Finnish high technology exports (Terveys- ja hyvinvointiteknologiasta Suomen talouden uusi veturi?, 2015), and in 2016 the health technology exports were valued at 2,11 billion euros marking almost 10% growth compared to the number of the year before (Terveysteknologian kauppa, 2016).

As a concept, wellness technology can be perceived to provide wellbeing to its user. To detail, wellness technology consists of applications that are developed to aid people dealing with lowered ability to perform daily activities in the first place. (Topo 2007, 32.) Moreover, both diagnostic and consumer products can be included in health and wellness technology as they prevent health risks and monitor overall health condition. (Alkio 2012, 17–18.)

According to Dunbar, already in 1996 it was anticipated that, in the wellness market, health and wellness professional of such are seeking to invest in tools that notably increases profit or reduces cost of operations or adds value to providers' product offering. The emphasis on wellness was seen in the health care field which continues to this day. (Dunbar, 1996.)

In the recent decade in the wellness industry, wellness tools have developed from being separate operation to more integrated model providing users more impactful information to enhance employee wellbeing and work engagement. According to an interview with a company operating in the field of corporate wellness, workplace wellness programs are seen more impactful when multiple solutions are utilized to provide a more comprehensive outlook on individual wellbeing, which is also a key to better employee engagement. If a wellness program consists of both technology-based online tool and e.g. onsite assessment or clinical test, the program participation rate can be multiple times higher. (Galentine, 2011.)

Distributor network is an efficient way of expanding the market presence and visibility. The partner network should be nurtured to achieve these benefits. To give an example from selling and distributing health care services, vendor of the service must keep regular contact with their provider network by sending information on products and their development systematically through, for example, email campaigns or sales representatives, and advertising. (Rise in Health Problems to Create Opportunities for the Global Intravenous Solutions Market Through 2020, Reports Technavio, 2016).

Annanperä (2017) studied in her dissertation building business ecosystems in the field of health and wellness business to gain mutual benefit and added value through collaboration among small and medium sized companies. To create new successful service innovations for the market, the study found out it requires strong leadership in the early phase of building the ecosystem and defining roles for all parties involved as well as openness between the parties. These all focus on maintaining stability and keep in mind the vision of the ecosystem. Integration of different services was found useful. (Annanperä 2017, 72-77.)

4.3 Licensing

Service businesses can operate internationally through different forms of business such as franchising, licensing and agents who know the target market characteristics, which facilitates the establishing process (Karhu 2002, 127). Licensing is an agreement between two companies where the seller allows the other party a right to use or benefit from, for example, a product patent, design, or brand name. The parties agree on the terms by signing a contract. The licensee pays a royalty fee on the utilization rights which are known as royalties. The utilization right that the licensee can manufacture and sell the agreed products or services under the name of the licensor. From three types of licenses, one is non-exclusive license in which the licensor may use the rights by itself and share the license with other companies, which is the type Firstbeat is using. (Ibid. 2002, 172–174.)

As Firstbeat has used licensing as a form of operating in the UK certain challenges, such as leak of confidential information and loose of control, could occur. Supervising the production can be difficult and if the service or product is made poorly, the reputation and image of the licensor suffers a great deal. Due to this, in terms of finance, the financial losses are possible to rise rapidly. Ways of controlling the quality of the company using the license can be regular check-in times to the licensor company or giving a detailed process description to follow. (Karhu 2002, 174–175.)

When entering international markets, licensing provides a simple way to obtain larger market presence through having a distributor that knows the target market. Selling company has little risk, however, it has less control of the actions licensee takes especially regarding marketing and sales to end-clients. (Armstrong et al. 2012, 510–511.)

5 Results

Appendix 6.

Confidential until 10.11.2019.

6 Conclusion

Appendix 7.

Confidential until 10.11.2019.

7 Discussion

Appendix 8.

Confidential until 10.11.2019.

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9 Appendices

Appendix 1. Invitation letter for participating the survey

Firstbeat Feedback Survey for UK Service Providers

We at Firstbeat are committed to helping you as a Firstbeat partner, in providing the best service to your customers and growing your business with Firstbeat Lifestyle Assessment. Now you have an opportunity to provide direct feedback to Firstbeat. Help us improve our offering and sales tools by answering this survey.

We will raffle 10 Firstbeat assessment credits for five respondents. To be in with the chance of winning, fill out your contact information at the end of the survey. Contact information will not be connected to your survey answers and all replies are handled anonymously.

Each respondent has also an opportunity to order a free material package from Firstbeat.

Survey is open until July 25th.

The survey takes approximately 10–15 minutes to reply.

We appreciate your feedback.

Appendix 2. Research Survey Form for UK partners



Firstbeat Lifestyle Assessment Survey for UK Service Providers

We at Firstbeat are committed to helping you as a Firstbeat partner, in providing the best service to your customers and growing your business with Firstbeat Lifestyle Assessment. Now you have an opportunity to provide direct feedback to Firstbeat. Help us improve our offering and sales tools by answering this survey.

We will raffle 10 Firstbeat Assessment credits for five respondents. To be in with the chance of winning, fill out your contact information at the end of the survey. Contact information will not be connected to your survey answers and all replies are handled anonymously. **Each respondent has also an opportunity to order a free material package from Firstbeat.**

Survey is open until July 25th.

The survey takes approximately 10-15 minutes to reply.

We appreciate your feedback.

About Firstbeat Lifestyle Assessment

1. Firstbeat Lifestyle Assessment brings additional value to my offering:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Lifestyle Assessment has been a good investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyle Assessment has helped me upgrade my service offering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyle Assessment is an efficient tool for providing wellbeing services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyle Assessment helps me understand my client's life better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyle Assessment is easy to use and understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Lifestyle Assessment reports are interesting and easy to read	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Regarding your professional needs, a) what do you appreciate the most in Lifestyle Assessment as a tool? b) How would you say it helps your customers?

3. Suggestions for improving the Lifestyle Assessment.

Your Offering

4. Which health & wellness technology products/services do you sell besides Firstbeat? Please name the product/service and supplier.

5. Which of the above mentioned is your best seller?

6. What do you think contributes to it being your best seller?

Firstbeat

7. Concerning your business, what strengths does the Firstbeat Lifestyle Assessment have compared to other wellness and lifestyle products?

8. What weaknesses does the Firstbeat lifestyle Assessment have compared to other wellness and lifestyle products?

9. In general, how important do you regard the following factors for your work?

	Very Important	Important	Neutral	Somewhat Important	Not Important
Marketing material	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training material	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product is well known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. When considering Firstbeat support and materials offered, how well do they meet your expectations?

	To Great Extent	Somewhat	Neutral	Very Little	Not At All
Marketing material	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training material	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product is well known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good profit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Training

11. The initial training session on Lifestyle Assessment:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I got sufficient information for my work to carry out Firstbeat Lifestyle Assessment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I got sufficient information for my work to sell Firstbeat Lifestyle Assessment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The content of training was easy to understand and follow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The training gave me confidence to include the Lifestyle Assessment as part of my offering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Regarding Lifestyle Assessment, which matters would you like to be emphasised or discussed further in training?

You can choose more than one.

- Interpreting the reports
- Giving feedback to the client
- Use of measurement devices (Bodyguard 2)
- Selling and argumentation
- Utilising marketing materials
- Other, please specify.

13. Firstbeat arranges free webinars. Have you participated in any Firstbeat webinars so far? (<https://www.firstbeat.com/en/webinars/>)

- Yes
- No, why not? (Go to question 15.)

14. Thinking of the most recent webinar you attended, please rate it on a scale from 1-5.

5 - Very Good	4 - Good	3 - Neutral	2 - Poor	1 - Very Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What else would you like to learn more about in Firstbeat trainings and webinars?

Challenges

**16. What would you say is the most challenging part in using the Lifestyle Assessment based service?
You can choose more than one.**

- Technical use
- Interpretation of reports
- Managing the devices
- Giving feedback
- Other, please specify.

**17. What would you say is the most challenging part in selling the Lifestyle Assessment based service?
You can choose more than one.**

- Communicating the benefits to individual clients
- Communicating the benefits to corporate clients
- Not having the right tools for selling the service
- The service is considered as too expensive
- There are competitors, who? Please specify to the comment field on question 20.
- Customers don't know Firstbeat
- Other, please specify.

18. In the previous question, if you selected "There are competitors", please specify the competitors here.

19. How could Firstbeat help you conduct more assessments?

Marketing Channels

20. Which marketing channels are you primarily using when promoting the Lifestyle Assessment? Please rate their importance for your business. Rate only the ones you use.

	Very Important	Important	Neutral	Somewhat Important	Not Important
Printed media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other social media channel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events and conferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your premises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other, please specify.

21. Have you been reading Firstbeat newsletters?

- Yes
- No, why not? (Go to question 23.)

22. If you have been reading Firstbeat newsletters:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I find the content valuable for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Firstbeat for Partners website and Marketing Materials

23. Have you visited the Firstbeat for Partners website? (<https://partners.firstbeat.com/en/>)

Yes

No, why not?

24. Have you used Firstbeat marketing materials? E.g. images, brochures, posters, pop-ups. (From Firstbeat material bank on firstbeat.com or physical materials from your Firstbeat contact)

Yes

No, why not? (Go to question 28.)

25. If you have used Firstbeat marketing materials, what materials have you used?

26. Have you downloaded marketing materials from the Firstbeat website? (<https://partners.firstbeat.com/en/extra-materials/marketing-materials/>)

Yes

No (Go to question 28.)

27. If you have downloaded marketing materials from the Firstbeat website, how would you rate the Materials Download?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Materials are easy to download	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materials are useful for my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can get all the needed materials to support sales and marketing from Firstbeat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materials are of good quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Feedback and suggestions for developing marketing materials. What type of materials would help you selling Lifestyle Assessment?

Support

29. Have you used Firstbeat support services?

- Yes
- No (Go to question 31.)

30. How would you rate Firstbeat support services? Please rate the service quality when contacting via different channels.

	Very Good	Good	Neutral	Poor	Very Poor
Web	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Telephone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

New Concept

The Firstbeat delivery concept makes it possible for you to conduct measurements for larger groups. No need to invest in your own measurement devices. Firstbeat prepares devices and sends those to your customers. You can focus on creating the reports and giving feedback.

31. Would you be interested in above described Firstbeat delivery concept?

- Yes
- No

Discussion

32. How to develop the partnership with Firstbeat?

33. We are interested in learning how you are using Firstbeat Lifestyle Assessment and if you are connecting it to other professional tools or services?

34. Open feedback on anything related to Firstbeat.

35. My comments can be used anonymously for marketing purposes.

- Yes
- No

Background Information**36. Your business size in number of employees.**

- 1-10
- 11-20
- 21-50
- 51+

37. Type of your business. Please write the field you are operating in.**38. How long have you been using Firstbeat Lifestyle Assessment as a part of your service offering?**

- Less than 1 year
- 1-2 years
- 3 years or more

We raffle 10 Firstbeat Lifestyle Assessment credits for five respondents. Fill in your contact information to participate in the raffle.

Your contact information will not be connected to your survey answers.

39. Your contact information

Name	<input type="text"/>
Company	<input type="text"/>
Address	<input type="text"/>
Town	<input type="text"/>
Postcode	<input type="text"/>
Country	<input type="text"/>
Email address	<input type="text"/>
Telephone number	<input type="text"/>

40.

I would like to order the free "welcome package" including flyers and other promoting material.

If yes, please make sure you enter your address to the contact information above.

- Yes
- No

Appendix 3. Survey for Finnish partners, 2015

Firstbeat - Kysely palveluntarjoajille 2015

Hyvä Hyvinvointianalyysin palveluntarjoaja,

Palvelumme kehittämiseksi, pyydämme teitä vastaamaan oheisiin kysymyksiin 26.10. mennessä.

Vastanneiden kesken arvomme **10 kpl Bodyguard 2 –mittalaitetta**.

Vastaukset rekisteröityvät, kun painat kyselyn viimeisellä sivulla 'Valmis'-painiketta.

**1. Oletko ollut yhteydessä Firstbeatin tuotetukeen?**

- Kyllä
- Ei (siirry kysymykseen 4.)

2. Mitä kautta olit yhteydessä tuotetukeen?

- Puhelin
- Sähköposti
- Yhteydenottolomake
- Chat

3. Firstbeatin tuotetuki

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Palvelu oli ystävällistä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sain vastauksen kysymykseeni nopeasti.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuotetuki oli hyvin tavoitettavissa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Muuta palautetta?

4. Mittalaitteet ja materiaalit

Olemme kiinnostuneita mittalaitteiden ja materiaalien toimivuudesta ja käyttökokemuksestasi.

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Ohjeet mittausten suorittamiseksi (saatekirje) ovat selkeät.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bodyguard 2 -mittaria on yksinkertaista käyttää.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oppimisympäristön materiaali on kattavaa oman oppimisen tukemiseksi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raportit ovat helppolukuisia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Muuta palautetta tai kehitysideitä raporteihin.

5. Mitä elektrodiä yleisimmin käytät mittauksissa?

- Arbo
- Ambu
- Fiab
- En osaa sanoa
- Muu, mikä?

6. Saan negatiivista palautetta asiakkailta elektrodien aiheuttamasta ihoärsytyksestä.

- Kyllä
- Ei

7. Hyvinvointianalyysi Easy (ent. Logistiikkapalvelu) on minulle tuttu palvelu.

- Kyllä
- Ei (jatka kysymykseen 10.)

8. Hyvinvointianalyysi Easy on helpottanut palvelun tuottamista.

- Kyllä
- Ei

9. Hyvinvointianalyysi Easy

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Palvelun tilaaminen Firstbeatilla on helppoa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raporttien hakeminen ohjelmasta on helppoa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Firstbeatin ohjaama Hyvinvointianalyysin käyttäjäkoulutus

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Koulutus antoi riittävät tiedot Hyvinvointianalyysin suorittamiseksi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koulutuksen sisältö (rakenne ja materiaali) oli selkeä ja ymmärrettävä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kouluttaja sai minut kiinnostumaan asiasta.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ehdotuksia koulutuksen kehittämiseksi.

11. Olen osallistunut Firstbeatin webinaareihin

- Useammin kuin kerran.
- Kerran.
- En koskaan. Miksi? (Siirry kysymykseen 13.)

12. Webinaarit

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Webinaarit ovat olleet hyödyllisiä ja tuoneet työhöni arvokasta tietoa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Toiveita webinaari aiheiksi tai muita kehitysideoita.

13. Mitä Firstbeatin tiedotuskanavia seuraat?

- Hyvinvointianalyysin uutiset
- Palveluntarjoajan uutiskirje
- Twitter
- Facebook
- Muu, mikä?

14. Firstbeatin palveluntarjoajan uutiskirje (Jos et lue kyseisiä uutiskirjeitä, siirry kysymykseen 15.)

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Uutiskirjeet sisältävät työni kannalta tärkeitä ja ajankohtaisia asioita.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uutiskirjeet ovat informatiivisia ja ytimekkäitä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uutiskirjeet saapuvat sopivin väliajoin.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Muuta palautetta?

15. Firstbeatin markkinointimateriaalit

	Täysin samaa mieltä	Samaa mieltä	En osaa sanoa	Eri mieltä	Täysin eri mieltä
Löydän materiaalipankista kaiken tarvittavan markkinoinnin ja myynnin tueksi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materiaalipankin sisältöä on helppo ladata ja hyödyntää.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Materiaalit ovat hyvälaatuisia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Toiveita ja kehitysideoita markkinointiin tai tuotteen kehittämiseen.

17. Mitä asioita arvostat Hyvinvointianalysissa?

18. Minkä asiakkaan ongelman Hyvinvointianalyysi mielestäsi ratkaisee?

19. Haastavaa Hyvinvointianalysin käytössä ja/tai myynnissä on

- Tekninen käyttö
- Hyötyjen kertominen yksilöille
- Hyötyjen kertominen yritykselle
- Raporttien tulkitseminen
- Myyntityö
- Muu, mikä?

20. Kommenttejani saa käyttää viestintä- ja markkinointitarkoituksiin. Näistä Firstbeat sopii kanssasi erikseen.

- Kyllä
- Ei

Muuta

Appendix 4. Research method

Confidential until 10.11.2019

Appendix 5. Firstbeat, its offering and challenge

Confidential until 10.11.2019

Appendix 6. Results

Confidential until 10.11.2019

Appendix 7. Conclusions

Confidential until 10.11.2019

Appendix 8. Discussion

Confidential until 10.11.2019