



ADDING VALUE TO CUSTOMER SERVICE BY DEVELOPING MARKETING MATERIAL



Xu, Jia & Saari, Joni

2009 Laurea Hyvinkää

LAUREA UNIVERSITY OF APPLIED SCIENCES
Laurea Hyvinkää

ADDING VALUE TO CUSTOMER SERVICE
BY DEVELOPING MARKETING MATERIAL

Jia Xu
Joni Saari
Degree Programme in
Business Management
Thesis
May, 2009

Xu Jia, Saari Joni

Adding value to customer service by developing marketing material

Year 2009

Pages 57

The subject of this thesis is adding value to customer service by developing marketing material. The topic was chosen by Company X's Global Spare Part Supply department based on its marketing strategy. The results of the project will mainly be used by customers which are considered as Company X's frontlines. The GSS (Global Spare Part Supply) management and employees are also interest groups of this project.

The main objectives were analyzing existing marketing practices at company X and suggesting development of a marketing program in order to produce written material in terms of general PowerPoint presentations and promotional videos.

This thesis was conducted according to following theories: project management, service management focusing on augmented service offering model, marketing research and product life cycle management.

The project started with defining its purpose and scope followed by planning a conscious schedule for the project. The following step was to execute the plan which included several stages: gathering background information of the company and the theory studied; marketing research which was mainly carried out by using qualitative research; data collection; data analysis and suggestion.

As main results, this thesis provides new marketing materials which present the GSS working process, teams' introductions and GSS ordering devices (programs). The conclusions of the study supported actions to improve customer service.

Key words: project management, marketing material, augmented service offering, qualitative research

CONTENTS

1	PROJECT INTRODUCTION	5
1.1	Background	5
1.2	Justification	5
1.3	Interest Groups	6
1.4	Objectives	6
1.5	Professional targets	7
1.6	Structure.....	7
1.7	Limitations	8
1.7.1	Project limitations.....	8
1.7.2	Theoretical limitations.....	8
1.8	Terminology	8
2	COMPANY PRESENTATION	9
2.1	Company Overview	9
2.1.1	Company Business.....	9
2.1.2	Company's Customer	9
2.1.3	Company Business Area	12
2.2	The GSS Department	13
2.2.1	GSS objectives.....	13
2.3	The related teams.....	15
2.3.1	Customer Services Team	15
2.3.2	Technical Customer Services Team	15
2.3.3	Inventory Support and Project Team	15
2.3.4	Global Help Desk Team	16
2.3.5	Global Material Creation Organization Team	16
2.3.6	Portfolio Team	16
2.3.7	Purchasing Team	16
2.3.8	Pricing and Direct Sales Team	17
2.3.9	Transport Logistics Team	17
2.4	Company Software Terminology	17
2.4.1	Minerva	17
2.4.2	Mobile Minerva	18
3	THEORETICAL BACKGROUND	18
3.1	Project Management	18
3.1.1	Project.....	18
3.1.2	Project life-cycles	19
3.1.2.1	Initiation	20
3.1.2.2	Planning.....	20

3.1.2.3	Execution and controlling	18
3.1.2.4	Closure	18
3.1.3	Scheduling	19
3.2	Service Management - The augmented service offering.....	19
3.2.1	The Service Package.....	19
3.2.2	The Basic Service Package.....	22
3.2.3	The Augmented Service Offering	23
3.3	Marketing research	24
3.3.1	Qualitative research.....	24
3.3.2	Direct approach	25
3.3.3	Questionnaires	25
3.4	Product Life Cycle Management.....	26
4	THE PROJECT	27
4.1	Schedule and project description.....	27
4.2	Research process	29
4.2.1	Research method	29
4.2.1.1	Qualitative research	29
4.2.1.2	Qualitative interview	29
4.2.2	Data collection	30
4.2.2.1	Primary data collection-Interviews	29
4.2.2.2	Secondary data collection.....	33
4.3	Project risks.....	31
5	Analysis and suggestion	34
5.1	Data analysis	34
5.1.1	Analysis of GSS Customer Service survey	34
5.1.2	Analysis of interview data	39
5.2	Suggestion	39
6	Developing marketing materials.....	39
6.1	Written material.....	39
6.2	Video	42
6.2.1	Video script	42
6.2.1.1	Basic information of the script	42
6.2.1.2	Text of the script.....	44
6.3	Company X utilize	50
7	EVALUATION	50
8	CONCLUSIONS.....	49
9	REFERENCES	53
10	LIST OF APPENDICES	55
11	LIST OF CAPTIONS FOR FIGURES	58

12 LIST OF CAPTIONS FOR Tables 59

1 PROJECT INTRODUCTION

1.1 Background

“ ... Everyone faces service competition. No one can escape from it...Customers deserve more than just a good service package. It has to be made into a functioning service process too...”
(Grönroos, 2000, 1 & 163)

The prevailing economic situation increases competition between organizations. Firms compete with services, not physical products. This competition solution can be described as services competition. A company that cannot compete with services will have problems surviving. In order to succeed in this situation, the firm has to view its business and its customer relationships from a service perspective.

The project topic was given by Company X based on its marketing strategy for the future. The idea is to find out how the GSS department brings the benefits to its customers. The customers in question are Company X's frontlines which include Company X's daughter companies, suppliers and other companies who belong to the Company X. In order to be able to add more value into customer service process, the GSS department wants to maintain its competitive position in the markets, improve customer loyalty and optimize productivity. In order to keep those benefits GSS department needs to present a new strategy, and our project is a part of this new strategy. Case company's GSS department provided the background support for our project.

1.2 Justification

The idea of the GSS department is serving its customer with quality. The Company X creates a logical and effective process for the GSS department. As mentioned earlier, the customers are the Company X's frontlines and it is very important for them to understand the entire GSS process.

The entire process consists of several teams that make the understanding of the entire process more challenging. Developing clear GSS process material will positively effect frontlines work and add value to the customer service. This is the turn that gives justification for our project.

1.3 Interest Groups

The interest groups of this project include three groups within the Company X's hierarchy: GSS department management, GSS department employees and GSS department frontlines.

The management's interest in this project concerns the results of the project, and the goal is to develop a new strategy for the Company X.

The employees at GSS department are interested in the value of improvement suggestions to their own work in order to manage things more effectively by using the project's results.

The customers are the ones that benefit from the project as all the improvements are aimed at their favour. In case they are allowed to see the results of the project they will understand the value added to the GSS processes and learn more about the processes used.

1.4 Objectives

"...marketing material includes information used to market, disseminate knowledge of, or promote title material. Marketing materials publicize or announce title materials to various audiences, including remote servers that post electronic announcements. Marketing material includes public relations works, press releases, product announcements, brochures, flyers, billboards or outdoor copy, video, audio, magazine or print media copy, emails, banners, displays or similar materials..." (Business marketing material, 2000)

The aim of the project was to develop the GSS marketing material for the use of the frontlines. The developed version of GSS marketing material will describe the GSS processes more clearly in a way how the process adds value to the customer service and enables improved knowledge of GSS.

The main objectives are analyzing existing marketing practices at company X and suggest development ideas for a marketing program and to produce written materials with general PowerPoint presentations and videos based on suggestions.

1.5 Professional targets

We wanted to learn how to deal with problems in an international environment by learning to keep the outside perspective in a situation. We also wanted to become more familiar with the way processes are organized within bigger companies on a general level.

The benefits from successful research are quite clear: the elimination of the problems from the frontline by using the GSS process and also to enhance employee work morale.

1.6 Structure

The structure of this project follows the basic guidelines set for project-based Bachelor's Thesis in Laurea University of Applied Science.

First, the introductory chapter consists of the background information for the thesis, justification, interest groups, objectives, professional targets, structure and limitations. The next chapter focuses on the company presentation. Followed by the second chapter there is theoretical background of the project. The fourth chapter explains the project including project schedule, research methodology, Data collection, resources and risks. The following chapter describes data analysis and suggestions. The next chapter concentrates on explaining the practical side of the project. The following chapter consists of project evaluation and conclusions which contain an analysis and discussion of the results. In the end are the lists of references and appendices.

After negotiating with Company X, meetings with tutoring teacher and agreements of authors, the project was divided into four sections:

1. Collecting background information of the company X and the related theory studied
2. Qualitative research by personal interviews and data collecting
3. Data analysis and suggestions
4. Developing the marketing material (written material with PowerPoint presentations and promotional videos)

The first stage includes investigating Company X's Intranet and observations. It also includes the collection of theoretical background data and creates the theoretical framework for the project.

The second stage includes the personal interviews with all the managers and team leaders who belong to the GSS Department. Data collection primarily includes data collected during the interviews and secondary data which are the company documents and feedbacks.

The following stage includes the analysis of the data received from interviews and observation. Suggestions were made based on the results.

The last stage is about developing the marketing material which includes the written version of the marketing material and company video.

1.7 Limitations

1.7.1 Project limitations

This project concerns interest groups which are the teams and departments from case company. All the research information and data were provided by those interest groups. Some parts of information and results may only be viewed by the interest group.

1.7.2 Theoretical limitations

The theoretical limitations of the project are defined by stages of the project. The project process schedule, description and analysis require the use of project management. The project research section includes the usage of qualitative research principles and methods. The marketing material developing requires understanding of augmented service offering model and some other related theories which are to be mentioned in the marketing material.

1.8 Terminology

In this project, all the specific terms and professional jargons are those used in the theoretical background and defined in official case company's publications. The terminology that has

been mentioned by interviewees has been replaced with understandable words, and if the original term is used, the definition is provided.

2 COMPANY PRESENTATION

2.1 Company Overview

Company X was founded in Finland in 1910. During nearly 100 years as an industrial engineering company, Company X has been involved in businesses as different as textile manufacture, medical technology and the design of hydraulic piping systems. The company's main focus, however, has always been the elevator and escalator business. Over the years, Company X has proven its ability to adapt to a changing world as well as to create new opportunities for the company to grow.

2.1.1 Company Business

Today Company X provides its customers with industry-leading elevators and escalators; innovative solutions for modernization and maintenance, and maintenance services for automatic building doors. Company X is one of the global leaders in its industry. In 2008, company's share of the elevator and escalator market reached 13 percent.

The company's current annual net sale range close to 4.6 billion Euros and has approximately 34,800 employees.

2.1.2 Company's Customer

Company X's key customers are builders, building owners, facility managers and developers. In addition, architects and consultants are key parties in the decision-making process regarding elevators and escalators.

Company has segmented the markets according to the purpose of the building. The main segments are categorized as residential, office and retail, as well as public transportation and

airports. In addition, company serves hospitals, leisure centres, hotels and industrial properties.

Company X has approximately 250,000 customers globally, of which the majority are maintenance customers. Maintenance contracts vary from one-elevator residential buildings with yearly contracts to large international accounts with long-term service agreements.

2.1.3 Company Business Area

Company X is present in around 50 countries worldwide. It has eight production units in all main markets and seven global R&D centres. Company's head office is based in Helsinki, Finland. (See Figure 1)



Figure 1 Company Business Area (Company X)

2.2 The GSS Department

GSS Department is an organization which provides quality spare parts for all company X elevators, escalators and automatic building doors, as well as commercial replacement parts and components for a wide range of other manufacturers. Additionally, working clothes and tools are part of the service portfolio.

GSS also provides global integrated supply chain solutions and work together with a German logistics Company to ensure the right product is in the right place at the right time. GSS Departments are located in Germany, Finland and China.

2.2.1 GSS objectives

The GSS department's objectives are described as following: Support the corporate strategy and must win battles with regards to the supply of spares; become a true global supply organization for all global spares required within Company X; increase market share; implement those logistical, sourcing and procurement solutions, which will decrease costs based on full supply chain or process approach; measure and improve on all relevant quality of the whole supply chain of spares; measure and improve on the customer satisfaction of Frontlines.

To do that most effectively, a full range of logistics services are provided to satisfy customers' business needs. The spectrum of services include service parts supply chain strategy & design, warehouse and operations management, inventory management, transportation management and reverse logistics including online ordering and visibility tools.

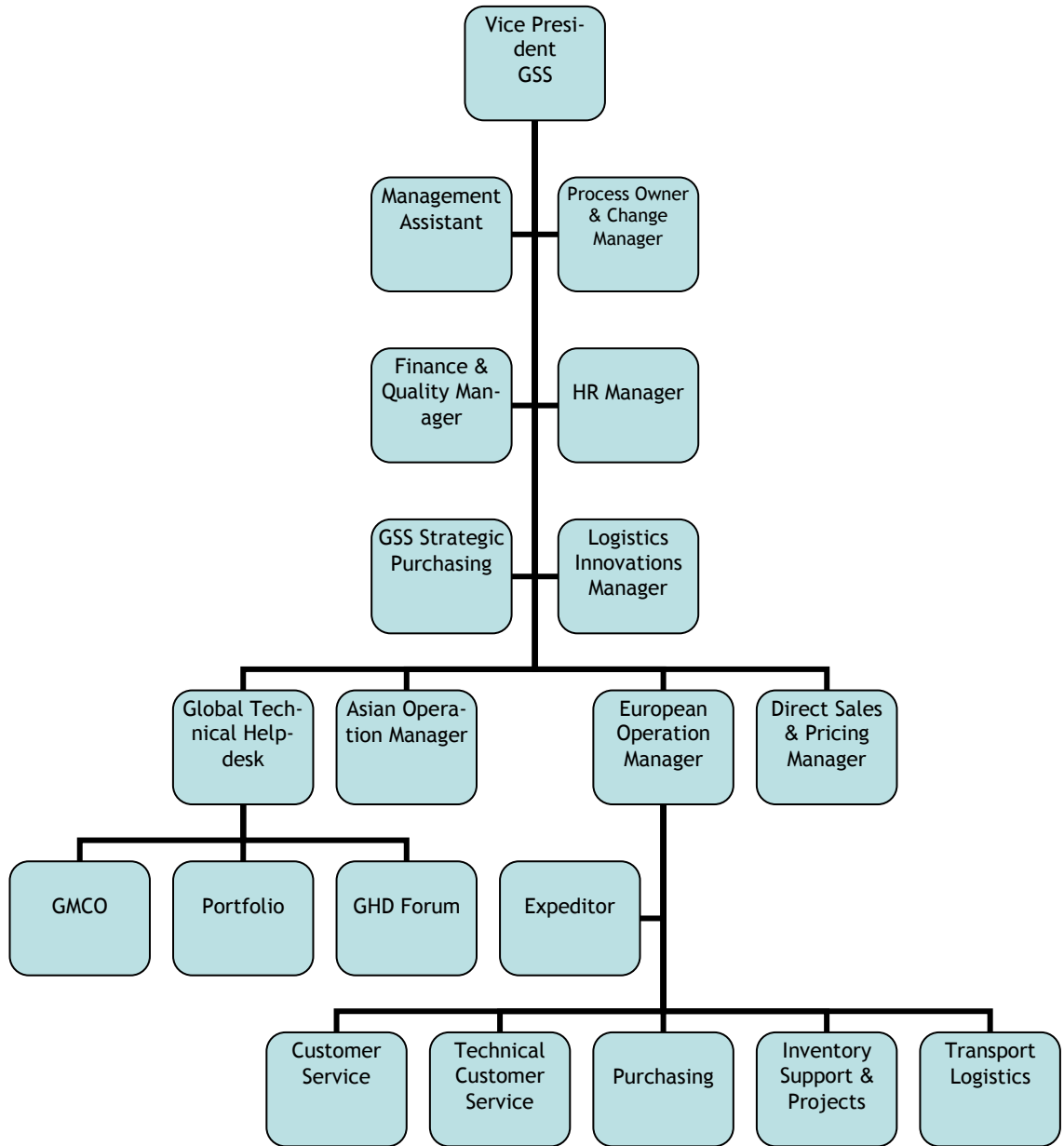


Figure 2 GSS Department Organisation Structure

2.3 The related teams

There are many teams taking care of the GSS process (see Figure 2). Due to the case company's requirements, our thesis focused on the following 9 teams:

Customer Service team; Technical Customer Service team; Inventory Support and Project team; Global Help Desk team; GMCO team; Portfolio Team; Purchasing team; Pricing and Direct Sales team and Transport Logistics team. Each team works together with the others and have a same goal.

2.3.1 Customer Services Team

Customer Service team is responsible for elevator spare part order handling and delivery process monitoring. This team handles orders which come from frontline units. They also help frontlines to solve problems concerning orders.

2.3.2 Technical Customer Services Team

Different from the Customer Service Team, TCS Team takes care of technical issues concerning the spare parts. They handle technical queries from frontlines; find out right specifications for spare parts and help offer spare parts for frontlines. TCS also assists in sales, purchasing, sourcing and GSS projects.

2.3.3 Inventory Support and Project Team

Inventory Support and Project Team's is responsible for developing and managing inventory planning process; they develop purchasing process together with Purchasing and Sourcing teams. Ensuring operational materials management processes are running smoothly and also co-ordinate and implement successfully GSS and company's projects

2.3.4 Global Help Desk Team

GHD team is more like a platform for global knowledge shared on company and non-company equipment. 39 frontlines and 114 contact persons belong to this network. Main idea is to search for existing solutions and solve urgent problems.

2.3.5 Global Material Creation Organization Team

GMCO team is supporting harmonization of existing spare parts and master data cleaning of spare parts. This team is also responsible for material replacement, material extension to frontline SAP and taking care of the creation of new spare part numbers.

2.3.6 Portfolio Team

Portfolio team is responsible for actively supporting product development projects when selecting spare parts and spare part suppliers. Team ensures together with CDE (Chief Design Engineer) that spare part structure is done according to the GSS guidelines and working in-struction. It also approves compiled AR instructions/structure: ensures that the approved spare part information is correct (such as part itself, suppliers, prices, lead times etc...) and the needed parts will be made available in GSS stocks with right locations (EDC/ADC/US) and in right quantity.

2.3.7 Purchasing Team

Purchasing team is making sure that Spare parts in Europe and Asia with low costs, high efficiency, and good quality are available. The target of the team is to contribute in growth and profitability of the company in the VA business. They also want to be sure that in future company and frontline units understand each others' needs in order to be able to transform into operational issues.

2.3.8 Pricing and Direct Sales Team

Pricing and Direct Sales Team takes care the sales of spare parts to maintenance companies, competitors and all kinds of spare parts pricing issues, for example transfer pricing and global reference pricing.

The pricing team's main tasks are to ensure consistent pricing and to determine market prices according to the customer perceived value. They also set up and distribute a yearly pricelist containing recommended sales prices to end customers.

The Direct sales are handling all RFQ (request for quotation) and order related matters to the customers mentioned above. All maintenance customers and end customers are served by local FL.

2.3.9 Transport Logistics Team

Transport Logistics team's responsibilities are divided to three different categories. Logistics part is taking care of EDC daily operation monitoring and reporting. Also this part takes care of transportation monitoring. Invoicing team takes care of end customers invoicing process which includes Debit/Credit memo process. Invoicing team's tasks are also transportation bookings and intrastate reporting to customs. Third category of this team is feedback team, which handles the feedback process.

2.4 Company Software Terminology

2.4.1 Minerva

Minerva is a Global Catalogue in Intranet of Company X. It's an easy way to access product information. The basic functions include identification of spares via search, availability checking, access to technical documents and shopping Basket for Spares. (Company X GSS Ordering Instruction, 2009)

2.4.2 Mobile Minerva

Mobile Minerva is Minerva PDA/Mobile version. It provides the possibility of material identification and catalogue, material availability checking, material sales price visibility, material sales track and trace possibility. (GSS Ordering Instruction. Company X. 2009)

3 THEORETICAL BACKGROUND

3.1 Project Management

Project management is the main theory which guides the conducting of this project. This theory is detailed explaining every step of the project process.

3.1.1 Project

A project, by definition, is a temporary activity with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved (Software project management)

The simplest form of a project is a discrete undertaking with defines objectives often including time, cost and quality (performance) goals. All projects evolve through a similar 'life-cycle' sequence during which there should be recognized start and finish points. In addition the project objectives may be defined in a number of ways e. g. financial, social and economic, the important point being that the goals are defined and the project is finite (Field & Keller, 1998, 2)

Based on the definition above, we can define the following characteristics of a project: A project is a unique undertaking; has specific objectives (or goals) to achieve; requires resources; has budgets; has schedules; requires the effort of people and measures of quality will apply. (Field & Keller, 1998, 3)

3.1.2 Project life-cycles

Earlier words mentioned that a project is “... with a starting date...a fixed end date’ (Software project management). we say that a project has a life-cycle.

The Project life-cycle refers to a logical sequence of activities to accomplish the project’s goals or objectives (see Figure 3). Regardless of scope or complexity, any project goes through a series of stages during its life: Initiation, Planning, Execution and Closure. (Project life cycle, 2005)

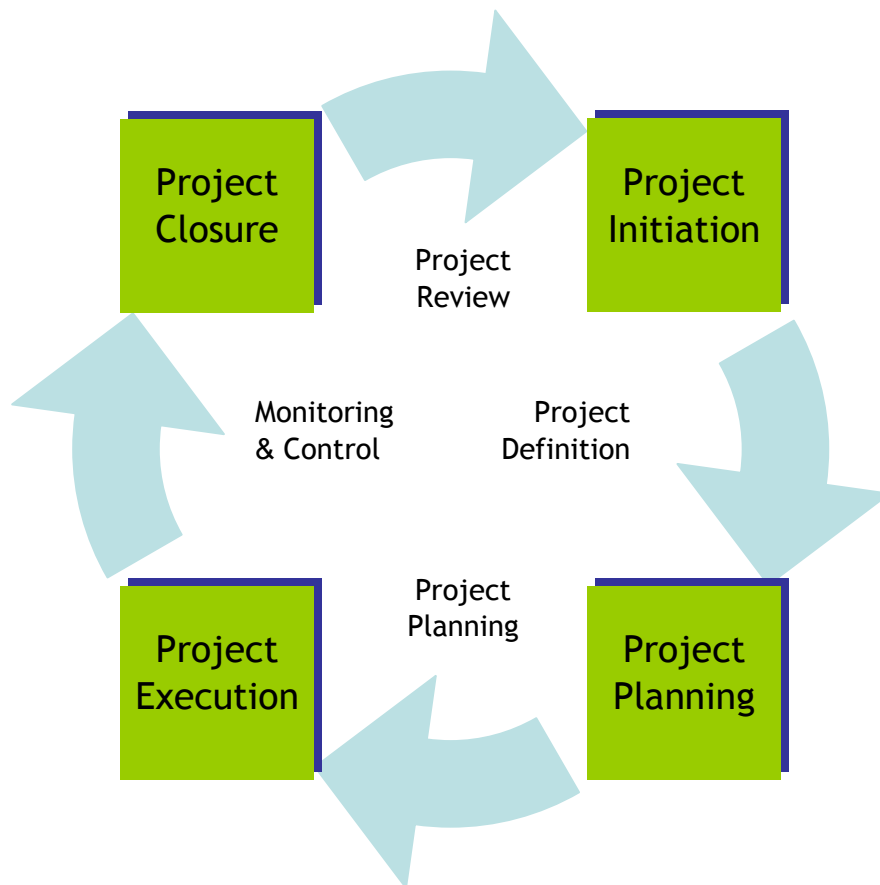


Figure 3 Project Management Life Cycle (Source from Internet, Update by writers)

3.1.2.1 Initiation

This is the first phase which is also called 'definition phase or feasibility phase' (Field & Keller, 1998, 62.) Initiating a project by defining its purpose and scope, the justification for initiating it and the solution to be implemented. (Project Management Methodology)

3.1.2.2 Planning

The second phase should include task identification and sequencing, identification of activities critical to success, estimating and budgeting and staffing. In the end of the planning phase, there is a small phase which is called organization phase which is to put in place the teams, the controls, tools, and communications that will be required for the next phase. (Field & Keller, 1998, 62)

3.1.2.3 Execution and controlling

The most important issue in this phase is to ensure project activities are properly executed and controlled. During the execution phase, the planned solution is implemented to solve the problem specified in the project's requirements. (Project life cycle, 2005)

The important activities in this phase are: communicating with management, client, users and others; reviewing progress; monitoring costs; controlling quality; issuing orders for change and managing changes.

3.1.2.4 Closure

The final stage of the project is the closure phase. The results of the project can then be put into operation. (Field & Keller, 1998, 63)

3.1.3 Scheduling

Scheduling, by definition, is the process of deciding how to commit resources between varieties of possible tasks. Time can be specified or floating as part of a sequence of events.

Project scheduling which builds on prior project planning includes the design, development, maintenance, and usage of a project schedule (Project scheduling, Wikipedia)

Scheduling is one of the main concerns of a project manager. Many good engineering organizations perform projects of high quality - delivered too late. Time costs money. These late projects are expensive to the client, to the contractor or to both. To help ensure that a project is completed on time it is necessary to prepare a detailed schedule. Preparing and then monitoring a detailed schedule are not sufficient by themselves to guarantee that a project will complete on time. (Field & Keller, 1998, 181)

3.2 Service Management - The augmented service offering

3.2.1 The Service Package

According to the Christian Grönroos' book "...the service is described as a package or bundle of different services, tangibles and intangibles, which together form the service. The package is divided into two main categories: the main service or core service and auxiliary services or extras which are sometimes referred to as peripherals or peripheral services, sometimes also as facilitator services..."

A model of the service offering has to be customer-oriented. It has to recognize all the aspects of a service that are perceived by customers. How customers perceive the interactions with the service provider (the functional quality of the service process) as well as what the customers receive (the technical quality of the outcome) has to be taken into account. In addition to this, the image impact on service quality perception also has to be recognized. What has to be planned and marketed and offered to customers is a comprehensive service offering.

Based on a well-defined customer benefit concept, which states the benefits or bundle of benefits customers appreciate, managing the service offering requires four steps: developing the service concept, developing a basic service package, developing an augmented service offering and managing image and communication. (Grönroos, 2000, 163-165)

3.2.2 The Basic Service Package

In the literature a distinction is often made between core services and peripheral services. However, for managerial reasons, it is necessary to distinguish between three groups of services:

- core service:
- facilitating services (and goods)
- supporting services (and goods)

The core service is the reason for a company to be in the market. A firm may also have many core services.

In order to make it possible for customers to use the core service, some additional services are often required. Additional services are called facilitating services, because they facilitate the use of the core service. If facilitating services are lacking, the core service cannot be consumed. Sometimes facilitating goods are also required.

The third type of services is supporting services. These, like facilitating services, are also auxiliary services, but they fulfil another function. Supporting services do not facilitate the consumption or use of the core service, but are used to increase the value of the service and/or to differentiate the service from those of competitors. The distinction between facilitating services and supporting services is not always clear.

The basic service package is, however, not equivalent to the service offering customers perceive. This package corresponds mainly to the technical outcome dimension of the total perceived quality. The elements of this package determine what customers receive. They only include the outcome-related features of the service. They do not say anything about how the process is perceived, which in the final analysis is an integral part of the total service offering customers experience and evaluate. In other words, no process-related features of the service have yet been taken into account.

As the perception of the service process cannot be separated from the perception of the elements of the basic service package, the process has to be integrated into the service offering. Therefore, the basic service package has to be expanded into a more comprehensive model, called the Augmented Service Offering. (Grönroos, 2000, 166-167)

3.2.3 The Augmented Service Offering

The service process, the buyer-seller interactions or service encounters, are perceived in a number of ways, which differ from situation to situation. Due to the characteristics of most services, there are, however, three basic elements, which from a managerial point of view constitute the process.

- Accessibility of the service
- Interaction with the service organization
- Customer participation

These elements are combined with the concepts of the basic package, thus forming an Augmented Service Offering (see Figure 4)

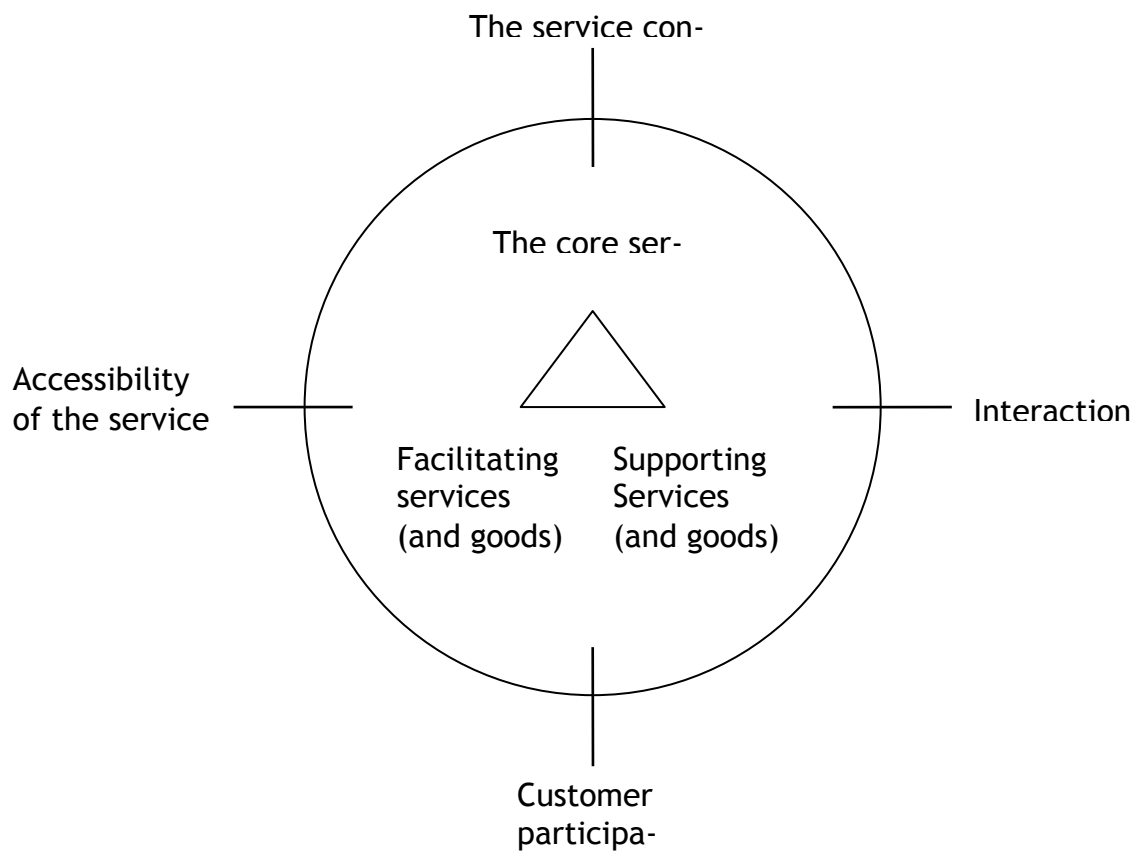


Figure 4 The augmented service offering model (Grönroos, 2000, 168)

The accessibility of the service depends, among other things, on:

- The number and skills of the personnel;
- Office hours, timetable, and the time used to perform various tasks;
- Location of offices, workshops, service outlets, etc.;
- Exterior and interior of offices, workshops, and other service outlets;
- Tools, equipment, documents, etc;
- Information technology enabling customers to gain access to the service provider and the service process;
- The number and knowledge of consumers simultaneously involved in the process.

Interaction with the service organization can be divided into the following categories:

- Interactive communication between employees and customers, which in turn depends on the behaviour of the employees, on what they say and do, and how they say and do it;
- Interactions with various physical and technical resources of the organization, such as vending machines, computers, documents, waiting room facilities, tools and equipment needed in the service production process etc;
- Interactions with systems, such as waiting systems, seating systems, billing systems, Internet sites and telecommunication systems, systems for deliveries, maintenance and repair work, making appointments, handling claims, etc;
- Interactions with other customers simultaneously involved in the process.

Customer participation means that the customer has an impact on the service he perceives. Often the customer is expected to fill documents, give information, use Web sites, and operate vending machines. Depending on how well the customer is prepared and willing to do this, he will improve the service or vice versa. (Grönroos, 2000, 167-171)

3.3 Marketing research

3.3.1 Qualitative research

Qualitative research is a field of inquiry that crosscuts disciplines and subject matters. It is one of the two major approaches to research methodology. This approach investigates the

why and how of decision making, not just what, where, when. (Qualitative research, Wikipedia)

Qualitative research is an exploratory research methodology based on small samples that provides insights and understanding of the problem setting. (Naresh & Malhotra 2003, 143) Qualitative research techniques are relatively unstructured measurement approaches that permit a range of possible responses, and they are a creative means of ascertaining consumer perceptions that may otherwise be difficult to uncover. The range of possible qualitative research techniques is limited only by the creativity of the marketing researcher. (Kotler & Keller, 2005, 107)

Qualitative research method is useful when generating theory with a special aim of increasing the understanding of holistic, dynamic and complex phenomena. Qualitative research consists of a set of interpretive, material practices which turn the world into series of representations including field notes, interviews, conversations, photographs, recordings and memos to the self. (Lecture notes, 2005)

3.3.2 Direct approach

Direct approach is one type of qualitative research in which the purposes of the project are disclosed to the respondent or are obvious, given the nature of the interview.

Direct approach is not disguised. The purpose of the project is disclosed to the respondents or is otherwise obvious to them from the questions asked. Focus groups and depth interviews are the major direct techniques (Naresh & Malhotra, 2003, 145)

3.3.3 Questionnaires

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case.

Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them. (Questionnaire, Wikipedia)

A questionnaire consists of a set of questions presented to respondents. Because of its flexibility, the questionnaire is by far the most common instrument used to collect primary data. Questionnaires need to be carefully developed, tested and debugged before they are administered on a large scale.

In preparing a questionnaire, the researcher carefully chooses the questions and their form, wording and sequence. The form of the question can influence the response. They are especially useful in exploratory research, where the researcher is looking for insight into how people think rather than measuring how many people think a certain way (Kotler & Keller, 2005, 107.)

3.4 Product Life Cycle Management

The destination of the Product Life Cycle Management (PLCM) is to ensure competitive, reliable, and high quality products for the company customers. PLCM is divided into four phases: Product creation phase, health care, retirement, and pension phases. Each phase has a different influence to the product and its life cycles.

See Company X Product Life Cycle Management Process in Appendix 1.

The first period, a creation phase is the creation of a new product or a major change to an existing product. This phase is divided into two processes: technology development and product development. Information of a new product is very little available, and therefore this phase includes lot of tests to avoid poor product quality.

The second period of a product is the so-called health care phase. In this phase, the product has been introduced to the customer and they start to use it. At the beginning of the phase part delivery volumes are quite small, but the consumption increases as times goes by. This

phase can continue for several years. The product reliability is monitored continuously. The end of health care is the postproduction stage during which the production amounts go down before a final retirement.

In the retirement phase the manufacturing of the product is terminated. Most of times the product is being replaced by a new one or the old products are modernized.

The last step is the product pension phase. It covers the life cycle part of the product after its retirement. Important issues in the pension stage are availability of spares and product support. In addition, old product know-how has to be available for the customer at defined places. (Antti, 2003, 17-18)

4 THE PROJECT

4.1 Schedule and project description

	Nov.2008	Dec.2008	Jan.2009	Feb.2009	Mar.2009	Apr.2009	May.2009
Initiation							
Planning							
Execution &Controlling							
Closure							

Table 1 Project Schedule

NOVEMBER, 2008

Interviews took place with Company X personnel; the original project's topic was given.

DECEMBER, 2008

We had meeting with the tutoring teacher and preliminary the project's process and schedule. The entire project was divided into two parts: Written material and video.

Estimated schedule sent to all the related teams and departments of the Company X. Interview with Customer Service leader from Company X. Discussion of project; the introduction of Customer Service was given during the interview.

JANUARY, 2009

Theory studied and definition of the research process.
Second meeting with tutoring teacher and framework is done.
Based on the project schedule, start to interview the related teams and departments.

FEBRUARY, 2009

The rest of research interviews were handled in this month.
Collecting and analyzing all the information.

MARCH, 2009

The draft of project's report done and send to Company X and tutoring teacher by end of March.

APRIL, 2009

Meeting with tutoring teacher, the report so far was refined.
The written part of project was accepted by Company X.
Meeting with Company X and discuss the next step: Film video.
First version of video script was made.

MAY, 2009

Video script was updated under company X's guidance.

Having Project's presentation in both Company X and school.

The final version of the project report was finalized and turned in for evaluation.

4.2 Research process

We conducted this research in order to understand the different departments' opinions on how to add value to the GSS process. We did it in a form of structured interviews with different teams and departments' own presentations, company's current marketing materials and interview questions.

See Interview Questions in Appendix 5.

4.2.1 Research method

4.2.1.1 Qualitative research

Qualitative research is particularly relevant when prior insights about a phenomenon under scrutiny are modest, implying that qualitative research tends to be exploratory and flexible because of 'understructured'. (Eriksson & Kovalainen, 2008, 5) Due to the investigative nature of this research project, the qualitative approach was chosen as the most appropriate method.

4.2.1.2 Qualitative interview

The popularity of interviews in qualitative research is overwhelming. In general, interviews consist of talk organized into a series of questions and answers. Interviews most often take place face to face, but they can also take place over telephone, or on-line using computer-mediated technologies. (Eriksson & Kovalainen, 2008, 78) Interviewers can record additional observations about the respondent during interviews. (Kotler & Keller, 2005, 111)

This project is limited for the internal use of the Company X and related interested groups. The research was done only through the related departments and teams inside of the case company. Also based on the tight schedule, we decided the most suitable qualitative approach would be qualitative interview.

4.2.2 Data collection

According to the definition “...Empirical data collected by researchers themselves are called primary data, a business researcher can collect empirical data for their research project by interviewing ...Already existing empirical data that exist somewhere already are commonly called secondary data...” (Eriksson & Kovalainen, 2008, 77) Ticehurst & Vecal mentioned on their book “...Primary data are new data specifically collected in a current research project - the researcher is the primary user. Secondary data are data that already exist and which were collected for some other (primary) purpose but which can be used a second time in the current project - the researcher is the secondary user...” (Ticehurst & Vecal, 2000. 82).

It gives an idea of the data collection. The primary data was collected from interviews and the secondary data was based on case company’s documents, feedback data and etc.

4.2.2.1 Primary data collection-Interviews

The interviews were held between the case Company X and us in GSS department, Hyvinkää. The interviewees who are the team leaders from the GSS department were decided by case company.

According to the interviewees list from the Company X, we send 9 interview invitation e-mails to each team leaders. With the emails, we shortly described the project’s objectives which were based on the company’s wishes and also explained why the interviews were needed for our project, some of the interview questions also were mentioned in the emails.

Because it was difficult to get the interview data which fit both interviewees’ working schedule and ours, there were 3 team leaders who could give us personal interviews (see Figure 6) but they all send their team presentations and answered our interview questions by emails.

Data	Related Teams	Present	Data Collection by personal interview	Data Collection by Email
12.12.2008 (1.5 hours)	Customer Service Team	Yes	Team presentation, interview question answering	Team presentation
14.01.2009 (1 hour)	GSS Portfolio Team	Yes	Team presentation, interview question answering	Team presentation
20.01.2009 (1 hour)	GMCO Team	Yes	Interview question answering	Team presentation
22.01.2009 (1 hour)	Technical Customer Service Team	Yes	Team presentation, interview question answering	Team presentation
27.01.2009 (1 hour)	Inventory Support and Project Team	Yes	Team presentation, interview question answering	Team presentation
06.02.2009 (1.5 hour)	Transport Logistics Team	Yes	Team presentation, interview question answering	Team presentation
	Global Help Desk Team	No		Team presentation, interview question answering
	Purchasing Team	No		Team presentation, interview question answering
	Pricing and Direct Sales Team	No		Team presentation, interview question answering

Table 2 Interview Schedule

We had interviews with other 6 team leaders (see Table 2). Each interview took between 1 to 1.5 hours. We divided the entire interview process into 5 steps:

1. Opening
2. Project introduction
3. Team presentation
4. Discussion
5. Closing

At the opening step, both interviewers and interviewees had a short introduction of themselves.

Then fast into the second step which was about the project introduction handled by interviewers. We clearly described the project's background, interest groups, objectives and limitations.

After that, each team leader gave the team presentation by using the projector device. The team presentation included each team's tasks, main achievements, objectives or projects, organizational structure and contacts, working processes, etc. Only GMCO team couldn't show its team presentation during the interview because the projector was used by others.

At discussion time, we asked some questions based on each team presentation. Interviewees gave the answers and also their own understanding and opinions about developing GSS marketing material.

In the end, we exchanged contact information for the future question needs. All the interviewees sent us the team presentation by emails.

As we know there are several ways of recording interviews: notes written on the spot, notes written afterwards, and taping the interview with a tape recorder. (Eriksson, P. & Kovalainen, A. 2008, 85) Based on case company requirement, we didn't use tape recorder during the interviews, only the team presentation and conversation notes were needed.

See Team Presentations in Appendix 2.

4.2.2.2 Secondary data collection

Secondary data can play a variety of roles in a research project, from being the whole basis of the research to being a vital or incidental point of comparison. Sources of secondary data are: Company information (internal and external, government agencies, educational institutions and specialist centres, professional organisations, management-related fields, archival material and Internet-based resources. (Ticehurst & Vecal, 2000, 82)

For our project, the secondary data were mainly provided by Company X. All related departments and teams provided the project with background information, current marketing material and ready databases which were included in Company X's Intranet and the feedback data.

See GSS Introduction in Appendix 3.

See GSS Process in Appendix 4.

The resources of filming the video were provided by the professional. Other resources used in the research and theory studies were provided by Laurea University of Applied Sciences and writers.

4.3 Project risks

The main risks in this project were communication language, Company X response rates, fitting of schedule between Company X, tutoring teacher and writers and information collection.

Company X is a multi-national corporation and its working language is English, so we decided all the interviews should be in English. During the interviews, we found there were some misunderstandings of the interview questions or they couldn't answer the questions in English during the conversation. It was also difficult to understand some of the terminology in English because English isn't our native language either. These same facts might also thus have an effect in the company response rate.

Our project plan was to interview all the related teams' leaders and managers because their opinions would help us to develop our project. If the team leaders or managers are interested in the project for its entire duration, the project has better possibility to be useful due to the fact that managers are able to provide a wider perspective on matters. If they do not wish to participate after the beginning it is easier to lose one side of the wider perspective that will result in fewer development ideas. Unfortunately, not all of those team leaders and managers

had interviews with us. The reason also could be the fact that we had very tight schedule for this project.

As there are only two of us working on this project it is difficult to try to manage the timetable regarding people who need to participate in the project. The problem is that one of us works five days a week in addition to this project. It is difficult to find time to work together due to different time schedules in everyday-work and combine the schedules with other needed people from Company X who are busy doing their own jobs.

Also the entire project required too much information and knowledge. We needed to read a lot of theory to be able to understand the entire process. It was really hard for only two students to collect all the needed data and information. The speed of research work might be slowed down our project.

5 ANALYSIS AND SUGGESTION

The data analysis started with defining the major themes and important categories for the marketing material. We chose the information and data which related with Company X's marketing strategy, GSS Department introduction, GSS process, GSS Customer Service survey and team presentations.

The following work was defining parts that require development. According to case company marketing strategy and requirements, the GSS Department introduction and GSS process needs to be developed. The developed version should describe how GSS brings more benefits to the case company and adds value to the frontlines.

5.1 Data analysis

5.1.1 Analysis of GSS Customer Service survey

As mentioned before, the background of this project was based on finding out how the GSS department brings the benefits for its customers. The project's aim is to add value to the

customer service by developing the marketing material. From above reasons, analysing the customer service survey is very important.

The GSS Customer Service survey was done by case company. There were 122 respondents invited to the research, 64% were operators and rest were managers. The research paper related to much information, it is not necessary to analyse all the data. Due to our project, the following questions and figures were needed to discuss.

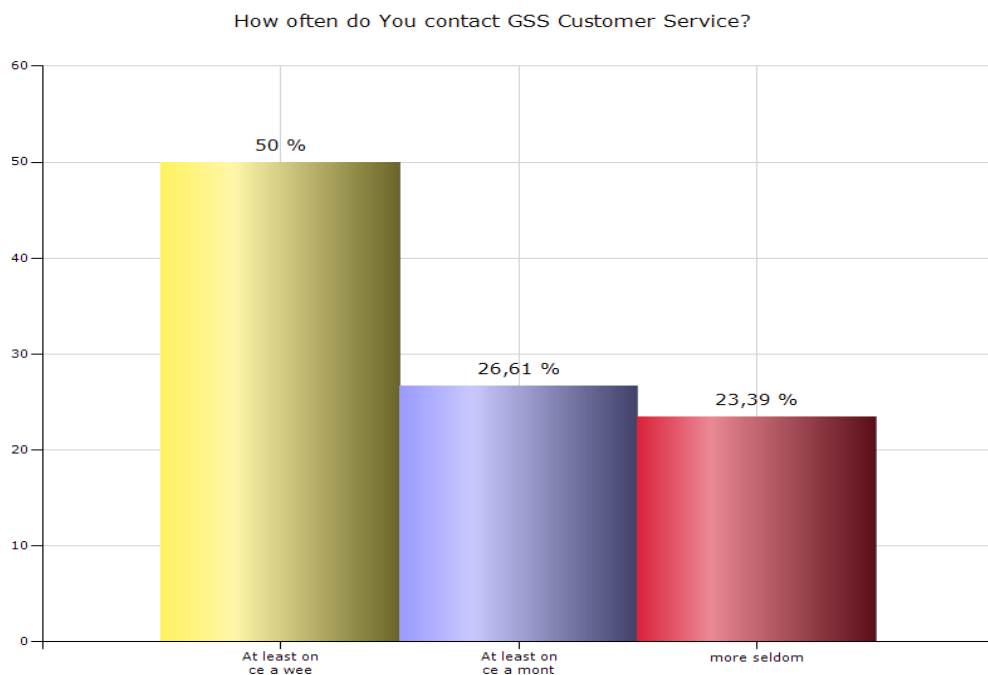


Figure 5 The frequency of customers contact to GSS Customer Service (GSS Customer Service survey, Company X, 2009)

The figure 5 illustrates how often customers contact GSS Customer Service. 50% of the customers make contact every week. It is necessary to have the marketing material which can describe the general information of the GSS services and also for the employees to clearly state their responsibilities.

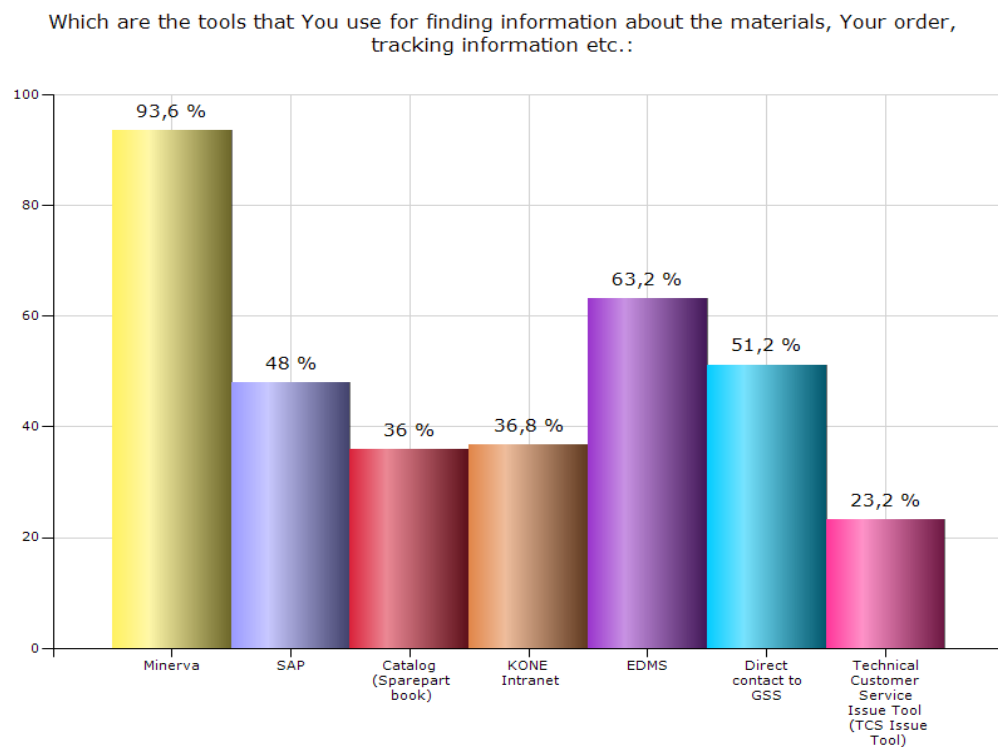


Figure 6 The tools for the information searching and products ordering (GSS Customer Service survey, Company X, 2009)

In figure 6, 93.6% customers use Minerva programme to search the spares parts, place orders, find the tracking information and etc. Even SAP is very popular programme, but most customers prefer using Minerva. In order to be able to serve more customers in an effective manner, Company X introduced the Minerva programme to mobile phone. Well, the introduction of Minerva programme should be considered in the new marketing material.

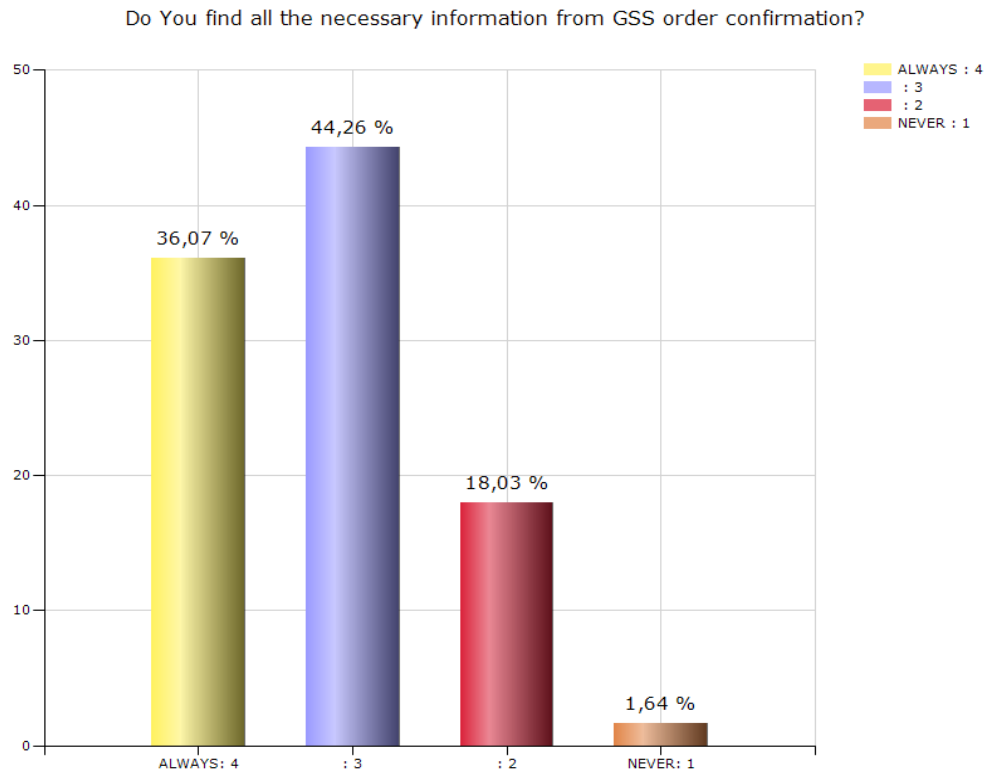


Figure 7 The customer opinion of GSS order confirmation (GSS Customer Service survey, Company X, 2009)

Figure 7 demonstrates the customers' opinions of GSS order confirmation. Normally, order confirmations are only for orders that are handled otherwise than requested: delayed delivery time, partial delivery, order contains non-stock items and etc. There were close to 20% customers who had problems finding the information of those non-requested orders. The mistakes could come from both the employees and the customers.

Do You get enough information if there are deviations to normal process: e.g order includes non-stock material or stock material which is out of stock?

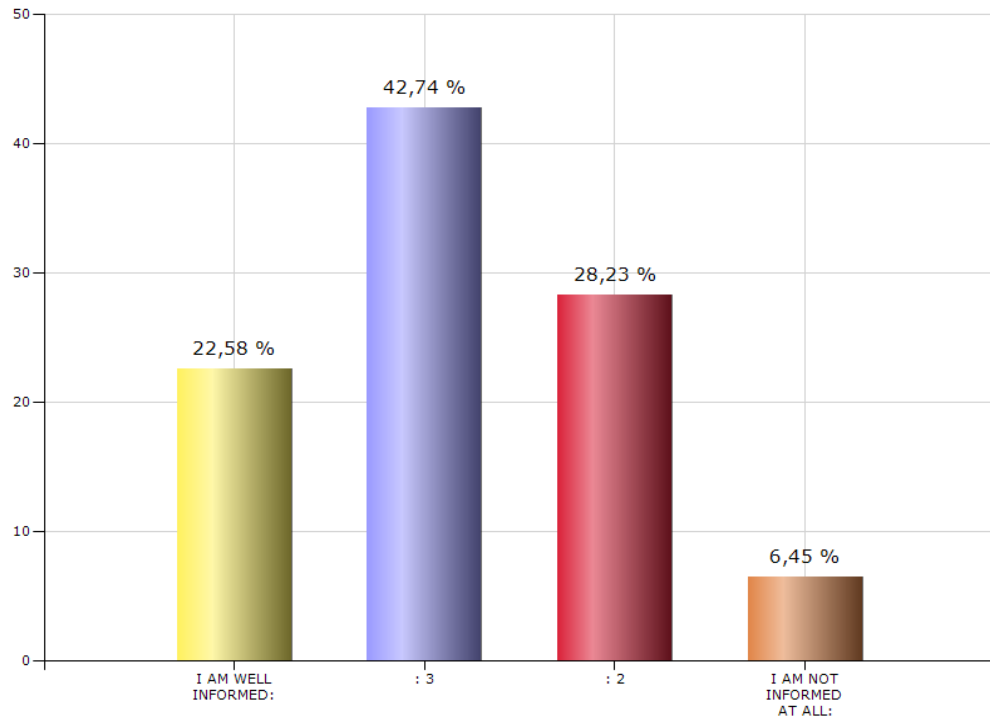


Figure 8 The customer opinion of non-normal process (GSS Customer Service survey, Company X, 2009)

The non-stock material (or stock material which is out of stock) ordering process is different from the general ordering process. It covers more steps and is also more complicated. It was hard for both customers and employees to understand all types of ordering processes without a simple guiding. That was the reason why over 28% of customers were not well informed and close to 6.5% of customers were not informed at all (See Figure 8)

How do You scale GSS Customer service efforts and actions concerning urgent orders? (for example stopped lift/escalator/door)

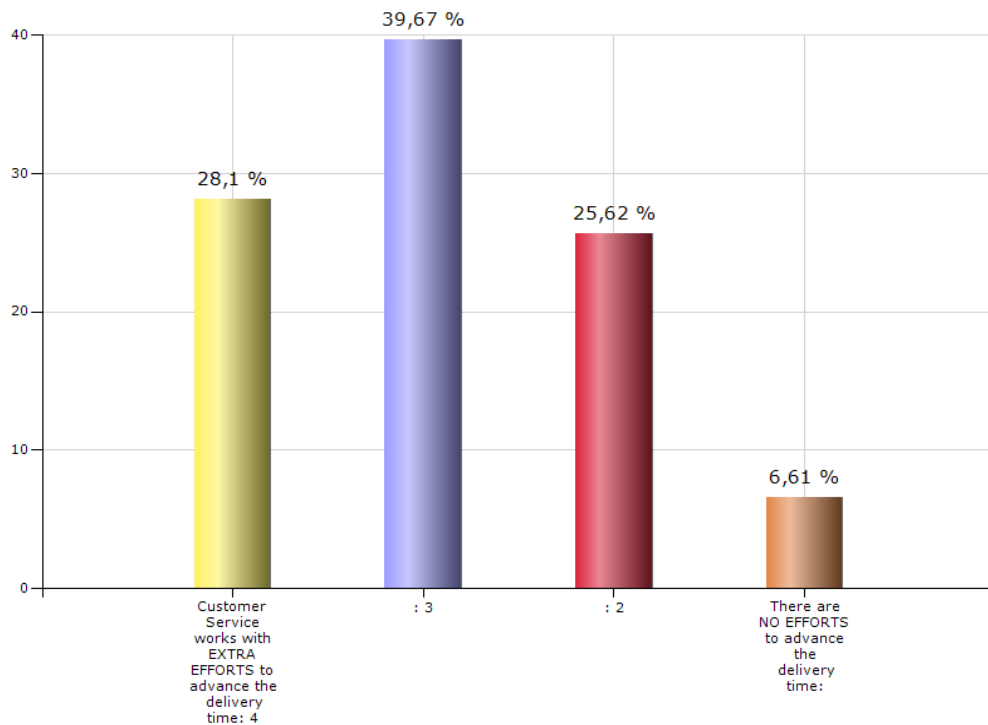


Figure 9 The customer opinion of urgent ordering (GSS Customer Service survey, Company X, 2009)

The way GSS deals with the urgent orders were evaluated by customers (See Figure 9). Unfortunately, there were number of customers who gave low grades for this service. We believe the case company has a good plan for the urgent ordering service, the aim is to find a way to make the process effective.

Above last 3 figures clearly show that ordering process should be defined in a simpler way. Non-requested ordering, non-stock material (or stock material which is out of stock) ordering and urgent ordering also need to be described in the marketing material.

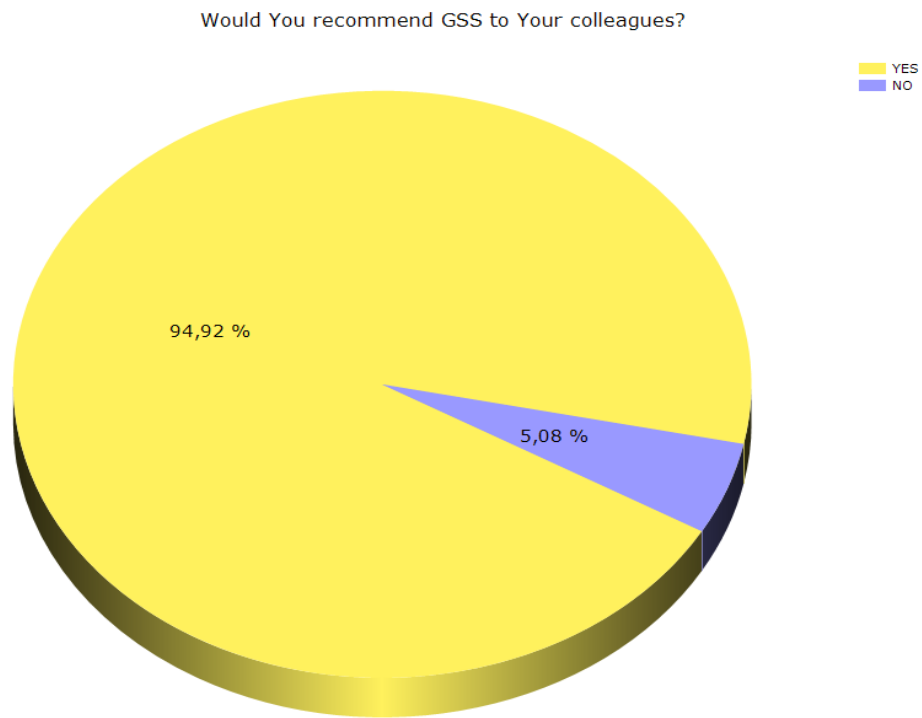


Figure 10 The rate of recommendation (GSS Customer Service survey, Company X, 2009)

Close to 95% of respondents would like to recommend GSS to their colleagues (See Figure 10). It was a big success of GSS department. It also means that more people will start using GSS process. In order to be able to keep the existing customers and serve more potential customers, the current marketing material needs to be developed by considering the customers' opinions.

5.1.2 Analysis of interview data

There were some same results that came from the interview data analysis. The interviewees also wanted to add more information to the GSS introduction. The ordering process needs to be explained in a simple way. The several ordering programmes should have short guidance information.

Those interviewees were also focused on the operation parts of GSS. The interviewees wanted the marketing material to present the main tasks of each teams. The GSS objectives and strategies should also be mentioned in the new marketing material.

5.2 Suggestion

As the results of the analysis, suggestions for developing marketing material were made. The new marketing material should represent the entire GSS process to the frontlines. The process should be simple, clear and easy to use. The related teams' introductions and GSS ordering devices (programs) also need to be described in the marketing material.

6 DEVELOPING MARKETING MATERIALS

Based on the case company's requirements, the marketing material was divided to 2 parts: written materials with general PowerPoint presentation and a promotional video.

6.1 Written material

The text was removed from the public version due to the case company's wishes.

6.2 Video

Video filming needs professional skills which are beyond the researchers' current abilities. After the discussion with Company X, we agreed to cooperate with a professional cameraman who had experience from case company's other projects. Our tasks are making the video script, guiding the filming and checking the results.

6.2.1 Video script

Producing the Video marketing material is not as easy as we thought. The work is not just simply speaking in front of the camera. There are actually several things to consider. The most crucial part is the making of the script. Everything that must be spoken should be informative and all the details must be relevant to the purpose of the video. The script must be divided into short and concise paragraphs. These paragraphs, though short, should not compromise any detail that explicates what business is all about. We also have to consider the design of how the video must appear to the audience as well as the setting.

6.2.1.1 Basic information of the script

Before we started to write the video script, there were several basic questions which we should answer in order to be able to gather the basic idea of the script.

Question 1: Who is the target audience?

Main audience of the video will be the Company X's frontlines which are the Company X's daughter companies, suppliers etc. The other audience are including GSS management and GSS department employees.

Question 2: What is this video supposed to accomplish?

This video should represent the Company X's strategy and GSS department's objectives. It will describe how the GSS brings benefit for the case company and adds value to the service. Frontlines will be more familiar with GSS process and are able to get more support for their work. The video will also enhance employee work morale.

Question 3: What information should be included?

GSS introduction which includes: objectives, products, services and GSS' benefits (identify products, handling orders, process cost lower, automatic work, etc)

GSS operation which includes: organizational structure (Teams introduction), ordering process (SAP, Minerva and Mobile Minerva) and delivery process (VAN-Stock)

Question 4: What concepts will be used to capture the target audience attention?

We found several concepts suggested by the Internet. According to our case, the voice-over narration will be the main concept of the video. The visuals are accompanied by narration from someone off camera. The narrator will describe all information based on the video script.

Question 5: What are the available resources and budget?

The text was removed from the public version due to the case company's wishes.

Question 6: Who will approve the final draft and what is the deadline?

Case company will approve the final draft and the deadline is one month before the entire project is finished.

6.2.1.2 Text of the script

Scene One

Picture:

Morning, a man is standing in front of an elevator. He is on the way to work. He pushes the button. The elevator doesn't work. He calls the building maintenance. Fitter comes and checks the elevator.

Scene Two

Picture:

Fitter is checking blueprint and tries to find out the right spare part needed.

Voice-over narration:

Portfolio team approves complied AR document's instructions and makes it possible for FL service staff to find and order correct spare parts easily and quickly.

Scene Three

Picture:



Fitter is checking Mobile Minerva from his cell phone. Show all the information of the spare part. Make order to the frontline.

Voice-over narration:

For more effective work, GSS present you Mobile Minerva which provides the possibility of: Material Identification & Catalogue, Material Availability check, Material Sales Price visibility and Track & Trace possibility.

Scene Four

Picture:

Frontline is making the order by SAP or Minerva.
Spare part information: price, availability, description, etc.
The picture should focus on both programs.

Voice-over narration:

For applied information to the SAP and Minerva program we have several teams to support that.

Pricing and Direct Sales team take care of the sales of spare parts to maintenance companies, competitors and all kinds of spare parts pricing issues, ensure consistent pricing and determine market prices according to the customer perceived value. They handle all RFQ (request for quotation) and order related matters to the customers. All maintenance customers and end customers are served by local FL.

Global material creation organization team is supporting harmonization of existing spare parts and master data cleaning of spare parts and is responsible for material replacement and material extension to frontline SAP. Teams take care of the creation of new spare part

numbers and update information to EDMS. From EDMS they can release materials to SAP through business connector.

Technical Customer Service team takes care of technical issues concerning spare parts and handle technical queries from frontlines; find out right specifications for spare parts and helps to offer spare parts for frontlines.

GSS Global Help desk is a platform for global knowledge sharing on company and non-company equipment. Main idea is to search for existing solutions and solve urgent problems.

Two functionalities of the Global Help Desk forum

GLOBAL HELPDESK FORUM PROCESS: CASE URGENT PROBLEM



Provides a network of designated GHD Forum Contacts from each FL
Identifies correct GHD Forum Contact based on Manufacturer

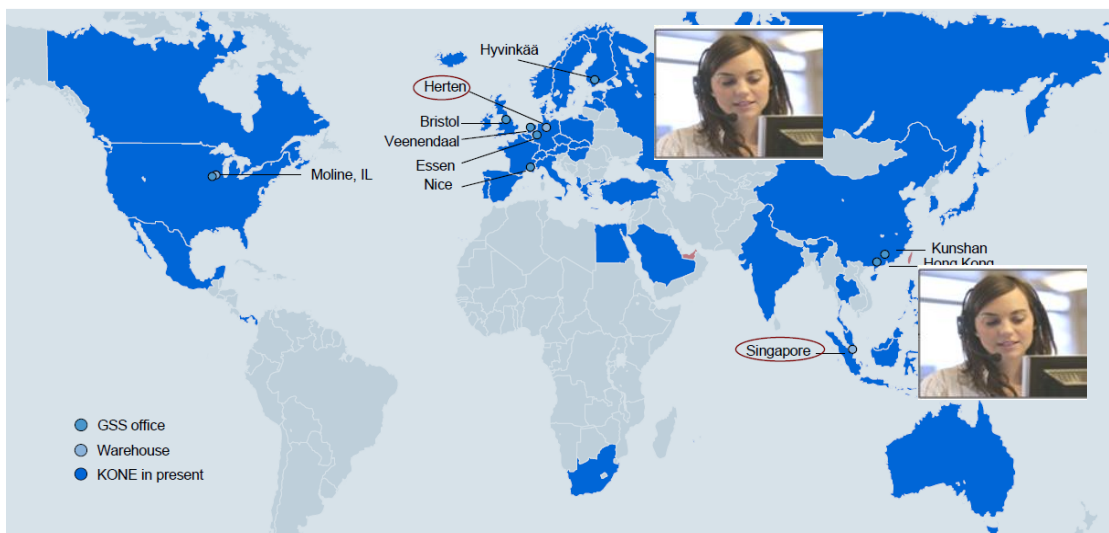
**GHD FORUM PROCESS
NON-URGENT QUERY**



Offers a forum to share questions & answers among experts
 Internet Style Discussion Boards where discussions are posted to re-
 view by other users of the GHD Forum who then can post a reply back.

Scene five

Picture:



GSS Customer Service receives order from frontline.
 The world map: Hyvinkää and Hong Kong customer service centre.

Voice-over narration:

Customer service team monitors the spare part order-delivery process; also help frontlines to solve ordering problems.

Scene six

Picture:

Picture mainly focuses on Panopa warehouse: operational process, picking spare parts, packing.

Voice-over narration:

We provide global integrated supply chain solutions and work together with Panopa logistics centre to ensure the right products are in the right place at the right time.

To do that most effectively, a full range of logistics services are provided to satisfy customers' business needs.

Inventory Support and Project Team develops and manages inventory planning process. Ensuring operational materials management processes are running smoothly and also co-ordinate and implement successfully GSS and company's projects.

Scene seven

Picture:

Transforming UPS truck and showing different way to transport. VAN-stock

Voice-over narration:

GSS provides different way to transport materials. In urgent transport we offer you a good way to get materials.

Tracking number customer can follow spare part moving. UPS Parcel tracking numbers are available on GSS intranet and updated every morning.

GSS Transport Logistics team's tasks cover logistics transportation, invoicing and feedback.

Scene eight

Picture:

Same man comes in next morning and uses elevator. Man looks happy.

Ending

Picture:

Fast flashing all above pictures and stop on words "GSS - Truly remarkable service every day"

Voice-over narration:

"GSS - Truly remarkable service every day"

6.3 Company X utilize

The company will use both written material and video to its customers which are also considered as frontline and GSS department internal. The marketing material represents GSS working process, GSS value, benefits and related teams. It will be used as GSS department introduction and a customer communication tools.

The video clearly describes the GSS working process. Customer can understand the GSS's functions, work more effectively, solve the general problems and get help in technical issues by using the video. It will also be used for the newcomers and new customers as company advertisement.

Developing the marketing material is a part of GSS strategy. The results of marketing material usage will help to improve customer service and increase market share.

7 EVALUATION

The evaluation was based on Company X's feedback and writers own assessment techniques.

In the beginning, the collection of company's background information was easy and effective. When we went to the theory studying, problems showed up. It was hard to define what theories we should relate to our project. As we know, the case company wasn't very interest in the theory part, so we couldn't get much information from the company side. This project covered various fields, there were numerous theories related. In order to be able to select the suitable theories, we had to read lots of books. Unfortunately, the amount of books is limited in both Laurea University of Applied Science and Hyvinkää City Libraries and the books that we needed for our project were often loaned.

There were only few problems in the data collection section. Interviews went very well. Most interviewees were available to answer our questions and gave us materials. We also got access to company's intranet and viewed all the current marketing materials and other data.

It was hard to analyse the data and to select the relevant parts. Most data from the interviews consisted of big amounts of hand written papers which made us spend time to identify each others hands writing. It would have been better to computerise from beginning. The other problems came from the data. We had very much information from interviewees, company intranet, database and etc, but new data still kept coming everyday. We needed to analyse the data which we got already; we also needed to check the new data at same time.

The following section of the project was probably the most difficult one. The written part of marketing material took us quite a long time, but it was easy to work on compared to making a video without any professional guidance. The first script draft was not accepted by case company. The reason was that our script did not cover enough information and the style of video also should be changed. We had to re-write the video script after one week according to the company's suggestion.

The final stage was to write the project report. It took us months to work on it. We tried to find common time to write the report, but it was hard to manage with schedule. Because both of us are not native English speak, the vocabulary was limited.

However, we completed the entire project and the report in time. We are proud of ourselves. We believe this project meets the Company X requirements. Our work becomes a part of company development strategy.

8 CONCLUSIONS

The present marketing competition puts more focus on the services, not physical products. A company, which cannot manage service competition, will have problems surviving. In order to succeed in this situation, firm has to view its business and its customer relationship from a service perspective.

The entire project process took over 6 months to complete. The aim was developing the marketing materials based on the company GSS department's new marketing strategy which is to offer customers a competitive advantage by creating the best user experience with innovative solutions. Writers created an innovative form of marketing material to describe GSS department's benefits and values of customer service. As the first open introduction material for customers and internal use, the project was successful.

Through the project work, writers also have discovered how to deal with problems in an international environment by learning to keep the outside perspective in a situation, and became more familiar with the way processes are organized within bigger companies on a general level.

For the future, Company X will advance the marketing material and use it for the customer communication. Writers suggest company to ask customers feedback of using the marketing material. It is important to analyse the data and improve the services in the future.

9 REFERENCES

Eriksson, P. & Kovalainen, A. 2008, *Qualitative Methods in Business Research*. SAGE Publications, Ltd.

Field, M. & Keller, L. 1998. *Project Management*. Reprint Edition. England: Cengage Learning EMEA.

Grönroos, C. 2000. *Service Management and Marketing: A Customer Relationship Management Approach*. 2nd Edition. England: John Wiley & Sons, Ltd.

Kotler, P. & Keller, K. 2005. *Marketing Management*. 12th Edition. USA: Prentice Hall.

Naresh K. Malhotra, David F. & Birks. 2003. *Marketing Research*. 2nd Edition. USA: Financial Times/Prentice Hall.

Ticehurst & Veal. 2000. *Business Research Methods: A Managerial Approach*. Illustrated Edition. Longman.

Business marketing material. 2000. Entrepreneur. Downloaded on 7 January 2009.
<http://www.entrepreneur.com/encyclopedia/term/82446.html/>

Project life cycle. 2005. Visitask. Downloaded on 5th January 2009
<http://www.visitask.com/project-life-cycle.asp/>

Project management methodology. MPMM. Downloaded on 5 January 2009.
<http://www.mppm.com/project-management-methodology.php/>

Project scheduling. Wikipedia. Downloaded on 5 January 2009.
<http://en.wikipedia.org/wiki/Scheduling/>

Qualitative research. Wikipedia. Downloaded on 5 January 2009.
http://en.wikipedia.org/wiki/Qualitative_research/

Questionnaire. Wikipedia. Downloaded on 5 January 2009.
<http://en.wikipedia.org/wiki/Questionnaire/>

Software project management. Software Projects. Downloaded on 25th January 2009.
<http://www.softwareprojects.org/>

Customer Service survey. 2009. Company X. Hyvinkää.

GSS Ordering Instruction. 2009. Company X. Hyvinkää.

Interview with GSS team leaders (names or titles not enclosed). 2009. Company X. Hyvinkää.

Lecture notes, 2005

Nyysönen, A. 2003. Insinööriyö. Finland.

10 LIST OF APPENDICES

1. Company X Product Life Cycle Management process	54
2. Team Presentations	54
3. GSS Introduction	54
4. GSS Process	54
5. Interview questions	55

APPENDICES

1. Company X Product Life Cycle Management process

This appendix was removed from the public version due to the case company's wishes.

2. Team Presentations

This appendix was removed from the public version due to the case company's wishes.

3. GSS Introduction

This appendix was removed from the public version due to the case company's wishes.

4. GSS Process

This appendix was removed from the public version due to the case company's wishes.

5. Interview questions

Please state your name and title

Please present your team

What is your understanding of the GSS objectives?

What are your team's efforts to advance the GSS?

What is your opinion of the spares parts ordering process?

What is your experience by using Minerva?

Have you been using the new mobile Minerva? What is your opinion of it?

What is your opinion of the GSS' current marketing material?

What information you want to change or add to the marketing material?

11 LIST OF CAPTIONS FOR FIGURES

Figure 1: Company Business Area (Company X)	10
Figure 2: GSS Department Organisation Structure	12
Figure 3: Project Management Life Cycle.	17
Figure 4: The augmented services offering model	21
Figure 5: The frequency of customers contact to GSS Customer Service	33
Figure 6: The tools for the information searching and products ordering.	34
Figure 7: The customer opinion of GSS order confirmation.	35
Figure 8: The Customer opinion of non-normal process	36
Figure 9: The customer opinion of urgent ordering	37
Figure 10: The rate of recommendation.	38

12 LIST OF CAPTIONS FOR TABLES

Table 1 Project Schedule.....	25
Table 2 Interview Schedule	29