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Title	MANAGING CUSTOMER RELATIONSHIPS IN INDUSTRIAL CONTEXT: CUSTOMER ANALYSIS AND STRATEGIC CUSTOMER PLAN Case Andritz Pulp and Paper Business Area		
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Abstract

Purpose of this study is to describe the ways to attain the optimal customer relationship management in business-to-business context. This was done answering four sub problems: 1) How CRM concept suits the practice, 2) What is the role of person-to-person relationships, 3) How can customers be analyzed and how the analysis can be utilized, and 4) Based on the customer analysis, how can the customer relationships be strategically planned and managed?

The empirical context of this case study is pulp and paper business, and the case company is Andritz. Andritz is an Austrian group, which biggest business area is making and maintaining pulp and paper machinery. Unit of analysis in this study is organization and its way to manage its customerships.

The empirical data was collected using internal theme interviews and analyzing the sales orders data. The number of interviews was finally 31. All interviewees were from Andritz.

Interviews took place at the home offices of the interviewees, mostly in neutral meeting rooms, so that interviewees were not in the middle of their normal activities. The cities where interviews happened are Helsinki, Hollola, Kotka, and Savonlinna.

Theoretical framework in this study was grouped from several earlier studies, as all-inclusive framework which would have been suitable in this study could not be found. The framework consists of following components: CRM philosophy, personal contacts in business-to-business context, customer segmentation, and customer planning. CRM philosophy discussed the fundamental questions of the subject, and it was collected from several sources, because many sources have their own approach to this broad subject. Personal contacts have not been studied that much, in this study that part is based on few cardinal sources. Segmentation can be dividing the markets or customerbase, or both, in this study the existing customerbase was studied.

The findings in this research were similar than earlier studies. The customers can be segmented using customer information, and based on this segmentation the most valuable accounts can be identified. When these accounts are identified can they be planned. When customerships are planned, can the resources be allocated in the best possible way. CRM concept suits the practice if people believe in it, and are truly ready to devote to its implementation in their organization. Relationships play a great role in business-to-business context, and pulp and paper business is not an exception. The managerial problem with the personal relationship for the organizations is that their administration is very problematic. People are sensitive to organizational intrusion into their personal relationships.

Key words	customer relationship management, segmentation, pulp and paper business, Andritz
Further information	