



The development of distribution network relationship in a start-up company

Case: Brunswick Marine *in* Finland and the Baltic States OY

Heidi Weichert

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JYVÄSKYLÄ UNIVERSITY OF APPLIED SCIENCES
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Abstract <p>The objective of the research is to reveal Finnish marine industry dealers' opinions towards the importer of boats, engines, and their parts and accessories. Brunswick Marine in Finland and the Baltic States Oy as the importer assigned this research to be carried out to investigate their partners in cooperation. Brunswick Marine is an international corporation and in Finland it has been operating since 2007. The research aim is to learn how do the dealers consider Brunswick Marine's actions at the moment, and what aspects should be improved in the future. This customer satisfaction research was planned and implemented as a part of Brunswick Marine's strategic plan called: "The Best Business Partner 2010."</p> <p>The theoretical background of the research combines theories of several authors specialized in marketing, customer satisfaction research, and consumer behavior. The empirical part of the research consisted of qualitative research and quantitative research. First, in-depth interviews with five of Brunswick Marine's partners in cooperation were carried out to learn about the dealer opinions. Findings gained through this research method were analyzed to create a questionnaire to be sent to larger amount of dealers. The response rate of the questionnaire was 37,5%. Both of the data collection methods followed similar pattern of the Extended Marketing Mix.</p> <p>The research findings suggest that Brunswick Marine has succeeded in some aspects better than the other ones. The importer's personnel's attitude towards the dealers received positive feedback, while the business processes rapidly require clear improvements. The dealers consider Brunswick Marine's products good but an average consumer tends to put more value on well-known Japanese engine brands than on Brunswick Marine's Mercury. Consequently, more effective marketing is needed from the importer. Due to Brunswick Marine's short history in Finland the business operations are yet to be formed as effectively as possible, and this research was created to assist in this aspect.</p>		
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Tiivistelmä <p>Tutkimuksen tavoite on kartoittaa suomalaisen veneilyalan kauppiaiden mielipiteitä veneiden, moottoreiden ja varaosien maahantuojasta. Maahantuoja Brunswick Marine in Finland and the Baltic States Oy on toimeksiantanut tämän tutkimuksen selvittääkseen yhteistyökumppaneittensa käsityksiä maahantuojasta. Brunswick Marine on kansainvälinen yhtiö, joka on toiminut Suomessa vuodesta 2007. Tutkimuksen tarkoitus on selvittää kuinka Brunswick Marinen yhteistyökumppanit kokevat maahantuojan toimet tällä hetkellä ja mitä tulisi parantaa tulevaisuudessa. Tämä asiakastytyväisyystutkimus on suunniteltu ja toteutettu osana Brunswick Marinen strategista suunnitelmaa: "The Best Business Partner 2010."</p> <p>Tutkimuksen teoreettinen tausta koostuu eri markkinointiin, asiakastytyväisyystutkimukseen ja asiakaskäyttäytymiseen erikoistuneiden asiantuntijoiden teorioista ja kirjoituksista. Empiirinen osa koostuu kvalitatiivisesta tutkimuksesta ja kvantitatiivisesta tutkimuksesta. Ensimmäisessä vaiheessa viisi Brunswick Marinen yhteistyökumppania osallistui syvähaastatteluihin, joista kerättiin tietoa heidän mielipiteistään. Laajemman osallistujamäärän kattava kysely luotiin perustuen syvähaastattelujen tuloksiin. Kyselyn vastausprosentti oli 37,5%. Molemmat tutkintametodit seurasivat Extended Marketing Mix –kaavaa.</p> <p>Tutkintatulosten perusteella voi sanoa Brunswick Marinen toimivan paremmin tietyillä osa-alueilla kuin toisilla. Maahantuojan henkilökunnan asennetta kauppiaat arvostavat, mutta prosesseihin vaaditaan nopeasti parannuksia. Kauppiaat pitävät Brunswick Marinen tuotteita hyvinä, mutta keskiverto kuluttaja arvostaa enemmän tunnettuja japanilaisia moottorimerkkejä kuin Brunswick Marinen Mercuryä. Tästä johtuen tarvitaan tehokkaampaa maahantuojan suorittamaa markkinointia. Brunswick Marinen lyhyestä historiasta Suomessa johtuen yrityksen toimintamallit ovat vielä muotoutumassa. Tämä tutkimus on osaltaan luomassa kuvaa kuinka maahantuojan tulevaisuudessa tulisi toimia.</p>		
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1. THE COMPANY OVERVIEW

Brunswick is the market leader in various industries including the marine industry. The company was originally established in the United States over 160 years ago. In the begin of year 2007 Brunswick Marine in Finland and the Baltic States Oy, later on also referred as Brunswick Marine or Brunswick, was established.

The company is responsible for importing boats, boat engines, and their parts and accessories into Finland and the Baltic countries. The main principles of the company rely on well-known product brands. Brunswick Marine desires to be constantly active in developing the industry. The company has stated that it wants to gain the market leader position in the marine industry. A vital aspect for reaching this objective is to understand the customer needs and wants as accurately as possible.

In *Researching Customer Satisfaction and Loyalty: How to Find Out What People Really Think*, a book written by Paul Szwarc, he explains:

“Customer satisfaction is how customers view an organization’s products or services in light of their experiences with that organization (or product), as well as by comparison with what they have heard or seen about other companies or organizations. Therefore, measuring customer satisfaction has to take all these matters into account.” (Szwarc 2005, 6)

1.1. Thesis purpose

Brunswick Marine has a strategic plan of being “The Best Business Partner 2010” for its customers. Creating added value to the customers is extremely important for the company when setting this target and to be able to strengthen its position at the top also in the future. Brunswick Marine prefers to call its customers as partners in cooperation, and in this text the same term will be used when directly referring to Brunswick Marine’s customers.

This thesis is part of the mentioned strategic plan. It describes the carried out customer satisfaction research; the theoretical background, research planning and implementation, research findings and analysis, and conclusions.

The thesis has mainly focused on finding answers and reasons for the results of the following questions:

1. What is the best possible partner in cooperation (in this case importer) according to Brunswick Marine's partners in cooperation?
2. How well does Brunswick Marine fulfill these criteria according to the company's partners in cooperation?
3. What is expected from Brunswick Marine's partners in cooperation that the company cannot deliver at the moment?

A highly appreciated business expert and the author of "How to Win Customers & Keep Them for Life", Michael LeBoeuf explains in his book how to create a long-term customer relationships. The author encourages asking the so-called platinum questions. The company should find answers about itself and how well the company is doing, as well as learn how to become even better. This way the customer's perception of the quality of the provided service can be revealed. Additionally it can be learned what needs to be done in order to increase that perception. (LeBoeuf 2000, 59)

Brunswick Marine is willing to take this matter seriously, which has resulted also this thesis and its topic. The company does not want to have as many customers as possible, but rather desires to create long-term cooperation with these partners. Success in reaching this set objective depends on several different factors but a strong cooperation requires the partners to clearly understand each other's points of views, and this thesis is part of deepening this knowledge.

2. LEADER OF THE INDUSTRY

As mentioned earlier, Brunswick Marine aims to be the market leader of its industry. This target can be claimed to be more important in this particular field than on many others. The purchase choice for boats, engines, and their parts and accessories is often made according to different reasons than when purchasing other products.

As an example can be compared the buying decision of a customer considering purchasing a car, and a customer considering purchasing a boat. Very often the car buyer knows quite precisely the type of car he or she is looking for and what attributes the car should have. The car sales person is there to help the customer to find the best possible vehicle that meets these requirements. In the marine industry the sales person has a very different role.

Still today, many of the customers do not exactly know what they might be looking for, and often the boat's brand is not one of the main criteria for them. Therefore, the boat sales person can fairly easily have an influence in the actual choice of purchase the customer makes. Brunswick Marine wants, and needs, to have best possible relationship with its partners in cooperation in order to have the boat sales people wanting to suggest Brunswick's products to their customers.

Meeting this set objective is very difficult without a through research concerning the customer satisfaction towards the company's business partners. Brunswick Marine wanted to learn about the opinions and expectations towards it according to its partners in cooperation. This was needed to be able to continuously develop towards the intended direction. "We need to create value for our partners in cooperation to support our product brands in their businesses. It is them who hold the power for our future success", stated Jussi Sepponen, the CEO of Brunswick Marine in Finland and the Baltic States Oy.

3. QUALITATIVE AND QUANTITATIVE RESEARCH METHODS

Qualitative and quantitative research methods were both realized to be necessary for finding the most comprehensive answers to the research questions of this thesis. After discussions with research experts as well as the personnel of Brunswick Marine, the qualitative research part was chosen to be conducted first. This was implemented in a form of in-depth interviews. After carefully going through these results, the formation and implementation of the quantitative research method followed. This was in the form of a questionnaire.

3.1. In-depth interviews

After thorough considerations of different qualitative research methods, face-to-face in-depth interviews were chosen to be the most informative source for data collection. Other options could have included focus groups, interviews through e-mail or telephone, or written descriptions by the participants. The focus group method was considered to possibly create an atmosphere where the participants might have felt uncomfortable to discuss about concerns they have towards the importer. The marine industry as a business is relatively small in Finland, and the focus group method might have caused the participants to hold back information if not given a possibility to stay totally anonymous. The participants can also see the interviews when not carried out in person, as well as written descriptions to have lower importance to the researcher than face-to-face in-depth interviews.

The in-depth interviews were carried out to learn about the general opinions and expectations related to Brunswick Marine. The interviews took place at the location of each of these companies' premises in different geographical areas of Finland. Time received for each interview was approximately one and half hours, and a voice recorder was used as a technical aid to store the data.

In this phase, five Brunswick Marine's partners in cooperation were chosen. They have a different background but similar meaning to Brunswick Marine.

These companies are all comparably large and very important customers to the importer.

3.2. Marketing Mix models

The Marketing Mix 4P Model by E. Jerome McCarthy (1960) is very widely known in the business world. However, in this thesis a wider and more comprehensive version of the concept was used. During the research process a slightly narrowed version of the Extended Marketing Mix Model of 7P's by Bernard H. Booms and Mary J. Bitner (1981) was utilized as a guiding line. The model used in this thesis includes: product, price (and conditions), promotion, place, people, and processes.

The two additional factors, People and Process, in the Extended Marketing Mix are explicit; they are factors that are clearly and precisely expressed. On the other hand, the third added factor, Physical Evidence, is considered to be implicit; this meaning aspects that are expressed indirectly without words. (Value Based Management.net, 2008) Naturally also some so-called implicit information was available during the in-depth interviews, but this thesis was to focus more on discovered facts than the writer's personal view of the interviewees. Additionally, implicit data could not have been collected through quantitative research, which was carried out in a form of a questionnaire.

All of the mentioned aspects are important for any business to succeed, and certainly this is very clearly the case for an importer like Brunswick Marine. In the following can be found a more detailed explanation of the Extended Marketing Mix Model of 7P's, and which factors where the main focus in this thesis.

TABLE 1. Extended Marketing Mix Model of 7P's

Business aspect	Generally	For Brunswick
Product	Is the product or service the company provides in-line with what the intended customer wants? What are the characteristics of the company's product or service that are required to meet the customer needs?	Quality, Appearance, Brand, Service
Price	How much are the intended customers willing to pay? The pricing strategy.	Price/Quality –ratio, Dealer terms, List price, Discounts (for example referring to volume), Bonuses
Promotion	One of the most important Ps in today's business. How are the target groups informed and educated about the company and its products?	Marketing to end-users and to dealers, Creation of brand image, Advertisement, After Sales Marketing
Place	Available at the right place, at the right time, in the right quantities.	Chain dealers vs. Independent Dealers, Importer/Dealer Cooperation for Mutual Profit
People	All people involved in the in the consumption of a service. Knowledge workers, Employees, Management, etc.	Knowledge of the employees, Decision Power, Ease to Work with Brunswick's Personnel
Process	Procedure, mechanism, and flow of activities by which services are consumed.	Delivery Correctness, Delivery Times, Invoicing, other
Physical Evidence	The ability and environment in which the service is delivered.	Not used in this thesis.

3.3. Data collection through in-depth interviews and questionnaires

Through the in-depth interviews was gained a large amount of valuable information. However, finding answers to the matters included in the qualitative research part did not conclude the research data collection. The following step was to carefully categorize the results, and analyze the findings discovered so far. This was quite a complicated process but required to be done before moving on to the next part. The quantitative research method and questionnaire for Brunswick's partners in cooperation was then created according to these findings.

This part of the data collection was to result larger amount of responses than what was possible to gather through the in-depth interviews. Consequently, the questionnaire responses were to create a greater reliability and generalizability for the research findings. This information was needed to obtain a better understanding regarding the needs of the different dealers and their customers, as well as for Brunswick to more accurately create strategic plans and future improvements in the company.

3.4. Quantitative research theory

During the formation of the quantitative research part some basic principles were followed. The questionnaire was made clear, little time consuming, and with a possibility to participate in a raffle. These factors were considered to make the actual questionnaire easy enough to fill in, which in turn was designed to support the dealers' willingness to participate in the research. The research was explained to be a possibility to point out opinions about the importer, and assist in directing the future improvements into most important directions.

In *Market Research in Practice: A Guide to the Basics* by Paul N. Hague the author explains that generally closed questions for questionnaires create more efficient possibilities to interpret the research results, than open ended questions do. Closed questions' answers are easier to analyze and therefore less time consuming. Mr. Hague points out that closed questions are often

used especially for self-completion interviews, such as the one used for this thesis' quantitative data collection. (Hague 2004, 101)

The form of the questions was similar for each marketing mix aspect: first was asked to give an opinion towards each part as a whole, after which were few more detailed questions concerning each particular aspect. These answers had a possible answer between 5 and 1, (5 being the most satisfied, 1 being the least satisfied), and an option to answer "can not say".

Mach Hanan and Peter Karp explain in their book *Customer Satisfaction* the types of scales for rating customer satisfaction. In this thesis a 5-point scale was chosen to be used. This was considered to be the best option for the questionnaires because the percentage of satisfied, neutral, and unsatisfied dealers can be clearly pointed out by using this rating scale. (Hanan and Karp. 1989, 104)

The questionnaire also had a separate option for the participant to answer, "can not say." This was chosen to be the best option after a thesis tutorial discussion with Jyväskylä University of Applied Sciences lecturer Heidi Neuvonen. It was reasoned that due to the fact that participants who do not know their answer would generally choose neutral option (or the middle option from the 5-point scale rating) if not given a separate option for answering "can not say". It needs to be realized that these neutral answers in a case where "can not say" option would not exist, could in fact disturb the interpretation between the answers that actually were neutral, and the ones that simply did not know what their answer should be.

There also existed four questions dealing with Brunswick's Huoltokoulu or Maintenance School, which were instructed to be answered only if the dealer had participated in this school. Towards the end of the questionnaire two questions were designed to reveal the behavioural intention of the participant.

Magnus Söderlund and Niclas Öhman wrote *Behavioural Intentions in Satisfaction Research*. In the text it was explained that there exists a clear

difference when a research participant is asked to evaluate objects and intentions to carry out a particular act. The latter one is the focus for a research revealing behavioural intentions.

“An intention materializes when an individual makes a proposition that connects himself/herself with future behavioural act,” (Söderlund and Öhman 2003, 53-66). There are three theoretical frameworks used in behavioural intentions research: intentions-as-expectations (IE), intentions-as-plans (IP), and intentions-as-wants (IW). (Söderlund and Öhman 2003, 53-60) In this thesis IE was used because it seemed to fit best in the particular questionnaire. Intentions-as-expectations questions refer to future expectations of what could happen and how likely this is to happen. “I want to continue my cooperation with Brunswick also in the future”, is an example of an IE question asked in the thesis questionnaire.

3.5. Questionnaire sample selection

The questionnaire was sent to a quite small sample size; only 24 Brunswick's partners in cooperation received the questionnaire in a letter. However, this was a choice made by Brunswick's top management, and therefore naturally followed as the thesis is to be conducted particularly for this company. Similar criteria as what was used to choose the companies for the qualitative research part, was also followed when deciding the quantitative research participants. These companies are either independent or chain dealers, but all highly significant customers for Brunswick.

The sample selection is crucially important for the reliability of the final research results. Ticehurst and Veal (2000, 164) explain the main three determinants of a sample size:

- The required level of precision in the results
- The level of detail in the proposed analysis
- The available budget

Brunswick wanted to include, as mentioned, very important partners in cooperation and their opinions to be further researched and therefore these

companies were chosen to form the sample. How accurately this sample represents the whole population, it being all Brunswick's partners in cooperation together, could be discussed. However, the main intention for the questionnaire was to reveal the points of views of the selected companies. The budget for the thesis can be considered to be time, and how wide data collection was possible to be carried out within the time limit. Therefore, it can be said that available time was another determinant for choosing quite a small sample size.

3.6. Reliability and Validity

It was discovered that 37,5% of all the potential participants answered the questionnaire, providing the quantitative research altogether nine responses to be analysed. Resulted by a fairly small sample size, the reliability and especially the generalizability of the research findings towards the whole population can be discussed. It could be argued that some additional differences regarding the research results might have been found if the opinions of all Brunswick's partners in cooperation were investigated. Nevertheless, the found results do clarify the opinions towards the importer, and give good arguments for which aspects its future improvements should be directed.

The validity of the research, or the way how well the carried out research actually measured those aspects that were to be researched, can be claimed to be relatively high. This is due to a careful selection of the sample group participants. It can be noted even though this selection was biased, the importer according to its needs towards this thesis, made the sample size selection. It can be argued that the biased sampling in this particular case is well justified.

4. RESEARCH LIMITATIONS

The customer satisfaction research was to be carried out as thoroughly as possible. Two different research methods, as explained earlier, were chosen. These were utilized to collect as reliable data as possible considering the resources available. Due to the time span of the research process, one of the limitations of the research can be considered to be the usage of only the mentioned two research methods. Possibly if one or more additional methods would have been used the findings could be considered to hold a higher level of credibility.

The research was conducted under a supervision of Brunswick's top management and a professional business thesis tutor but the actualization was carried out by a final year BBA student. Therefore, a highly professional research expert did not conduct the final analyses and conclusions. However, it should be realized that the writer has previous experience on the field of business research. Researcher's personal bias when interpreting the results was to be avoided, for example by using a researcher who is not an employee of the importer. Additionally, the in-depth interviewees had not met the researcher prior to the interviews and the questionnaires sent to both, chain and independent dealers, were returned totally anonymously.

One of the major limitations of this thesis can be seen to be the small quantitative research sample size. The percentage of responses for this phase was comparably satisfying, but the actual amount of answers was only nine different companies' opinions. The original objective of the thesis was to collect data utilizing different research methods and to compare those findings to each other. Possible differences could have been observed, as well as similarities of opinions through different methods, creating higher reliability for the results.

When analyzing the findings gained through quantitative research it is generally suggested to use statistical testing. This is to calculate the

probability of how possible it is that the assumptions created through the sample findings are actually correct when considering the whole population. In this thesis no statistical testing was carried out due to the small sample size, and the intended biased sampling.

The sample size sets certain limitations for the interpretation of the results, which should be kept in mind when construing the final conclusions and suggestions of the thesis. Nevertheless, the qualitative research provided large amount of information and could be seen to hold relatively high reliability of Brunswick's partners in cooperation's opinions towards the importer. This is why the data analysis of the research results is mainly focusing on the data findings from the in-depth interviews.

5. HOW THE RESULTS ARE PRESENTED

The research results are presented in the Research Findings -section. The findings are divided into separate sections according to their contents. In the beginning of each part can be found the general opinions concerning the characteristics of the best possible partner in cooperation according to Brunswick's partners in cooperation. This information was collected through the in-depth interviews.

The general information learned is explained section-by-section followed by findings gained through questionnaires and in-depth interviews. The questionnaire results are presented in a form of figures; the overall satisfaction towards each particular factor that was researched, the answers given for each matter separately for chain and independent dealers, and finally the averages towards the topic separately for chain and independent dealers.

The figures show the statistical findings for each factor, after which these results are further explained in writing. The results are explained in percentages, and the levels of satisfaction are discussed to point out

differences of the customers whose opinions are satisfied, neutral, or non-satisfied. As mentioned earlier, no statistical testing was done for the questionnaire results due to the small sample size.

Additionally, the qualitative research results concerning the partners in cooperation points of views towards Brunswick Marine are discussed in each section. These results deepen the understanding of the mentioned opinions either by supporting what the questionnaire findings suggests, or further explaining possible differences found through different research methods. It should be kept in mind that the main focus of the research findings' written parts deal with the qualitative research results. The data collected through the in-depth interviews is analyzed to learn what type of opinions there exist towards the importer. The questionnaire results in this thesis consisted from a relatively small sample size, and therefore differences found through this research method are discussed, but not used as the main implication of the dealers' opinions.

5.1. Usage of the Extended Marketing Mix

The form of the in-depth interviews followed closely to the guideline of the Extended Marketing Mix, which was explained earlier. The questionnaires were formed according to the data collected through the interviews and therefore focused on the main points that was learned from the interviews. This is the reasoning why the questionnaires did not as closely follow the mentioned Marketing Mix but rather the most important dealer concerns.

The questionnaires included a lower amount of detailed info concerning promotion and marketing than the in-depth interviews. Much of valuable information towards this matter was received through the in-depth interviews, which will be presented in the results. However, it was considered that deepening the knowledge of the opinions about promotion and marketing was not the priority for the further data collection through the questionnaires. The questionnaire was to be kept as clear and short as possible, and thus mainly

the most important concerns were included to strengthen the knowledge of opinions towards these matters.

6. RESEARCH FINDINGS

The thesis results are discussed and analysed in this part. Each section reveals the dealer criteria required from the best possible partner in cooperation. This general information is followed by Brunswick's partners in cooperation opinions of how well the importer fits against these criteria.

Answers included in the pie charts represent the combined answers from chain and independent dealers. This means altogether nine responses. The bar charts show the chain and independent dealers' responses separately for better comparison of the two. The distribution of the answers was: three chain dealers and six independent dealers.

The statistical results are presented in a scale from 5 to 1 for measuring the level of satisfaction or dealer perception about the importer. The scale that was used for each Extended Marketing Mix factor is shown with the particular figure.

6.1. Product

In this part the dealers were asked to give their opinions about the first P of the Marketing Mix. The dealer opinions about general product requirements for a best possible partner in cooperation, being an importer, are explained below.

Very clearly one of the most important characteristics from the products' point of view is high quality. This was something that every company interviewed mentioned, while further explaining the importance of the brand. The dealers find it highly significant that the products sell themselves; that when their

customer walks into the store he or she knows the brand and is convinced of a well structured price/attribute –ratio.

This being said, there still existed some differences of opinions towards the market positioning of the products according to the interviewed dealers. It was interesting to realize that an independent dealer did not necessarily require a best possible partner in cooperation to be offering products with the market leader status. Main concern was the right relation between the price, the technical capabilities, and the brand image in the eyes of the consumer. On the other hand, all the chain dealers found the market leader positioning more important, and 50% of them even vital requirement for a best possible partner in cooperation's products.

Additionally, it was explained that due to a rapid market cycle in the industry the delivery certainty of parts and accessories from an importer to a dealer to end-users is vital. It was commented that the availability of the products needs to be in-line with the sales quantities.

One of the chain dealers also pointed out the role of the importer concerning after sales services and after sales marketing. It was stated that when selling a product to a consumer it does not only mean the physical boat or engine but also the service that will be needed for maintenance of this investment. Further more, this dealer also stressed the significance of an active importer that effectively markets its products.

Below is shown a visual explanation of the marine industry market situation for engines in Finland at the moment. The table is originally from an independent dealer but clearly corresponds also the opinions of the chain dealers as well.

TABLE 2. Market positioning of different boat engine brands

PRODUCTS		Discount %	DEALER	
A	Yamaha, Honda	smallest	A	Leader
B	Mercury, Suzuki	I	B	Challenger
C	Evinrude, Johnson, Selva	I	C	Others
D	Others	biggest	D	"Life style entrepreneurs"

The best brand in the eyes of the consumer belongs into product category A. In Finland for boat engines these brands are the Japanese Yamaha and Honda. Consequently the market leader - dealer category A - in the region has category A brands to offer for its customers. Category A products can be given the smallest discount percentage by the dealer because these products bring the smallest profits for the dealer.

Product category B represents those boat engine brands that the end-users consider still very good but not quite reaching the level of the category A products' image. Dealers that sell these products as their main offering are often the biggest challengers for the market leader dealer.

Brunswick Marine imports Mercury engines, which belong to category B product group. What this means for their partners in cooperation will be further discussed in the in-depth interview findings –section.

There also can be identified product category C, which holds a stable position at the markets but is not there to strongly challenge the markets leaders or even category B products at the moment. The lowest product category D is mainly there to support the other products, and dealers offering these products mainly sell the engines on the side of their actual daily occupation. These dealers are not seeking for large profits, and therefore for the category D products can be given the highest discounts.

Questionnaire findings

In the following can be found the statistical results gained through the questionnaires. The overall satisfaction towards Brunswick's products is the

starting point of the statistical view. This will be followed by a more detailed answers' presentation concerning the products: Price/Quality Ratio, and Marketing.

It is important to notice that marketing aspects were included in this section of the questionnaire. However, during the in-depth interviews promotion and marketing factors were further discussed – as explained earlier – and are therefore closer discussed in the Promotion and Marketing section of the thesis.

Scale used for measuring the level of customer satisfaction:

- 5 = very satisfied
- 4 = quite satisfied
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

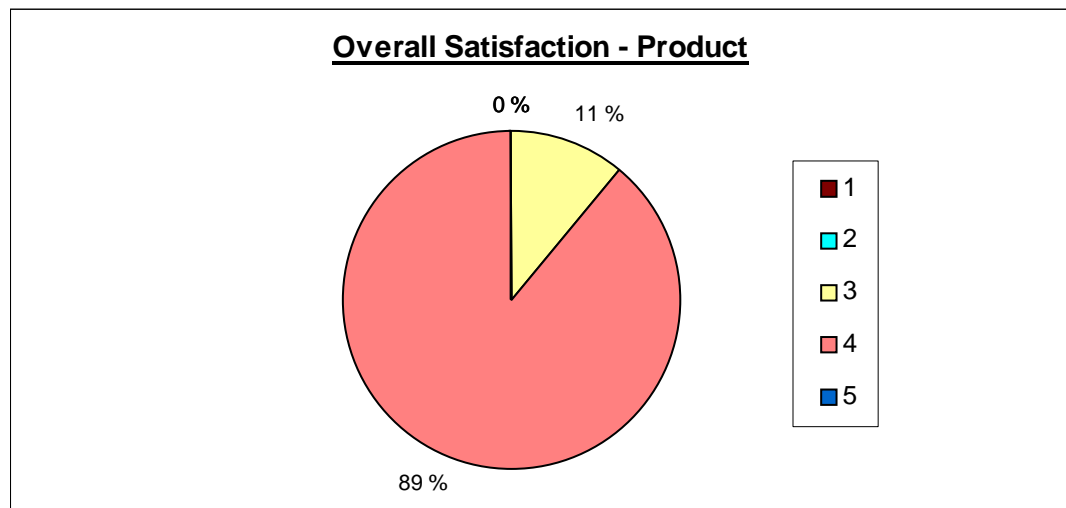


FIGURE 1. Overall satisfaction towards Brunswick's products

The graph shows that most dealers consider Brunswick's products to be overall satisfying; 89% of the participants are satisfied with the importers products. There were no unsatisfied dealers' answers in this part, and 11% of

the answerers consider their opinion towards Brunswick's products to be neutral.

Scale used for measuring the level of customer satisfaction:

- 5 = very satisfied
- 4 = quite satisfied
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

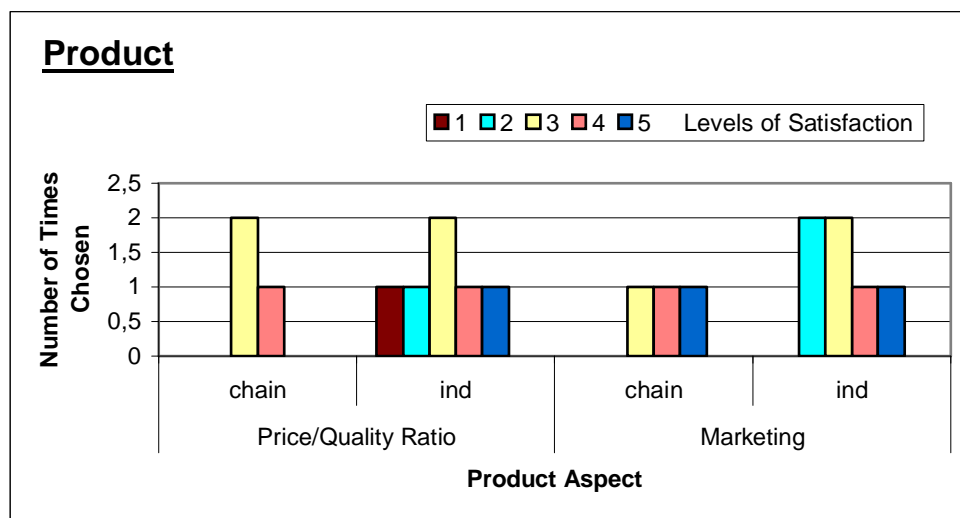


FIGURE 2. Satisfaction towards different product aspects

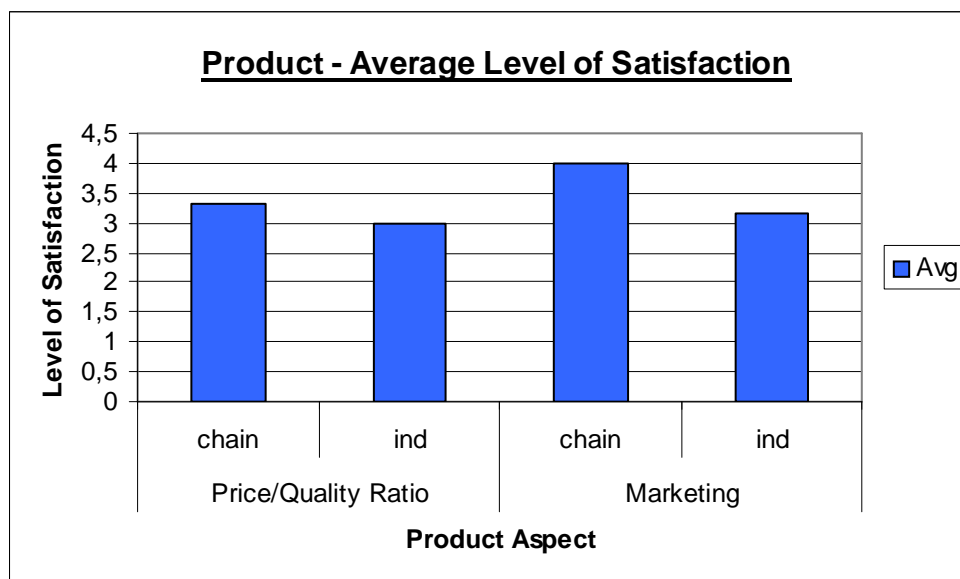


FIGURE 3. Average satisfaction towards different product aspects

It is interesting to notice that when dividing product aspects into more detailed parts, the satisfaction level is slightly lower than it was towards the overall satisfaction. It could be questioned that possibly the dealers include other aspects than Price/Quality Ratio, and Marketing to have significant impact when valuing Brunswick's products. This could explain the differences in the overall satisfaction level, and the levels of satisfaction the more particular points.

The chain dealers appeared to have a little higher level of satisfaction towards the two product aspects than the independent dealers did. For the Price/Quality Ratio 2/3 or 66,7% of the chain dealers had a neutral satisfaction level towards this importer's product aspect. 33,3% of the chain dealers are satisfied in this sense. The independent dealers evaluated the same aspect slightly differently. 2/6 or 33,3% of these dealers are unsatisfied with Brunswick's products' Price/Quality Ratio. Neutral opinions reached the same 33,3%, as well as 33,3% of the independent dealers gave satisfied opinions towards this product aspect.

Marketing was evaluated to be satisfying by 2/3 or 66,7% of the chain dealers, while 33,3% of them gave a neutral opinion towards this product aspect. The independent dealers evaluated the same aspect in a following way: 2/6 or 33,3% satisfied, 33,3% neutral, and the same 33,3% gave an unsatisfied opinion. As mentioned earlier, opinions towards marketing gained through the in-depth interviews are discussed later on in the text.

In-depth interview findings

The interviews provided detailed information on how the dealers consider Brunswick's products. This information can be seen to follow similar patterns as what the questionnaire results suggest. However, deeper explanations about the products gave a better understanding about the main concerns and reasoning for some unsatisfied dealers' opinions.

It was mentioned by most of the dealers that Mercury is a very good brand in their opinion but not quite as highly valued from the consumers' point of view. In the sport boating side this brand is well known and appreciated but still many leisure time boat owner puts the strongest brand images on the Japanese brands as mentioned above. Mercury does not sell itself but the dealer needs to convince the consumer to choose this engine. Consequently, it is that much more difficult to sell Mercury than for example Yamaha to an average consumer. It was also explained that so far Mercury has had more technical faults or shortages than the best know Japanese engines.

“During the short time Brunswick Marine has had the responsibility of Mercury in Finland and its importing to the country, the company has made some positive changes concerning the consumer awareness of these engines,” stated one of the chain dealers. Additionally the positive impact of Brunswick's hiring of new personnel and changes in logistics' side was brought up several occasions.

The deliveries of engine parts and accessories were mentioned to be inadequate and slow according to all the interviewed dealers. This was considered to present a dilemma that requires rapid and effective improvements from the importer. Additionally, one of the chain dealers mentioned that they could be willing to buy even larger range of product through Brunswick if the dealer would know better what truly is available, in what quantities, with what prices, and when. At the moment this dealer explained that the company has stayed slightly cautious concerning greater order amounts. Another chain dealer gave similar comment as well; the company stated that they are reaching the limit of MerCruiser engine sales until the delivery system and after sales services are better established by the importer.

One problem was found to be the lack of any storage for these parts in Finland. It was a worrying factor for dealers who need to know the availability of products in order to be definite about their customer service when selling product to the end-user.

It can be noticed that generally Brunswick needs continuous long-term devotion in order to raise the image of Mercury brand to the top of the markets. Interesting point to notice is the different perceptions towards this engine brand image; the importer and many of the dealers consider it to be at the top already today, while the consumers still trust the Japanese competitors the strongest. This naturally creates a challenge on the marketing side for both the importer and the dealer.

The author of *How to Win Customers & Keep Them for Life* Michael LeBoeuf explains in his book: "Relative perceived quality is the single most important factor in determining long-term profitability. You win and keep customers by giving them a good deal for their money as they perceive it." (LeBoeuf 2000, 41)

When talking about boats slightly better ratings were given towards the importer. The brand images of these products are seen to be on a high level generally in the eyes of the consumers. Especially this is the case with the Finnish MV-Marin and Silver Veneet (Silver Boats). It was mentioned by one of the chain dealers that Silver has a possibility to become a volume-brand and the importer should support this option. When having a high volume boat brands for sale in the store the dealer will also reach higher volumes in sales of engines (in this case naturally Mercury engines). The dealers also seemed to rather clearly agree that these mentioned brands' deliveries are quite accurate and on time. However, divergent comments were given about other boat brands' deliveries carried out by Brunswick. This will be further discussed in the section of "Processes".

A chain dealer gave another interesting improvement suggestion. It was explained that there exists few non-official dealers at the markets that sell same boat brands as Brunswick partners in cooperation but with clearly lower prices. These types of actions are seen to damage the brand development of these products, as well as hamper the dealers' sales. As an example there was given an incident where one of these non-dealers had been marketing

Silver boat from 2006 at a fair in 2007. This is something that the official dealer wishes the importer to take seriously and cut out possibilities for these non-dealers to sell Brunswick's brands. There can be found additional information about this in part "Dealer Terms".

To conclude this part of the research findings a few points I could be stressed. Brunswick has very good brands – also viewed from the consumers' aspect – what comes to boats. Mercury engine is slightly more complex matter. The consumer awareness and comprehension of this brand needs to be improved, and the importer plays an important role in this. The price/quality –ratio of Mercury is not quite what the dealers' customers would often request, and this makes it more difficult for the dealer to sell these particular engines." In the end of the day it is the consumer that keeps the business going, and his or her decisions and points of view are therefore the most important ones", was explained by several dealers.

The deliveries of the engines, all parts and accessories are a matter of concern for all the interviewed dealers. The products can be seen good or even excellent but if they can not be delivered to the dealers' customer as the company has promised, it raises a problem that can not be – and should not be by the importer either – overlooked.

6.2. Dealer Terms

Dealer Terms was the next aspect to be investigated. Pricing, bonuses, discounts, and other conditions were one the main focus of this part during the in-depth interviews. Additionally, the participants were asked to explain their overall opinions towards Brunswick's dealer terms as a whole. This was also the focus of the questionnaire for this aspect. The dealer opinions about general dealer term requirements for a best possible partner in cooperation are explained below.

A characteristic that all the interviewed dealers seemed to share was the opinion that the dealer terms should support the importer's partners in cooperation in their businesses, additionally offering competitive prices for high quality products. One of the independent dealers mentioned one aspect more important than any other concerning the dealer terms. A stable price level is vital; during the peak period of the markets there has to exist a clearly defined price level that can be trusted by the dealer and also the end-user.

The chain dealers clearly want to point out that the dealer terms should have a significant role in supporting those dealers who put the strongest effort into selling and promoting the importer's brands. More the dealer sells, higher the benefits should be that are recognized towards this partner in cooperation.

Altogether the dealer terms were mentioned to be important and therefore, they should be accessible for the dealers in a form that is clear and does not let anyone interpret the rules too freely. The availability, prices, bonuses, discounts, and possible changes should be informed in a precise manner.

Questionnaire findings

The next section shows the statistical results towards Brunswick's dealer terms gained through the questionnaires. The pie chart represents the overall satisfaction towards Brunswick's dealer terms. The written explanation about this figure will be followed by separated dealer term aspects' results. These include: Are the dealer terms considered to be clearly understandable, Does Brunswick follow the set terms, Are the dealer terms evaluated to be fair towards the dealers, and Is the importer flexible enough concerning the dealer terms when needed.

Scale used for measuring the level of customer satisfaction:

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

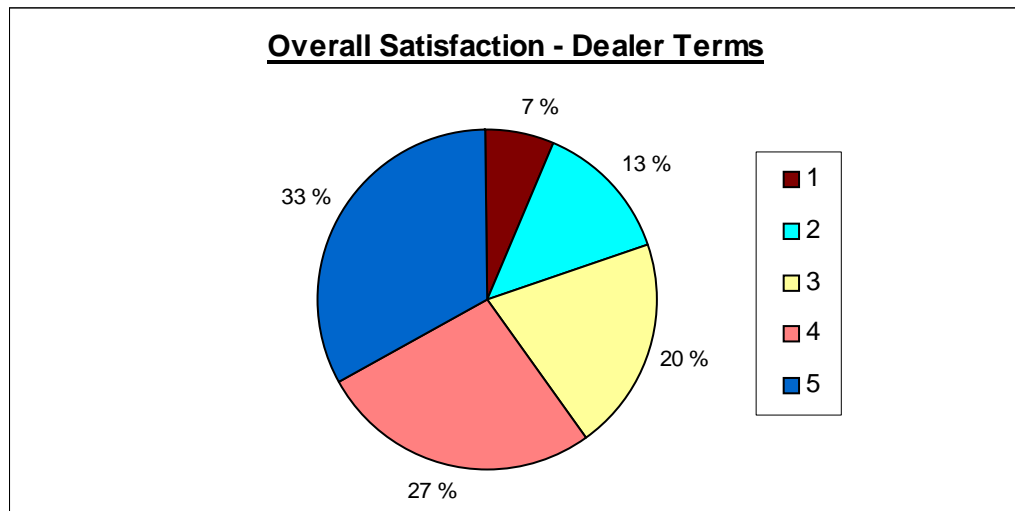


FIGURE 4. Overall satisfaction towards Brunswick's dealer terms

It can be stated that the dealers appear to have quite verifying opinions towards Brunswick's dealer terms. This been said, it is shown that 60% of the dealers consider these terms to be satisfying. Neutral opinion was given by 20% of the dealers, and 20% of the respondents evaluate the dealer terms to be unsatisfying. It could be argued that the percentage of satisfied dealers is fairly high compared to the impression received through the in-depth interviews. Quite a few interviewed dealers explained about several concerns they had related to dealer terms, which makes the 33% of very satisfied answers to appear surprisingly high.

Scale used for measuring the customer opinions:

5 = fully agree

4 = agree

3 = neutral opinion

2 = disagree

1 = fully disagree

x = can not say

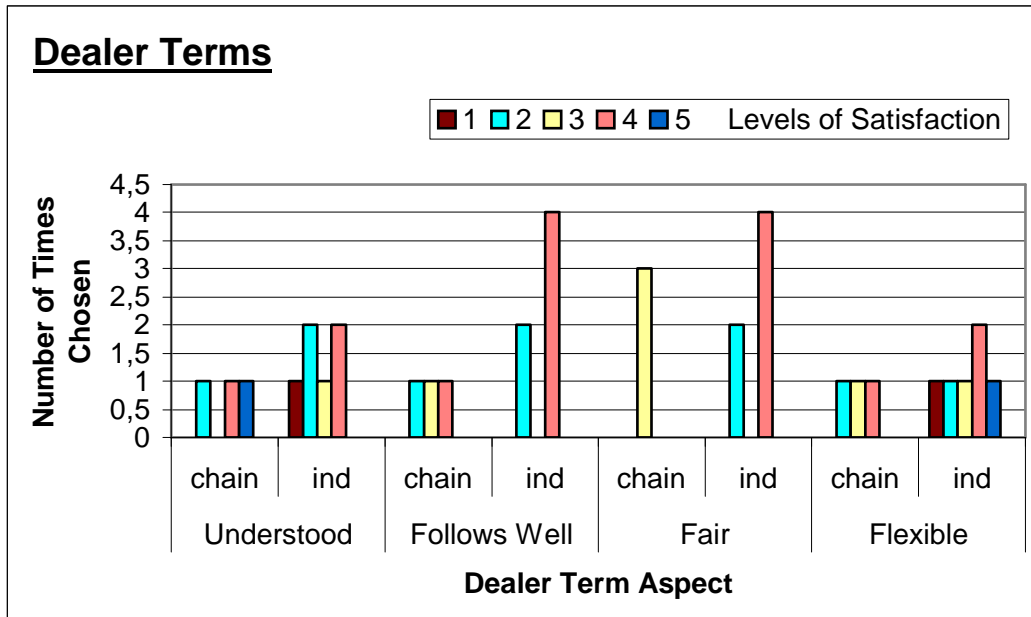


FIGURE 5. Satisfaction towards different dealer terms' aspects

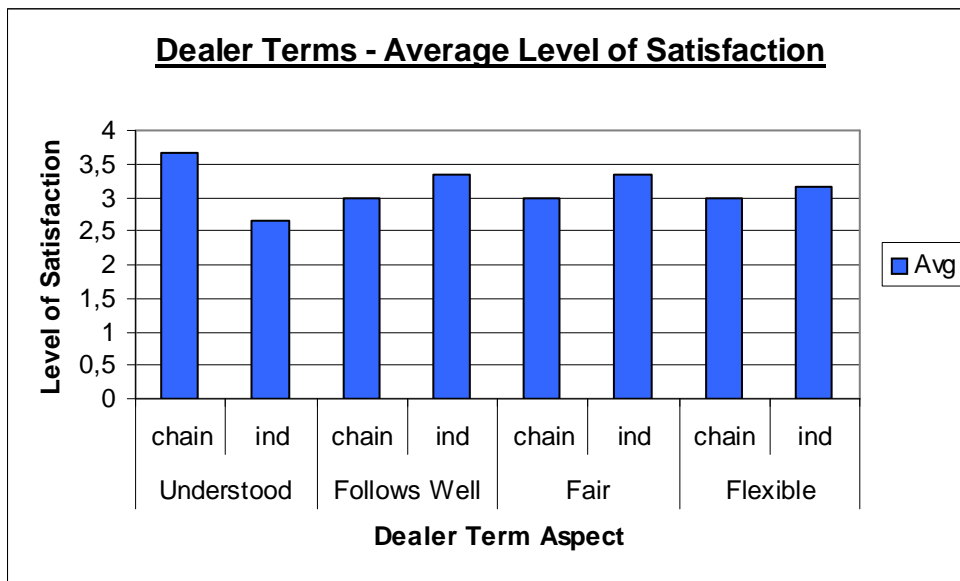


FIGURE 6. Average satisfaction towards different dealer terms' aspects

When looking at the averages of the separated Dealer Term aspects, the level of satisfaction is lower than what the overall satisfaction towards these terms was value to be. Similar reasoning as for product aspects could be considered to have an impact in this result as well. Possibly the questionnaire participants first simply considered the so-called big picture when giving their opinion about their satisfaction towards Brunswick's dealer terms. Consequently, even when after more detailed questions their evaluation of the dealer term aspects

were slightly lower than the overall satisfaction level, the answers were already given and not to be changed anymore.

The dealer terms were considered to be understandable by 1/3 or 33,3,% of the chain dealers. 33,3% of them gave a neutral answer for this aspect, and 33,3% of the chain dealers state that they do not agree that the dealer terms would be clearly understandable. The percentage of the independent dealers that find dealer terms to not be clearly understandable were 1/2 or 50%. Neutral opinion was given by 16,7% of independent dealers, and 2/6 or 33,3% considered the dealer terms to be clearly understandable.

When asking the dealers to give an opinion that does the importer follow the dealer terms that have been set, averagely the chain dealers gave neutral responses. 1/3 or 33,3,% of them were unsatisfied in this aspect, another 33,3,% gave a neutral opinion, and 33,3,% agreed that Brunswick follows the set dealer terms. The independent dealers consider the importer to follow these terms slightly better; 66,7% of them agreed that Brunswick follows the set dealer terms, while 33,3% disagreed with this statement.

All the chain dealers gave the same answer about the fairness of Brunswick's dealer terms; the answer was 100% neutral. For this aspect more variation was found between the independent dealers, who once again gave a slightly higher average opinion towards this aspect than the chain dealers. 66,7% of the independent dealers agreed that Brunswick's dealer terms are fair for the partners in cooperation, while 33,3% did not agree.

Brunswick's flexibility, when needed, with its dealer terms were averagely given a neutral opinion by the chain dealers. 1/3 or 33,3% of them agreed that the importer is flexible enough in this aspect, another 33,3% gave a neutral opinion, and 33,3% disagreed with this statement. The independent dealers gave answers between fully agree and fully disagree. 33,3% of these dealers disagreed that Brunswick would be flexible enough with its dealer terms, 16,7% gave a neutral opinion, and 50% considered Brunswick to be flexible enough concerning this matter.

In-depth interview findings

The in-depth interviews revealed several concerns, which the dealers had towards Brunswick's dealer terms. As mentioned earlier the questionnaire results gave a slightly more satisfied dealer opinion concerning the importer's dealer terms, than what was explained during the interviews. The following section points out dealers' issues learned during these in-depth interviews.

There can be identified some room for improvement towards the price level and its stability. It was mentioned by several dealers that it is hard to get a direct response from Brunswick about the prices, and the terms for discounts and/or volume bonuses are much too confusing. Additionally, there was raised a question about the correct price; a dealer was concerned whether the price is right the day the order is placed, or could there have been additional discount maybe one day later. This makes the system unstable, and thus creates needless worrying for the dealers.

Further more, it was mentioned by most of the interviewed dealers that prices set for Mercury do not seem to be in-line with the consumer perception of the brand. As already stated, Brunswick's engine brand belongs to product category B, and therefore is the challenger for the top Japanese brands. This is the way most consumers value Mercury, and thus the price for these engines should not exceed the price of Yamaha and Honda engines. Consequently, this lowers the dealer return margins of Mercury engines, which naturally creates a dilemma for the dealers' businesses.

One of the dealers however had a slightly different approach to this issue. It was explained that Brunswick actually gives discounts and bonuses that do not directly show on the catalogue. Only problem here is that the dealer knows that their customer very strongly rely on the catalogue prices, and often will not even find interest towards Mercury due to its seemingly high price. The solution would require more exact methods for pricing, and this way bring more reliability for right price/quality –ratios in the eyes of the end-users.

When creating new targets and objectives for cooperation between the importer and the dealers, the focus should be kept on those projects that are already started. It was mentioned many times during the interviews that Brunswick seems to have a tendency to set several new targets but not finalizing one before moving on to the next. The dealers explained that the ideas are often very good, but the implementations – or the shortcomings of them – need improvement.

This can also be understood through Norton Paley's book *Successful Business Planning: Energizing Your Company's*, which explains the differences of long-term and short-term planning. The strategic or long-term planning covers a three to five year timeframe and is supposed to give a so-called big picture and state the company's long-term goals and objectives. The tactical or short-term planning is focus for the next months up to one year, and the focus is creating and executing effective, efficient action plans. It should be realized that even though long-term plans are needed, they can not be implemented and actualized without also having a well structured short-term plans and strategies. (Paley, N. 2004, 14-15)

There can be identified some clear differences of opinion between the chain dealers and the independent dealers towards the dealer terms. One of the major ones refers to supporting the chain dealers by offering special bonuses and discounts for dealers who buy significant amounts of goods from the importer. It is no secret that Brunswick wants to be creating a strong cooperation with its chain partners in cooperation, and this in turn makes some of the independent dealers a little concern of their positioning in Brunswick's future plans.

While there is a slight distress among the independent dealers, the chain dealers naturally find the situation to be interesting. Positive comments were given about the honest will shown by Brunswick of creation of dealer terms that truly could deepen the cooperation with the chain dealer. Only some concerns about this were pointed out; still some of the chain dealers would prefer to see more significant actions taken by the importer. Some of these

dealers explained that the idea is great but the implementation of this matter has not been taken to as high and strong level as it has been promised.

To finalize this section, can be stated that one important factor is the differences of opinion about Brunswick's actions towards dealers' businesses, and dealer term influences in chain and independent dealers. Most of the dealers have mentioned that the importer appears to be on the right track, but needs to put more specific focus on the most important objectives. This way a solid base for a beneficial cooperation between the partners can be created and strengthened.

The dealer terms were generally wished to be clearer, easier available, more stable, and also straighter. The latter mainly referring to the actions taken by the non-official dealers who still exist at the markets as mentioned before. The dealer terms should be so unambiguous that only the official Brunswick's partners in cooperation would be able to sell Brunswick's brands. The official dealers explained how they wish the importer to take stronger actions to prevent non-official sales to take place. This could be done for example by building a recognizable dealer network with clear and similar labels, which the consumers would learn to identify, and the non-official dealers would eventually fall out from this type of business opportunities.

6.3. Promotion and Marketing

Information concerning promotion and marketing was collected mainly through the in-depth interviews, as previously mentioned in the text. These results are presented here in a written form. However, it should be remembered that the single question in the questionnaire directly related to marketing gave the following data: averagely the chain dealers were satisfied of the way Brunswick markets the products it represents, giving 33,3% neutral answers, and 66,7% satisfied opinions. The independent dealers opinions were divided to satisfied, neutral, and unsatisfied equally, each having 33,3%.

The interviews clearly pointer out that brand marketing is considered to be very important to all the dealers. This is no surprise, as the marketing theories clearly share similar aspects towards the matter. Marketers often seek to appeal the consumers by utilizing one or more aspects of Maslow's Hierarchy of Needs. The following image shows these needs.

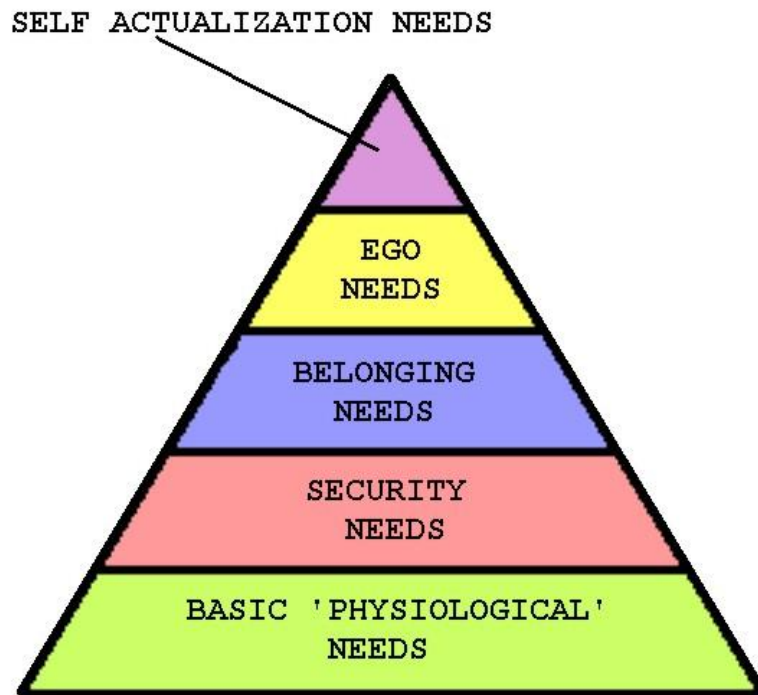


FIGURE 7. Maslow's Hierarchy of Needs

The most basic human needs are on the bottom, and each step towards the top must be fulfilled in order to move up in the pyramid. *Consumer Behavior, Building Marketing Strategy* written by Hawkins, Best, and Coney introduces marketing strategies and Maslow's Motive Hierarchy. The book explains that the highest level of needs, self-actualization, includes hobbies, sports, and some vacations. (Hawkins, Best, Coney 1998, 368.) Therefore the marine industry's products are there to fulfill these particular needs.

Marketing becomes more and more important when moving up the pyramid; the competition is fierce and market offering is very wide. Consequently, the marketing requirements for the best possible partner in cooperation according

to the interviewed dealers focused on successfully creating a good and reliable brand image that the consumer will adopt. Naturally there needs to be high quality products as a base for all of this, which generally the dealers do not consider as an obstacle for Brunswick.

The dealers expect the marketing efforts to be visible and up-to-date to build a so-called AIDA model. This model is explained in the following.

In 1898 an American salesman St. Elmo Lewis introduced his advertisement model called AIDA. This model is widely known and followed still in today's business world. When a company wants to sell a product or service to a buyer, AIDA's four important stages of customer perception towards the product or service should to be considered and understood: attention/awareness, interest, desire, and action.

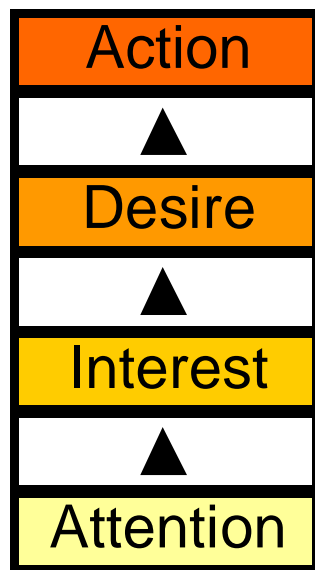


FIGURE 8. AIDA Model

Klebanoff Associates, Inc. (2008) introduces the AIDA model principle on their web pages:

1. Create attention;
2. Generate interest;
3. Develop desire;
4. Initiate action.”

Brunswick's marketing

Brunswick's partners in cooperation expect these mentioned steps to be followed by a best possible partner in cooperation. Several interviewed dealers mentioned that marketing carried out by an importer should create consumer attention towards the brands the company represents. It was explained that if a partner in cooperation actively participates in taking these marketing efforts into consideration, then consequently the end-users find interest towards this particular brand, and finally make the purchase choice. More the importer markets itself and its brands, more possibilities it creates for a strong cooperation with the dealers who are willing to focus on the particular brands the importer represents.

It is considered very important that marketing is done at the right time and towards the right people. This type of industry requires the marketer to really understand who the potential customers are, where they are, and what each age group expects from each particular product.

Many of the importer's boat brands and Mercury engines are already seen to possess the high quality requirements in the dealers' minds. The greatest challenge for marketing is therefore to convince the consumer about the strong characteristics of these brands. It was mentioned several times that high quality promotion material is vital in this type of industry. Additionally almost all the dealers stated that Brunswick does meet this particular requirement in theory, but actually receiving the promotion material from the importer does not function effectively enough. Generally, this material needs to be requested from Brunswick, which the dealers find unnecessary. There exists an understanding that because the dealers sell Brunswick's brands, they should get marketing assistance without each time separately asking for it.

What comes to other ways of marketing, the dealer opinions about Brunswick were split almost in half. Some of them wish a more active role from the importer, while others appreciate the positive marketing work the importer has provided. The ones who wish some improvements to be made mainly

mentioned that there does not exist a consistent and unified marketing base for Brunswick's brands. Each dealer seems to handle their marketing as they see fit best. This leads to problems when trying to promote the brand image in a common manner for the consumers to easily recognize which brand is marketed. Additionally there was mentioned a suggestion to have more standardized store appearance, so that the customer would right away realize that this particular firm sells Brunswick's brands (especially this was wished by the Mercury dealers).

There also appeared to be a wish that the importer would take more actions to create AIDA towards Brunswick's brands. The external marketing was mentioned to be too much the dealer's responsibility alone. "If a customer would know what for example Mercury really is all about, and the image of the brand would be positive in his or her mind already before walking into the store, these engines would be much easier to sell to this customer", explained one of the chain dealers.

On the other hand, there was also given several positive comments about marketing that Brunswick carries out for its brands. Wave-magazine was mentioned to be a well created and conducted promotional tool. One of the chain dealers stated that the creation of high quality brand images may be evolving slowly using "baby-steps", but the direction is definitely the right one. Brunswick has been able to build more visibility of its brands but it was still mentioned that it is too early to predict how far these efforts will really affect the actual sales of these products.

Interesting enough, one of the chain dealers wanted to point out that one of the main aspects of effective marketing by the importer should include creating a well structured retail network. It was explained that there should be a decrease of the amount of stores that sell Brunswick's brands, and those stores should have more similarities in their appearance when considering the visual brand image. This dealer believed that due to the nature of the products offered, the consumer is willing to travel a little longer way if needed to get to a good, reliable dealer.

One of the dealers pointed out that Brunswick should also improve its marketing towards its partners in cooperation. At the moment this dealer stated that there might be more products the company would buy from Brunswick, if they knew those existed. Generally it could be mentioned that all the dealers find positive aspects in Brunswick's marketing efforts, while still wishing for more active actions to build stronger end-user willingness to purchase.

6.4. Cooperation and information flow

This part during the in-depth interviews was focusing on how the dealers find Brunswick's cooperation with them, and what are their opinions towards an active importer that is willing to together create a constantly more beneficial cooperation with its partners.

The answer to the latter one was unanimous: very important. It was stated that if the consumer feels happy, so will also the dealer, and therefore also the importer, and finally also the manufacturer. It is a so-called chain reaction, and therefore continuous efforts towards a better profitability for the partners in cooperation are vital. However, it was further pointed out that profitability does not only mean the amount of goods sold, but the actual cost-effectiveness and sales margins.

The following results are opinions that the interviewed dealers explained. It was generally agreed by all of these dealers that Brunswick's efforts in creating an effective and mutually beneficial cooperation with its partners could be identified. The importer honestly appears to have a strong will to strengthen its position in the markets, and Brunswick seems to want to do this together with its dealers.

This part strongly brought up opinions from all the interviewed chain dealers; aspects that naturally were not mentioned by the independent dealers. The chain dealers wish the importer to stronger focus on them, and decrease the

amount of partners in cooperation that Brunswick will have in the future. This way the importer could openly concentrate its market development plans towards the chain dealers and beneficial cooperation with them. At the moment these dealers seem to have an understanding that they might be mentioned to be very important to Brunswick but the importer's actions do not point this out clearly enough.

This was explained further by mentioning that when a chain dealer purchases large amounts of Brunswick's products with the same price as an independent dealer buys only few pieces, the chain dealer does not consider this very motivating. "Brunswick seems to have the idea of supporting the chain dealers the strongest but the real actions are not radical enough", was stated. It was suggested that the importer should look forward into the future, and consider what its objectives in the changing market environment really are.

One of the dealers pointed out that Brunswick would need more practical view towards its cooperation with its partners. Many of the importer's improvement ideas are great in theory but not all of them apply that well in practise. Building a better profitability together should mean a thoroughly developed strategic plan that is communicated to the dealer in a distinct manner. This would eliminate additional surprise expenses that at the moment this dealer explained to appear every once in a while due to un-finalized cooperation plans. An example of this was mentioned to be the different systems of cooperation with Brunswick and the factories of Silver Veneet and MV-Marin. The mentioned boat factories still deal with deliveries directly to the dealers even though they are part of Brunswick's product selection, and these actions cause unnecessary confusion.

A major importance by several dealers was put on the overall customer service. The dealers do not only sell a product but also the after sale services are extremely important to their customers. "A part of the purchase experience for the customer should always be the feeling of security that any needed service and maintenance for the purchased product will be easily available. There are not many end-users that are willing to buy a product if the whole

service pallet is not well organized”, stated one of the dealers. According to most of the interviewed dealers, this pallet needs to be clearly improved in cooperation with the importer and its partners in cooperation.

Questionnaire findings

A more narrowed approach towards the cooperation was found to be the most important one to be further investigated in the form of the questionnaire. The focus was kept in the information flow, as the interviews revealed that well functioning information between the partners in cooperation is very important in creating a good base for the future cooperation.

Below can be found the statistical results towards Brunswick’s information flow that were gained through the questionnaires. Following the same logic as earlier in the text, the pie chart represents the overall satisfaction towards Brunswick’s information flow. Additionally, there bar graph shows the results received for the different aspects of the information flow. These were divided into two parts: Quality of valuable information received from the importer prior to placing an order, and Quality of valuable information received from the importer after placing an order.

Scale used for measuring the level of customer satisfaction:

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

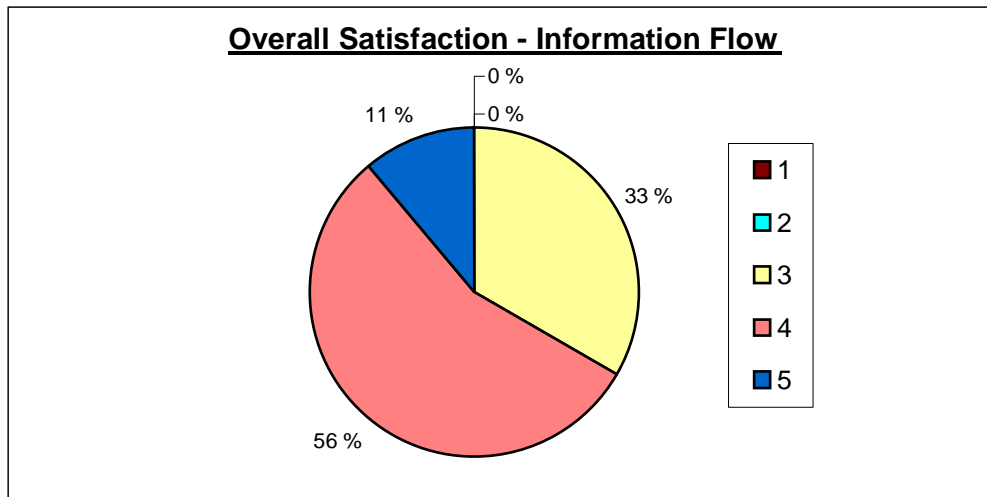


FIGURE 9. Overall satisfaction towards Brunswick's information flow

Clear majority, this being 67%, of all the participants considered Brunswick's information flow to be satisfying. 1/3 or 33,3% of the answers were neutral, and no-one stated to be unsatisfied concerning the importer's information flow. Nevertheless, it needs to be pointed out that this result is not consistent with the responses received from the more detailed questions concerning the same matter.

Scale used for measuring the level of customer satisfaction:

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

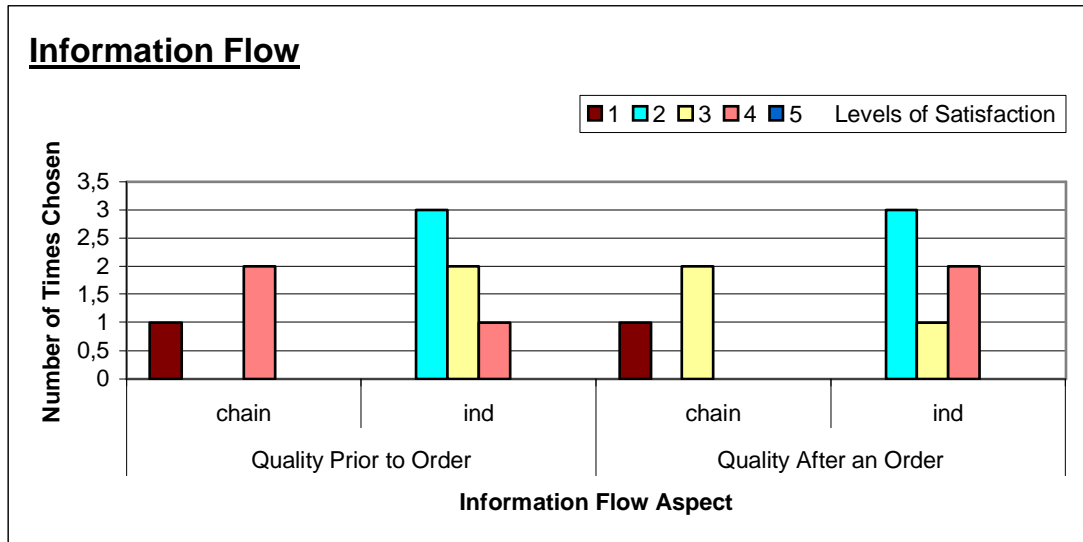


FIGURE 10. Satisfaction towards different information flow aspects

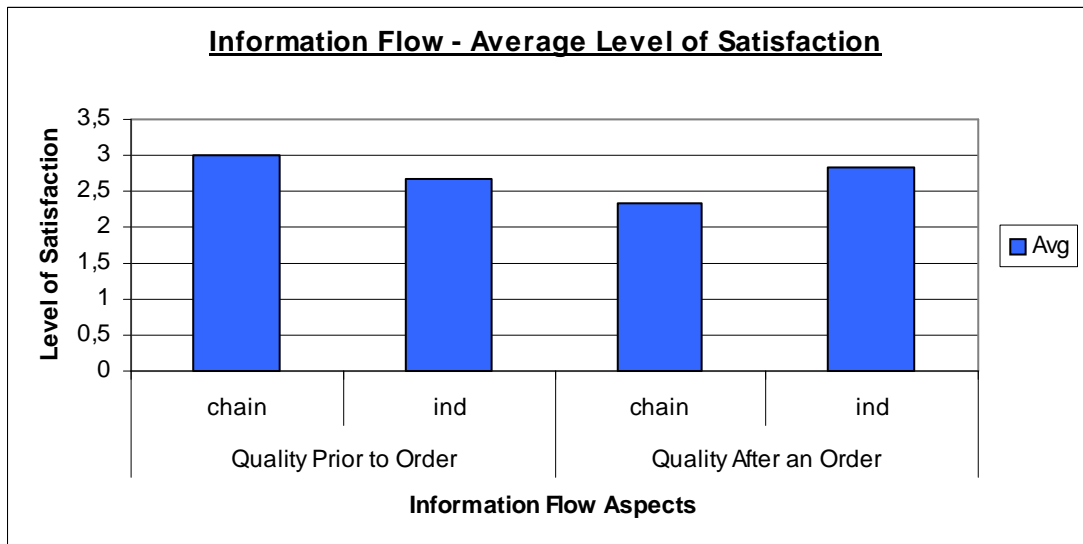


FIGURE 11. Average satisfaction towards different information flow aspects

The level of satisfaction is valued to be clearly lower when asking about the quality of valuable information received from the importer both prior to order, and after placing an order, than it was considered being as a whole. It could be argued that this inconsistency can be explained by a natural human error of thinking. Perhaps the dealers looked at the matter from a different point of view than the researcher intended, and this created such a clear difference between the detailed questions and the overall satisfaction level. However, the responses given towards the detailed information flow aspects can be assumed to be truthful opinions concerning these particular aspects.

The chain dealers valued the quality of the information flow to be more satisfying prior to order, than after placing an order. 1/3 or 33,3% of them considered the quality of the information flow prior to placing an order to be very unsatisfying, while the rest 66,7% considered this aspect to be satisfying. Quality of the Information flow after placing an order was also found very unsatisfying by 33,3% of the chain dealers, while 66,7% of them gave a neutral opinion towards this aspect.

When comparing this finding to the opinions given by the independent dealers, the opposite pattern can be found. These dealers valued the quality of information flow to be slightly more satisfying after placing an order, than prior to order. Additionally, it was learned that not one of the independent dealers considered either of the quality of the information flow aspect to be very unsatisfying. However, 1/2 or 50% of these dealers evaluated Brunswick's valuable information flow prior to placing an order to be unsatisfying. 33,3% of them gave a neutral opinion, and 16,7% stated to be satisfied with this information flow aspect. The quality of information flow after placing an order was considered to be unsatisfying also by 50% of the independent dealers. Neutral answer to this aspect was given by 16,7% of these dealers, and 33,3% of them considered the quality of information flow after placing an order to be satisfying.

6.5. People and quality of personnel

The Extended Marketing Mix Model introduces three additional aspects to the traditional Marketing Mix. First one of these is People. It was considered to be very important to investigate the dealer opinions concerning this aspect as well, and therefore it was included while using both of the research methods. The following explains the opinions stated by the interviewed dealers towards a best possible partner in cooperation, and the requirements towards this partner's employees.

The dealers expect the personnel of their ideal partner in cooperation to possess three characteristics: reliability, willingness to help, and effectiveness. The dealers find it important that the importer's workers can be reached when needed. Additionally it is essential to the dealers that these employees are able to give clear answers without long waiting time. Flexibility and decision making power of importer's workers are also vital characteristics in order to have best possible cooperation with the dealers, was mentioned. Several dealers also stressed that if the dealer knows its partner in cooperation personally, this creates a much more solid base for building a stronger cooperation together in the future.

Questionnaire findings

Brunswick Marine's partners in cooperation generally appear to have a quite satisfied opinion towards the importer's personnel. The statistics below explain this further by first introducing the overall satisfaction level towards the topic, and then more detailed information received through the questionnaire's quality of personnel aspects.

Scale used for measuring the level of customer satisfaction:

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

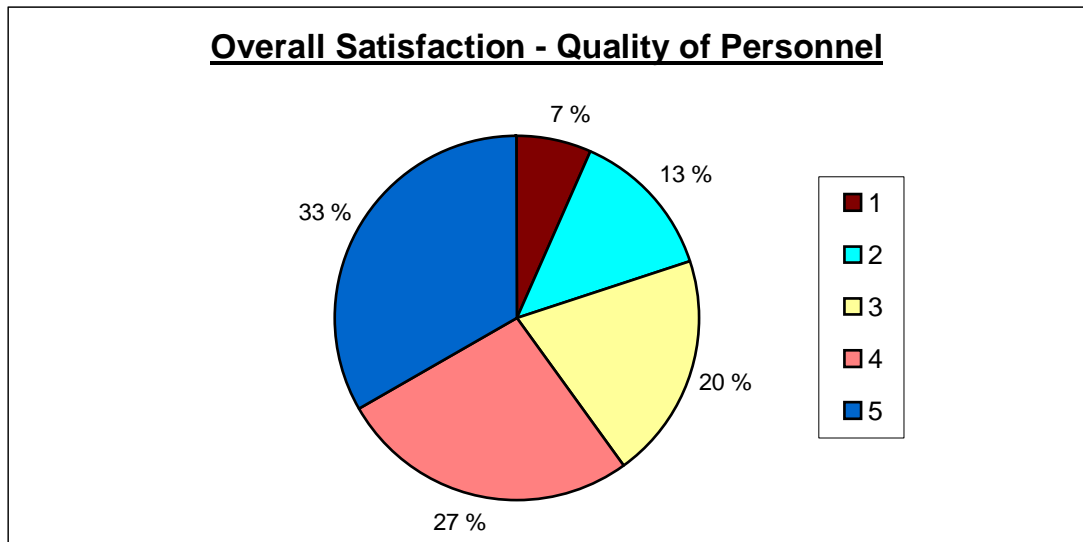


FIGURE 12. Overall satisfaction towards quality of Brunswick's personnel

The overall satisfaction level towards the quality of Brunswick's personnel was given 60% satisfied opinion. 20% of the responses were neutral, and 20 % of the dealers valued the quality of personnel to be unsatisfying. These results were quite similar to the information received through the in-depth interviews. Therefore, it could be claimed that the interview results hold a fairly high level of reliability, as the questionnaire results were consistent with the interviews' outcome. Additionally, as mentioned before, the main focus when interpreting the research findings was kept in the qualitative research results.

The detailed questionnaire aspects concerning the quality of personnel have been divided into four tables, due to a larger amount of questions.

Scale used for measuring the customer opinion:

5 = fully agree

4 = agree

3 = neutral opinion

2 = disagree

1 = fully disagree

x = can not say

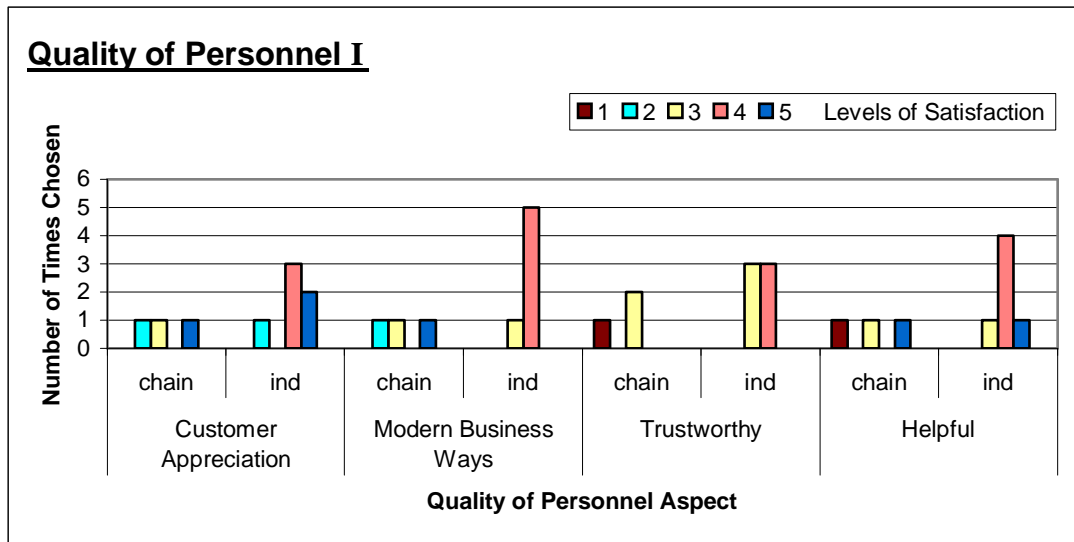


FIGURE 13. Satisfaction towards different quality of personnel aspects I

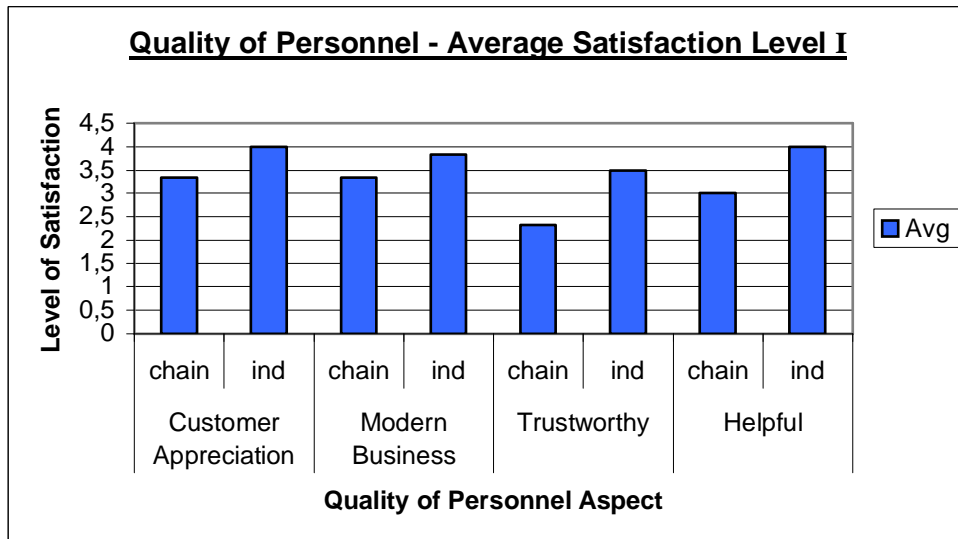


FIGURE 14. Average satisfaction towards different quality of personnel aspects I

The chain dealers found Brunswick’s quality of personnel to be slightly lower in each of the aspects mentioned above than what the independent dealers opinions pointed out. 1/3 or 33,3% of the chain dealers disagree with the statement that the importer appreciates the customer. Also 33,3% of these dealers gave a neutral opinion towards this aspect, and 33,3% fully agree with the mentioned statement. A smaller percentage, this being 16,7%, of the independent dealers did not agree that Brunswick appreciates its customer,

while the remaining 83,3% of these dealers considered the statement to be accurate.

The same division of percentages towards the level of satisfaction can be found also from the next quality of personnel aspect. 33,3% of the chain dealers disagree with the statement that the importer practises modern ways of doing business, 33,3% of these dealers give a neutral opinion, and 33,3% fully agree with this aspect's statement. 16,7% of the independent dealers have neutral opinion towards this aspect, leaving 83,3% of them to agree with the statement.

Brunswick's personnel is not seen very trustworthy in the eyes of the chain dealers. 33,3% of them fully disagree with a statement that the importer would be trustworthy, and 66,7% give a neutral opinion to this aspect. The individual dealers share a more positive view towards Brunswick's trustworthiness, giving 50% neutral answers, and the other 50% agreeing with this statement.

When the dealers were asked to give their opinion towards a statement of Brunswick's personnel to be helpful, averagely the chain dealers had a neutral view concerning this aspect, while the independent dealer averagely agreed with this statement. The chain dealers' answers were divided equally, each having 33,3%, between fully agree, neutral, and fully disagree. 16,7% of the independent dealers gave a neutral opinion; another 16,7% fully agreed with the statement, and 66,7% of them agreed that the importers personnel is helpful.

Scale used for measuring the customer opinion:

5 = fully agree

4 = agree

3 = neutral opinion

2 = disagree

1 = fully disagree

x = can not say

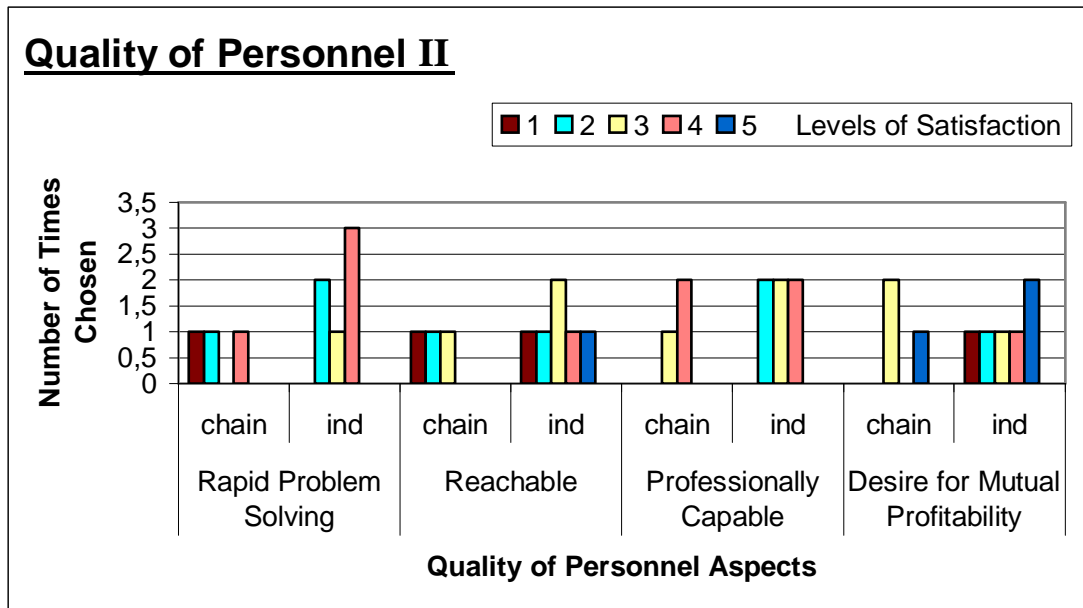


FIGURE 15. Satisfaction towards different quality of personnel aspects II

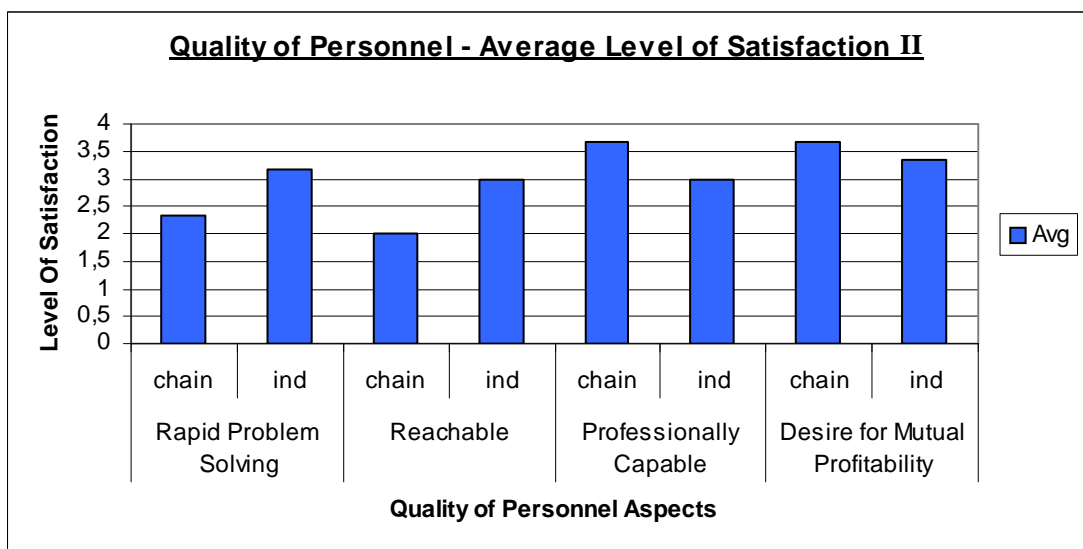


FIGURE 16. Average satisfaction towards different quality of personnel aspects II

This second part dealing with quality of Brunswick's personnel was found to more evenly divide the opinions between different dealers. Opinions towards rapid problem solving carried out by the importer, and the level of how well the importer's personnel can be reached were averagely evaluated more positively by the independent dealers. Considerations of the professional capabilities of the importer's personnel, and Brunswick's true desire for

dealer/importer mutual profitability were averagely considered to be better by the chain dealers.

The chain dealer's opinions were 66,7% disagreeing with the statement that Brunswick's personnel would act rapid when solving dealer's problems. On the other hand, 33,3% of these dealers said to agree with the statement. 33,3% of the independent dealers did not agree that Brunswick could be described rapid in problem solving, 16,7% of them gave a neutral opinion, and 50% of these dealers informed to agree with this particular statement.

Averagely the chain dealers stated to disagree that Brunswick's personnel would be easily reachable. 66,7% of them did not consider this to hold true, and 33,3% gave a neutral opinion. Comparably, 33,3% of the independent dealers disagreed with this statement, 33,3% gave a neutral opinion, and another 33,3% agreed with it.

More positive reactions by the chain dealers were given towards a statement that the importer's personnel would be professionally capable. 33,3% of them considered their opinion to be neutral, and 66,7% agreed with the given statement. The independent dealers gave slightly lower opinions by average. 1/3 or 33,3% of their responses towards the statement were equally divided for each of the following: disagree, neutral opinion, and agree.

Importer's desire for mutual profitability with its partners in cooperation was the last one of the quality of personnel aspects. This was found to be an important requirement for a best possible partner in cooperation according to the interviewed dealers. Additionally, the rating given for this aspect towards Brunswick was relatively high. 66,7% of the chain dealers gave a neutral answer towards a statement claiming that the importer has a true desire to be building mutual dealer/importer profitability. 33,3% of the chain dealers' answer was: fully agree. The responses from the independent dealers varied clearly more. 33,3% of them did not agree with the statement, 16,7% gave a neutral response, and 50% informed to agree.

In-depth interview findings

When during the in-depth interviews was asked about Brunswick's personnel and how easy it is for the dealers to work with them, most comments were very positive. One clear characteristic that all dealers identified was that Brunswick's employees seem to want to truly help the dealers, and also most problematic situations have been handled in a good manner. Interesting point to notice was that one chain dealer had a slightly different approach to this. It was mentioned that some Brunswick's workers are very reliable, professionally capable, and easy to work with; other are not.

However, generally the attitudes of the importer's personnel seem to be in-line with the criteria that the dealers desire from a good partner in cooperation. One aspect where dealers suggested improvements for Brunswick's personnel was the decision making power. It was mentioned several occasions that often it appears to take needlessly long time to get an answer from Brunswick's customer service people or so-called field workers. They too often need to verify their decisions from the top management.

Some of the dealers were worried that possibly in the future the importer's personnel will simply have too many matters to handle per worker if no new employees are hired. Others were pointing out that importers personnel should possess the highest knowledge of all aspects of the industry, but this is not quite the case with Brunswick at the moment. It was suggested that the importer should organize training for its workers to deepen their expertise of the marine industry; this especially was recommended to improve the technical knowledge of the workers. A chain dealer gave an example of this: "It has occurred several times that the importer has contacted our workers and asked for technical assistance. We believe that this type of questions should go the other way around; the importer should possess the highest level of knowledge and expertise what comes to products it represents."

Prioritizing of started projects and most important actions to create a strong base to build the cooperation on was mentioned in this part again. It was explained that more courage to carry out implementation of launched tasks

should be shown by Brunswick's workers. They could show more initiative to serve the dealers' needs similar way the dealers need to serve their customers. At the moment, according to the most interviewed dealers, it too often takes reminding the importer time after time about certain needs before actions are taken. However, it was mentioned by most dealers that Brunswick's personnel is be easily enough reached via e-mail or telephone.

The importers personnel are generally considered to be "real people" who care for others, and they appear to want to build a good cooperation relationship with their partners. However, there was raised a question by one of the dealers, whether all Brunswick's workers actually have clear enough job descriptions. This is because when contacting one worker that the dealer has assumed to be in charge of a certain matter, this person has actually only forwarded the question to another employee.

Brunswick Marine has stated that they want to be the best possible partner in cooperation to their customers. When comparing this objective against the opinions of partners in cooperation it was explained that this importer's statement seems to have a real impact to its actions. Brunswick's workers seem to share the company objective when considering their willingness to be helpful and active in assisting the dealers with their matters.

6.6. Processes

"Flawless functionality of processes is vital for a dealer's business because it directly influences the way the dealer's customers perceive the customer service they receive."

The interviewed dealers explained that accurately operating processes are the most important characteristics that a best possible partner in cooperation, in this case an importer, can offer. The dealers need to be able to be confident that once they have placed an order to the importer, the delivery of goods will be carried out correctly, on time, and it will be invoiced as agreed.

Questionnaire findings

The statistical presentations of the questionnaire results show the dealer opinions collected using the quantitative research method. The overall satisfaction level shown in the pie chart is followed by table graphs introducing responses to more detailed aspects of processes.

Scale used for measuring the level of customer satisfaction:

- 5 = very satisfied
- 4 = quite satisfied
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

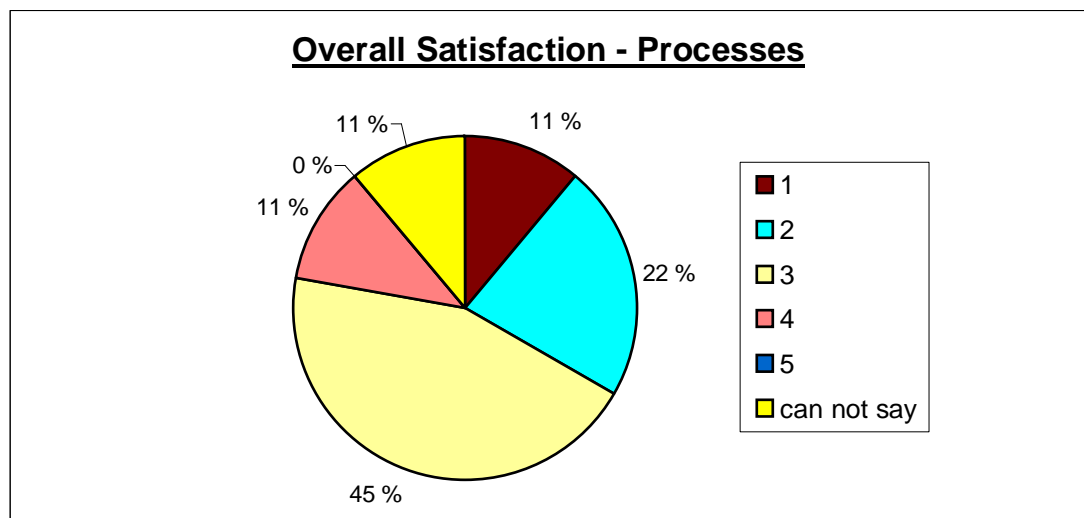


FIGURE 17. Overall satisfaction towards quality of Brunswick's processes

It is important to notice that nearly half, this meaning 49%, of the responses given were neutral opinion. 11% of the respondents chose the option "can not say". Additionally, 33% of the participants were unsatisfied with Brunswick's processes, and 11% stated to be satisfied towards this Extended Marketing Mix part.

Scale used for measuring the customer opinion:

5 = fully agree

4 = agree

3 = neutral opinion

2 = disagree

1 = fully disagree

x = can not say

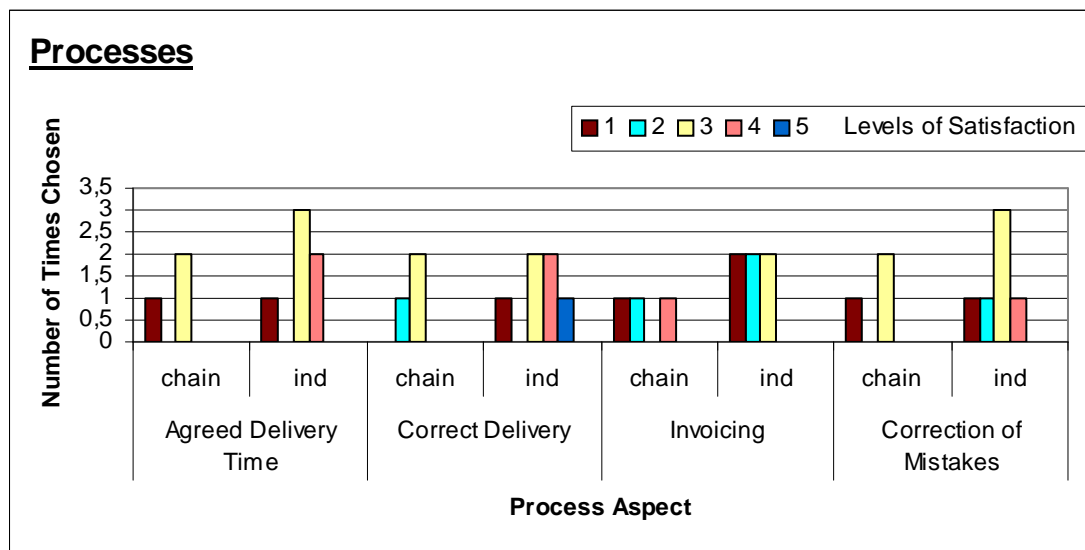


FIGURE 18. Satisfaction towards different process aspects

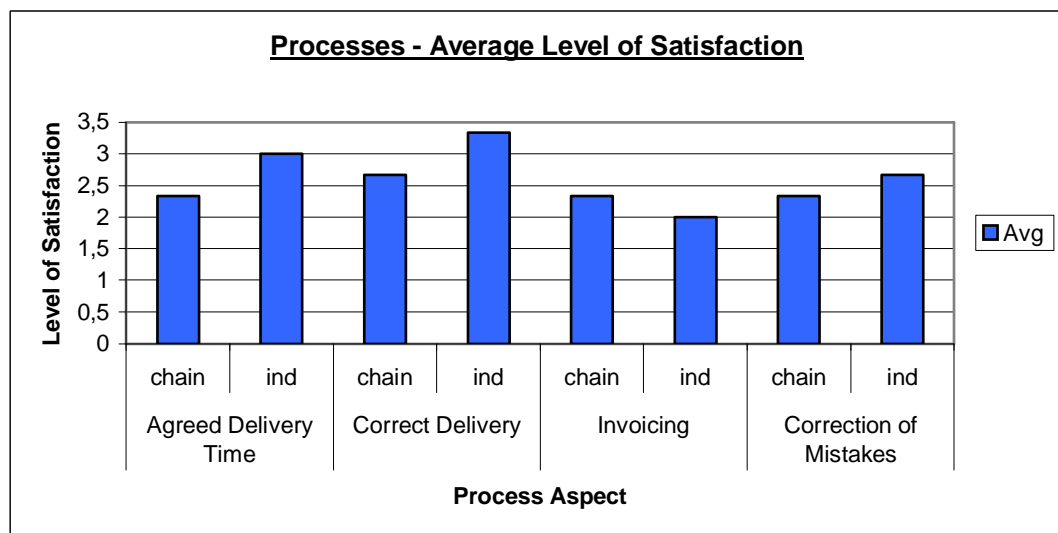


FIGURE 19. Average satisfaction towards different process aspects

Process aspects for the questionnaire were divided into four different parts. The answers received for this part are explained in the following. Before moving on to these explanations, it needs to be pointed out that the in-depth interview responses towards Brunswick's processes generally left quite a significant room for improvements. It could be said that the statistical results reflect the interview findings, but not quite in a radical manner.

First one of the process aspect's statements was that Brunswick sticks to agreed delivery times. The chain dealers were not considering this point to be very true. 33,3% of them fully disagreed with the statement and 66,7% gave a neutral opinion. A slightly lower percentage, 16,7% of the independent dealers stated, "fully disagree", 50% of the opinions were neutral, and 33,3% of this group was the only dealers agreeing with the statement.

When stated that the importer's deliveries are in-line and correct according to the placed order, a little better evaluations were given. 33,3% of the chain dealers disagreed with the statement, leaving the same 66,7% to give a neutral opinion. Interesting enough, 16,7% of the independent dealers informed to fully disagree, while another 16,7% fully agreed. Brunswick's delivery correctness received totally 50% of independent dealers to inform to be satisfied, and 33,3% gave a neutral answer.

"Invoicing functions well" –statement did not get much support from most of the dealers. 66,7% of the chain dealers disagreed, and 33,3% informed to agree with this statement. The same percentage of 66,7% of the independent dealers also stated "disagree", and 33,3% of these dealers' response was neutral.

In every business mistakes may occur, and therefore it was important to ask how the dealers consider the statement of Brunswick to correct mistakes well or as required. The chain dealers' answers followed the similar pattern as for the previous questions; 33,3% of them fully disagreed with the statement and 66,7% gave a neutral opinion. 33,3% of the independent dealers also

disagreed, while half or 50% of them considered their opinion to be neutral. Additional 16,7% answered to agree.

In-depth interview findings

This was the part that most improvements are needed according to each of the interviewed dealers. Generally it was mentioned that the processes with Brunswick do not function in a way that they definitely should. Several times it was mentioned that the deliveries of goods appear to be very unplanned. It has occurred to many dealers that there has been a truck full of engines or boats in their yard without any earlier notice. Insufficient or non-existing dispatch lists have caused additionally great dilemmas when the orders have arrived to the dealer. These lists should always be included with the delivery and they are required to have detailed explanations about what each container exactly holds in. It was mentioned that there have been difficulties to put together all different parts of the same order that arrive to the dealer at various times mainly due to shortages in those dispatch lists. Naturally, there would be clearly room for improvements so that goods ordered at once for one engine/boat package would also arrive at the same time to the dealer.

When the ordered goods reach the dealer, it was explained that the delivery is rarely 100% the same as it was ordered. Some shortages or incorrect parts – for example meters – have caused unnecessary delays and needless time consumption for several dealers. Referring to similar obstacle it was also mentioned that those delays could be shortened if Brunswick had a storage warehouse in Finland. Suggestion given by a chain dealer pointed out that this type of premises could be possible created not by the importer alone, but in cooperation with one or few dealers.

There was explained several occasions that deliveries of parts and accessories appear to be the most uncertain. Even if the engine and/or boat would arrive on time, it cannot be sold to the final customer before the assembly accessories have reached the dealer. One chain dealer mentioned that Extranet is a good idea in theory, but the importer should not require everyone to know how to use it without thoroughly explaining and training first.

Parts and accessories were explained to be fairly easy to order through this system, but only when the dealer knows which parts fit for each engine. This is not always the case especially with dealers who do not have maintenance as part of their business offering.

The greatest problems were mentioned to be caused by invoicing. One dealer said that every fourth or fifth invoice is incorrect, while another was wondering if the workers at Brunswick truly even themselves know what is invoiced. Credit invoices do not seem to function or at the very least it appears to take much too long to correct any invoicing errors. Additionally there was raised a question that why a boat and its parts are invoiced separately by creating confusion even when the whole package has left fully assembled already from the factory. Also, invoices should not ever be only in Swedish if the dealer's language at work is Finnish.

Altogether it can be clearly noticed that most significant improvements required from Brunswick are associated with the processes. The delivery correctness towards goods ordered and time of delivery need to be upgraded to a much higher level. A suggestion idea was given by a chain dealer: perhaps after each placed order there could be sent an order confirmation from Brunswick to the dealer with the expected delivery schedule to allow both sides know what the situation with each particular order is. The invoicing was demanded to be strongly improved by each and every interviewed dealer.

Additionally it was explained that after sales services and after sales marketing should be considered as an important part of processes. The importer should play a more active role in improving the after sales service possibilities. This is required or the consumers will soon learn to understand that when for example a Mercury engine breaks down, that is the way it will stay for a very long time. A term Mystery Shopping was brought up; it was suggested to Brunswick's personnel to try themselves to get maintenance for Mercury in Finland in May or June and realize how difficult this task is.

6.7. Huoltokoulu – Research findings

The questionnaire had an option in the end for the dealers to express other ideas for future improvements, but these answers were almost non-existence. On the other hand, when finalizing the in-depth interviews, many additional points were explained. One of these points was Brunswick's Huoltokoulu or Maintenance School. This is the reason why this school was included into the questionnaires. The following demonstrates the results in a statistical form.

Scale used for measuring the level of customer satisfaction:

- 5 = very satisfied
- 4 = quite satisfied
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

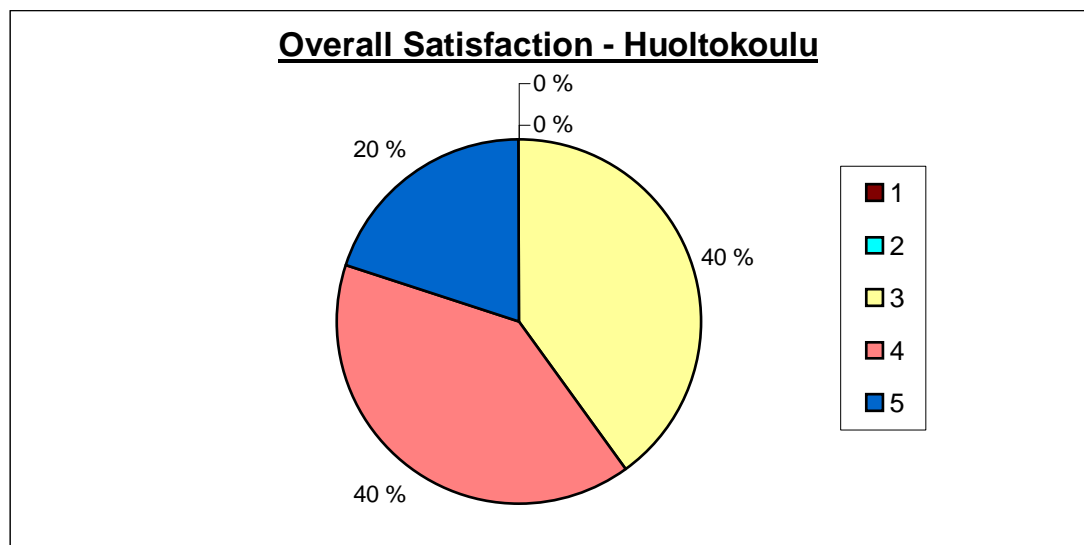


FIGURE 20. Overall satisfaction towards quality of Brunswick's Huoltokoulu

The overall satisfaction level includes opinions from all the dealers replying to the questionnaire, who had participated in Huoltokoulu; these dealers totalled to be five. This in turn means four independent dealers and one chain dealer. Averagely no dealer considered being overall unsatisfied with the importer's

Huoltokoulu. In fact, 60% considered it to be satisfying, and 40% gave a neutral opinion.

Scale used for measuring the customer opinion:

5 = fully agree

4 = agree

3 = neutral opinion

2 = disagree

1 = fully disagree

x = can not say

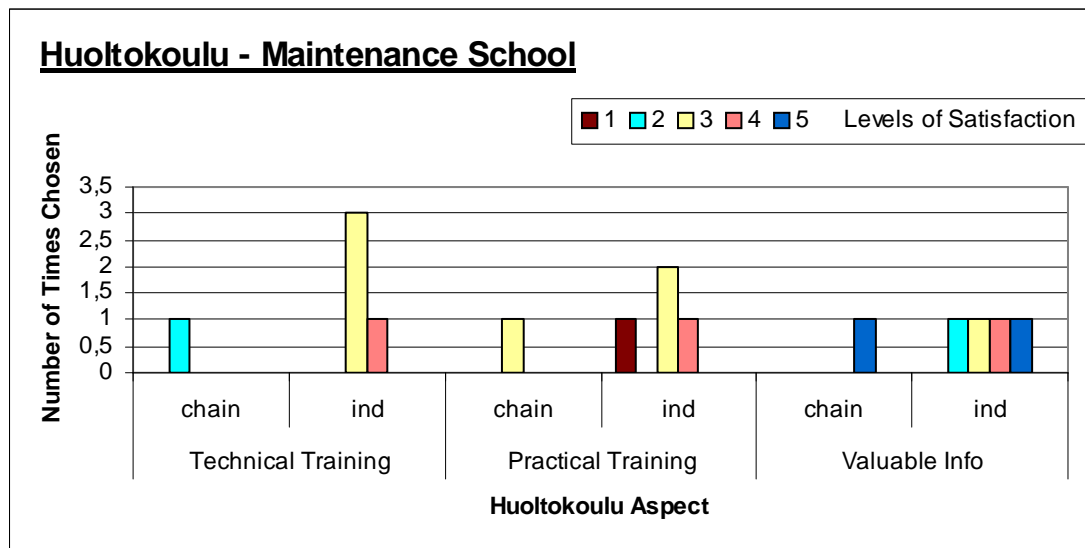
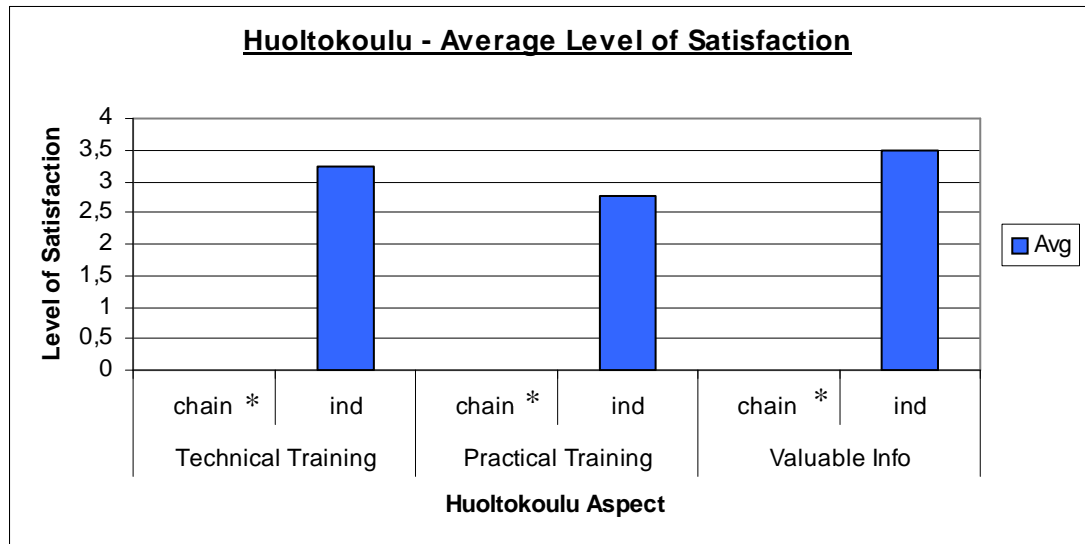


FIGURE 21. Satisfaction towards different Huoltokoulu aspects



*Only independent dealers' opinions are counted into the average, due to a one single chain dealer's answers

FIGURE 22. Average satisfaction towards different Huoltokoulu aspects

Once again, it is interesting to notice that when separated the different aspects of a certain part of Brunswick's operations, the average level of satisfaction decreased. "The provided training offered enough technical training" was the statement used for the first Huoltokoulu aspect. The chain dealer disagreed with this. 75% of the independent dealers gave a neutral opinion, leaving the rest 25% to agree.

Averagely the provided practical training was evaluated to be slightly less satisfying. The chain dealer's opinion was neutral, but 25% of the independent dealers fully disagreed with this statement. Half or 50% of the independent dealers' opinion was neutral, and 25% of them answered to agree with this statement.

Huoltokoulu aspect creating the highest level of satisfaction was towards statement that this school provides valuable information for the dealer's personnel. The chain dealer stated, "fully agree". 25% of the independent dealers answered to disagree with this statement, another 25% gave a neutral opinion, and 50% of these dealers considered that they had received valuable new information from the importer's Huoltokoulu.

Huoltokoulu – findings from the in-depth interviews

The interviewed dealers provided more detailed explanations towards Brunswick's Huoltokoulu. It was learned that some of these dealers had not participated in Huoltokoulu, but the opinions from those dealers who had an experience of this school varied slightly. One independent dealer explained that there has been improvement in the training side for Mercury engines ever since Brunswick has began its operations in Finland.

On the other hand, it was mentioned more than once by the chain dealers that the idea of this school is good but the implementation could be more efficient. The technical information was considered important, but it is of no use if there is a lack of actual physical skills' training. The school should provide more practical lessons for those who participate and in this way enhance their abilities to respond to the challenges that rise at dealers' work on the maintenance side. Additionally it was mentioned that the whole maintenance service sector is not able to carry out all needed working at the large capital area; there exists too small number of places where a consumer can receive the type of maintenance service they are looking for when considering especially Mercury brand.

6.8. Comparison of people and processes

During the interviews it was asked from all the dealers how they would compare the importance of two earlier mentioned P's: People and Processes. As already explained, all but one interviewed dealer considered the processes the most important point out of all the six P's. One independent dealer explained that people and processes are from this company's viewpoint as important. However, when discussing the matter further, all interviewed dealers agreed that the processes are the main affair that makes their business possible and profitable.

All these dealers also wanted to point out that no business can be run without people; and in this industry no person can create well operating business without functioning processes. Therefore, these two matters actually strongly link to each other. As explained earlier, Brunswick gets much better rating for

its people than the processes. Consequently, the importer's processes should be taken under serious discussion. This would require a well-structured strategic development plan, and its implementation should be carried out all the way to the completion. The result should naturally be a much better functionality in Brunswick's processes, and a stronger and more satisfying cooperation with its partners in cooperation.

6.9. Research findings - Final thoughts

The dealers had a possibility to finalize the interviews by explaining anything else that had not been discussed yet but what they want the importer to acknowledge. The main additional concerns appear to be on the after sales marketing and maintenance services sectors. Most interviewed dealers pointed out that these functions are the key aspects to a better mutual success and stronger cooperation between them and the importer. It was even pointed out that if the after sales marketing and maintenance services are not improved in cooperation with the importer, the dealer might be forced to switch to another brand than Mercury in the future. The end-user is purchasing the product only if there is a certainty that he or she will be able to receive support for any matter that may come up concerning the purchased product in the future as well.

It can be pointed out that the dealers consider an intense cooperation with the importer very important. They expect Brunswick to have a strong concern for its partners in cooperation's profitability; thus higher the profits, more possibilities the dealer has to put efforts into building a stronger brand image. Consequently, when the consumer begins to consider Mercury engines belonging into category A products, the possibilities for a larger market share follow.

To conclude this part the behavioural intentions of the dealers will be discussed. These were learned from the questionnaires to reveal dealer opinions about the future. The questions were asked to find out attitudes towards two different aspects:

- The likelihood the dealers consider they are willing to continue their cooperation with Brunswick, and
- The likelihood the dealers would be willing to recommend Brunswick as a partner in cooperation to other marine industry companies.

The results received from the chain dealers and from the independent dealers were very similar. The opinions towards the first aspect suggest the following. 11% of the respondents consider their opinion to be neutral, 45% consider it likely they want to continue their cooperation with Brunswick, and 44% of them stated they are very willing to continue their cooperation with the importer in the future.

The likelihood the dealers would recommend Brunswick as a partner in cooperation to other companies operating on their particular field of industry can be considered fairly satisfying. 56% of the responses were neutral but 44% of the dealers consider it very likely that they would give recommendations about the importer. These questions about the behavioural intentions suggest that generally the dealer attitudes towards the importer and their cooperation are relatively positive.

7. CONCLUSIONS AND RECOMMENDATIONS

Information collected through the in-depth interviews and the questionnaires has given quite a good understanding of the dealer opinions towards the importer. Naturally it could be discussed how well this knowledge can be generalized for Brunswick's whole customer base. However, it can be claimed that the research results quite broadly represents the opinions of those dealers that were investigated.

When considering the six utilized Extended Marketing Mix aspects: product, price (and conditions), promotion, place, people, and processes, there can be made conclusion about the dealer perceptions. Overall the results point out

clear differences of the satisfaction level towards the different aspects of the mentioned Marketing Mix. The following presents the conclusions and further considerations of these aspects.

7.1. Dealer perceptions towards business aspects

Product

Brunswick's products are generally seen to possess a high quality in the eyes of the dealers. This similar understanding is quite widely shared by those consumers who are sport-oriented and/or compete with their boats. This is especially the case with the Mercury engines. However, an everyday customer was mentioned to often place a slightly lower quality understanding towards these engines. This leads to the dilemma of the price/quality –ratio. Brunswick's engines are generally priced at least the same as the Japanese market leaders, requiring strong marketing efforts from the dealers. The wished objective the dealers are looking for is that a product would almost sell itself; the dealers find it occasionally difficult to sell the importer's comparably highly priced products to an average end-user.

The deliveries of parts and accessories do not appear to fulfill the dealers' requirements. Several times the interviewees mentioned that even if a great boat or engine is at their premises, they also need the additional parts for the set before it can be sold to their customer. Often these parts were sent separately from the actual order, creating time and money losses for the dealers. Consequently, this is one of the important aspects that require rapid improvements from the importer.

Dealer Terms

Brunswick's dealer terms divided the dealers' opinions between the answers given through the questionnaires, and the findings gained from the interviews. Many of the questionnaire participants considered these terms to be fairly understandable and flexible enough when needed. This view does not quite match with the opinions of the interviewed dealers. It was mentioned several times that the dealer terms should be more stable and clear. It is naturally

required to have dealer terms that can be reviewed if needed; but the dealers do not want to feel insecure whether or not the price and agreed deal is the correct one and will hold true.

Marketing

Marketing and promotion should have a clear focus on creating the customers' willingness to purchase. This is the single most important aspect of marketing efforts. The opinions towards Brunswick's actions of this aspect were carefully positive, while still wishing for more effective visibility of the brands. The dealers should not be required to carry out most of the marketing on their own, but rather the importer should create customer awareness of its brands among the consumers. This would clearly aid the dealers to further market these brands in their businesses, and the purchase decision could more often turn out to be Brunswick's product.

The importer could make its brands better known by unifying the marketing support it provides to the dealers. It was mentioned that if the customer recognize he/she has entered for example into a Mercury dealer's store, this would in turn make the selling process more effective. Brunswick's brand names should be clearly visible at each of the dealers' premises, as well as on any advertisement campaign ran by any dealer.

Cooperation

The dealers find it very important that Brunswick wants to cooperate with them in order to create better mutual profitability. The general opinion also appeared to be that these dealers believe that the importer is not only saying "pretty lines" but actually desires to grow and become stronger together with its dealers. This clearly appears to be especially the chain dealers' approach. It could be noted that Brunswick has mentioned it wants to strengthen the cooperation particularly with the chain dealers. This objective appears to be going to the direction the importer has wished. On the other hand, some of the independent dealers raised a question how well will they be considered and regarded by the importer in the future.

An efficient and effective information flow is very important for any business partners. In a situation where there is one importer and many dealers this becomes crucial. The dealers need to know what is available, in what quantities, and when. They simply cannot serve their customers the best possible way, if the importer is not able to provide clear answers to the mentioned points. Customer service means the entire consumer's purchase process as well as after sales marketing and services. "If one of these pieces is missing, the whole construction will collapse", was mentioned.

The questionnaires, when asking about information flow prior to order and after placing it, gave an understanding that the importer's information flow must be improved. This certainly appeared to be the opinion of the interviewed dealers as well. The information offered by the importer at the moment is often insufficient, and it seems like the dealers need to request answers to their questions several times before any response. Consequently, the dealers may feel insecure whether the information given is the whole truth of the situation and this makes it that much more difficult for them to strongly support Brunswick's products.

Personnel

The overall satisfaction towards Brunswick's personnel appeared to be on a quite high level. Research findings gained through both used methods suggested that the dealers consider the importer's personnel truly wanting to help, and together build stronger cooperation between the partners. It can be concluded that the importer's attitude towards the dealers is considered good. Employees at Brunswick are said to be truly caring people - not only voices at the telephone - which naturally is a very good point.

It is still evident that Brunswick is a fairly new company in Finland, and many of its workers do not have a strong marine industry background. Their approach towards the dealers is good - as mentioned before - but naturally professional competence is needed as well. Additional training for the personnel could be considered to create a deeper understanding of the industry for them. This could also lead to a solution to another dealers'

concern. For the moment being it appears that the top management has a rather undivided decision power concerning the importer's actions. It makes a smooth handling of even smaller tasks unnecessarily complicated, when the importer's employees seem to have a need to verify almost everything before making independent decisions.

The atmosphere at Brunswick seems to be innovative and future oriented. There have been actions taken to create a better tomorrow; a future where both the dealer and the importer grow together towards a better profitability. Many of these plans are good and receive support from the dealers, while still leaving room for some questioning. It was explained that the base for a great partnership needs to be built strong before moving on to new challenges. Brunswick has had a tendency to plan very many new ideas without actually implementing them all. To improve in this sense, Brunswick should carefully design a strategic plan for its future actions, and then implement it.

Additionally, it would be beneficial to have those workers who are part of the implementation, participating also in the planning process. This way the ones carrying out the implementation actions would - or presumably should - believe and trust the strategy created, and therefore are able to put their best efforts into the implementation process.

Processes

The processes can either build or destroy a business. This appears to be the ultimate truth the dealers strongly wanted to point out. A well functioning cooperation with the importer's personnel is naturally important, but the money is made through the core business processes. According to the research findings this is not only the most important Marketing Mix aspect, but also the area Brunswick needs to improve the most.

The deliveries were considered to be insufficient and/or not in-line with the order the dealer had placed. Consequently, several dealers pointed out that they feel insecure whether Brunswick's delivery is 100% correct. This leads these dealers to unnecessarily spend time and money to verify the correctness of each delivery; they are required to perform an action that

should not be needed. It can be said that trust is a key word here, which in the eyes of some dealers the importer seems to be slightly questionable.

Brunswick's invoicing can be stated to be one of the major areas that rapidly requires clear improvement. Once the invoice is sent to the dealer it naturally should be exactly as agreed, which has not been the case every time. It was even explained that one in every four to five invoices is incorrect; a ratio that is unacceptable. It should be noted, that the importer acknowledges this dilemma, and is very willing to take actions to clearly improve its invoicing. There has been hired more personnel to handle these matter at Brunswick, and it is yet to be seen how positive impact this will have in the future.

The interviewed dealers were asked to give their overall school grading from four to ten towards Brunswick as a partner in cooperation. The answers were surprisingly similar, giving an average of 7,5. This suggests that the importer has areas that require improvements, but in general the dealers appear to have confidence towards Brunswick. It may take a while – hopefully sooner than later – but the importer is willing to build a more profitable future together with its partners in cooperation.

After carrying out this research Brunswick should take clear and well structured actions in order to improve itself and its operation. The processes are one of the main concerns, as well building a solid, mutually trusting base for future cooperation. Rapid actions taken in improving the points the dealers explained to be the most important ones are now needed. If this is done in a successful way, the future partnership with these dealers can much more certainly be built strong and profitable, long-term business relationships.

7.2. Future recommendations

Brunswick Marine's interviewed partners in cooperation explained they were very pleased with the actions taken by the importer to learn more about dealer opinions and concerns. These dealers' overall opinions towards the interviews were very positive; in fact, all the contacted dealers were willing to participate in the interviews. This being said, it still should be noticed that after the

interviews it was slightly questioned whether Brunswick is actually going to act according to the dealers' requests, and when could any changes be expected to take place.

The research results revealed many aspects that require improvements from the importer. The dealer opinions might not have been only positive, but this was actually the main point of the whole thesis. Jussi Sepponen, the CEO of Brunswick Marine in Finland and the Baltic Sates Oy pointed out that it is very important to learn which parts of the importer's actions are not at the satisfactory level yet. This gives the company better possibilities and capability to plan future strategies towards the needed way, and strengthen the relationship with its partners in cooperation.

“Even a rude customer is right”
(Positiivarit 2004, 15)

When building a strong relation between partners in cooperation mutual trust, honesty, and common future objectives are vital. Brunswick has understood this and by launching this thesis work the importer has also proved its willingness to improve. The idea behind this research was to be part of Brunswick's larger-scale strategic plan to be “The Best Business Partner 2010.” The results and data gained through the research methods has been written down and stored. Further steps in creating a stronger customer relationship between the importer and the dealers are yet to be taken. It needs be realized that this thesis was part of the mentioned strategic plan's objective, and following actions should be planned and implemented to reach the set goal.

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9. APPENDICES

9.1. Appendix 1. Questionnaire in Finnish

Hyvä Brunswick Marinen Yhteistyökumppani!

Olette Brunswick Marinen yhteistyökumppanina meille tärkeä.

Haluamme kehittää toimintaamme ja tarjota teille parasta venealan palvelua. Lyhyen toimintahistoriamme vuoksi kehittämistyö on vasta alkumetreillään, joten kartoitamme nyt yhteistyökumppaniemme mielipiteitä kehittääksemme toimintaamme.

Tutkimuksen suorittaa, yhteistyössä Brunswick Marinen kanssa, Jyväskylän Ammattikorkeakoulun International Business- linjan viimeisen vuoden opiskelija Heidi Weichert osana opinnäytetyötään. Heidi on työskennellyt Brunswick Marinen kanssa useaan eri otteeseen jo aikaisemminkin.

Toivomme että vastaatte kaikkiin kysymyksiin. Vastauksenne käsitellään täysin nimettömästi ja niitä ei julkaista sellaisenaan, ainoastaan erilaisina tilastoina.

Voitte palauttaa lomakkeen mukana olevassa kirjekuoressa (postimaksu maksettu puolestanne). Halutessanne voitte osallistua myös alla olevaan arvontaan. Jotta vastauksenne pysyvät luottamuksellisina, pyydämme tietä laittamaan arvontalipukkeen erilliseen kirjekuoreen. Arvontalipukkeen voi kyllä palauttaa vastauslomakkeen mukana samassa palautuskuoressa.

Olisimme kiitollisia jos teillä olisi hetki aikaa täyttää tämä kyselylomake. Lomakkeen täyttö vie aikaa noin 10 minuuttia.

Pyydämme teitä vastaamaan viimeistään 4.4.2008 mennessä.

Kiitämme etukäteen vastauksestanne.

-----leikkaa tästä-----leikkaa tästä-----leikkaa tästä-----leikkaa tästä-----

HUOM! MAHDOLLISUUS OSALLISTUA ARVONTAAN!

Kiitoksena vaivannäöstänne voitte osallistua arvontaan, jossa voittona 200 €lahjakortti Stockmann –tavarataloihin.

Yrityksen nimi: _____

Yhteystiedot: _____

Puhelinnumero: _____

Otamme yhteyttä voittajaan henkilökohtaisesti!

TAUSTAA

Oletteko... 1) ketjuyritys 2) yksityinen yritys

Kuinka pitkä kokemus yrityksellänne on venealasta? _____ vuotta

Ympyröi kukin oikea väittämä:

Myymme... 1) veneitä 2) veneiden perämoottoreita 3) Q/S varaosia 4) huoltopalvelua

Minkälainen kokemus teillä on Brunswickin tuotteista, arvioituna asteikolla 1 – 5?

5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

Ympyröi kunkin väittämän kohdalla asteikolla 1 – 5 omaa näkemystänne vastaava numero.

1) Kuinka tyytyväisiä olette Brunswickin <i>tuotteiden laatuun</i> kokonaisuutena	5	4	3	2	1	x
2) Kuinka tyytyväisiä olette Brunswickin <i>hintatasoon suhteessa tuotteiden laatuun</i>	5	4	3	2	1	x
3) Kuinka tyytyväinen olette Brunswickin omien tuotteidensa markkinointiin	5	4	3	2	1	x

Minkälainen kokemus teillä on Brunswickin jälleenmyyjäehdoista arvioituna asteikolla 1 – 5?

Ympyröi omaa näkemystänne vastaava numero.

5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

4) Kuinka tyytyväinen olette Brunswickin <i>jälleenmyyjäehtoihin</i> kokonaisuutena?	5	4	3	2	1	x
---	---	---	---	---	---	---

Ympyröi kunkin väittämän kohdalla asteikolla 1 – 5 omaa näkemystänne vastaava numero.

5 = täysin samaa mieltä
 4 = samaa mieltä
 3 = neutraali kanta
 2 = eri mieltä
 1 = täysin eri mieltä
 x = en osaa sanoa

5) Brunswickin jälleenmyyjäehdot ovat selkeästi ymmärrettävät	5	4	3	2	1	x
6) Voin luottaa siihen, että Brunswick pitää kiinni sovitusta jälleenmyyjäehdoista	5	4	3	2	1	x
7) Koen Brunswickin jälleenmyyjäehdot reiluiksi	5	4	3	2	1	x
8) Brunswick joustaa jälleenmyyjäehtojen kohdalla tarvittaessa	5	4	3	2	1	x

Minkälainen kokemus teillä on Brunswickin palvelun laadusta arvioituna asteikolla 1 – 5?

Ympyröi omaa näkemystänne vastaava numero.

5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

9) Kuinka tyytyväinen olette Brunswickin palveluun kokonaisuutena?	5	4	3	2	1	x
--	---	---	---	---	---	---

Ympyröi kunkin väittämän kohdalla asteikolla 1 – 5 omaa näkemystänne vastaava numero.

5 = täysin samaa mieltä
 4 = samaa mieltä
 3 = neutraali kanta
 2 = eri mieltä
 1 = täysin eri mieltä
 x = en osaa sanoa

10) Brunswickin henkilökunta arvostaa asiakasta	5	4	3	2	1	x
11) Henkilökunnan toiminta on nykyaikaista	5	4	3	2	1	x
12) Voin luottaa siihen että henkilökunta tekee työnsä sovitulla tavalla	5	4	3	2	1	x
13) Brunswickin henkilökunta haluaa auttaa asiakasta	5	4	3	2	1	x

14) Asiakkaan ongelmiin / kysymyksiin vastataan nopeasti	5	4	3	2	1	x
15) Saan helposti oikean ihmisen kiinni puhelimitse / sähköpostitse	5	4	3	2	1	x
16) Brunswickin henkilökunta on ammattitaitoista	5	4	3	2	1	x
17) Koen että Brunswick aktiivisesti haluaa rakentaa parempaa kannattavuutta yhteistyökumppaniensa kanssa	5	4	3	2	1	x

Minkälainen kokemus teillä on Brunswickin tiedottamisen tasosta arvioituna asteikolla 1 – 5?

Ympyröi omaa näkemystäsi vastaava numero.

- 5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

18) Kuinka tyytyväisiä olette Brunswickin <i>tiedottamiseen</i> kokonaisuutena?	5	4	3	2	1	x
19) Kuinka tyytyväisiä olette Brunswickin tarjoamaan tiedon määrään ja laatuun <i>ennen</i> tilauksen tekemistä?	5	4	3	2	1	x
20) Kuinka tyytyväisiä olette Brunswickin tarjoamaan tiedon määrään ja laatuun tilauksen tehtyänne?	5	4	3	2	1	x
21) Mikä olisi mielestänne paras tiedottamisen tapa? (sähköposti, puhelin, kirje, Extranet, jne)						

Minkälainen kokemus teillä on Brunswickin *prosesseista* arvioituna asteikolla 1 – 5?

Ympyröi omaa näkemystäsi vastaava numero.

- 5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

22) Kuinka tyytyväisiä olette Brunswickin <i>prosesseihin</i> kokonaisuutena?	5	4	3	2	1	x
---	---	---	---	---	---	---

Ympyröi kunkin väittämän kohdalla asteikolla 1 – 5 omaa näkemystänne vastaava numero.

5 = täysin samaa mieltä
 4 = samaa mieltä
 3 = neutraali kanta
 2 = eri mieltä
 1 = täysin eri mieltä
 x = en osaa sanoa

23) Sovituissa toimitusajoissa pysytään	5	4	3	2	1	x
24) Toimitettu tavara on tilausta vastaava	5	4	3	2	1	x
25) Brunswickin laskutus toimii hyvin	5	4	3	2	1	x
26) Mahdolliset virheet ja puutteet prosessien osalta korjattiin tarpeeksi nopeasti	5	4	3	2	1	x

Mikäli yrityksenne henkilökuntaa on osallistunut Brunswickin Huoltokouluun, pyydämme vastaamaan kysymyksiin 27–30. Muussa tapauksessa voitte siirtyä suoraan kysymykseen 31.

Minkälainen kokemus teillä on Huoltokoulusta kokonaisuutena, arvioituna asteikolla 1 – 5? Ympyröi omaa näkemystänne vastaava numero.

5 = erittäin tyytyväinen
 4 = melko tyytyväinen
 3 = neutraali kanta
 2 = melko tyytymätön
 1 = erittäin tyytymätön
 x = en osaa sanoa

27) Kuinka tyytyväinen olette Huoltokouluun kokonaisuutena?	5	4	3	2	1	x
---	---	---	---	---	---	---

Ympyröi kunkin väittämän kohdalla asteikolla 1 – 5 omaa näkemystänne vastaava numero.

5 = täysin samaa mieltä
 4 = samaa mieltä
 3 = neutraali kanta
 2 = eri mieltä
 1 = täysin eri mieltä
 x = en osaa sanoa

28) Tarjottu koulutus antoi riittävästi teknistä koulutusta	5	4	3	2	1	x
29) Huoltokoulutus oli tarpeeksi käytännönläheinen	5	4	3	2	1	x
30) Huoltokoulu tarjosi henkilökunnallemme tärkeää uutta tietoa	5	4	3	2	1	x

Miten koette yhteistyönne Brunswickin kanssa tulevaisuudessa?

Ympyröi omaa näkemystäsi vastaava numero.

31) Haluan jatkaa yhteistyötäni Brunswickin kanssa myös tulevaisuudessa?

Erittäin todennäköisesti.....Erittäin *Epätodennäköisesti*
 5 4 3 2 1

32) Voisin suositella Brunswickia yhteistyökumppaniksi muillekin venealan yrityksille?

Erittäin todennäköisesti.....Erittäin *Epätodennäköisesti*
 5 4 3 2 1

33) Mitä kehittämissuhteita teillä on Brunswick Marinin toiminnan ja palvelun parantamiseksi?

KIITOS VASTAUKSESTANNE!

9.2. Appendix 2. Questionnaire in English

Dear Brunswick Marine's Partner in Cooperation!

Having you as Brunswick Marine's partner in cooperation is very important to us.

We want to develop our operations and offer you best possible boating industry services. Due to our short history the development work has just began, and therefore we are now on the path of discovering opinions concerning our operations according to our partners in cooperation.

The research is being conducted by Heidi Weichert in cooperation with Brunswick Marine. Heidi is a final year student graduating from Degree Programme in International Business from Jyväskylä University of Applied Sciences. Heidi has worked with Brunswick Marine already several times prior to this research. This research is part of her final thesis.

We request that you will answer all the questions. Your responses will be anonymous, and they will not be published individually. They will be used for statistical purposes.

You can return the questionnaire in the prepaid envelope that was sent with this questionnaire. By answering to the questionnaire, you will also have a possibility to participate in a raffle. Please cut off the raffle ticket below, and put it into a separate envelope in order to maintain the confidentiality of your responses. The raffle ticket can be put into the same envelope with the questionnaire's prepaid return envelope.

We would be grateful if you took a moment to fill in this questionnaire. It takes about 10 minutes.

We kindly ask you to reply by April 4, 2008.

Thank you for your participation.

-----cut here-----cut here-----cut here-----cut here-----cut here-----

ATTENTION! POSSIBILITY TO TAKE PART IN A RAFFLE!

We want to thank you for taking time into filling in this questionnaire by offering you a possibility to participate in a raffle, where the prize is a 200€gift card to Stockmann department store.

Company: _____

Contact information: _____

Phone number: _____

We will contact the winner personally!

BACKGROUND

Are you a... 1) chain company 2) independent company

How many years of experience does your company have in boating markets? _____ years

Circle each correct point:

We sell... 1) Boats 2) Boat engines 3) Q/S parts and accessories 4) Maintenance service

What is your experience concerning Brunswick's products, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

- 5 = very satisfied
- 4 = quite satisfied reachable
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1) How satisfied are you with Brunswick's products' quality as a whole | 5 | 4 | 3 | 2 | 1 | x |
| 2) How satisfied are you with Brunswick's prices compared to the product quality | 5 | 4 | 3 | 2 | 1 | x |
| 3) How satisfied are you with Brunswick's marketing concerning its products | 5 | 4 | 3 | 2 | 1 | x |

What is your experience concerning Brunswick's dealer terms, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

- 5 = very satisfied
- 4 = quite satisfied
- 3 = neutral opinion
- 2 = quite unsatisfied
- 1 = very unsatisfied
- x = can not say

- | | | | | | | |
|---|---|---|---|---|---|---|
| 4) How satisfied are you with Brunswick's dealer terms as a whole | 5 | 4 | 3 | 2 | 1 | x |
|---|---|---|---|---|---|---|

Circle one number between 1 – 5 that best describes your opinion for each statement.

- 5 = totally agree
 4 = somewhat agree
 3 = neutral opinion
 2 = somewhat disagree
 1 = totally disagree
 x = can not say

5) Brunswick's dealer terms can be easily understood	5	4	3	2	1	x
6) It can trust that Brunswick will follow and obey all agreed dealer terms	5	4	3	2	1	x
7) I consider Brunswick's dealer terms to be fair	5	4	3	2	1	x
8) Brunswick is flexible enough with its dealer terms when needed	5	4	3	2	1	x

What is your experience concerning Brunswick's quality of service, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

- 5 = very satisfied
 4 = quite satisfied
 3 = neutral opinion
 2 = quite unsatisfied
 1 = very unsatisfied
 x = can not say

9) How satisfied are you with Brunswick's quality of service as a whole	5	4	3	2	1	x
---	---	---	---	---	---	---

Circle one number between 1 – 5 that best describes your opinion for each statement.

- 5 = totally agree
 4 = somewhat agree
 3 = neutral opinion
 2 = somewhat disagree
 1 = totally disagree
 x = can not say

10) Brunswick's personnel appreciates the customer	5	4	3	2	1	x
11) The personnel works according to the ways of modern business environment	5	4	3	2	1	x
12) I can trust that the personnel will do their work as agreed	5	4	3	2	1	x
13) Brunswick's personnel is willing to help the customer	5	4	3	2	1	x

14) Customer's problems and questions are answered rapidly	5	4	3	2	1	x
15) I can easily reach the right person through phone / email	5	4	3	2	1	x
16) Brunswick's personnel is professionally capable	5	4	3	2	1	x
17) I believe that Brunswick actively wants to build a better mutual profitability with its partners in cooperation	5	4	3	2	1	x

What is your experience concerning Brunswick's information flow, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

18) How satisfied are you with Brunswick's information flow as a whole	5	4	3	2	1	x
19) How satisfied are you with the amount and quality of information you receive from Brunswick <i>prior</i> to placing an order	5	4	3	2	1	x
20) How satisfied are you with the amount and quality of information you receive from Brunswick <i>after</i> placing an order	5	4	3	2	1	x
21) In your opinion what would be the best way to receive information from Brunswick? (email, phone, letter, Extranet etc.)						

What is your experience concerning Brunswick's processes, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

5 = very satisfied

4 = quite satisfied

3 = neutral opinion

2 = quite unsatisfied

1 = very unsatisfied

x = can not say

22) How satisfied are you with Brunswick's quality of service as a whole	5	4	3	2	1	x
--	---	---	---	---	---	---

Circle one number between 1 – 5 that best describes your opinion for each statement.

- 5 = totally agree
 4 = somewhat agree
 3 = neutral opinion
 2 = somewhat disagree
 1 = totally disagree
 x = can not say

23) Agreed time of delivery is followed	5	4	3	2	1	x
24) Delivered goods match the placed order	5	4	3	2	1	x
25) Brunswick's invoicing functions well	5	4	3	2	1	x
26) Possible mistakes and shortages concerning the processes are corrected rapidly	5	4	3	2	1	x

If your company's personnel has participated in Brunswick Huoltokoulu (Maintenance school), we ask you to answer questions 27–30. Otherwise, please move on to question 31.

What is your experience concerning Brunswick's Huoltokoulu, estimated on scale 1 – 5?

Circle the number that corresponds to your opinion.

- 5 = very satisfied
 4 = quite satisfied
 3 = neutral opinion
 2 = quite unsatisfied
 1 = very unsatisfied
 x = can not say

27) How satisfied are you with Huoltokoulu as a whole?	5	4	3	2	1	x
--	---	---	---	---	---	---

Circle one number between 1 – 5 that best describes your opinion for each statement.

- 5 = totally agree
 4 = somewhat agree
 3 = neutral opinion
 2 = somewhat disagree
 1 = totally disagree
 x = can not say

28) Our personnel received enough technical training from Huoltokoulu	5	4	3	2	1	x
29) The training was practical enough	5	4	3	2	1	x

30) Huoltokoulu offered our personnel valuable new information 5 4 3 2 1 x

How do you feel about your cooperation with Brunswick in the future?

Circle the number that corresponds to your opinion.

31) I want to continue to cooperate with Brunswick now and in the future.

Very likely.....Very unlikely

5 4 3 2 1

32) I would recommend Brunswick as a partner in cooperation to other boating industry companies.

Very likely.....Very unlikely

5 4 3 2 1

33) What suggestions would you have for improving Brunswick’s practices and service?

THANK YOU FOR PARTICIPATING!