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CORPORATE WEBSITE AS A CUSTOMER
RELATIONSHIP MANAGEMENT TOOL
Case Company X

Master's thesis

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<p>Abstract - Tiivistelmä</p> <p>The Internet has been growing fast during the past few years and the possibilities it offers to companies are unlimited. The Internet can be used as a marketing medium and it is especially suitable for electronic customer relationship management, which is used for surviving in today's competitive business environment. The framework of this study was based on earlier studies and theories on customer relationship management and website usability.</p> <p>The aim of this study was to describe how the website can work as a customer relationship management tool and what kind of value does the website provide to the customer and to the customer relationship. It is very important to examine how the customer relationships can be better managed on the website, because it has been proved that long-term relationships bring a sustainable competitive advantage for the company. The empirical material for this study was collected from the customer service and sales people of Company X with a web-based questionnaire.</p> <p>The results showed that Company X's website could create value to the customers because the content is of high quality but navigation issues prevent the customers from finding the information. From the company's point of view, the website should be an important part of the marketing communications, and the gathering of customer data should be better on the Company X website to enable efficient customer relationship management.</p>	
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1 INTRODUCTION

1.1 The growth of the Internet

The Internet has been growing rapidly in the past couple of years and the opportunities it offers to companies are unlimited. One important and useful way of exploiting the Internet is using it as a marketing channel. Especially customer relationship management (from hereon also CRM) with the help of the Internet, second only to e-commerce, has been growing very fast recently. Companies can gather information about their customers' wants and needs cost-efficiently with the help of the Internet. The Internet can also help a company to offer round-the-clock customer service and thus improve customer satisfaction and loyalty. Companies are enhancing their customer relationships and creating partnerships in the Internet and using Internet as a sales channel. (Silverstein 2005, xxiii.) Also Lindstrand, Johanson & Sharma (2006, 3-5) recognise the importance of Internet's growth to marketing. The Internet may affect marketing by promoting price competition because of increasing price transparency, by its high speed, worldwide scope and low cost. The Internet makes the collection and interpretation of information easier and provides improved interactivity and two-way communication between buyers and sellers.

In May 2005 the Ministry of Transport and Communications of Finland (Suomen Liikenne- ja Viestintäministeriö) reported a total of 950 000 broadband connections in Finland. From the total, households had 850 000 connections which means that now 36 percent of households have a broadband connection. Companies had the remaining 100 000 connections. (Ministry of Transport and Communications, 2005.) According to Statistics Finland, 73 percent of the companies employing more than five people had a broadband connection in spring 2005. The year before the corresponding percentage was 63. The number of broadband connections has been growing at least the past four years in companies of all sizes. In Finland 65 percent of the companies have their own home pages and also this number has increased during the past year. Still it is more likely that the bigger companies have their own home page than the smaller ones. (Statistics Finland, 2005.)

In a study conducted by the Association of Finnish Advertisers in 2001 it was found out that 93 percent of the members of the association use the Internet as a service channel for current customers and two-thirds of the respondents were planning to develop their services further. About half of the respondents are going to increase the use of the Internet for electronic commerce for both businesses and consumers. Two-thirds of the respondents believe that they get competitive edge from using the Internet and thus it is not surprising that the use of Internet as a medium is still increasing. In 2001 the respondents were mainly observing the number of visitors in their websites but they said that the study on customer satisfaction and customer profiles is going to increase in the future. (Association of Finnish Advertisers, 2001.) All in all, the use of the Internet is growing rapidly in both the companies and in the households. This creates enormous opportunities and studies show that the companies are optimistic about the use of the Internet in the future.

In a study conducted in March 2001 by Day and Hubbard (2003), senior managers were asked how the Internet will affect the customer relationships in the future. In the study the managers were given statements about the impact of the Internet on customer relationship: the scale was from minor threat (= 1) to major opportunity (= 5). The highest average score got a statement "The Internet facilitates linking more points of customer contact" which is the essence of customer relationship management. Also the statement "The Internet encourages customer feedback and dialogue" that got the second highest score and the statement "The Internet permits the customisation of marketing messages" that got the third highest score relate very closely to CRM. Managers see the Internet as a major possibility to reduce customer service costs because customers can self-serve and this statement got the fourth highest score. The fifth highest score got the statement "The Internet enables customers to custom-design products to their specific requirements" which again relates closely to the principles of customer relationship management. The authors believe, however, that relationship leaders will gain the most of the use of the Internet because they will anticipate earlier how to use the Internet to connect with their customers. The relationship leaders had also more positive expectations about the use of the Internet for CRM. Both the attributes of the market and the firm had an effect on how the manager saw the opportunities or the threats of the Internet. Market attributes include growth rate of the total market, loyalty of the customers in the market, type of the market (business-to-business, business-to-customer or both), customers' perceptions of the differences among competitive alternatives and the ability of customers to judge the quality of the product on the Internet. The firm attributes on the other hand include

the firm's strategy and capabilities especially in customer relationship management, and the demographics of the firm.

The described development of the Internet makes it clear that the companies have to pay even greater attention to their websites; it is no longer sufficient for the corporate websites to be mere copies of printed marketing material. The website has to offer value to the visitors to keep them coming back to the company. The Internet enables companies more easily to differentiate non-valuable customers from valuable, and non-profitable from profitable customers because it is easier to acquire customer data. This way the company can choose which customers they want to serve and which not. Customer data also helps companies in fulfilling customer needs and wants which is one of the essential points of customer relationship management. The Internet offers the companies a low-cost medium to keep in touch with their customers and the customers in turn receive more efficient and effective customer service. The ideal situation is a win-win situation where both the customer and the company benefit from the relationship. Scholars have studied customer relationship management and corporate websites separately, yet, not many studies have concentrated on how the website can work as a value creator and as a part of the customer relationship management program. Maintaining and deepening relationships with customers are very important in today's competitive business-to-business environment because it has been proven that long-term relationships can create a competitive edge over other companies as a means of differentiation. The customers are no longer satisfied to uniform mass market products and marketing messages but demand personalised products and messages to meet their specific needs and wants. The changes in markets and customer needs and wants and new technologies set enormous challenges to the companies for satisfying and keeping their best customers and this study tries to provide more insight on how this can be done through customer relationship management and why the Internet and especially the corporate website are such good tools for customer relationship management.

1.2 Aim of the study

The aim of this study was to describe how the website can work as a customer relationship management tool and what kind of value does the website provide to the customer and to the customer relationship. Thus, it can be said that this study is descriptive (Hirsjärvi, Remes &

Sajavaara, 2003, 128). In this study corporate website means a group of connected pages on the World Wide Web that contain information on the company in question. The website may include company, product and contact information, news for the investors and the press, problem solving areas and almost any other features that create value to the visitors. Value is created when the benefits from the website are greater than the cost of using the website. Customer relationship management is creating value to selected customers by having two-way interaction with the customer and gathering information on their needs. Through increased customer loyalty and retention the company can be more cost efficient and effective. It is very important to study how the customer relationships can be better managed on the website, because it has been proved that long-term relationships bring a sustainable competitive advantage for the company. The product itself can be copied but it is harder to copy the relationship between the company and the customer and to keep the loyal customers. The companies also have nowadays the required technology to understand their customers better and interact more effectively and efficiently with them. (Day 2000, 24.) Through the corporate website, the company can get valuable information on their customers to satisfy their needs. That is, the website has an essential part in communication between the customer and the company. The customer gets value from the use of the website because he/she can decide where and when he/she wants to engage to interaction with the company and because he/she gets updated and customised information and services. If the customer does not receive value from the website he/she will go to another corporate website which can create value to him/her.

The two main research questions of this study are: “How the website works as a customer relationship management tool?” and “What kind of value the corporate website creates to the customer relationship?” Because this is a case study on Company X, the results should provide answers for two questions: “How could Company X’s website better serve as a customer relationship management tool?” and “What kind of value could Company X’s website create value to the customer relationship?” The answers to these questions should enable Company X to improve their customer relationship management on their website, serving the customers according to their needs, thus increasing customer loyalty and retention and leading to more cost efficient operations. Being a case study, it should be noted that the industry in which Company X operates affects the results of this study and in another industry the results could be very different.

1.3 About Company X

Company X is one of Europe's leading suppliers of solutions for printing, office and magazine paper and consumer packaging. It has production units around the world and a worldwide sales network. In addition, Company X owns a paper merchant group, which has offices in several countries. Company X generated a turnover of little under 6 billion euros in 2006. The company has little over 14000 employees, of whom over 10000 are located outside Finland. Company X is listed on the OMX Helsinki Stock Exchange. (Company X 2006.)

Company X Corporation launched new corporate websites in January 2005. Precedently they had several websites, and their web presence was against Company X's overall brand strategy, that is to build one, strong and global Company X corporate brand. The reason for having several websites and a fragmented brand image were Company X's several acquisitions during the last years, i.e. some of the acquired companies had their own websites. This has multiplied the number of individual brands, and grown the brand family to be inconsistent. The numerous websites were hard to maintain and develop, moreover, it was time consuming and expensive. The aim of introducing solely one website was to bring clarity and cost efficiency to Company X's online communications and service development. (Company X 2003a.)

Based on an online survey conducted on the "old" www.companyx.com website in July – August 2003, it was seen that most of the users at that time were European. Based on their behaviour on the site, it was noticed that customers were not a major user group on the site. It must be taken into consideration that Company X has previously had a separate website for customers, which may explain some of the results. The content of the customer websites has now been added to the corporate websites. Company X's website had, however, potential as a customer service channel and there was a need to add interactivity to the site. These are the main reasons why in the planning phase of the website it was recognised that the website should be mainly targeted to Company X's customers. The employees were chosen as another target group because the brand image was inconsistent inside the company as well and the strategic objectives of the company were not properly understood. It was stated that strategically, on the website, Company X should be presented as both customer-oriented, specialised and global. (Company X 2003a.)

Company X has launched its own customer relationship management model in 2003 named the Account Management Model (AMM). AMM is the first adaptation of CRM in Company X and it is implemented in several phases. At the moment all business units are not using the model but it is being developed continuously. The customer accounts are evaluated according to six dimensions to define the account value. These dimensions are strategic fit, profitability, potential, volume, relationship strength and learning. The account value then defines customer portfolios. There are three customer portfolios: focus, care and supply. The offering is divided into three product and service categories: product, consultation and integration. The accounts are analysed for instance according to how they use Company X's offering. Hereby, the model has mutual benefits: the value Company X has to the account, and the value the account has to Company X. The benefits of the account management model are following: by optimising sales costs it increases revenues, it increases efficiency and reduces complexity, and it improves customer relationships, enhances coordination and management of customer accounts, improves competitive position of Company X and creates better understanding of the business and of the know-how to manage it. (Company X, 2003b.)

1.4 Other studies on www.companyx.com

Company X aims at developing their website continuously, thus many different studies are conducted each year either by Company X itself or by outside consultants. The results of this study can be compared to three studies on www.companyx.com conducted in 2005 and 2006. The first study was done in February 2006 by a company named WM-data. The objective was to find out who are the users of the Company X website and what are they looking for on the website, if they find what they are looking for and if they website has useful content for the visitors. There were 348 valid responses during the two weeks when the survey was conducted. It was found out that most of the visitors come from Europe, and that the website interests especially Finns. About one third of the respondents were students and this is explained by the fact that during the time when the study was conducted it was the summer job season. This can be seen also from the results of the question regarding what the visitors were looking for: one third was applying for a job. Investors and customers were two next biggest respondent groups. One fourth of the visitors were interested in company information and product information respectively. Almost half of the respondents found quickly what they

were looking for, 20 percent of the respondents said they found what they were searching but it took longer than they expected. One fifth of the respondents found only some of the information they were looking for. One possible explanation for the results may be due to browser limitations in the job application since the biggest individual respondent group was students. Another reason may be the navigation problems. About 80 percent of the investors and 70 percent of the customers, however, found what they were looking for. In one question the respondents were asked how strongly they agree with certain statements about the Company X website. Even though the visitors said that they mainly find what they are looking for one the most negative statements was that it is difficult to tell if the site has what the visitors want. The attractiveness of the website got also a negative rating. Especially the entry page was expected to be calmer and simpler. The results are contradictory since the most positive ratings were given on the two statements “It is easy to remember where I am on the site” and “I like using the site”. The respondents also thought that the website had much to offer. In addition to the difficulty of navigation, the respondents wanted more language versions and more detailed product and contact information. (WM-data, 2006.)

The second study was conducted by Arieste Oy in 2005. The objective of this study was to measure the quality of Company X’s website compared to its competitors and to Finland’s 250 biggest companies’ websites. There were six different areas that were studied. These were company information, business and product information, customer service, orientation (does the visitor know where he or she is on the website), navigation and usability. In Finnish school (from 4 to 10) marks Company X got 9+ for company information, 7- for product information, 7 for customer service, 7+ for orientation, 8- for navigation and 7½ for usability. The average for all marks was 7,59. All marks but usability were above the industry average. Moreover, when compared to the average of the 250 biggest companies in Finland, Company X got higher marks in all areas but usability. The company information is really good, nevertheless, the product information is inadequate. According to Arieste’s study there should be more pictures of the products concerned and other information on the products to help the visitor make comparison between the products. The customer service on the website could be improved by adding an extranet including more services. There should be more Frequently Asked Questions (FAQs) on the company, further, the electronic contact information could be added to the newsletters. The feedback section should be easier to find. To ease orientation, the sitemap should be clearer and it should be more emphasized on the front page. In addition, there could be guidelines for the visitors in visible places on the website. To ease navigation,

there should be more associative links and dynamic links, such as, a search function. There could be also links to the websites of business partners and industry related websites. The website should be easy and fast to use which can be achieved by a logical site structure and by separating the visited links from unvisited links and putting the search function and guidelines on a visible place. The study identified the product information, as well as, the number of services as inadequate. The difficulty and slowness of use and the lack of associative links were also the biggest weaknesses of the Company X website. The strengths of the website were good company information, especially the financial, environmental and contact information, the breadcrumbs and the use of colours to ease the orientation. (Arieste Oy, 2005.)

The third study was conducted by Medigent Finland Oy in 2005. The objective of the study was to measure Company X's and over 700 other website's characteristics. The four studied areas were the use of www technology, the quality of content, the use of pictures and the gateway properties. The use of the www technology got high marks in the study but it is not relevant to discuss them here further. The content on the website was evaluated based on 17 different characteristics such as the needs of customers and investors, soft values, internationality, contact information and product information. The overall mark for the quality and amount of content was high, but some characteristics such as soft values got marks lower than average. It was stated in the study that the information the visitor needs can be easily found by following the links on the entry page. However, it was said that the presumption might be that the visitor already knows something on the Company X's activities and thus knows which links to follow. The amount of pictures on the website was said to be in balance with the amount of text and the colours that are used on the sub-pages helps the navigation. The pictures also help to create the wanted company image. The gateway-properties measure the use and value of the portal as an entrance. For example the absence of links can create a block which prevents directing the visitor further on the website. The lack of a search function makes it harder for the visitor to find information, as a positive thing though it was said that the information is clearly arranged in a tree-shape. It must be remembered, however, that more clicks are needed to get to the information less likely the pages are found or read. If the information is located logically in the tree it can be used effectively.

The three studies handled the usability of Company X website and its potential to work as electronic customer relationship management tool. It could be noticed from the studies that

the website had plenty of information but it was difficult to find, thus the visitor had to use too much resources on finding the information compared to the outcome. The interaction with the company was not as easy as it should be because the feedback section was hard to find and the contact information was to some degree inadequate. Also the number of services on the page was inadequate. All in all it was clear that Company X website needed to be developed to better work as a customer relationship management tool.

1.5 Outline of the study

In the first chapter the subject under study was introduced, the aim of the study was explained and some basic information about the case company was presented. In the following chapter theories on customer relationship management, customer value and website usability and design are reviewed. Based on the literature, a framework for this study is developed. In the third chapter the methods of the empirical part of the study and the construction of the questionnaires are explained. In the fourth chapter the results of the questionnaires are reported and the fifth chapter discusses the findings, moreover, some development ideas for the Company X website are suggested.

2 WEBSITE VALUE FOR CUSTOMERS IN CUSTOMER RELATIONSHIP MANAGEMENT

2.1 Customer relationship management

2.1.1 Antecedents of customer relationship management

Marketing as an exchange process has existed since people started to barter things. Already at that time the needs and wants of customers were identified, and the production surplus was used to fulfil the requirements of the customers. Since those times the only certain thing in business and marketing has been, and still is, change. To reduce the uncertainty that the change brings it is necessary to understand the past and learn from it. Many marketing historians base their ideas on the growth of marketing on Keith's article "The marketing revolution" (in Harris & Cohen 2003, 946-947) which describes four eras in marketing. The first is called the production era; according to its name the concentration of efforts and capital was on the production of one basic product. The second era is called the sales era which was characterised by hard selling efforts supported by consumer advertising. Third is the marketing era and that is when brand marketing emerged and when the focus on the customer became very important. Only at the last, the marketing control era, the customer orientation became the focus of the whole company and business. Some marketing historians on the other hand criticise the simplicity of Keith's model and argue that there are no single eras in marketing, but simultaneous radical change, incremental change and continuity.

Throughout the history of marketing there have been many different paradigms and theories that all have argued to be the best way for the company to survive in the fierce competition on customers and their money. In customer relationship management theory customer orientation is the basis of the CRM concept along with relationship marketing and database marketing. (Yim, Anderson & Swaminathan 2004, 264.) The basis of customer-oriented strategy is to know the customers' needs and wants in the present as well as in the future. This requires collecting information about the customers, interacting and creating relationships with them

and using this information widely in the organization. Customer-oriented strategy requires a proactive rather than reactive thinking and practice. Quality management literature states that customer orientation is vital to customer satisfaction and thus to the organisation's success. (Yeung, Cheng & Chan, 2004.) Database marketing begins with the gathering and analysing of customer data. The customer data not only includes demographic data, but also data about the actual behaviour of the customer, for instance which of the company's products the customer has bought and when, which promotions the customer took advantage of and if the customer has made a complaint and so on. The database helps the company to segment their customers and to track their purchase behaviour. Based on that information the company can better customise the marketing messages sent to a particular customer. This way the information mined from the database helps the company in defining their most loyal and preferred customers. The database has to be updated in order to be valuable to the company and the data has to be well organised so as to avoid overlapping and unnecessary information disturbing the efficient use of the database. (Ezop 1994, 35-37.)

In the literature, closest related to CRM of the three basic concepts behind it, is relationship marketing (from hereon also RM) and these two are sometimes used almost interchangeably. In the beginning of the eighties a relationship perspective in marketing was inherent in the Nordic School of thought and the term relationship marketing was first used by Berry in 1983 in a conference paper. However, the phenomenon of relationship approach to taking care of business is as old as the history of trade. According to the perspective of Nordic School to relationship marketing, understanding and managing services in the relationships is at the core of relationship marketing. This perspective is based on the idea that when the products become more alike, a sustainable competitive edge cannot be created with lower prices or even continuous product development and only services are left for creating a sustainable competitive edge. (Grönroos 2004, 99-100.) Gummesson (2004a, 21) defines relationship marketing as marketing based on the inner interaction of relationship networks. From this definition he derives the definition of customer relationship management which is the application of relationship marketing's values and means in practice in a customer relationship-oriented way. Gummesson (2004b, 137) continues that in relationship marketing individual customers are identified and differentiated with regard to their values and needs. The offering of the company is customised according to the values and needs and finally, learning relationships are built with the customers through dialogue via appropriate channels. Grönroos (1994, 9-11) defines relationship marketing as establishing, maintaining, enhancing,

and when necessary, terminating relationships with customers and other partners at a profit so that the objectives of both parties are met. He continues that usually relationships are long-term and they require fulfilling of promises made before and during the relationship. If the promises are not kept, a relationship cannot be maintained or enhanced. Fulfilling the promises is an important means of satisfying and retaining customers, thus leading to long-term profitability. Another important aspect of relationship marketing is trust. The uncertainty and vulnerability, the psychological costs of the relationship, are reduced if there is mutual trust in the relationship. Grönroos also points out that relationship marketing is based on a dialogue rather than the company sending a one-way message to the consumers. If relationship marketing is put on another end of marketing strategy continuum the other end is transaction marketing where the focus is on one transaction at a time. When compared to transaction marketing, relationship marketing has a longer time continuum and all functions are directed to creating relationships instead a one-time sale. The communication between the company and the customer is interactive and the quality of the interaction is even more important than the technical aspects of the product. This does not mean that the product can be inferior to that of competitors but the value is mainly created through the relationship. Hence the customers tend to be less sensitive to price. In relationship marketing customer satisfaction is measured by managing the customer base and the customer feedback system is real-time and continuous, not ad hoc as in transaction marketing. All operations and personnel are important and have to be integrated to achieve the goals of RM. Also internal marketing is very essential in order to assure that all employees are working toward the same objective and that the customer also sees the employees' dedication to the relationship.

Takala and Uusitalo (1996, 49) reviewed relationship marketing philosophy and they propose eight essential and critical points with respect to long-term customer relationships. The first point is that customer needs have to be the starting point of marketing. Second, the objectives of the parties involved in the relationship influence their relations. Exchange is a central issue in relationship marketing and exchange includes struggle for power balance. Takala and Uusitalo also stress that there are various ways of establishing relationships, furthermore, in order to maintain the relationship the promises have to be kept and there has to be mutual trust. Having a relationship suggests that there is dependence and commitment involved. The last point is very important and it says that communication is essential in a long-term relationship. Ravald and Grönroos (1996, 19-21) point out that providing superior value is a very important part of relationship marketing and that this ability is a way to differentiate and

it can create sustainable competitive advantage. The competitive advantage may be achieved through adding more value to the core product, thus creating customer satisfaction and customer loyalty. Ravald and Grönroos point out, however, that the value added has to be customer-oriented to increase customer satisfaction and loyalty. It is not useful to increase technical product features or supporting services if the customer does not need or want them.

2.1.2 Basics of customer relationship management

In the literature there are several definitions for customer relationship management. The definition varies on the chosen perspective and the strategic importance of CRM. Sometimes CRM is described as database marketing or electronic marketing and sometimes it is described as customer retention or customer partnering. However, gathered from the literature customer relationship management can be seen as a multi-dimensional construct with four elements: key customer focus, CRM organisation, knowledge management and technology-based CRM. Key customer focus is quite self-explanatory element meaning that superior value through personalisation is delivered to selected customers. The customers are selected based on their lifetime value to the company and through the two-way communication the company can find out the customer's individual needs and personalise the offering to create value to the customer. The CRM organisation dimension emphasises the point that the whole company has to be committed to CRM. The company's employees, resources and technologies have to be directed to serving the customers and building the relationships and the organisational structure has to support the customer-oriented way of doing business. The knowledge management dimension includes the gathering and analysing of customer information, sharing it throughout the company, learning from the information and responding to it. The response should not be only for current customer needs but also for anticipated customer needs. Technology-based CRM dimension stresses again the fact that the customer information is essential for effective CRM and the information technology is the solution for collecting, analysing, sharing and storing the customer data. Computer technology helps the employees in maintaining the relationship with the customer by providing an arena for two-way communication. The new technologies can also lower the cost of serving the customers but still provide more customisation possibilities. (Sin, Tse & Yim 2005, 1264-1270.)

Shaw (in SCN Education B.V. 2001, 23) defines customer relationship management as an interactive process for maximising profit so that the balance between company investments and customer satisfaction is optimal. He continues that CRM involves integrating and measuring of marketing, sales and service activities, acquiring knowledge on customer needs, motivation and behaviour and using this knowledge to improve company performance. Luo & Seyedian (2004) have noticed that intimate knowledge of the firm's customers is a source of competitive advantage and that customer orientation leads to customer satisfaction, positive word of mouth and repeat business. Newell (2000, 78-80) suggests that the customer oriented strategy should be communicated through the company representatives because it is the most personal way to communicate with the customer. It is important that all company representatives understand the importance of customer data and commit them to the data capturing process. When the representatives are committed, it is easier to get the customers committed to the process. It is also extremely important to explain how the information will serve better the customer in order to get them join the CRM program. The data capture is only the first step, after which all communication should replicate the program's benefits, and motivate the customer to keep coming back to the company.

Brown (2000, 8-9) defines customer relationship management as the process of acquiring, retaining and growing profitable customers. Brown's perspective on CRM takes into consideration only the company's benefits and sees the customer as the source of revenue to the company, which is basically against the win-win and partnering idea of customer relationship management. He lists the advantages of CRM over mass-media marketing only from the company's point of view and the benefits are that CRM reduces advertising costs, makes customer targeting easier, makes the tracking of the effectiveness of an individual campaign easier, prevents overspending on low-value customers and underspending on high-value customers and makes the marketing cycle faster. Customer relationship may do all that, nevertheless there should be benefits to the customers too and Brown ignores these in his book.

Payne and Frow (2005, 168-172) have drawn from literature three different perspectives on CRM. They argue that the importance of the definition of CRM is not only semantic but affects the way the company accepts and practises customer relationship management and that a company can benefit from adopting a strategic CRM definition and using it consistently throughout the company. The first perspective is narrow and tactical: CRM is seen as the

implementation of a particular technology solution project. From a bit wider perspective CRM can be seen as implementation of integrated series of customer-oriented technology solutions. According to the third and the broadest and the most strategic perspective CRM is a holistic approach of managing customer relationships to create value to shareholders. In their study Payne and Frow use the third definition of CRM and this definition is most suitable for this study too, because it covers widely all the aspects of CRM and because Payne and Frow have examined CRM's association with technology. The third definition describes CRM as a strategic approach to doing business and it is concerned with creating value to the customer through the development of relationships. In creating profitable long-term relationships information technology is used and a cross-functional integration of processes, people, operations and marketing capabilities throughout the organisation is required. Payne and Frow argue that the three key elements of the value creation process are determining what value the company can provide to its customer, determining what value the customer can provide for the company and successfully managing this value exchange to maximise the lifetime value of a customer or customer segment.

CRM and RM share some common themes which are the focus on individual buyer-seller relationships, the win-win situation created through long-term relationships and the aim to increase customer retention and profitability. Despite some similarities there are also differences in customer relationship management and relationship marketing. Maybe the most important difference is that besides the customer relationship RM concerns also relationships with all stakeholders such as suppliers and employees whereas CRM concentrates on creating relationships with key customers. Further, relationship marketing is more emotional and behavioural concentrating on variables such as trust and empathy and customer relationship is more managerial in nature because it concentrates on management efforts in maintaining and enhancing customer relationships. (Sin et al. 2004, 1265-1266 and Gummesson 1997, 267-268.) Ryals and Payne (2001, 3) argue that customer relationship management is using information technology in implementing relationship marketing strategies.

2.1.3 Drivers for customer relationship management

Harris and Cohen (2003, 948-952) handle some factors that are changing marketing in the Internet age. The Internet is reducing the distance between buyers and sellers and every

company is trying to get their share of the growing global economy. The visibility the Internet offers allows rapid diffusion of innovations and reduces product life cycle, thus mass marketing of undifferentiated products is not working like it used to before. The amount of information on the Internet has made it easy for customers to compare prices and in some cases even determine the price they are willing to pay, in other words, the customers have had the bargaining power. To change the power balance the companies have to offer more than undifferentiated products at low price. The trend is towards mass customisation and it requires interactivity and relationship building. Relationships are built through electronic CRM (from hereon also e-CRM) programs in which for example personalised e-mails are sent to customers. The Internet enables the customers to choose which marketing material they want to receive and not be only passive receivers anymore and the companies can get closer to their customers than ever before.

The increasing competition is a clear driver for customer relationship management. The customers hear marketing messages from every possible media and the markets are becoming saturated. The amount of information on different options in the market is enormous and the customers can easily compare product prices and other attributes. Market research has, however, suggested that the customers want to develop a closer relationship with the supplier and are ready to pay a premium as long as they get superior value, service and quality. The old theories on mass marketing do not apply any more and these changes have created a place for customer relationship management. What the customers want is one-to-one marketing. They want recognition, value, quality and respect. The new technologies have made the gathering and analysing of customer data easier and the companies use this data to better serve the customers. Hence, in addition to the changing markets another important driver for CRM is technology. The third driver for customer relationship management is economical. Through creating close relationships with the customers and satisfying the customers the customer retention and loyalty increases, accordingly revenues increase too. The close relationships create cross selling and up selling possibilities and increase the perceived value of the product thus increasing the customer lifetime value. Customer relationship management recognises that all customers are not equally profitable. CRM also helps the company to change some of the less profitable customers to more profitable customers. (Chablo in SCN Education B.V. 2001, 59-63; Schmarzo in SCN Education B.V. 2001, 71-72 .) As can be seen from the literature the drivers for managing customer relationships are evident. The benefits

that can be achieved through CRM are remarkable and especially the new technologies should be harnessed for the use of customer relationship management.

2.1.4 Measurement of customer relationship management success

Customer relationship management plan has to include tools to measure both short-term and long-term success because a good CRM program does not probably create profit overnight but is a long-term process and the profits may start accumulating even a couple of years from the launch of the program. The old monetary measurement tools and the measurement of recency and frequency are a good starting point as a successful CRM program should increase recency and frequency and the value of customers as measured in purchase and profit euros. Another good measurement tool is the change in cross-selling effectiveness that should be improved through a successful CRM program. Also customers' share of wallet should increase for the program to be a success. As the goal of all CRM programs should be long-term sales and profit growth customer value or customer lifetime value must be measured. One of the most important measurements should be the customer retention. The basic problem with all of these measurements is to prove that the possible changes in one or all of them truly come from the CRM program. (Newell 2000, 54-59.) It is even harder to prove that the possible changes are caused by a certain part of the CRM program for example the website of the company.

Gummeson (2004, 140-142) points out the difficulty of measuring the value of relationships. He argues that when a phenomena can be measured with reasonable accuracy and validity, there is no problem, but when they are not, decisions are made on wrong grounds. Some phenomenon can and should be measured in terms of money and others should never be calculated in monetary terms. Gummeson defines the return on relationships as the long-term net financial outcome caused by the establishment and maintenance of an organisation's network of relationships. In a narrower sense the return on relationship can be defined as the long-term net financial outcome of an individual customer relationship. Again, the difficulty lies in the fact that accounting systems do not recognise the value of a relationship, even though it clearly is an investment and if well maintained, pays off. The challenge is to understand the long-term importance of knowledge created in relationships and to convert that into financial capital.

According to a paper by SUN Microsystems (in SCN Education B.V. 2001, 84-85) a successful CRM solution includes business intelligence systems to collect and analyse data for better decision making and personalised customer interaction. It also includes other analytical tools for understanding customers' preferences and buying patterns. They go on arguing that multi-channel and two-way interactive communication is needed for successful customer relationship management. Another important point they make is the integration of all company functions and analytical solutions to be able to personalise customer interaction resulting in improved customer retention and possible increases in sales. Finally, the CRM program should be congruent with both short- and long-term business plan of the company. In addition to integration of processes also measurement systems need to be integrated as Shaw (in SCN Education B.V. 2001, 272-273) suggests. He writes that the measurement of a customer relationship management program should link the whole service chain starting from financial outputs and leading to measuring customer actions and behaviour then customer thoughts and feelings and finally service inputs. Financial outputs are measured in terms of profitability which is created by loyal customers who are satisfied with the service of the company. Shaw continues, however, that the company must be careful when integrating measures because quality measures have frequently failings resulting from their reliance on some widely accepted definitions. Consumer perceptions of quality rarely fit with management's perceptions.

2.2 Website as a customer relationship management tool

2.2.1 Website's advantages and disadvantages as a CRM tool

Internet as a medium has several characteristics that help the marketers in creating and maintaining relationships with the customers, hence the Internet can serve as a very effective tool in customer relationship management. The Internet supports interaction between the customer and the company and enables the customer to contact the company any time they like, 24 hours a day, seven days a week. The Internet is very dynamic in nature and it is easy to offer real-time news to the customers. This way the customers can get updated information in a matter of seconds. (Ainscough & Lucket 1996 in Breitenbach & Van Doren 1998, 561.)

Newell (2000, 97-98) writes that if the company cares enough about its customers it will manage customer relationships on the Internet and will do it in real time. He continues that the most important use of the Internet is to establish a dialogue with the customers and thus gain an understanding about customers' needs and wants. The Internet can also reduce the costs of customer service, sales and other operations. When the web-based CRM program is in place it becomes as easy to serve the most profitable customers as the least profitable customers and the more customers served the less costly per customer the system comes when fixed costs are divided among a larger group. (Web Associates in SCN Education B.V. 2001, 45.) Dou, Nielsen & Ming Tan (2002, 107) argue that the Internet can also be used to promote corporate and brand image, enhance customer relationships with existing customers and to promote the company to prospects as well as using the Internet for direct marketing purposes. Berthon, Pitt & Watson (1996, 44-47) list the benefits of the Internet as a marketing medium and first of all they mention the size of the audience the message is available to and the rapid growth of both the audience and the content of the Internet. Another advantage is that the information is available all the time for those looking for it. The difference to most other media is that the customer or the prospect has to find the company rather than the other way around. The website can also project a favourable corporate image, provide detailed product information, generate leads for the sales people and help in handling the customer complaints and gather valuable feedback from the customers. If it is made easy for the visitor to start a dialogue with the company the visitor may be converted to a purchaser and with proper communication methods such as responding to feedback and queries the purchaser may be converted to a customer, thus establishing an online relationship.

The Internet has also some limitations as a CRM tool. The customer has to decide whether to visit the website, thus it is very important that the website is advertised in other media and by the company's sales people in their interaction with the customers. Another problem is that there is little selectivity of audience because anyone can visit a website. The company has to also understand that the customer demographics and psychographics may not be suitable for using the Internet as a media. To lessen the barriers to visit a website it has to be easy for the customer to use and to contain valuable content. (Breitenbach & Van Doren 1998, 562.) Another challenge for Internet customer relationship management is that different departments and business units have to give a uniform view of the company to the customers. This stresses the fact that the whole company must be committed to the CRM program and

that internal communications is very important. (Web Associates in SCN Education B.V. 2001, 45.)

Web Associates (in SCN Education B.V. 2001, 47-48) argue that the primary goal of electronic customer relationship management is to offer more convenient and less expensive services to the customers. This in turn benefits the company by increasing the revenues and decreasing the costs. The e-CRM program should increase customer satisfaction because of availability of the services at any time and the speed of the services. The customers can also give immediate feedback to the company and the services are normally free or cost less for the customer. The e-CRM program should also reduce operating costs. First, the new technology enables the company to offer 24-hour service without incurring 24-hour operating costs. Second, the use of more efficient data transfer technology enables more efficient and less expensive communications and the cost-per-service decreases. Third, customer data is easier to analyse and this leads to better business decisions. Web associates continue that improved customer satisfaction should result in better customer retention creating more revenues to the company.

In a study made by Geissler (2001, 488) 50 website designers were interviewed to find out their views on the website design and communication effectiveness, the clients' objectives and marketing goals for having a website, to explore how relationship marketing and website design influence each other and to propose a model for designing and maintaining an effective website for relationship management. The most common objective of website designers' clients for having a website was to generate more business. Other objectives were to establish a presence, advertise the business and gain exposure and to offer the customers free information. It seems that not all companies planning to have a website understand the importance of integrating the website to their marketing communications, and establishing a dialogue with their customers. The website designers said that the home page should be clear, fast-loading and to the point to catch a visitor's attention. The visitor should not need to scroll down the home page and the navigational tools should be used to help the visitor. There should not be too much graphics or other distracting elements on the home page, but it should offer information on what the company and the website offers to the visitor. For integrating the website to other marketing communications at least the website address should be added to all communication made in the company's name. For gathering customer data and applying relationship marketing, there should forms requesting personal information on the visitor.

After receiving information on the customer, the company can send for instance news on the company to the visitor via e-mail. To increase the interactivity, the navigation on the website should be made easy for the visitor. For retaining the visitors the website should be frequently updated and the website should include a possibility for visitors to give feedback on the website. The proposed model for designing and maintaining an effective website to facilitate online customer relationships includes three areas of consideration: key marketing approaches, website design and online customer conversion process. Key marketing approaches include segmenting the customers, using means of relationship marketing and integrating all marketing communications. Website design considerations include the client's objectives, the characteristics of the visitors and the home page essentials. The online customer conversion process includes creating awareness about the company and the website, interacting with the visitors, controlling the navigation and keeping the website fresh and up-to-date.

2.2.2 Value creation on the corporate website

In customer relationship management creating value to the customer is an essential point for keeping the customer satisfied in the relationship. According to Slater and Narver (2000, 120) the value to customer is created when the benefits associated with the product are greater than the lifetime cost of the offering. Lifetime costs include search costs, operating costs, disposal costs and the purchase price. Also Lanning and Michaels (1988) propose that the value the customer receives from the organisation comes from the benefits that enhance the product or service. These benefits come from fulfilling the customer needs, the cost of the relationship to the customer and the performance of the actual product or service. (in Payne & Frow 2005, 170-171.) Newell (2000, 30) on the other hand proposes that the traditional measurement of satisfaction is no longer enough. He goes on arguing that value is the primary driver of customer retention and that value has to be defined by the customer. It must be remembered that it is not enough to study what the customers value in their current relationship with the company but also what else would they value if the company offered it. According to Lam, Shankar & Murthy (2004, 295) customer value is a ratio between total benefit received to total sacrifices. The sacrifices consist of transaction costs, lifecycle costs and some degree of risk. Their study confirms the hypothesis that customer value has a positive effect on customer satisfaction and that customer satisfaction has a positive effect on customer loyalty.

Thus a company can increase its revenues, reduce customer acquisition costs and lower costs of serving customers leading to greater profitability by providing value to the customer.

Companies use the Internet nowadays in many different ways and one of them is using it as a marketing channel. Corporate websites allow potential customers to find information on the company anywhere they want and anytime they want. The Internet gives people a new medium to identify themselves as potential customers to the businesses they want to do business with. Corporate websites can also be used as customer service tools when customers can find product-related information before and after the sale. Corporate websites are thus responsible for creating the corporate image and enhancing customer relationships and that is why it is very important to study the usability and design of a corporate website. To achieve usable websites requires a user-centred design process. (Huang 2003, 23.)

If the company wants to deliver value to the customers, it has to have extensive data about the customers to understand their needs and wants. O'Leary, Rao & Perry (2004, 343-345) argue that the attractiveness or stickiness of the company's website, the credibility of the company, the disclosure of the purpose of data collection and the way the company handles security and privacy issues affect the amount of customer data that can be collected through the Internet. They add that top management must be committed to the notion that the Internet is fundamental in gathering customer data and innovative use of the Internet in marketing activities must be supported. Also Newell (2000, 95, 107-108) writes that the Internet CRM is not about creating an online store and trying to sell more and faster. It is about building and strengthening the bond between the company and the customer and creating a relationship that will benefit both parties. The gathered information on customers' demographics and lifestyle are used to gain a better understanding of what customers will value about a relationship with the company. In a study conducted by a company called @once, e-mailing habits of e-mail users were studied and the results showed that the online consumers were seeking personal, timely and accurate communications. The people wanted to be recognised as preferred customers and wanted to have high-level service online. These services included for example immediate communication with company representatives for help and online search functions to find information. Web associates (in SCN Education B.V. 2001, 48-51.) write that the customers want a variety of information services either online or directly to the user's PC screen but static website is not enough, it has to offer more than information. The e-CRM environment needs a search function to help the customer find what he/she is looking for. The

customers want online technical support and the technologies can include for example automatic problem diagnoses and software updating. The website should be integrated with the call centre in order to help the customer if he/she does not find the needed information on the website. The e-CRM system should include a feedback possibility to fix the problems and to improve the system. For value creation the system has to have personalisation options. These include for example customised contents according to products the customer has bought previously or according to what the customer has specified on earlier visits. The visual side of the e-CRM environment and the level of interaction can be customised as well. The customers should be in control of when and how they want information and when they respond to it.

Dou, Nielesen & Tan (2002, 107-108) have gathered from literature a list of features and functional attributes a website must have to fulfil communication objectives. First, the website has to build trustworthiness of the company and its offering. The company may for example place their quality and environmental certificates on the website and this in turn may project a credible image to the visitors of the website. Second, the domain name should be separate (e.g. www.mycompanyname.com) because it often boosts brand name recognition and recall and the sense of permanency may signal the commitment of the company to its website visitors. Third, the website should include comprehensive product information for the prospects convenience, thus they can find all the information needed to make a purchase decision. Fourth, the website should have more than one language option. People want to do business in their own language and having several language options shows that the company is sensitive to different cultures. Fifth, the website must have personalisation capabilities. This way the company can create a one-to-one relationship with the visitor and by fulfilling the visitor's needs the company can communicate the value of the relationship to the visitor. Last, the website must contain contact information. Online contact forms are the fastest and easiest for the visitor but e-mails are also a good option. They continue with a list of features and functional attributes a website must have to fulfil transactional objectives but some of them fulfil also communicational objectives. For example technical support should not exist only to make transactions online and convince potential buyers but to serve as a customer service channel and help current customers with their problems.

Breitenbach and Van Doren (1998, 562-565) have gathered a list about attributes the company website should include based on their evaluation on over 50 homepages in various industries.

The aim of a company website is to create an informative, interactive and sometimes even entertaining experience for the website visitor, thus creating value. The website should offer free information to the visitor on the company and its offering. News on the events in the industry and in the company and press releases are also important material for the visitors. The contact information should be up-to-date and the website should also offer the contact information of its dealers and outlets. All charitable and environmental activities could be emphasised on the website to convince the visitors of the company's social responsibility. The website should include a way to communicate directly with the company to allow the visitors to give feedback. There should be also a possibility for the visitors to leave their contact information in order to receive electronic updates about the company and its products. One section on the website should be dedicated to the visitors' questions and problems. In addition to Frequently Asked Questions (FAQ) section that often can be found on the website there could be a possibility to ask a question if it is not found on the FAQ. The website could also offer links to other websites that are somehow connected to the company.

2.2.3 The effect of website usability and design on value creation

The ISO 9241 standard (in Hornbæk 2006, 82) defines usability as the "extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction". Even though the definition speaks of a product, the corporate website's usability can be measured with the same measurements of achieving a certain goal because the corporate website's aim is to satisfy the visitor, thus enhancing the relationship with the customer. The definition captures also the elements of value creation for the visitor, which are fulfilling the customer needs, the cost of the relationship to the customer and the performance of the actual product or service. Fulfilling the customer needs is the effectiveness described in the ISO standard as the "accuracy and completeness with which users achieve specified goals". The cost of the relationship is the efficiency described in the ISO standard as the "resources expended in relation to the accuracy and completeness with which users achieve goals" and the performance of the actual product or service is the satisfaction described in the ISO standard as the "freedom from discomfort, and positive attitudes towards the user of the product". This means that the usability of the corporate website is extremely important if the company wants to enhance the relationship with the customer through the Internet because customer satisfaction leads to customer loyalty.

The usability research has recently focused on four to five areas depending on the writer's perspective. Nielsen (2000) suggests that website design principles should include navigation, response time, credibility and content (in Palmer 2002, 153). Palmer (2002, 163-164) adds to Nielsen's theory having five criteria for a successful website. These are low download delay, easy navigation, high interactivity, high responsiveness and high quality content. Palmer goes on suggesting that website success can be also measured with frequency of use, likelihood of return and user satisfaction. The elements Palmer uses in his research need some clarification because in the literature different scholars use the terms differently. Download delay is sometimes called response time and they both mean the actual time the user has to wait before accessing the website, yet, Palmer uses download delay to make a difference with responsiveness. Responsiveness in this case is the possibility of the users to give feedback. Navigation means the organizing of the layout, sequencing the pages and the consistency of the navigation protocols. Interactivity contains the availability to customise the website's look and content and also the ability to provide interaction with the user. High quality content does not mean only the amount and variety of the text content but also the use of pictures, graphics and multimedia. In this study Palmer's model and the five criteria of a successful website is used to measure the value the customer receives from the company website because it focuses on the elements of the website that can be controlled by the company and the aim of the case study is to develop the Company X website.

2.3 Framework of the study

In this study customer relationship management is seen as a strategic tool that involves the whole company. The goal of CRM is to create value to the customers through development of relationships. The development of relationships and value creation requires two-way communication, which can only be achieved through integration of all company functions and processes and through committing the whole company. The basics of CRM are to know the customers' needs and wants and fulfil them. It involves gathering and analysing customer data, which the Internet has made easier for the companies. The customers have to be segmented based on the customer data after which the company has to choose which segments to take in and how they are going to be served.

The Internet has enabled the companies to serve their customers more effectively and efficiently, the corporate website is therefore a new CRM tool that has to be exploited. The whole company has to be committed to the CRM process and to the use of appropriate technologies, such as the Internet. Corporate website has to offer value to the customer and to achieve that it has to have high quality content, high interactivity and responsiveness, low download delay and easy navigation, in other words good usability. Also other CRM functions should create value to the customers but the arrow from the CRM box to the value box in Figure 1 is marked with a dash line because this study concentrates mainly on the value created by the corporate website. The corporate website creates value by serving the customers faster, cheaper and more effectively, by recognising the customer and personalising the offering to fit what the customer needs and wants. When the customers receive value they should be satisfied; studies have shown that satisfied customers tend to be more loyal. Loyal customers should increase the company's profits, create positive word of mouth and increase customer retention. Thus, loyal customers create competitive edge against other companies on the market. It has to be noted, that a customer may at any point of the cycle leave the company if value is not created and the customer is not satisfied, assuming that there are other options on the market. Through customer relationship management efforts the company may choose to leave the customer if the relationship is not profitable for the company and if it is not possible to change the relationship to be more profitable. Part of the customer relationship management cycle is the measurement of CRM efforts and the success of the website. The customers may give feedback and studies by the company should be conducted. If problems are detected they must be fixed and continuous development is necessary to maintain long-term relationships.

Figure 1 is drawn from the literature and it illustrates the website's role in customer relationship management as a value creator and forms a framework for this study. The framework was used as bases for developing the first questionnaire, which was designed to find out whether the usability of www.companyx.com is good enough to create value to the customers and if the personnel receive feedback on the website from the customers, so that the website could be developed to create more value. The customers' needs and wants, the definition of value, the usability of the website and the use of the website as a CRM tool are connected with the industry and the context in which the company operates. In another industry customers may value for example the core product higher than customer service or vice versa, meaning that the measures used in this study are subjective in nature. The

evaluation of customer relationship management on the Company X website was done by the researcher based on 32 features of electronic CRM in business-to-business markets by Feinberg, Kadam, Hokama & Kim (2002, 471-473) and is reported in the discussion chapter.

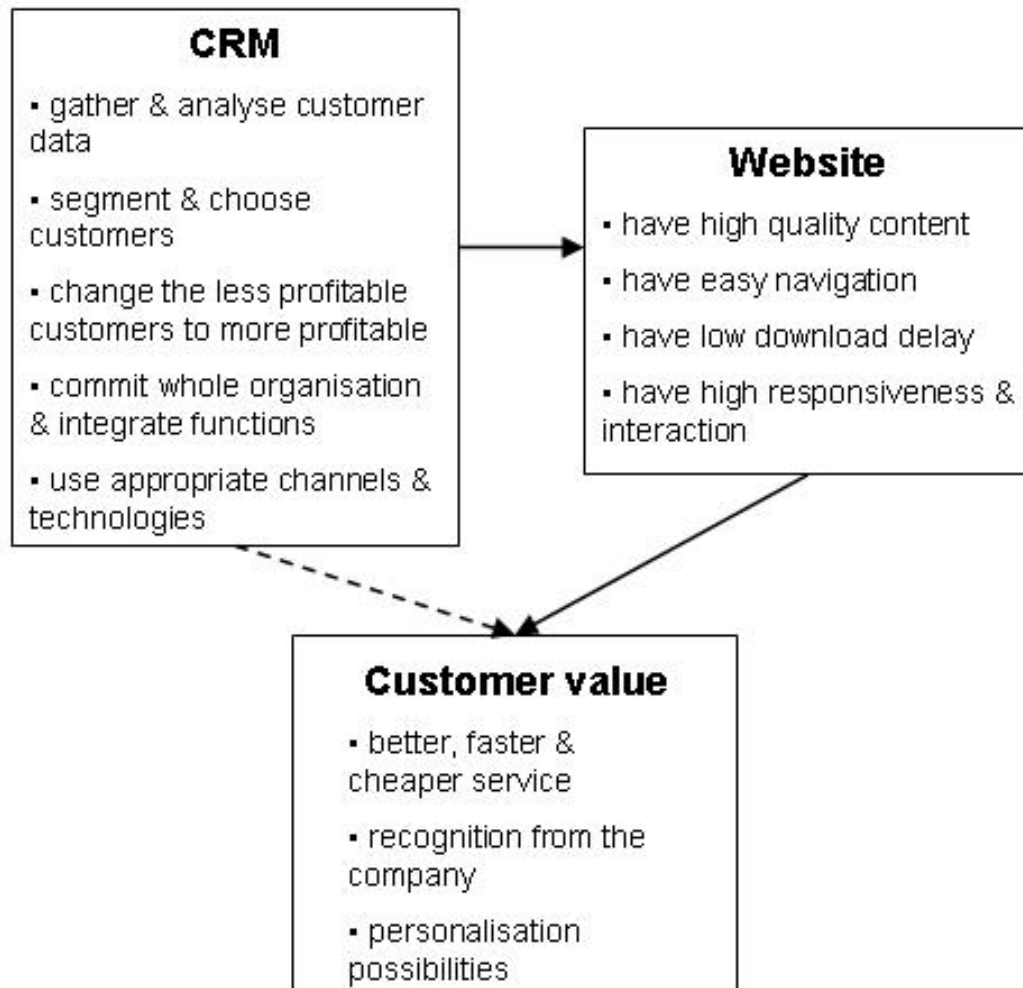


FIGURE 1 Corporate website as customer relationship management tool

3 METHODS

3.1 Conducting a survey study

When conducting a survey study the objectives, resources and other constraints of the study define the data collection methods. A survey study can be conducted as for example face to face interviews, telephone interviews, mail or e-mail survey or computer aided questionnaire. After the data collection method is decided the sample size and sampling method are chosen. If there are enough resources to study the whole population, it can be done. Otherwise the sample has to be either random or chosen by the researcher. Next the exact content of the survey questions is decided and a questionnaire or an interview plan is formulated. Important things that have to be considered when formulating the questionnaire are the look and length of the physical questionnaire, the content of the questions and the measures used in the questionnaire. Also the order of the questions is important while it may affect the respondents' answers. The questionnaire or the interview plan is tested to improve the reliability and validity of the study. Reliability means that the results of the study do not change when the study is conducted again or by another researcher and that the results are not random. Validity means that the study measures exactly the things that were meant to be measured (Järvi, P. 2003, 8, 11-12, 41.) According to Metsämuuronen (2004, 12-15), threats to validity concerning time related issues are the effect of history, maturation and the statistical regression. Threats concerning the measurement are the change of the measure, the effect of the testing, the halo effect and the Hawthorn effect. The halo effect means that the researcher changes his/her attitude toward the testee when the researcher knows the person is a part of the test. The researcher may for example give better instructions and show interest on things that are not relevant for the study. An example of the halo effect from real life is that a very important client is served better than other clients. Hawthorne effect means that the testees respond to any stimulant positively or socially desirably. The name comes from a study made in Hawthorne factories where the employees worked more efficiently when the lighting was dimmed because someone was interested on them and their work Threats to validity concerning the test groups are the sampling method and the loss of respondents. These threats can, at least to some point, be avoided with careful planning and grounded

decision making in all stages of the study. After the testing, the actual data collection is done and the results are analysed and reported.

3.2 Advantages and disadvantages of a web-based questionnaire

A researcher has to make many decisions during the research process and these decisions must be well grounded. The research strategy used in this study is an explanatory case study in which both qualitative and quantitative research methods are used. (Hirsjärvi, Remes & Sajavaara, 2003, 122-128.) The empirical part was implemented as a web-based questionnaire. Therefore the advantages and disadvantages can be compared to some point with a posted questionnaire. One of the advantages is, that the researcher cannot affect the respondent's answers with his or her presence and appearance. This method is very different from an interview where the researcher is present and may affect how the questions are answered. Another advantage is that in a questionnaire all the respondents have the same questions in written form and they do not change as they may in an interview and this improves the reliability of the study. A fact improving the reliability of the study is that the respondent can choose the time he or she answers the study which increases the motivation. The number of questions on a questionnaire can be bigger compared to an interview, especially if alternatives for answering are given. A posted questionnaire study is cheap to implement and even cheaper it is to implement the questionnaire study on the web. The web-based system also saves time because the questionnaire is available for the respondents immediately. The geographical scope of the web-based study is global where as the interviews are limited to a certain geographical area. One of the disadvantages of a posted survey is that the response percentage can be very low. In the first study an incentive, a heart rate monitor, was raffled among those who left their contact information to get more answers. In a posted questionnaire the respondent sees all the questions at the same time and may answer in wrong order, which may affect his or her answers. Answering in a wrong order was not possible in the web-based questionnaire of this study because certain rules prevented that. There is always a possibility of misunderstanding because the questions can be interpreted in a different way than the researcher intended. The chance of misunderstanding can be reduced with careful planning, testing and detailed instructions. With posted and web-based questionnaires there is a chance that the person who the questionnaire was sent to does not answer to the questionnaire but it may be someone else and this affects the reliability of the

study. To a posted questionnaire the respondent may also answer incorrectly which may lead to the rejection of that particular questionnaire. Some web-based solutions allow the researcher to add certain rules, which prevent the respondent from leaving some questions unanswered. On a web-based questionnaire there is however always a chance that the respondent accidentally puts a cross in a wrong place or makes some other human error. These cannot be seen because the researcher does not have a possibility for observation as he or she would have in an interview situation. (Valli 2001, 30-33)

3.3 Implementation of the empirical part of the study

Value creation through relationships is an essential part of customer relationship management and Company X was seeking to improve their CRM on the website. Thus, the aim of the empirical part of the study was to find out if Company X's website's usability is good enough to create value to the customers. A corporate website has a potential to gather customer data and to serve the customers faster and more cost efficiently than traditional media and the Company X employees were questioned to find out if Company X website fills the potential. The commitment of all employees to relationship building is crucial for the success of the customer relationship management. Hence, one objective of the empirical part was to find out if Company X's employees truly are committed to using the website as a communication medium with the customers.

The empirical part of the study was implemented in two phases. In the first phase of the study the sales and customer service personnel were questioned to gain an insight into sales and customer service personnel's and customers' use of the Company X website. That is for example what services the sales and customer service personnel and customers use on the Company X website and what problems they have had using the Company X website. The sales and customer service people were chosen to question, as Newell (2000, 25) argues, it is the sales people who can help the company find out what the customers value in a relationship with the company. The sales people can also confirm if the best customers the company has selected truly are the best because they have direct interaction with the customers. When the questionnaire was being developed, the people responsible for online communications of the four business areas were consulted and the final questionnaire was tested on them. The survey was done as a web-based questionnaire and the personnel was given a user name and a

password to answer the questionnaire. The user name and the password were the same for all users so as to preserve the respondents' anonymity. This could have affected the reliability of the study but it was assumed before the questionnaire was done that in a business context no one has motives to tamper with the results by for example answering many times. The sample was 480 people from 25 sales offices from the most important market areas. All sales offices could not be included because the amount of data would have been too big to analyse and it was assumed that the excluded people are homogenous with the included people, thus would not bring anything new to the results. If this assumption is incorrect it may affect the validity of the study because the sample was not chosen randomly but according to the strategic importance of the market area. There were 160 responses and they were all complete and usable, that is no questionnaires had to be disallowed. The response percentage was 33,33%.

Based on the answers from the sales and customer service personnel a second questionnaire was developed. The other questionnaire concentrated on the biggest problem found on the first phase. The second questionnaire had a smaller sample than the first one, only nine sales offices. The sales offices where the questionnaire was sent were located in the biggest market areas of Company X: Austria, Belgium, France, Germany, Italy, Spain and the United Kingdom. The sales managers were asked to collect a team and to think about the questions together. This was done in order to get new and innovative ideas for developing the website, furthermore, brainstorming and teamwork are good ways for creating new ideas. Also the second survey was done as a web-based questionnaire. The user name and password were the same for all users to preserve the respondents' anonymity. Seven of the nine sales offices replied to the questionnaire.

3.4 Construction of the first questionnaire

The first three questions were designed to check that the person who is answering is really part of the sample and that the answers can be included in the analysis. The next two questions (4.-5.) were designed to see whether the sales and customer service personnel promote the website to their customers and whether the website is brought out in their encounters. Thus, the questions 4. and 5. measured the integration of functions and the use of appropriate technologies for customer relationship management. If the respondent answered that he or she had promoted and/ or discussed the website with their customers he/ she was

asked which sections or services they talked about (see Appendix 1 for the complete questionnaire). Questions 1.-2. and 4.-5. were multiple choice questions and the third question was an open-ended question.

The next series of questions (6.-8.) handled the personnel's own use of the Company X website, www.Company X.com and the alternatives for answering were "yes, often", "yes, occasionally" and "no, never" to find out the rate of usage. First they were asked if they have ever visited the Company X website and if they had, what kind of services had they used there. They were also given a chance to write comments on the services to an open-ended question. Questions 6.-8. were designed to measure the quality of the content on the website. If they answered that they had never visited the Company X website they were directed to different questions than those who had visited the website. The people who had never visited the website were then asked what type of feedback, if any, they had received from their customers and what else they would like the Company X website to offer their customers (questions 15.-17. in the questionnaire 1).

Questions 9.-12. handled the different sections on the Company X website and a five-point Likert scale was used to find out the attitudes towards the sections. The alternatives for answering ranged from "I totally agree" to "I totally disagree". There was not an alternative "I do not know" because it does not bring any new information to the study. Instead, there was an alternative "I have never visited the section" which tells about the usage of that particular section. The personnel were asked whether the sections had a fresh and colourful look and feel, if the different sections were easy to navigate and if they included useful content for them. They also had an opportunity to write other comments on the sections on an open-ended question. Questions 9.-12. were designed to measure the quality of the content on the website and the navigation of the website.

The last questions (13.-17.) handled what could be added to the website to better serve the needs of the personnel and the customers. It also inquired what type of, if any, feedback the personnel had received from the customers. Questions 13., 16. and 17. were open-ended questions and questions 14.-15. were dichotomous questions measuring the responsiveness of the website. Questions 13. and 16.-17. were designed to find out which areas of the Company X website's usability: download delay, navigation, interactivity, responsiveness and quality

of content, could be enhanced to create more value to the employees as well as the customers. See appendix 1 for the first questionnaire.

3.5 Construction of the second questionnaire

The second questionnaire was based on the answers and the biggest problem areas found on the first questionnaire. The first two questions handled the main navigation titles at the Company X website's entry page. The respondents were asked whether the main navigation titles described their contents well and a five-point Likert scale was used. If they did not describe their contents, they were asked what the title should be on an open-ended question. The next question handled the importance of nine different elements on the entry page and the importance scale had four alternatives. The respondents were also asked to point out what other content areas, if any, should be moved up to the entry page, and to give reasons for it. In the fifth question they were asked what else could be done to improve the navigation on the Company X website. Questions 4. and 5. were open ended questions. See appendix 2 for the second questionnaire.

Because this study is more qualitative than quantitative in nature the data was content analysed and put into categories according to the themes of the two research questions and the framework. Tables and figures were made to help the reader to perceive the results. The data was read many times to find the similarities and differences in the answers. The results were compared with the theories on customer relationship management and value creation and the comparison is presented in the fifth chapter. The concepts for the comparison were defined through literature and former theories on the subject of this study.

4 RESULTS

4.1 Background information on the personnel

The results are reported in the order they appeared on the questionnaire. The respondents were mainly from Internal sales, that is 69 people (43%). The next biggest group was External sales i.e, 48 people (30%). Eight people (5%) worked in Technical sales, further there were 35 people (22%) in other positions such as Marketing and Customer service. See figure 2 for the distribution. It would have been good to have Customer service available as an alternative since the questionnaire was aimed at sales and customer service personnel. The respondents represented all targeted positions at Company X i.e. sales and customer service personnel and all business areas were represented. People who are working in Internal sales handle customer orders and deliver the orders to the mills, have contact with the mills' customer service people to look after the delivery times and also serve the customers in other ways. The External sales people negotiate large long-term contracts and manage the customer relationships. The Technical sales people, as their title suggests, help the Internal and External sales people in resolving technical problems; they also have direct contact with the customers. All of the company's employees should be committed to the customer relationship management process and at Company X the External sales people have the main responsibility of communicating with the customers and handling issues related to the functional quality. The technical and the Internal sales people handle issues related with the technical quality features. It is important that these three groups of sales people communicate with each other and that they all have the access to the same customer information. There is nothing more annoying for the customer than to explain the same problems many times to different people if the knowledge is not shared inside the company.

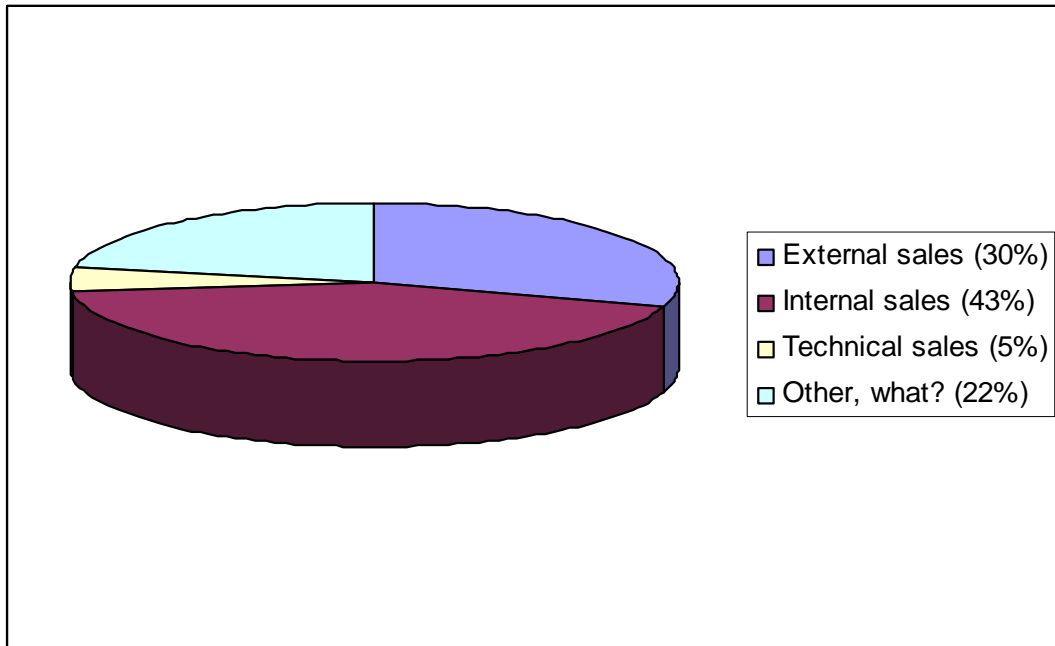


FIGURE 2 Distribution of respondents according to the occupational title

From four different business areas Commercial printing was best represented, i.e. 63 people (40%). The second best represented was Consumer packaging, i.e. 34 people (21%). Third biggest was Publishing, i.e. 23 people and (14%) and fourth was Office papers, i.e. 21 people (13%). There were 19 people (12%) who did not fit into any of the four business areas. Nine of these respondents said they belonged to all of the business areas, the rest belonged to Administration, Financial or Logistics department. The representation of the business areas corresponds to the number of all people working in each business area. There were about 5000 people working in 2005 in Commercial printing, which was the biggest group of respondents in the first survey, about 3000 in Consumer packaging, which was the second biggest group, about 2000 in Office papers and about 1500 in Publishing.

See figure 3 for the distribution.

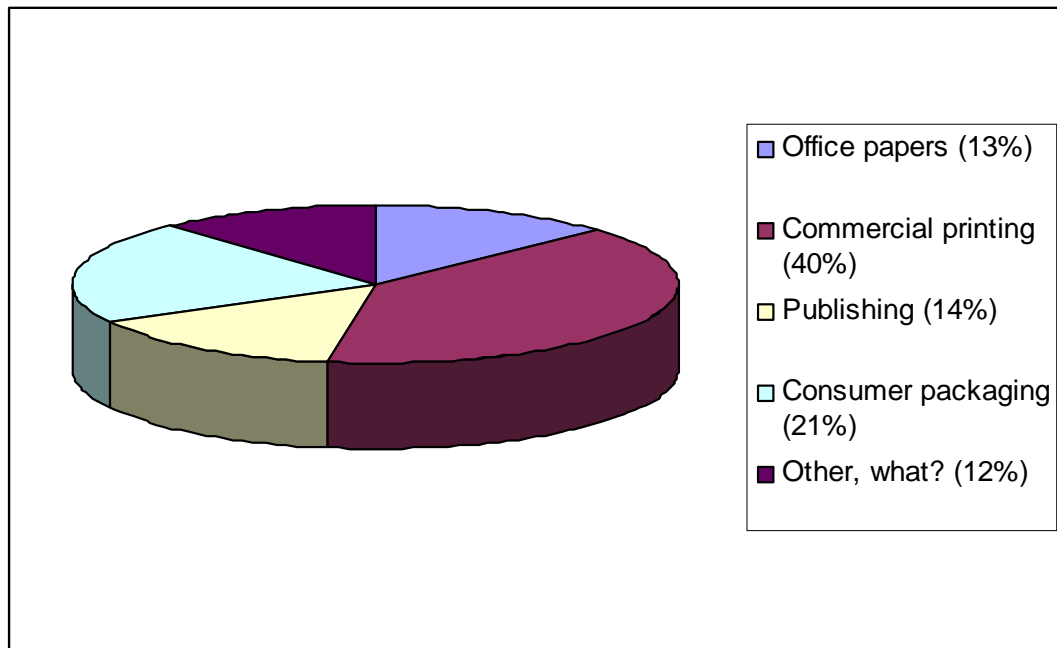


FIGURE 3 Distribution of respondents according to the business area

From the 25 countries where the questionnaire was sent 23 were represented in this study. Most answers came from Germany (49 answers), United Kingdom (27 answers), France (16 answers), Spain (12 answers) and from the United States of America (11 answers). The remaining countries that replied with less than ten answers were Austria, Belgium, China, Cyprus, Denmark, Hong Kong, Hungary, Italy, Netherlands, Portugal, Russia, Sweden, Switzerland and Ukraine. The respondent numbers from individual countries correlate with the most important market areas for Company X, Germany being the most important at the moment. See figure 4 for the distribution.

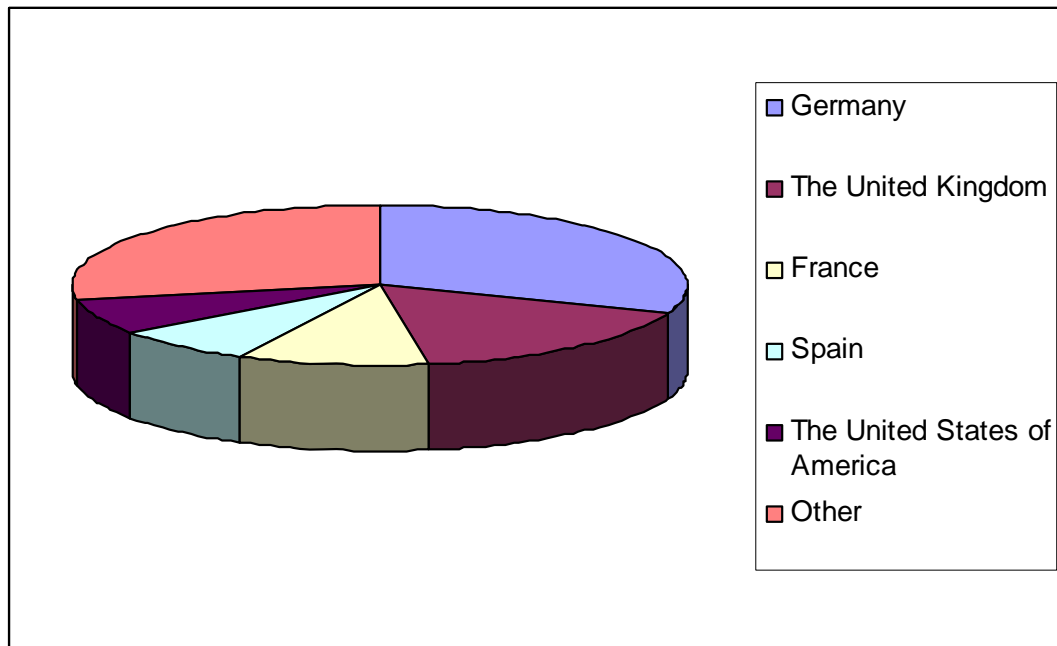


FIGURE 4 Distribution of respondents according to the location

4.2 Promotion of the website

Over half of the respondents (54%) had occasionally promoted or discussed the Company X website with their customers. One third (33%) had never promoted or discussed the website with their customers and the rest (13%) promote and discuss the website often with their customers. See figure 5 for the distribution. One of the reasons mentioned by the people who had never promoted the website to their customers was that in their opinion the website was so difficult to navigate that the customers would not benefit from using it. They thought that the customer would have to contact the customer service anyway and that they would only get confused by the website. At the moment the usability issues prevent the effective use of the website as a customer relationship management tool and the employees are not fully committed to the use of the website.

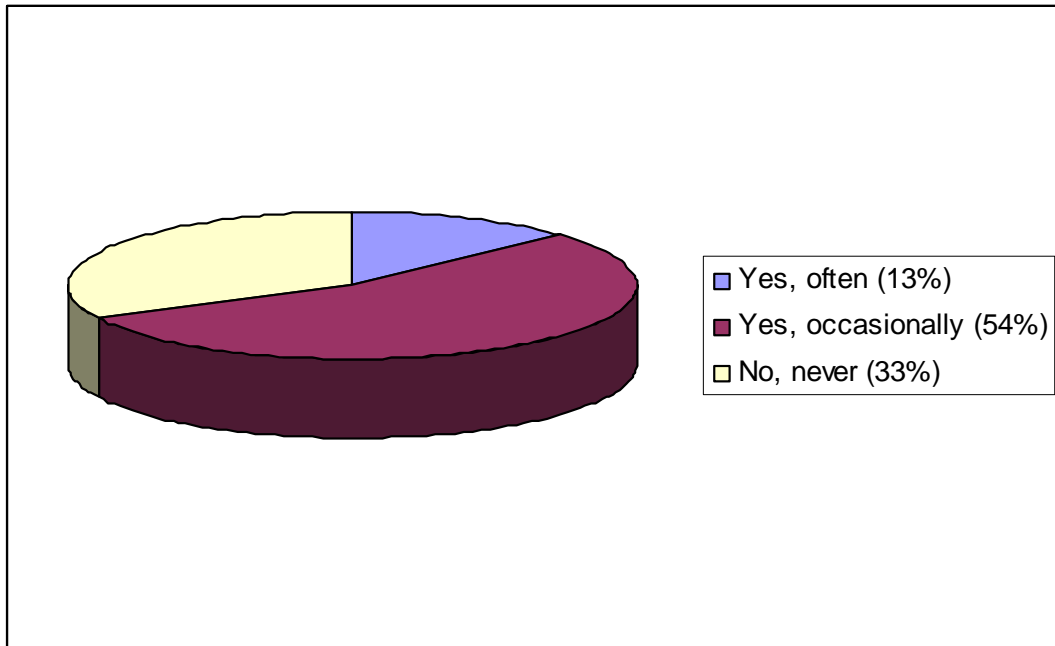


FIGURE 5 The percentages of personnel promoting and not promoting the website to the customers

Clearly the biggest area of conversations between the personnel and the customers was the Product search on the website. It was mentioned 94 times. The second biggest area was Environment, which was mentioned 66 times. Next was the Sample basket (23 answers) and press releases (17 answers). Also general information about Company X (4 answers), investor relations (1 answer), technical specifications and ISO certifications were mentioned (3 answers). The services on the website are discussed by the employees and the customers, thus there is a potential to create value to the customers through better and faster services. See figure 6 for the distribution.

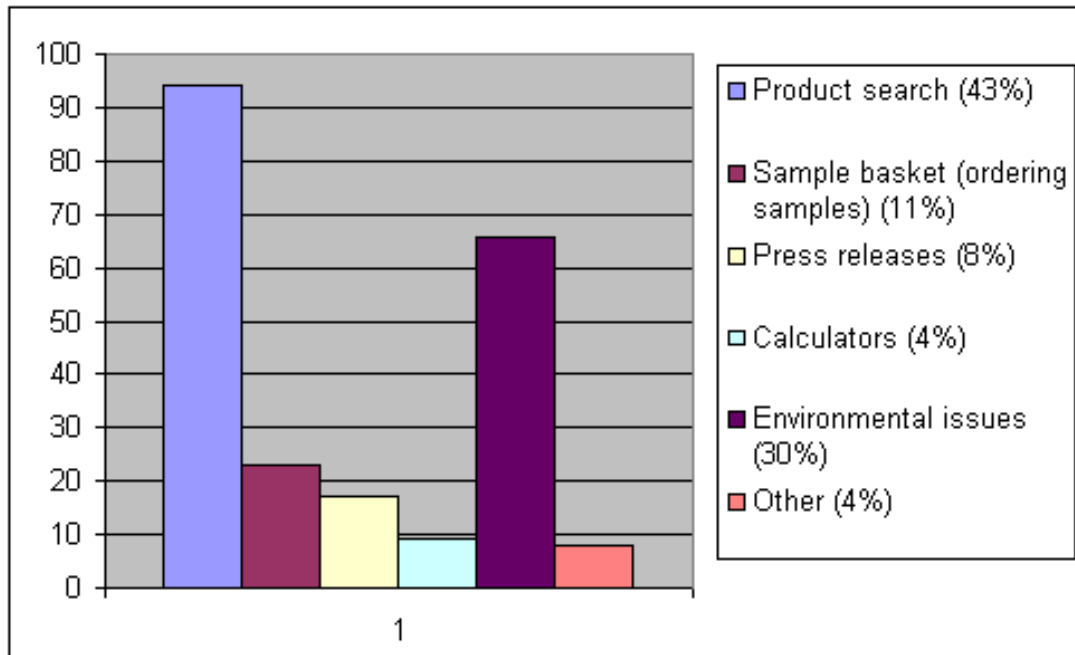


FIGURE 6 Areas of conversations between customers and Company X personnel

4.3 Personnel's use of the website and its services

Only two respondents had never visited the Company X website. 88 people had occasionally visited the website and 70 people visit the website often. Many respondents said that they use other sources of information such as Intranet to get what they need because it is hard to find from the Company X website. Again, it can be seen that the website needs to be developed for the employees to be committed to the use of it and for the website to create value for the customer and to be of value for the company. The website's role in customer relationship management is very small or even invisible at the moment. See figure 7 for the distribution.

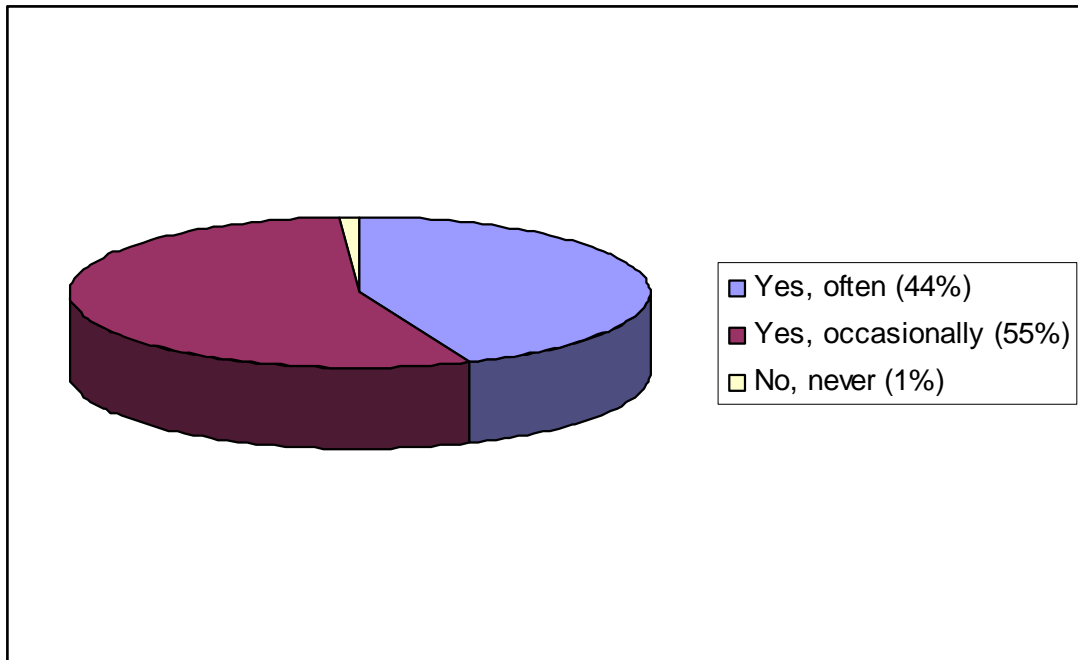


FIGURE 7 The percentages of personnel visiting and not visiting the website

From the services that are provided at the Company X website calculators, sample basket and dictionary are mainly not used by the sales and customers service personnel. On the other hand paper profiles and product search are used often or occasionally by most of the sales and customer service personnel. The results do not, however, suggest that the services that are not used by the employees are not used by the customers. See table 1 for more detailed information.

TABLE 1 Have you used the following services on the Company X website (www.Company X.com)?

	Yes, often	Yes, occasionally	No, never
Calculators	2 %	16 %	82 %
Product search	39 %	53%	8 %
Sample basket	1 %	23%	7 %
Dictionary	2 %	27 %	71 %
Paper profiles	38 %	50 %	12 %

From the open-ended question it was found out that the biggest problem with the services that are provided on the Company X website is that the services are hard or to find. Another obstacle is that the pages are hard to navigate. These two problems were mentioned by 22

people respectively. Five people mentioned that they use some other source to find the information: the reason being the difficulty to find appropriate information at the Company X website. Language issues are another problem: six people hoped for other language versions in addition to English for the services. Four people mentioned that the services are difficult to use. For example, there were problems using the calculators because of different measurement systems in Europe and the United States. Some respondents thought that the product information was not updated as often as it should be and in some cases the product information was not sufficient. Even though the sales and customer service people do not use the calculators very often, someone had hoped for more calculations added to that particular service. Positive feedback about the services was also received. The positive feedback was mainly about the usefulness of the product search and paper profiles to the personnel and to the customers.

4.4 The navigation and usefulness of different sections on the website

In the next three questions there is an inconsistency in the answers. The number of answers for the alternative “I have never visited this section” should be the same in every question, however, that is not the case. The variation in the number of answers in the three questions may be explained by the fact that there was no alternative “I don’t know” and if people did not have an opinion on one section they answered that they had not visited the section. The answers to the three following questions were first reported as percentages of the sample. Then the respondents were grouped according to their job description into internal sales, external sales, technical sales and other. The answer alternatives were coded into numbers: 1= I totally agree, 2= I agree, 3= I have never visited this section, 4= I disagree and 5= I totally disagree. The averages of every group were calculated for questions 9.- 11. See tables 3, 5 and 7 for detailed information.

Most of the respondents agreed that the Entry page, Products and services, About Company X and Environment sections have a fresh and colourful look and feel. Many of the respondents had not visited the Investor relations, Press room and Contacts sections or they did not have an opinion on the section the reason for this being that they probably did not include useful content for the personnel as can be seen from the answers for question 11. See table 2 for more detailed information.

TABLE 2 The following sections on the Company X website have fresh and colourful look and feel

	I totally agree	I agree	I have never visited this section	I disagree	I totally disagree
Entry page	19 %	73 %	0 %	8 %	0 %
Products & services	11 %	75 %	4 %	10 %	0 %
About Company X	13 %	70 %	6 %	11 %	0 %
Investor relations	6 %	33 %	58 %	3 %	0 %
Press room	6 %	45 %	44 %	5 %	0 %
Contacts	7 %	50 %	32 %	10 %	1 %
Environment	11 %	63 %	20 %	6 %	0 %

TABLE 3 The following sections on the Company X website have fresh and colourful look and feel, averages according to the job description

	Entry Page	Products & Services	About Company X	Investor relations	Press room	Contacts	Environment
External sales	2,0	2,2	2,2	2,5	2,5	2,5	2,1
Internal sales	1,9	2,0	2,2	2,7	2,4	2,4	2,3
Technical sales	2,0	2,3	2,3	2,9	2,9	2,9	2,4
Other	1,9	2,1	2,0	2,4	2,4	2,3	2,2
All	2,0	2,1	2,2	2,6	2,5	2,5	2,2

It seems that there are not very big differences between the groups of sales people on their opinions about the look and feel of the different sections. Only the averages of the Technical sales people seem to come up to three but this may be because there were so few respondents in Technical sales and one individual answer gets a bigger weight. As noticed earlier, the sales people do not use the Investor relations, Press room or Contacts sections. Only the Entry page gets averages under two, meaning that all sales people agree quite strongly to the statement.

Most of the respondents agreed that the Entry page, Products and services, About Company X and Environment sections were easy to navigate. This collides with the results from questions 8 and 12 that suggest that the biggest problem with the Company X website is hard navigation. See table 4 for more detailed information.

TABLE 4 The following sections are easy to navigate

	I totally agree	I agree	I have never visited this section	I disagree	I totally disagree
Entry Page	24 %	63 %	1 %	11 %	1 %
Products & services	19 %	58 %	4 %	14 %	5 %
About Company X	20 %	63 %	6 %	10 %	1 %
Investor relations	5 %	30 %	58 %	6 %	1 %
Press room	8 %	43 %	43 %	5 %	1 %
Contacts	9 %	47 %	33 %	10 %	1 %
Environment	9 %	58 %	17 %	13 %	3 %

TABLE 5 The following sections are easy to navigate, averages according to the job description

	Entry Page	Products & Services	About Company X	Investor relations	Press room	Contacts	Environment
External sales	2,2	2,3	2,3	2,6	2,4	2,5	2,5
Internal sales	2,0	2,2	2,0	2,7	2,4	2,4	2,4
Technical sales	1,6	2,6	2,0	2,8	2,9	3,0	2,5
Other	2,0	2,3	2,1	2,6	2,6	2,3	2,3
All	2,0	2,3	2,1	2,7	2,5	2,5	2,4

It seems that there are not very big differences between the groups of sales people on their opinions about the navigation of the different sections. As noticed earlier, the sales people do not use the Investor relations, Press room or Contacts sections. The averages for Environment section are quite high, they come up to 2,5 and from table 4 it can be seen that one fourth of all sales people either disagree or totally disagree on the statement that the Environment section is easy to navigate. The Environment section is, however, important to the company and the navigation should be improved. Only the Entry page gets averages under two, meaning that all sales people agree quite strongly to the statement.

The most useful content for the personnel is in the Entry page, Products and services, About Company X and Environment sections. As it was expected the least useful content for the personnel is in the Investor relations, Press room and Contacts sections. See table 6 for more detailed information.

TABLE 6 The following sections include useful content

	I totally agree	I agree	I have never visited this section	I disagree	I totally disagree
Entry page	19 %	70 %	1 %	10 %	0 %
Products & services	33 %	59 %	4 %	4 %	0 %
About Company X	21 %	70 %	4 %	5 %	0 %
Investor relations	6 %	30 %	60 %	4 %	0 %
Press room	10 %	42 %	44 %	4 %	0 %
Contacts	13 %	44 %	33 %	9 %	1 %
Environment	18 %	57 %	19 %	5 %	1 %

TABLE 7 The following sections include useful content averages according to the job description

	Entry Page	Products & Services	About Company X	Investor relations	Press room	Contacts	Environment
External sales	2,2	1,9	2,0	2,5	2,4	2,6	2,1
Internal sales	2,0	1,7	2,0	2,8	2,4	2,4	2,3
Technical sales	1,9	1,8	1,9	3,0	2,9	3,0	1,8
Other	1,9	1,8	1,7	2,4	2,3	2,1	2,0
All	2,0	1,8	1,9	2,6	2,4	2,4	2,1

As can be seen from table 7, the Entry page, the Products & Services and the About Company X sections have many averages under two, thus they include the most useful content according to all sales people. The Investor relations and the Press room averages come up to three and are not as important to the sales people as other sections.

The biggest problem with the different sections was that the information was hard to find and that the paths were too long. This obstacle was mentioned in the open-ended question by 13 people. Eight people mentioned that the information was not updated often enough and that the product information was in some cases inadequate. Especially contact information was said to be inadequate; the respondents wanted more localised contact information. Different usability issues were mentioned by seven people. These issues included the product search and some people mentioned that the download delay was too long for some sections. The

visual design was criticised by six people. They thought there was too much information per page, which makes it even harder to find what they were looking for. Some people did not like the colours that were used on the website. Five people hoped for more language versions for the product search and press releases. There was also positive feedback about the colourfulness of the website and it was thanked for having plenty of information.

4.5 Personnel's development ideas on the website

When the respondents were asked what more they would like to find on the Company X website the biggest number of answers handled technical and product related issues. There were altogether 35 answers in this category. People wanted more information on the paper and board mills, for example, location information, Internet addresses and pictures. Another wish handled industry and market information such as statistics, and Company X history. Some people thought that the market information and information on how paper and board are made might be very interesting for people who are not familiar with paper and wood industries. 13 people mentioned that they wanted better navigation and easier access to the information they were looking for. 11 people hoped for more human touch at the website that is for example more pictures from Company X mills, employees and customers and more information on the end users of Company X's products and more of the customers' success stories. Ten people wanted more detailed contact information and more frequent updating for all information. Five people hoped for more language versions and five people said that there was too much information per site and that the colours used were not good.

Most of the personnel (119 people, 74,4%) answered that they had not received feedback on the website from the customers. Those who had received feedback (41 people, 26,6%) said that about half of the feedback had been positive and half of it had been negative. See figure 9 for the distribution. From the next open-ended question it was found out that some had received both negative and positive feedback but there was no possibility to answer this way in question number 15. The negative feedback was mainly on the bad navigation and that the customers could not find what they were looking for. The customers often ended up calling to the sales or customer service personnel to get the information they needed. If the information the customer was looking for was found there were some problems with the usability (e.g. the customer was not able to download something from the page) or the information was

inadequate. Also in this case the customer had to contact the sales or customer service personnel and caused the personnel unnecessary work because the information they needed was on the website the customer just did not find what he or she wanted. Some had received also positive feedback on the navigation, moreover the fact that there was plenty of information on the website was mentioned as a good thing.

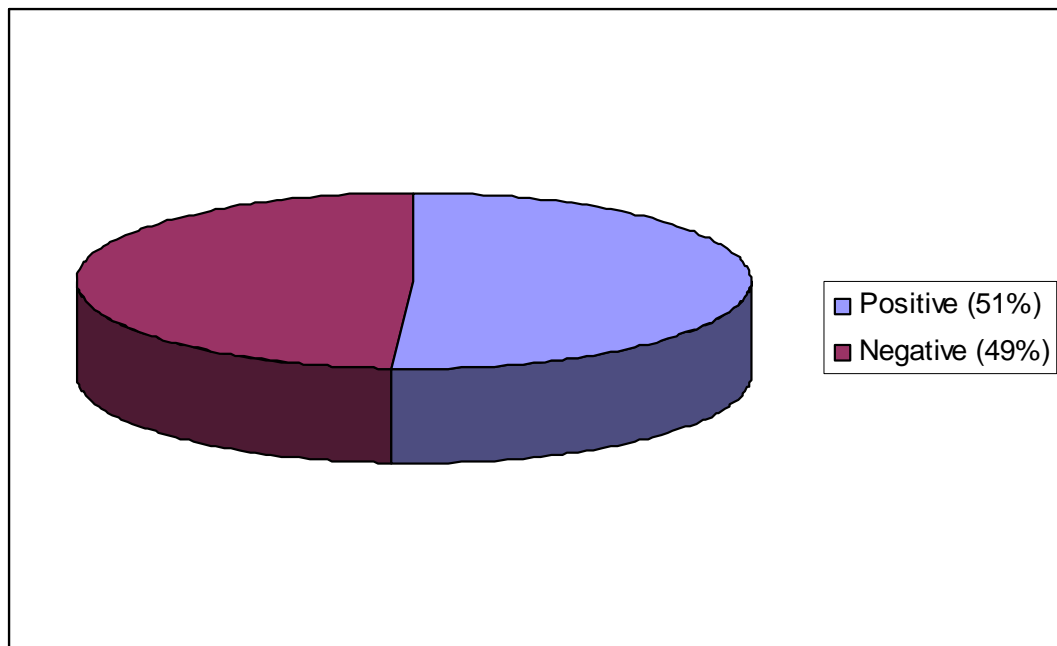


FIGURE 8 The nature of the feedback received from the customers

It seems that some people were confused by the questions 13. and 17. In question 13. the aim was to find out what else the sales and customer service personnel hoped the website to offer for them and in question 17. the aim was to find out what else they hoped the website to offer for their customers. The answers to question 17. were similar to the answers for question 13, meaning that the personnel hoped same things for their customers as they did for themselves. The sales and customer service personnel hoped also for their customers better navigation and easier access to product related information. Some people suggested that there should be an intranet for the customers where they could order products and follow their orders in real time. Some respondents thought that there should be a section where the customers could give feedback on the website in order to better serve the needs of the customers.

4.6 Main navigation titles on the entry page

In the second questionnaire the Entry page was taken into closer examination because the results of the first study showed that the navigation should be improved. Almost all of the respondent sales teams agreed that the main navigation titles described their contents well. Only one team partly disagreed that the About Company X title described its contents well. See table 8 for more detailed information.

TABLE 8 The main navigation titles on the www.Company X.com entry page describe their contents well

	I fully agree	I partly agree	I have no opinion	I partly disagree	I fully disagree
Home	4	2	0	0	0
Products& services	5	1	0	0	0
About Company X	2	3	0	1	0
Investor relations	4	2	0	0	0
Press room	3	3	0	0	0
Contacts	6	0	0	0	0
Sample basket	3	3	0	0	0

In the second question the sales teams were asked what the main navigation titles should be if they thought that they did not describe their contents well. It seems that the navigation titles were good but there was too much information hidden underneath them. For instance, Environment section is under About Company X section and thus is hard to find. The path to the information under the main navigation titles should be clearer to the visitor.

4.7 Importance of the different sections on the entry page

In the first questionnaire's results it was found out that the website was too crowded and had too much information on one page. To make the navigation easier, especially the entry page should be clearer. To achieve that the sales teams were asked how important the current

sections are on the entry page. It seems that the most important on the front page are the Site map, the News, the Product search and Find the right paper for your needs sections. What is not important on the entry page is the Dictionary. See table 9 for more detailed information.

TABLE 9 How important are the following sections on the www.Company X.com entry page?

	Very important	Important	I have no opinion	Not important
1. Dictionary	0	3	0	3
2. Site map	3	2	1	0
3. News	4	2	0	0
4. Success story	0	4	1	1
5. Find the right paper for your needs	3	1	0	2
6. Product search	5	0	0	1
7. Welcome text	4	1	0	1
8. Picture	0	4	1	1
9. Links to other Company X websites	2	3	0	1

All sales teams agreed that the entry page should only invite the visitor to explore the website and not overload him or her with information. One team compared the entry page to a magazine's cover it contains only the main issues handled in the magazine. The same principle should be applied to the entry page of a website. Only Environment section should be added to the entry page as a new section, and some other areas could be more emphasised. The sections that should be emphasised are Product search and Site map. Also in this questionnaire the sales teams wanted an overall Search function to help the visitors find what they were looking for.

4.8 Personnel's development ideas on the navigation

As additional suggestions to make the navigation easier the respondents suggested to reduce the need of scrolling the page and put less information on one page. It may have been hard to

find information from the entry page because there were so many boxes and many different colours. Again the solution to ease the navigation seems to be reducing the amount of content on one page. Also in this question the respondents said that the Site map should be clearer and easier to find on the entry page. Some suggested that the visitor should be able to see the sub-navigation titles in order to find the information they are looking for more easily.

At the moment the Company X website includes plenty of information but is hard to navigate. The fact that the customers have to spend unreasonable amount of time to find out what they were looking for, if they even found what they were looking for, prevents the website from creating value to the customers. The navigation issues prevent the company from getting feedback from the customers and from gathering important information on customers and their needs and wants. It seems that the employees are not fully committed to the CRM process and to the use of the website as a CRM tool and the integration of different operations should be improved.

5 DISCUSSION

5.1 Conclusions

This study's purpose was to describe how the corporate website can be used as a customer relationship management tool and what kind of value the website can create to the customer and to the customer relationship. The current state of Company X's CRM on the website was examined with two questionnaires conducted on the Company X employees and with the researcher's evaluation on Company X website based on 32 features of electronic CRM in business-to-business markets. The researcher's evaluation on Company X's customer relationship management and the use of the website as a CRM tool showed that Company X is using the latest technologies to serve their customers and is segmenting their customers but the whole organisation is not yet fully committed to customer relationship management. The website could be used to gather more detailed information on the customers and on their needs and wants to create more value to the customers, and to help Company X to choose their customers and to develop the customer relationships. The results from the questionnaires showed that the Company X website has potential to work as a CRM tool because it offers high quality content but the difficult navigation prevents the customers from finding the information they need. Also the difficulty of using the services provided on the website prevents the website from creating the full potential value to the customers. The results from three former studies on the Company X website confirm the results of this study and the researcher's evaluation, thus actions to solve the problems should be made as a soon as possible to improve Company X's customer relationship management and the value created through the website.

The results of the first questionnaire can be placed under five different categories: navigation issues, language issues, inadequate or outdated information, usability issues and the lack of humanity. The navigation issues cover all problems to do with finding information due to inconsistencies in sequencing the pages, organising the page layout and so on. According to Palmer (2002, 163-164), a successful website has five characteristics. These are low download delay, easy navigation, high interactivity, high responsiveness and high quality

content. The problem areas that were found in this study can be placed under Palmer's categories. Navigation is a category in itself, whereas language issues and the possibility to give feedback, even though the possibility to give feedback would normally be placed under responsiveness, in this case it are placed under the heading navigation. This is because the feedback section exists, but the employees had not found it. Inadequate or outdated information and the lack of humanity can be placed under the content category. The usability issues can be placed under download delay and interactivity because the usability issues included problems using the services on the website and some issues included directly high download delay.

According to Newell (2000, 100) the customers want a road map, not a treasure hunt. The website should be straightforward and offer enough navigational information. It is very concerning news if the company's own employees do not want to promote their website because it is too difficult to navigate. The website could create value to the customers because the content is of high quality but navigation issues prevent the customers from finding the information. Even now when the search function is working it may still be difficult to find information especially if the visitor is not familiar with the company and its offering. The employees naturally know the company and its offering and even so they said that they rather use some other sources to get information because it is hard to find on the website.

Language problems may be big issues in doing business worldwide. Even though English is a widely used business language, every website visitor may not know the technical terminology in another language than his or her own. It must be, however, realised that updating many language versions is costly and time-consuming, thus companies may not want to have them even though it would be better customer service, showing the customers that the company is culturally sensitive. There is now a new language version in www.companyx.com; a German front page and some other sections. Inadequate and outdated information has been a problem before but nowadays, however, the responsibility areas of the updating of the website are more precise than before and the updating should be more frequent. The lack of humanity concerned issues such pictures of employees, customers and mills, information on the end users and their success stories. With a little effort the website could be made warmer and easier to approach. The employees said that it would be better to have more detailed contact information on the website. The problem is that if the contact information is written on a non-secured website, the e-mail addresses can be misused; the people consequently receive junk

mail. This problem can be solved to some degree with the extranet, that is opening soon, but it is meant only for customers. If the visitor is not yet a customer and does not find the contact information he or she would need, the visitor may choose some other company with better contact information. It would be important to place the feedback section on a more visible place so that the visitors could more easily give feedback. Now Company X may be missing some important development ideas because the feedback section is hard to find.

There were only a few mentions about high download delay and these problems may be due to the type of Internet connection or the web browser he or she uses. Some problems have been noticed when using other web browsers than Internet explorer. These problems have been related to the use of the site map for example and the job application which both are very important elements on a corporate website. High download delay can be avoided with proper use of www technology and it has to be considered that especially students are nowadays using other browsers than Explorer and the website should work properly also with them. To improve the interactivity on the website, the instructions for using the services should be clearer. The services on the website could create value to the visitors, but if the visitors do not know how to use them, the services cannot create value. The services should work without usability problems, and language issues have to be considered when developing the services further.

Some actions for solving the above mentioned problems and for making the Company X website better were already taking place when this study was done. An overall search function was on the website for a while but there were some technical problems and it needed further development. Now it works properly and it was placed back on the website. It has been understood at Company X that the search function is an essential tool on a website. Some respondents hoped for a feedback section for the website but it already exists. It seems that the respondents just have not found it. An extranet for the customers is also being developed and it will open at some point.

5.2 Comparison to other studies on www.companyx.com

According to expert evaluations the Company X website is clear and the information can be found easily. The visitors, however, think that sometimes the information is hard to find and

the website is too crowded. In the study conducted on the “old” Company X website by WM-data, the visitors had trouble finding quickly the information they needed. The problems found, may be due to the same problems that were found in this study, that is, the difficulty of the navigation on the website. This implies that the visitors have been dissatisfied with the navigation for a long time. Therefore, the improvement of the navigation should be one of the first tasks when developing the Company X website. In the same study the visitors thought that especially the entry page should be calmer and simpler. The same notice about the entry page was made in this study. The study conducted by Arieste Oy confirms the results of this study i.e. there is plenty of general information about Company X, nevertheless, the product information is inadequate and the navigation on the website is difficult. In the study conducted by Medigent Finland Oy, Company X website got lower marks than average for soft values on the website. The sales and customer service personnel in this study also stated the lack of soft values. When looking at the results of the three former studies on www.companyx.com and the results of this study, it can be said that the Company X website has the potential to create more value to the visitors, yet some adjustments need to be made. The biggest issue seems to be the entry page which should be clearer to direct the visitors further on the website.

5.3 Evaluation of Company X’s electronic CRM on the website

According to Feinberg, Kadam, Hokama & Kim (2002, 471-473) there are 41 features that catch the electronic customer relationship management activities on a company website. 25 of these features are from Anton & Postmus (1999) and the rest are gathered from other professional literature. Sterne (in Feinberg etc. 2002, 417) argues that Internet based customer relationship management has three general areas: presales information, e-commerce services and postsales support and Anton and Postmus use the same categorisation in their listing of e-CRM activities. It must be noted that Feinberg etc. gathered the list of features for retailer websites and because Company X deals with business customers some features do not apply for Company X’s website. For example the products of Company X are highly tailored and thus they cannot be sold through the website. This fact makes it impossible to have purchase conditions available on the website. The visitors cannot preview the product on the website but they can order samples of the products for free. The Company X website was content analysed on the features that apply to business to business environment and their specific

business. To see the complete list of the features see Table 10. The features that Company X website includes are marked with green colour and the ones that it does not, are marked with red. The features that do not apply to business to business environment and are not included in the evaluation, are marked with black colour.

TABLE 10 The e-CRM features on Company X website (Feinberg etc. 2002, 472)

Presales information (company & product)	E-commerce features	Post-sales support
Site customisation	Online purchasing	FAQs
Alternative channels <ul style="list-style-type: none"> • e-mail • toll free telephone • fax • postal address • call back button • voice over IP 	Product information online	Problem solving
Local search engine	Product customisation	Complaining ability
Membership	Purchase conditions	Spare parts ordering
Mailing list	Preview product	Customer service pages
Site tour	Links	
Site map	Quick order ability	
Information for first time users	Easy check out	
Chat	Ability to track order status	
Electronic bulletin board	Gift certificate	
Affinity program	On-sale area	
Product highlights	Order	
Request for catalogue		
Store locator		
Member benefits		
Fast download speed		
Account information		
Company history/profile		
Privacy policy posted		

From the presales information category Company X's website offers very good information about company history and profile. It also gives alternative channels through which the customer can contact the company. These include e-mail, fax, telephone and postal address. The download speed of the site is fast, i.e. under 15 seconds. There is a local search engine and a product search which should make it easier for the customers to find the information and the products they want. The website has the latest news on the company X and the press can order news to their e-mail and the investors can order the share quotes to their cell phones. However, it is not possible for the customers to order the news to their e-mail. There is a site map on the website but there is neither site tour nor information for first time users. The company is planning to have an extranet allowing membership for the customers. At the moment the site does not include any member benefits and account information is not available because the extranet is not yet opened. The site does not include customisation features and it does not include chat or electronic bulletin board. On the Company X website there is a responsibility section that includes information on Company X's cooperation with schools and its sponsoring and donations which means it has an affinity program on the site. There is also product highlights which show how Company X's products work in real life. Company X does not have a product catalogue but visitors can search the product for their needs and order samples on the website. Company X does not have stores but the visitor can find production units, sales offices, technology centres and administration on a world map. There is a posted privacy policy on the website which describes what sort of information is restored and on what bases, meaning that non-personal information such as geographic user data and service usage volumes are gathered without the permission of the visitor and that any personal information is not restored without the approval of the visitor and that the personal information is used only by Company X.

From the e-commerce features Company X has good technical information on the products and the website visitors can find the right product for their needs with the help of the product search, so they can customise the product on the website. Company X website includes external links to other websites that sell similar products. The companies that sell the products are, however, owned by company X but they sell the products under a different brand. The website includes a quick order ability for samples but as said before, the products cannot be purchased through the website. This is why the easy check out, gift certificate, ability to track order status and on-sale area features are excluded from the evaluation of Company X website.

From the post-sales support features Company X website includes technical and environmental FAQs. It also includes problem solving possibilities. There is no actual trouble shooter but the customer can send a message to the customer service if he/she cannot find the answer from the FAQs or other parts of the website. There is no direct complaining ability but the customer can send an e-mail to customer service or sales department. There are no spare parts for the product, thus this feature does not apply to Company X website. The website does not include a separate section called customer service but it has several sections such as FAQs, information request page and customer service contact information which help the customers with their problems.

From the 41 features Feinberg etc. (2002, 471-473) gathered from the literature, nine were excluded from the Company X website evaluation because they did not apply to the business-to-business environment. From the 32 features that were included in the evaluation the Company X website had 21 features. The opening of the extranet will add more important features to Company X's electronic CRM and should create more value to the customers.

5.4 Limitations and further research

In this study the company's own employees were examined; in future research the customers could be studied as well. The fact that the customers were not examined can probably be considered as the biggest limitation of this study. However, the company's sales and customer service personnel should know at least most of the customers' problems, hence this study offers one view on the website and its problems. As a limitation can be seen the fact that being a case study the results cannot be generalised to concern other websites as CRM tools because only Company X's website was under study and one company's employees were questioned. Some general problems could be found for example within the forest industry or within listed Finnish companies, nevertheless it would require the study of all those companies' websites. Both the usability and the use of a website as a customer relationship management tool are somewhat tied with the context, meaning the industry, the company and naturally the particular techniques used on the website. It must be remembered though that the measures used in this study are subjective measures meaning that another person may perceive the navigation difficult and another may perceive it easy. Even though time is an

objective measure the download delay is a subjective measure in this study because in the questionnaires it was not asked how many seconds it took to download a page but the respondents evaluated that the download delay was high. An expert may evaluate the website very easy to navigate and use but a layman may find it very difficult to navigate and this can be seen when expert evaluations about www.companyx.com and this study's results are compared. The respondents' education and experience in using the Internet also affects how they evaluate the website. Hornbæk (2006, 97) argues that the relation between the subjective and objective measures of usability should be understood better and these two measures are often in practice mutually exclusive. He goes on arguing that too few usability studies do not measure learnability and retention: these two measures are excluded also in this study. It would be interesting to discover whether the users are over time able to compensate for most usability problems for example the difficult navigation that have led to initial dissatisfaction. Hornbæk proposes that the satisfaction measures should be extended beyond post-use questionnaires and to better understand the correlations between usability measures. One possibility for future research is to check if the problems found in this study and the changes made on the website have pleased the customers and if they have created more value. It would be also interesting to study if and how the value received from the corporate website changes as the relationship develops.

Maintaining and deepening relationships with customers are very important in today's competitive business-to-business environment and the Internet as a fast growing medium allows the companies to exploit the opportunities it offers. This study has offered an insight on how a corporate website can be used as a customer relationship management tool and how the website can create value to the customers. Yet, as a new field of study, electronic customer relationship management has much more to offer for scholars and the companies should benefit from the new research made in this area.

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APPENDIX

Appendix 1 The first questionnaire for the sales and customer service personnel

□ □ □

Take the survey and participate.



Win yourself a Polar heart rate monitor!

Login

Username:

Password:

Survey v3.10.4

Hello,

Company X's website (www.companyX.com) is being developed to meet customer requirements.

This survey aims to find out your and your customers' needs so that the website can be developed in the right direction. There are 7-17 questions depending on your answers and it takes some 5 minutes to complete.

All answers will be handled anonymously and confidentially.

There will be a raffle among all who leave their contact information and the prize is a heart rate monitor.

Thank you!

With best regards,
Sanna Porkka
University of Jyväskylä

FIGURE 8 The opening page of the first questionnaire

□ □ □

! = Answer is required

1. Do you belong to: **!**

External sales

Internal sales

Technical sales

Other, what?

2. Which Business Area you belong to: **!**

Office Papers

Commercial Printing

Publishing

Consumer Packaging

Other, what?

3. In which country are you located? **!**

FIGURE 9 Page 1, questions 1. – 3.

A screenshot of a survey interface. At the top, there are three small square icons. Below them is a grey bar containing a red exclamation mark icon followed by the text "= Answer is required". The main question is "4. Have you ever discussed/ promoted the Company X website (www.company X.com) with your customers?" followed by a red exclamation mark icon. Below the question are three radio button options: "Yes, often", "Yes, occasionally", and "No, never". At the bottom of the question area is a grey bar with a "Proceed" button.

FIGURE 10 Page 2, question 4.

A screenshot of a survey interface. At the top, there are three small square icons. Below them is a grey bar containing a red exclamation mark icon followed by the text "= Answer is required". The main question is "5. What did you talk about? You can choose more than one alternative." followed by a red exclamation mark icon. Below the question are six checkbox options: "Product search", "Sample basket (ordering samples)", "Press releases", "Calculators", "Environmental issues", and "Other, what?". Below the "Other, what?" option is a text input field. At the bottom of the question area is a grey bar with a "Proceed" button.

FIGURE 11 Page 3, question 5.

□ □ □

! = Answer is required

6. Have you ever visited the Company X website? !

Yes, often

Yes, occasionally

No, never

Proceed

FIGURE 12 Page 4, question 6.

□ □ □

! = Answer is required

7. Have you used the following services on the Company X website? **!**

	<i>Yes, often</i>	<i>Yes, occasionally</i>	<i>No, never</i>
Calculators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sample basket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dictionary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paper profiles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Would you like to comment on the above services?

Proceed

FIGURE 13 Page 5, questions 7. - 8.

□ □ □

! = Answer is required

9. The following sections on the Company X website have fresh and colourful look and feel **!**

	<i>I totally agree</i>	<i>I agree</i>	<i>I have never visited this section</i>	<i>I disagree</i>	<i>I totally disagree</i>
Entry page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products & services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About Company X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investor relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Press room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. The following sections are easy to navigate **!**

	<i>I totally agree</i>	<i>I agree</i>	<i>I have never visited this section</i>	<i>I disagree</i>	<i>I totally disagree</i>
Entry Page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products & services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About Company X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investor relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Press room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. The following sections include useful content **!**

	<i>I totally agree</i>	<i>I agree</i>	<i>I have never visited this section</i>	<i>I disagree</i>	<i>I totally disagree</i>
Entry page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products & services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About Company X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investor relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Press room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Would you like to comment on the above sections?

FIGURE 14 Page 6, questions 9. - 12.

A screenshot of a survey question. At the top, there are three small square icons. Below them is a legend: a red square with an exclamation mark followed by the text "= Answer is required". The question text is "13. What else would you like to find on the Company X website?". To the right of the question is a red square with an exclamation mark. Below the question is a large, empty rectangular text input field. At the bottom of the form is a grey bar containing a "Proceed" button.

FIGURE 15 Page 7, question 13.

A screenshot of a survey question. At the top, there are three small square icons. Below them is a legend: a red square with an exclamation mark followed by the text "= Answer is required". The question text is "14. Have you received feedback from customers on the Company X website?". To the right of the question is a red square with an exclamation mark. Below the question are two radio button options: "Yes" and "No". At the bottom of the form is a grey bar containing a "Proceed" button.

FIGURE 26 Page 8, question 14.

□ □ □

! = Answer is required

15. What was the nature of the feedback? !

Positive

Negative

16. Please summarise the feedback you have received. !

[Empty text box]

Proceed

FIGURE 17 Page 9, questions 15. - 16.

□ □ □

! = Answer is required

17. What else would you like the Company X website to offer your customers? !

[Empty text box]

Proceed

FIGURE 18 Page 10, question 17.

□ □ □

Win a heart rate monitor!
If you would like to participate in the raffle, please give your contact information.
If you do not wish to participate just click the Proceed button.

Name

E-mail address

Proceed

FIGURE 19 Contact information page

□ □ □

Thank you for your answers!

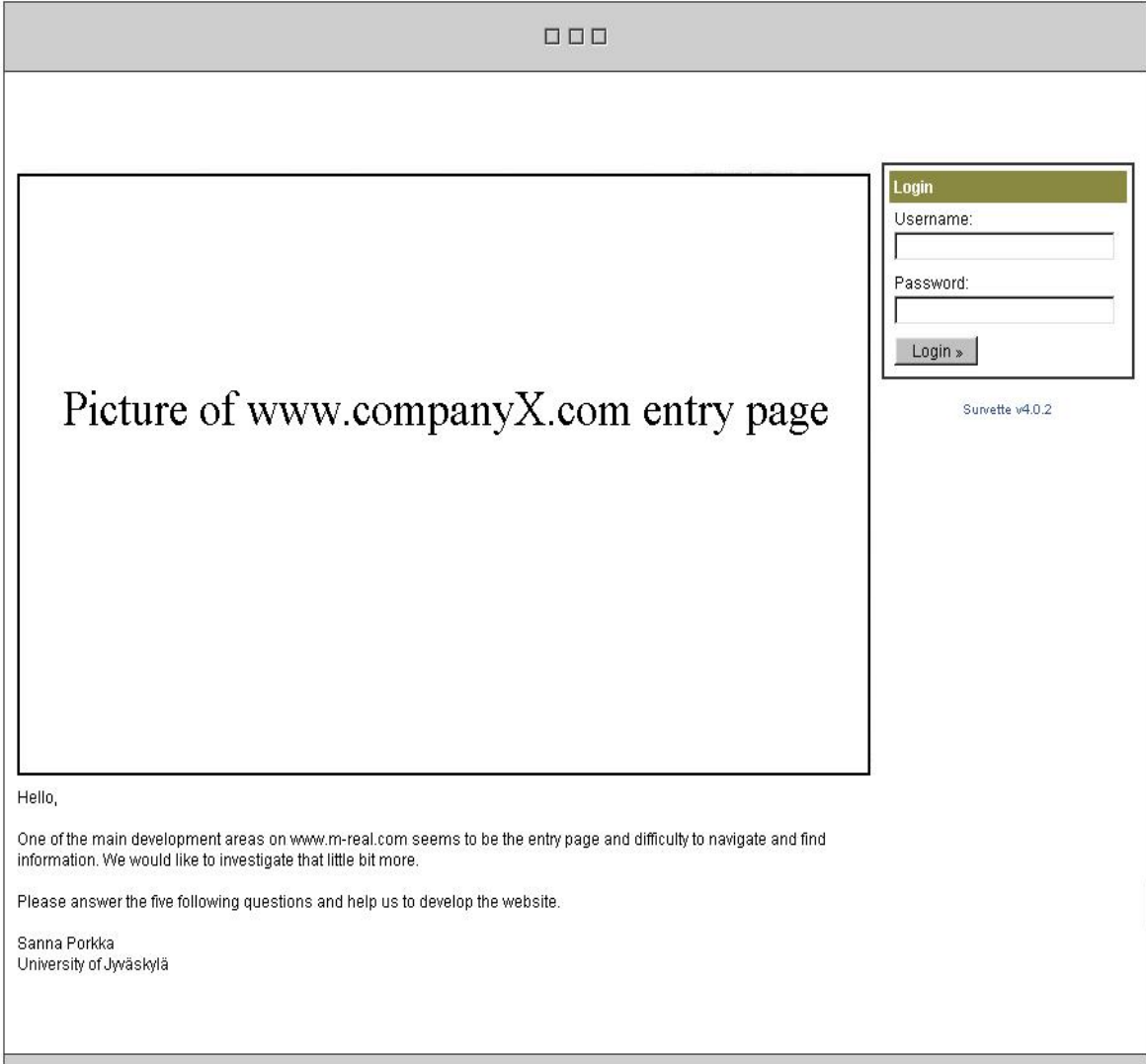
To submit your answers click the Proceed button. All answers will be handled anonymously and confidentially.

With best regards:
Sanna Porkka
University of Jyväskylä

Proceed

FIGURE 20 The closing page of the first questionnaire

Appendix 2 The second questionnaire for the sales and customer service personnel



The image shows a browser window with a grey title bar containing three window control icons. The main content area is white and contains a large rectangular box with a black border. Inside this box, the text "Picture of www.companyX.com entry page" is centered. To the right of this box is a login form with a green header labeled "Login". The form includes two input fields: "Username:" and "Password:", each followed by a text box. Below the password field is a "Login >" button. Underneath the login form, the text "Survette v4.0.2" is displayed. Below the large box, the text "Hello," is followed by a paragraph: "One of the main development areas on www.m-real.com seems to be the entry page and difficulty to navigate and find information. We would like to investigate that little bit more." This is followed by another paragraph: "Please answer the five following questions and help us to develop the website." At the bottom, the text "Sanna Porkka" and "University of Jyväskylä" is shown.

Picture of www.companyX.com entry page

Username:

Password:

Login >

Survette v4.0.2

Hello,

One of the main development areas on www.m-real.com seems to be the entry page and difficulty to navigate and find information. We would like to investigate that little bit more.

Please answer the five following questions and help us to develop the website.

Sanna Porkka
University of Jyväskylä

FIGURE 21 The opening page of the second questionnaire

□ □ □

! = Answer is required

1. The main navigation titles on the www.companyX.com entry page describe their contents well **!**

	<i>I fully agree</i>	<i>I partly agree</i>	<i>I have no opinion</i>	<i>I partly disagree</i>	<i>I fully disagree</i>
Home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products & services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About Company X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investor relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Press room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sample basket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. If you think one or more of the main navigation titles do not describe their contents well, what should the title or titles be? **!**

Proceed

FIGURE 22 Page 1, questions 1. – 2.

□ □ □

! = Answer is required

3. How important are the following sections on the www.companyX.com entry page? See the picture below for clarification. !

	<i>Very important</i>	<i>Important</i>	<i>I have no opinion</i>	<i>Not important</i>
1. Dictionary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Site map	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. News	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Success story	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Find the right paper for your needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Product search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Welcome text	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Picture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Links to other M-real websites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Proceed

FIGURE 23 Page 2, question 3.

A screenshot of a survey question. At the top, there are three small square icons. Below them is a legend: a red square with an exclamation mark followed by the text "= Answer is required". The question text is "4. What other content areas should be moved up to the entry page and why?". To the right of the question is a red square with an exclamation mark. Below the question is a large, empty rectangular text input field. At the bottom of the form is a grey bar containing a button labeled "Proceed".

FIGURE 24 Page 3, question 4.

A screenshot of a survey question. At the top, there are three small square icons. Below them is a legend: a red square with an exclamation mark followed by the text "= Answer is required". The question text is "5. Do you have any other suggestions on how to make navigation on the Company X website easier?". To the right of the question is a red square with an exclamation mark. Below the question is a large, empty rectangular text input field. At the bottom of the form is a grey bar containing a button labeled "Finish".

FIGURE 25 Page 4, question 5.

□ □ □

Your session (575390) has finished. You cannot return anymore.

Thank you!

To submit your answers click the Proceed button. All answers will be handled anonymously and confidentially.

Sanna Porkka
University of Jyväskylä

Proceed

FIGURE 26 The closing page of the second questionnaire