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IMPROVING CUSTOMER STRATEGY IN SOCIAL MEDIA TO DEVELOP COLLABORATION AND CREATE VALUE

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<p>Abstract</p> <p>The approach of social media has changed last years from static viewing to interactive collaboration. Users of social media are not necessarily customers of the organizations. Companies or organizations cannot dictate the user's communication in the social media.</p> <p>The objective of the thesis was to improve collaboration with consumer customer in the social media in the way that it takes the customers' perspectives into account and increases human touch by observing feelings and emotions and developing a framework that enables stakeholder to collaborate on the co-creation of value.</p> <p>The methodology of the research included surveys to identify answers to the main and sub research questions from the commissioners' perspective. Data acquisition was carried out by using qualitative methods among defined consumer customers of the commissioning company. Thesis methods were designed for this specific research and research problem. Primary data was gathered by customer questionnaire via a web-based survey. Secondary data was gathered from previous research ordered by the commissioner. The web-based search was used for data acquisition about the achieved benefit of using analytics in selected companies.</p> <p>The study showed that the most common way of participation in social media is visiting websites and viewing contents. The respondents expected that a complaint should create reciprocity. The respondents also expected to gain additional benefits or experience that their feedback would be valued. Using analytics has changed customer insight analysis comprehensively. Yet, there is no all-inclusive way to use analytics. It depends on the company's needs, requirements and objectives how to use analytics to achieve benefit.</p> <p>The research in this master's thesis provides a collaboration framework that the commissioner can utilize to create a platform for value co-creation.</p>		
<p>Keywords: Social media, User participation, User profile, Value co-creation</p>		

Tekijä/ Tekijät	Tutkinto	Aika
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Tiivistelmä <p>Sosiaalisen median lähestymistapa on muuttunut viime vuosina staattisesta katselusta interaktiivisuutta vaativaan yhteistyöhön. Sosiaalisen median käyttäjät eivät välttämättä ole organisaation asiakkaita. Yritykset tai organisaatiot eivät voi määrätä käyttäjän viestintää sosiaalisessa mediassa.</p> <p>Opinnäytetyön tavoitteena oli parantaa kuluttaja-asiakkaiden yhteistoimintaa sosiaalisessa mediassa huomioimalla asiakkaan näkykulma lisäämällä lähestymistapaan inhimillisyyttä, joka huomioi tunteiden merkityksen sekä kehittämällä mallin, joka mahdollistaa sidosryhmien yhteistyön arvoa luotaessa.</p> <p>Tutkimusmenetelmänä käytettiin kyselyä, joka toteutettiin tilaajan näkökulmasta siten että, saatiin vastaukset pää- ja sivututkimuskysymykseen. Tietojen hankinta toteutettiin laadullisilla menetelmillä määriteltujen kuluttaja asiakkaiden keskuudessa. Opinnäytetyö on suunniteltu tätä tutkimusta ja tutkimusongelmaa varten. Ensisijainen tutkimustieto kerättiin verkkopohjaisella asiakaskyselyllä. Toissijainen tutkimustieto kerättiin tilaajan aiemmin tilaamasta tutkimuksesta. Verkkopohjaista hakua käytettiin tietojen hankkimiseen analytiikan avulla saavutettavista hyödyistä valituissa yrityksissä.</p> <p>Tutkimus osoitti, että yleisin tapa osallistua sosiaaliseen mediaan on vieraileminen verkkosivuilla ja sisällön katseleminen. Tutkimuksen vastaajat odottivat, että valituksella voitaisiin saavuttaa vastavuoroisuutta. Vastaajat halusivat saada valituksen seurauksena lisähyötyjä, tai kokea, että heidän palautettaan arvostettaisiin.</p> <p>Tutkimus osoitti että, asiakasnäkemyksen analysointi on muuttunut kokonaisvaltaisesti analytiikan käytön myötä. Vielä ei kuitenkaan ole olemassa kattavaa tapaa hyödyntää analytiikkaa. Hyötyjen saavuttaminen analytiikan avulla on riippuvaista yrityksen tarpeista, vaatimuksista ja tavoitteista. Opinnäytetyö tarjoaa viitekehysten, jota tilaaja voi käyttää luomalla oman arvonkehitysmallin.</p>		
Avainsanat:		
Sosiaalinen media, osallistuminen, käyttäjäprofiili, lisäarvon luominen		

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1 INTRODUCTION

Major changes have happened in business during the last decade what comes to the use of social media. Previously large companies did not see the growth and potential of consumer technology. For them the digital was more a less synonym for word "IT" and the main purpose of digitalization was to increase revenue and reduce cost. According to a Harvard Business Review study the fastest growing companies look for a better understanding for how technology impacts the human experience. These companies constantly rely on feedback from customers to move forward. (Puthiyamadam May 29, 2017).

Users of social media are not necessarily organisation's customers and not all customers are using social media. The approach of social media has changed last years from inactive viewing to more interactive participation. Web 1.0 user consume internet for viewing and searching information. In the era of Web 2.0 users are more sophisticated and focus on interacting with other users and utilise information from each other than directly from companies or organisations.

Users communicate (talk, share, rate etc) online and that behaviour is unstoppable. Companies or organisations cannot dictate a user's behaviour. Sometimes users may have strong affection to the one company, and they indicate that affection by following and sharing content of the company in the social media. Sometimes the situation is reverse: there is a negative comment in company's Facebook wall, a service rating is poor, and nobody recommends the company. Social media is a place where appreciation must be earned, and it requires continuous efforts from companies and organisations to win again the affection of their followers.

Customer feedback is available in social media platforms, which are open for all users. Nowadays it is not enough that the feedback function is company driven activity, instead customers will give feedback using their preferred channels. Sometimes these channels are not favourable to the company. There are different forms of feedback available for companies: comments about company activity, rating of products/services and general discussion about the company

itself. The feedback that is outside of company's control is difficult or sometimes impossible to manage. On the company point of view this kind of user driven communication may feel threatening, because the power of activity is not directly managed, and company cannot stop consumers conversations.

According to Eurostat 47 percent of EU based companies used at least one social media platform in 2017 and around 80 percent of these companies used social media to build their brand image or to market their products or services. In Finland these figures were even higher: 96 percent of companies had company website and 63 percent of companies used at least one social media platform for business purpose. (Eurostat 2017).

Senior executives did not care how many followers there were in the companies' social media account, or followers who have liked company postings in the specific social media platform or other specific metrics which are typically used in the social media. Senior executives preferred that social media actions should translate and integrate to company business objectives in sales, market, share, awareness, customer retention, leads etc. (Quensenberry 2019, 43).

There is not an alternative to stay away from social media, instead companies must find a balance between what to do and how to communicate with their customers in social media. Companies must find their own way to know who their customers are and what their customers are talking about. Listening to the customers is just a first step in that journey, companies must find ways how to create value that benefits both customers and the company.

2 RESEARCH DESIGN

2.1 Research object

This study was commissioned by PostNord Finland. PostNord offers logistics and communication solutions to, from and within the Nordic market. PostNord has been operating since 2009 after the Swedish and Danish national postal offices merged. In 2018 PostNord delivered 3.3 billion letters and 171 million packages to 27 million Nordic residents and 2 million companies. PostNord market share is about 10 percent in Nordic region. (PostNord 2019a).

PostNord's net sales in 2018 was about 37.7 billion SEK, and PostNord employs 30 000 people. PostNord has a comprehensive coverage in the Nordics, allowing both business and private consumers to find the company at over 7 000 service locations. The organization has been divided into two business segments, which are E-commerce & Logistics and Communication Services. (PostNord 2019a).

In recent years, PostNord has focused on service development, unifying their service portfolio and supporting the growth of on-line shopping. On-line shopping is currently the foundation for the growth of the PostNord Group as a whole and is gaining in importance. (PostNord 2019b, Hämäläinen Sept. 27, 2019). According to Paytrail (2019) research on-line shopping is expected to increase by 13.8 billion in Finland. There will be an 11-percent increase compared to year 2018.

PostNord stated their on-line shopping research that in Finland people found ways to shop online from social media 71 percent more often than people in other Nordic countries. At least half of the Finnish people did on-line shopping on a monthly basis and 12 percent of users have used access through social media. Using mobile devices increased during the past two years and at least one third of customers used their mobile when shopping online. (PostNord 2019c).

Each PostNord delivery customer who is using PostNord App, receives a survey to possibility give feedback about PostNord service. PostNord has a "Listens"

program that is used in every Nordic country where PostNord operates to collecting customers feedbacks from all delivery customers. The delivery customers who are giving feedback are mainly consumer customers. This make reacting to the process challenging to PostNord. In PostNord it is recognized that the “Listens” data is a valuable source to receive direct feedback from delivery customers who are not directly PostNord customers, but that they are customers of PostNord’s agreement partner. It is noticed that customers share their opinion in social media, especially in these cases when they are not satisfied to the service.

PostNord is testing analytics software, which purpose is to categorize customer feedback. Analytics software is based on machine learning and it gives possibility to interpret customer open text feedback and correlate the feedback with the given score. This helps to find and prioritize actionable consumer insights in real time. There is no comprehensive way of implementing the customer experience feedback into the complex processes (in order to use it in value co-creation). Before investment decision company requests to get a clear understanding on how they can utilize the results (based on feedback) provided by the software, what are the pros and cons and benchmarking how other companies use text analysing software to handling customer feedback and what kind of benefits these companies have achieved.

PostNord is aware of negative feedback in Finland through company’s controlled “Listen” channel as well as feedback from independent channels. The feedback from PostNord “Listen” program has not been as negative as anonymous feedback from open review communities. PostNord Finland has social media accounts on Facebook, Twitter(@PostNordFinland) and LinkedIn.

According to Bollen and Emes (2008) research, PostNord should find a new personal approach, which awakes feelings and emotions among consumers. The complaints are always a moment-of-truth to the company; it could result as a lost customer or if handled in the right way it may even strengthen the customer’s loyalty. The same way as individuals are handling disagreements, companies

must find a way to handle complaints in a humane way, because customers prefer to feel that they are valued.

Based on the previous research the literature review section “Social media, user participation and value creation” shows that social media users prefer to talk and share their comments in social media and company cannot stop this kind of behaviour. There are specific patterns on show users behave in social media and there are lots of guidelines and recommendations to companies on how to react users behaviours.

PostNord management is aware of negative customer feedback. As mentioned earlier, on-line shopping is currently the strategic foundation for the growth of the PostNord Group. That is why this thesis is focusing on improving consumer customers strategies in social media and develop collaboration in the way that it creates value for customers and finds way to add feelings and emotions to customer approach.

2.2 Research aim, objectives and questions

The aim in this thesis is to improve consumer customer strategy in social media in the way that it creates value for customers and providers. In order to achieve the aim, the objective of this thesis is to improve consumer customer collaboration in social media in the way that takes the customers’ perspectives into account and increases a more humane approach by adding feelings and emotions and develops a framework that enables stakeholder collaboration in value co-creation.

Main research question:

How to exploit consumer collaboration in social media in the way that it creates value for stakeholder and provider?

Sub research question:

How do feelings and emotions affect consumer collaboration in a way which improves consumer customer relationship?

The master thesis topic:

Improving customer strategy in social media to develop collaboration and create value

As the outcome of this research, practical proposition and framework will be provided for the commissioning company based on the answers to the research questions.

2.3 Choice and basis of research method

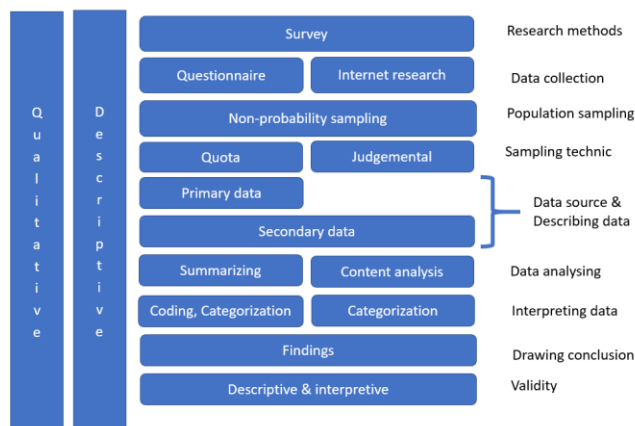


Figure 1 Research methods

Figure 1 shows the thesis research methods. In this thesis the qualitative research is conducted by using survey methodology defined by the commissioning company. Thesis methods are designed for this specific research and research problem. The proposal based on the result are not necessarily suitable for the other companies. This thesis is looking to answers to questions:

Main research question: How to exploit consumer collaboration in social media in the way that it creates value for stakeholder and provider?

Sub research question: How feelings and emotions affect consumer collaboration in the way that it improves consumer customer relationship?

The prime emphasis of the qualitative research is gaining insights and understanding. Characteristics of qualitative research is more explorative and unstructured, which refers to understanding. (Ghauri & Gronhaug 2010, 17). The qualitative data represent feelings, thoughts, ideas and understanding (Quinlan 2011, 105). The main difference between qualitative and quantitative research is procedure. The findings of qualitative research are not captured from any statistical methods or other procedures of quantification. (Ghauri & Gronhaug 2010, 105).

Descriptive survey type aims to identify the phenomena whose variance the researcher wishes to describe. Descriptive survey is used to understand the behaviour of target populations concerning attitudes, motivations, views and opinions. (Ghauri & Gronhaug 2010, 118-120, Wang & Park 2016, 90). It is common for qualitative research to systematically interpret, analyse and summarise non-numerical data to find out patterns and relations between different themes in the data and, describing the population or setting details (Wang & Park 2016, 86).

The survey method of data collection utilizes questionnaire and/or interviews techniques for gathering verbal expression of respondents. The benefits of the survey are that it is an effective tool to get opinions, attitudes and descriptions. The questionnaire is effective method to collect data as, it can be sent at the same time to a large group of people. The results of the questionnaire are easy to analyse using computer. The schedule and the cost of the questionnaire is easy to estimate advance. There are also recognised weaknesses concerning the use of questionnaire. The common weakness is that it is not possible to confirm how seriously respondents have taken questions or how well given answering options serve as respondents view. Sometimes response rate is relatively low in questionnaires. (Hirsijärvi et al. 2009, 195).

For a long time, the mail or postal questionnaires have been the most common form of conducting surveys but the recent years these methods have been displaced by email or on-line web surveys (Bell 2019, 231). The questionnaire

type of the thesis is on-line self-completion web-based survey. In on-line self-completion questionnaire respondent answer questions by completing the questionnaire themselves using on-line devices such as a personal computer, tablet or mobile device such as a smart phone. In web-based survey the prospective respondent is invited to visit a website where the questionnaire can be found and after that complete the survey online. (Bell 2019, 232,240). Comparing the web-based survey advantage to the email survey, is that web-based survey appearance could be more decorative and therefore more appealing to answering. There are more possibilities to use of colours and formats and respondents may type the open question answers directly into the reserved boxed area. Advantages are not only limited to appearance, there is also possibility to use a filter questions, showing only part of questions in screen the same time, download answers directly to the database and show visualized result by using automatic charts. It is possible to use a commercial application to create questionnaires online and create an URL to which respondents can be directed to in order to complete the survey. This also reduce the likelihood of errors in processing data, since all the replies are logged and there is no manual coding of replies. (Bell 2019, 240-241).

Concerning all advantages mentioned above and based on commissioner research that 61 percent of Nordic people did their shopping online in 2018 (PostNord 2019c), it is justified to use on-line web-based questionnaire as a data collection method to answer the sub research question. The sample is expected to be relatively large and the population is geographically located in a wide area and most of commissioner current and prospective consumers are shopping online.

The main research question is investigating how to exploit consumer collaboration in social media in the way that it creates value for stakeholder and provider. This thesis focus is to analyse companies which are using analytics tools and they are collecting various data from several touchpoints and stakeholders to achieve benefits and improve collaboration. There are two options to collect this kind of data: the first option is conduct interviews among the

multiple data analytics vendor companies' customers and the second option is searching customers stories from internet who are using analytics tool.

Interviews are generally used so that the researcher can identify the key respondents in relation to the phenomenon and it is possible to engage with these respondents in the interview process (Quinlan 2011,289). The criteria for interview respondents are that respondents work in a company that uses an analytics tool, respondents are aware of the pros and cons of using an analytics tool and may elaborate fact-based views about analytics tool benefits to the company. There are only a few suitable analytics companies in Finland and the researcher faced obstacles to find suitable respondents who would have comprehensive knowledge about achieved benefit about use of analytics tools. Therefore, the second option was selected for data collection. The second option represents a better data validity because there can be multiple vendors in focus. Two of the selected vendors are based in Finland and the others are global vendors. The selected 18 customer stories represent wide variety of customer base from the different industry areas. The most of customer stories are identified, meaning that they are telling the story using company name. It can be stated that these customer stories and listed benefits are real, because customer company has given permission to the vendor use these as a reference in the vendor company's website.

The research target population must be the appropriate population that fits in terms of focus of the research (Quinlan 2011, 215). The target population of the questionnaire will be the commission company's current and/or future customers. It is not possible to send questionnaire to the whole population. Similarly, it is not possible to select all published customer stories from companies, which are using analytics tools. That why it is justified to use sampling technique both in the questionnaire and in the customer story selection. The non-probability population sampling technique will be use in the questionnaire.

When it is not possible to produce a complete list of population, it is not possible to develop a sampling frame. Without a complete sampling frame, the probability

sampling approach is not doable. In non-probability sampling, the selected sample is representing the population, but the sample does not correlate to the whole population in any statistical way. (Quinlan 2011, 213).

As mentioned above it is not possible to send questionnaire for the whole target population. Therefore, the sample of the population will be selected. The sampling approach is non-probability sampling using quota sampling technique.

The quotas are participants age categories:

- 18-34 years
- 35-49 years
- 50-64 years
- + 65 years

In the quota sampling technique sample of the participants belonging to the specific quota depends on the different quota criteria (Quinlan 2011,213-214). The researcher has decided to use a judgemental sample technique to select suitable customer stories and analytics vendors. In judgemental sample technique the researcher will decide, which vendor and customer story will be included in the research. Each vendor and customer story, which is selected must have a contribution to the research. Saturation point is reached when the researcher no longer finds new thoughts of the data for research gathering. (Quinlan 2011, 214-215). In qualitative research data collection and analysis are conducted parallel to each other. The simultaneous data collection and analysis enable the iterative process and research problem(s) become(s) clarified. (Ghauri & Gronhaug 2010, 196-197).

Research primary sources are the data that the researcher gathers and/or creates, which provide the original information and are the first evidence of the phenomenon (Quinlan 2011, 244). The customer questionnaire data is the primary data source of the thesis and, the data collected from multiple vendor websites concerning customer stories represent the secondary data sources.

The thesis is using the Nordic Channel Compass research as a secondary data source. The research contained receivers, companies and governments bodies opinion about ecommerce area. (PostNord 2018a).

The data analysing phase includes the following steps: describing the data, interpreting data and drawing conclusion (Quinlan 2011, 365). The data describing phase includes detailed descriptions about gathered primary data. In this thesis it means explaining the structure and the content of questionnaire and explaining the themes of the customer stories. The data interpreting phase explains the selected data analysing methods and why these methods are suitable for this research. Results from the questionnaire will be interpreted by using coding and categorizing methods. The collected customer stories will be categorized according to themes. It is possible to draw a conclusion when data interpreting is ready, and the researcher is satisfied about data analysis clarity and content.

It is important to challenge the research validity. The validity of the study can be examined from descriptive and/or interpretative point of view. The descriptive validity refers how well actual research description holds the true. Instead, interpretative validity means how correct the researcher has explained and understood the data. (Ghauri & Gronhaug 2010:210).

2.4 Research process

Previous chapters described the background of the thesis, introduced commissioning company and elaborated more details about choice and basis of research method. The purpose of this chapter is introducing the thesis research process.

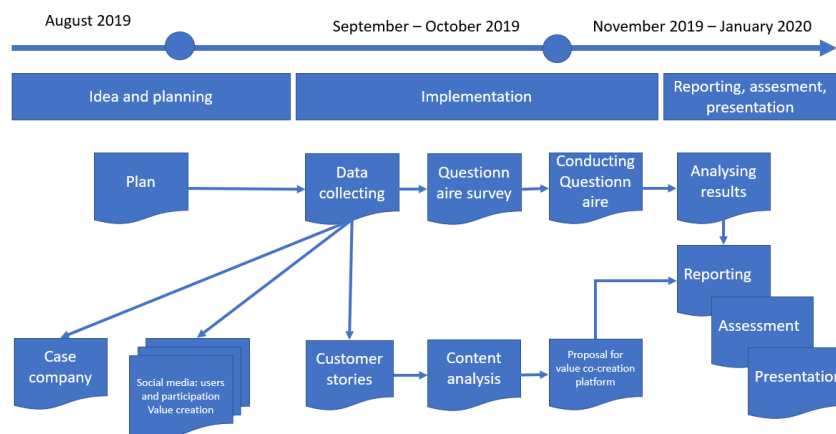


Figure 2 Thesis research process

Figure 2 illustrates the thesis research process. Research process starts in “Idea and Planning” phase, which includes creating a high-level plan for the thesis. The plan includes setting the thesis aim, objectives and research questions. “Idea and Planning” phase data collection includes familiarizing with the commissioning company and, commissioning company business environment and researching literature about social media, user profiles, user participation and value creation in social media. The other part the data collection is divided into the two-separate assignments:

- 1) Collect customer stories from companies, which are using analytics tools to collect data from different stakeholders and to get better understanding about these companies’ challenges and achieved benefits by using an analytics tool
- 2) Conduct questionnaire to commissioner’s consumer customers to be able to answer the sub research question

Questionnaire results and customer stories will be analysed, and result will be reported in accordance with the “Reporting, assessment and presentation” phase. The aim of the questionnaire results is to answer the sub research questions and propose conclusion based on the results. Customer stories from companies which are using analytics will be analysed accordingly and as a result a practical proposition and a framework will be provided to the commissioning company concerning using analytics in value co-creation.

3 SOCIAL MEDIA, USER PARTICIPATION AND VALUE CREATION

3.1 Social media definition and building blocks

The theoretical framework for this thesis is built around social media concept (Kaplan 2010) including the concept of Web 2.0 (Technopedia Apr. 26,2017, Eurostat 2017). Kietzmann’s (2011) honeycomb framework is used to understand building blocks of social media and how these building blocks links to social media ecosystem (Cavazza 2012).

There are various definitions about social media, what social media means, what is included and what excluded and when social media has begun. In the beginning of the thesis the concept social media and Web 1.0 and 2.0 is defined.

The thesis explains what social media ecosystem means and what kind of building blocks are included in the social media platforms.

Web 1.0 refers begin of the World Wide Web, which was entirely made up of web pages connected by hyperlinks. The websites were itself a static without a possibility to provide interactive content. In that time user could only view content on the pages and search information. (Technopedia Jul. 17, 2017). In Web 2.0, the social media is the major component. The new web applications and moderns' browsers providing combined applications to create a more integrated web and gives users a possibility to express themselves. (Technopedia Apr. 26, 2017). Web 2.0 refers to platforms where content and applications are not any more created by individuals, instead users have a possibility to collaboratively to participate and generate content (Kaplan 2010). According to Kaplan (2010) the definition of social media is "a group of Internet-based applications that build on the ideological and technological foundation of Web 2.0, and that allow the creation and exchange the User Generated Content".

According to Eurostat (2017) social media contains internet-based applications or platforms such as social networks, blogs/ micro blogs, multimedia content-sharing sites and wikis. Eurostat categories for social media are 1) social network (such as Facebook and LinkedIn) 2) blogs and micro blogs (such as Twitter and corporate blogs) 3) websites sharing multimedia content (such as YouTube, Flickr, Instagram and 4) wiki-based knowledge-sharing platforms and tools (such as Wikipedia).

Many of social media sites are owned by companies but social media is more than communication that happen in these platforms. Even if social media has a strong connection to concept Web 2.0 and user generated concept, it is not limited these concepts. (Humphreys 2016, 7).

Meikle (2016, 6-7) defines that social media is "networked database platforms that combine public with personal communications". Networked refers to technological system that links users together. The database and platform refer

to the business model and how firms are trying to expand possibilities in networked digital media. The focus is on content, computing and communications. This means that users don't have only possibility to have social experience, in addition they can also create and share content in social media. The public and personal communications mean that users may create content together with other user to the platforms that is available in public like example Wikipedia.

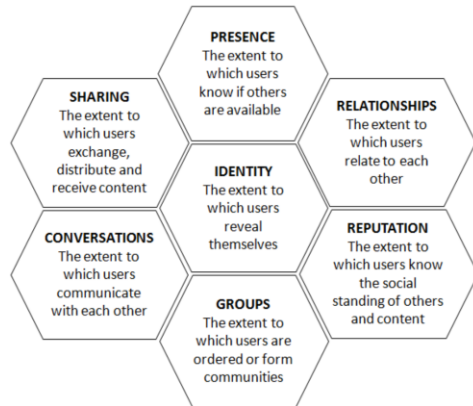


Figure 3 Social media functionality on honeycomb framework (Kietzmann 2011)

Kietzmann's (2011) honeycomb framework in figure 3 illustrates the combined social media building blocks based on functionality in different platforms. The used areas in honeycomb are identity, conversations, sharing, presence, relationships, reputation, and groups. These building blocks are not exclusive, as one platform may contain several blocks, but the focus may arise only from few of them.

Identity refers how users reveal their identities in social media platform.

Depending on the social platform nature, user may use real name or nick name. Many social platforms are built around profile (e.g. Facebook). Identifying is also possibility to self-promotion (e.g. Facebook) or self-branding (e.g. LinkedIn). Many social media sites and platforms are form of different type of conversations. The form of conversation may differ from tweet to blogs, among individuals or with several of people and, the subjects may vary of all kinds.

Sharing refers activity related user's exchanging, distributing, and receiving content in social media. **Presence** functionality in platforms shows to another user if the user is accessible. For example, for a company it would be important to know user's location and availability. **Relationships** building blocks indicate

how a user can be connected to another users. User relationships and connections in social media determines what-and-how of information exchange. **Reputation** refers how users can identify from others and themselves in social media platforms. Reputation is most cases is a matter of trust, but it could have different meaning in different platforms. The **groups** functional block represents the extent to which users can form communities and sub communities. (Kietzmann 2011).

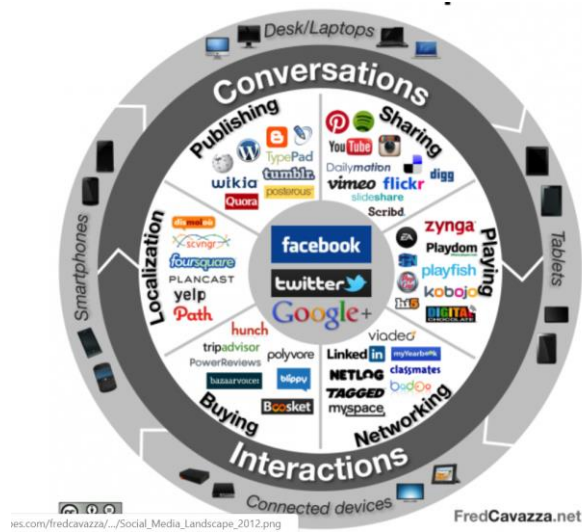


Figure 4 Social media ecosystem (Cavazza 2012)

Figure 4 describes social media ecosystem. The ecosystem is based on conversations and interactions using various devices such as smartphones, desk/laptops, tablets or other connected devices. Social media ecosystem includes multiple activities such as publishing (wikis), sharing (YouTube, Flickr), playing (games), networking (LinkedIn), buying (Alibaba) and localization (foursquare). Social media ecosystem has had already different phases: The publishing wave (with blogs), the sharing wave (with Facebook and Twitter), and the curating wave (with Quora, Pinterest and alike). The content has been increased and therefore user has more possibilities to find value-added content and at a same time users' expectation are evolved, and users' needs are more sophisticated than previously. (Cavazza 2012).

According to Li et al. the groundswell is “a social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations.” Companies cannot control communication in the social media, instead consumers have power to lead and participate the conversation with or without the company. (Li et al. 2009, 25)

Emotion contagious theory connect thesis to the emotions and emotional influence in social media. Coviello et al. (2014) discovered in their research that emotions can spread via social networks. In emotion an emotionally contagious person or group influences the emotions of others through conscious or even unconscious emotions. Self-presentation theory explains how people attempt to present themselves to control or shape how others view them. Self-presentation may include conscious and unconscious elements. Self-presentation may divide pleasing the audience and self-construction type of self-presentation. The pleasing the audience type self-presentation means that person express herself and behave in a way that creates a desired impression to the others. Instead, the self-construction type of self-presentation behave in a one's own ideal self. (Baumeister and Hutton 1987). Self-disclosure theory explains the process of how people expose or reveal personal and private information to other people. The self-disclosure is an interaction between at least two people to familiarize with each other. Self-disclosure process creates intimate bond between friends, romantic partners and family members. Self-disclosure enables individuals to express feelings, thoughts and emotions. Self-disclosure message may be verbal or non-verbal messages. The goal is to reveal something personal or highly sensitive information. (Greene et al. 2006). There are evidences that self-disclosure increased when people communicate or participate in research in on-line conditions. If researcher is self-disclosing information about themselves, this influences directly participants' willingness to mutual self-disclosure. (Joinson 2004).

Kaplan (2010) argues that the user's identity self-presentation can often happen through the conscious or unconscious 'self-disclosure' of subjective information such as thoughts, feelings, likes, and dislikes. Social presence theory describes

and explains how people socially interact. Social presence theory is widely used in the literature (Lowenthal 2009) but in this thesis social presence focus interaction is in online social networks and platforms. In the Kietzmann (2011) honeycomb framework identity is a centre of social media building blocks. In social media platforms identity refers how users reveal their identities.

User may have various profiles and acting differently in social media depends on the used platform and activity. Company's responding strategy should correspond to the user's activity and profile. The following literature refers to how social media users act in the social media and how the literature guides on responding specific activity.

Social media engagement levels and participant categories according to Baird & Parasnis (2011) study showed that there are **Engaged Authors** with about 5 percentage share who almost always engage, **Casual Participants** (75 percent) who occasionally interact and the rest are **Silent Observers** with about 20 percent who just read but not respond at all. Baird & Parasnis listed reasons why people are not engaging with brands in the social media and the biggest reason was that people feel that social media is used for connecting with friends and family. The other reason is to avoid engaging with brands was the fear about privacy issues and possible spam in return.

Li et al. (2009) use method "Social Technographics" to grouping consumers according to their behaviour. The groups are non-inclusive, which means that for example creators may also be spectators. The following groups are included into net social technographics:

Creators are net user users in all categories: they create new posts to their blogs, have own sites, or they publish videos or other content to the YouTube. **Critics** react to the other net content. They send comments to the blogs or on-line forums. Critics writing actively reviews and modify different wiki-links. Reacting is easier than creating, that's why are more critics than creators.

Collectors adding tags and URL-address to different bookmark sites. This helps to organising the content that creators and critics have been created and modified.

Joiner joins various net platforms and services and have their own profiles in these services.

Spectators use that content what other groups have been created. They read blogs, watch videos, listen podcasts and check reviews from different forums.

Inactivates are consumers which do not participate at all social computing. These consumers who are not in on-line are beyond reach of groundswell, but they are affected when on-line news is published in traditional media such as news or a newspaper. (Li et al. 2009, 67-70).

3.2.2 User participation

Jenkins et al. (2006, 7) defined participatory culture as follows: “1) With relatively low barriers to artistic expression and civic engagement 2) With strong support for creating and sharing one’s creations with others 3) With some type of informal mentorship whereby what is known by the most experienced is passed along to novices 4) Where members believe that their contributions matter 5) Where members feel some degree of social connection with one another (at the least they care what other people think about what they have created). Not every member must contribute, but all must believe they are free to contribute when ready and that what they contribute will be appropriately valued.”

Consumers activity in social media can be measured how actively (or passively) consumers behave online. Users have been categorized to different kind of types based on their communication behaviours in on-line communities. Based on communication and participation kind of activity de Valck et al. (2009) discovered six basic membership types 1) Core members who contribute the most by retrieving, supplying and discussing information 2) Conversationalists focused on discussing information 3) Informationalists who mainly retrieved and supplied information 4) Hobbyists focused on maintaining and updating their personal information on the website 5) Functionalists were interested in retrieving information 6) Opportunists only retrieved marginal content from the website.

Evans & Cothrel (2014, 40) defined user activities in social media through engagement hierarchy (Figure 6). Engagement hierarchy contains levels for consume, create, curate and advocate.

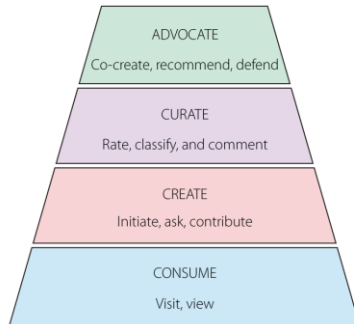


Figure 6 Hierarchy of engagement (Evans et al 2014:40)

Consumption is the base functionality in social media engagement hierarchy referring visiting and viewing type of activity. In social media consumption means downloading, reading, watching, or listening to digital content. Consumption is normally the starting point in social media activity. It is not necessarily wise to share content without checking the content first.

Creation is next the stage of engagement hierarchy with action initiate, ask and contribute. Creation is providing something that others can respond to. In the simplest way of creation is asking something from someone who have posted.

Curate is the following level of consumer engagement. Curate refers to an activity of rating, classifying or commenting other users contributed content.

Advocate is the highest level of the engagement profile with activity such as co-creation, recommendation and defending. (Evans & Cothrel 2014, 39-43).

Kietzmann (2011) listed 4 Cs guidelines for firms to develop strategies for monitoring, understanding, and responding to different social media activities.

Cognize means that firm must understand their own social media landscape, find out ongoing conversations about the firm, customer engagement level and benchmark rivals in social media.

Congruity means that firm must develop strategies, which are aligned with social media functionalities and support firm's business objectives. This includes integrating social media strategies to firms other marketing strategies. There

must be an alignment with 'bought' media (e.g., advertising) and 'owned' media (e.g., the brand or the product itself) and social media (the 'earned' media). Corcoran (2009) used expression owned, earned and paid media. The owned media is a channel that company controls, that includes fully owned (company webpage) and partially owned media (Facebook page or Twitter account). The earned media is a result of brand behaviour, word-of-mouth, viral. The meaning of paid media is important still in social media, because as no other type of media can guarantee the immediacy and scale, but paid media is evolving into a catalyst position.

Curate means that firms need to manage social media activities effectively. There should be clear guidelines when and how to communicate, what kind content to share and make sure that employees have enough discretion and authority to develop relationships by solving customer issues, not just saying sorry if something went wrong.

Chase means that a firm should scan their environment in order to understand conversations and interact when necessary, following other social media platforms and rival's activity. (Kietzmann 2011).

Li et al. (2009) listed tactics that guide companies to utilize social networks and collaborate with consumers:

Listening: Companies should listen to their customers to understand their needs, find out what social platforms consumers are using and how they are using these platforms. Listening tactics can also be used for development and research purposes to better understand customer requirements.

Talking: It is important that companies find creative ways to participate to conversation with consumers in the social networks. This is also an opportunity to spread information about the company and investigate customer experiences. Talking approach is a more interactive way to find information than listening.

Energizing: Energizing is a useful approach if company has brand fans who are willing to give reviews and endorsements, which improve company's products or services. Company may create online communities and social platforms for these consumers.

Support: Company may implement tools which encourage customers to help each other. These internal social applications enable consumers to collaborate directly with company's employees.

Participation: Links customers to be part of the company's business and utilise their skills in development functions. Participation is recommended only if at least one of the earlier approaches has been successful. (Li et al. 2009,98-100)

Evans & Cothrel (2014) defined in figure 7 what kind of benefits engagement give to individuals and organisations.

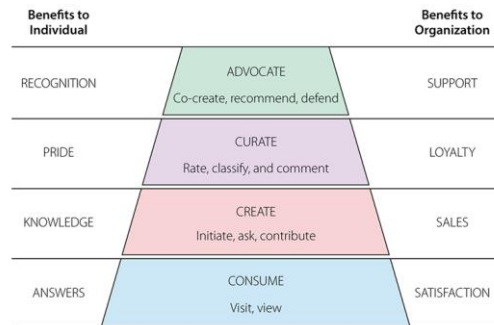


Figure 7 Benefits of engagement (Evans & Cothrel 2014:47)

Consumption gives required answers for individuals and simultaneous it gives satisfaction to organizations to be able serve individuals in needed issue.

Creation increases knowledge among individuals and may have positive benefits in organization sales activities. Individuals curate activities and generate pride among users, this indicates loyalty towards the organization. Advocacy function as co-creation and recommendation generates recognition among users who may participate in these kinds of activities. The organization may see the advocacy function as direct support to the organization. (Evan et al. 2014, 47)

According to Jenking et al. (2006, 3, 6) research they define participation as follows: In "Affiliations", participation is based on formal or informal membership in online groups or communities and their members are connected to each other through different kind of media such as Facebook, game clans, message boards. The expression type of participation creates new creative forms such as digital sampling, fan video making. The collaborative Problem-solving type of

participation is working in formal or informal teams and developing new knowledge and solving issues such as Wikipedia and member-help-member support sites. The circulations type of participation re-arranges and enhances media flow such as podcasting, blogging and vlogging.

3.2.3 Empathy and personal relationship in social media

For companies, it is important that they understand the customer's point of view and could put themselves in the customer's position and understand customers feelings without judgment. Ruulio (2019) referred to Katri Saarikivi research, empathy is a selection of skills which may be used to understand another person. Using empathy helps to understand what is important for the customer. An empathic person makes better assumptions about other people by reading the body and face language.

Empathy creates a genuine connection between people that enable understanding and trust. Empathy applies also in online connection. Empathy could be described with the following qualities:

- to be able to see the world as others see it
- to be non-judgmental
- to understand another's feelings
- to communicate understanding of that person's feelings. (Thieda 2014).

It is important not to confuse empathy with pity or sympathy. Pity does not do good, for those who feel pity, they are placing themselves above their object. Pity is a momentary feeling that is not enduring. Empathy is also different from sympathy. Sympathy means a more participatory relationship with another person. A sympathetic person takes on another person emotions and person may have difficult to let go these feelings. Empathy is a more neutral and supportive feeling than pity and sympathy. (Kajava Oct. 18, 2017).

Personal relationships can be applied to interactions between individuals and companies through giving a personal touch with collaboration to B2C segments. Interpersonal relationship theory categorised relationships with the types that bond parties together and the kind of benefit they offer to each other. The relationship between customers and suppliers is changing. Technology has fixed

the knowledge imbalance in favour of customers, giving more choices and information, which leads customers to express their dissatisfaction more loudly. The balance of power is shifting towards customers which also affects customers' expectations. Customers expect that companies pay attention to customer care which occurs when customers are being treated as humanly beings and the company keeps its promises. In general, customers value more honesty, integrity and transparency. Customer interest is increasing for environmental and social responsibility issues. Organizations need to understand the relationship between customer perspective and how it benefits customer. The relationship may be based on the same commitment which gives meaning to the relationship. Customers expect companies to offer an experience which is reflecting connection with personal and memorable way. (Bollen & Emes 2008).

Coviello et al. (2014) discovered in their research that emotions can spread via social networks. In emotion, a contagious person or group influences the emotions of others through conscious or even unconscious emotions. The research was based on millions of Facebook user's data showing how rainfall affects the emotional content of user's status messages, these status messages also influence Facebook users' friend's status messages in other region without experiencing rainfall. Based on this research, every person who had rainfall experience, changed the emotional expression of one to two people. That means that these emotions that social media users feel and express aren't just felt by them, they're felt by their friends as well. The conclusion of the research is that online social networks may enlarge intensity of global emotional synchrony.

Very accurate segmentation and a personalized approach is becoming the new norm in social media. Companies must know their customers better and deliver highly personalized solutions. (KPMG 2018).

For company, it is more important to know customers psychographics than demographics factors. Segmentation that is based on opinion, attitudes and values or professional and leisure time interest is more valuable than segmentation that is based on demographics factors. (Forsgård & Frey 2010, 24).

3.3 Value creation in social media

The benefits and drawbacks of social media are explained using value co-creation and theory of co-destruction in online context (Zhang et al. 2018). Grönroos (2015) defined value co-creation for customers and service providers in a service management context. The value chain concept was originally introduced by Michael Porter 1985. Value chain concept explained how products can be differentiated by analysing the events that happen in company. A value chain includes several activities, namely primary activities and support activities. The concept is based on assumption that company can add customer value incrementally in each activity resulting in customer delight. (Van Vliet 2010).

The original Michael Porter's Value Chain concept describes value creation in a manufacturing environment. Instead, Grönroos focused on customer value and value creation in a service management context. Grönroos argues that "value for customers is created throughout the relationship with customers, partly through interactions between the customer and the supplier or services provider". In this approach, the focus is no longer on resources like goods and services, instead the focus has shifted to customer processes where value creation happens. (Grönroos 2015,13)

In value-generating processes it is important to define what service providers and customers do when creating value for the customer. The value-generating process is divided into the provider, joint and customer spaces. In the customer space, customers may create value independently or customers may participate in value co-creation in the customers' ecosystem such as friends, family members, work colleagues or social media connections. In the joint space area customers interact directly with services providers. The joint area enables customers' and providers' processes to merge into an interactive, collaborative and dialogical process. This merged interactive process is the base of the co-creation platform. During interaction, the co-creation platform provides the space for service providers to engage with the customer's value creating process, and possibly to co-create value together with the customer. It is important to notice that the customer is the value creator inside the customer and joint spaces. The

service provider is the value facilitator in the service provider space. (Grönroos 2015, 13-15).

Value co-creation can occur from the customer to the service provider direction, or vice versa. Both value-creation models include value co-creation platform with resource categories and activities. The starting point in value for customer model is the service concept, which states what service providers intend to do for their customers. The resources are divided to four categories: physical resources (goods, tangibles systems), contact employees, focal customer and fellow customer. Physical resources and contact employees create accessibility effect in the service process. The effect may be physical, mental or virtual and it influences focal customer perception of service. Between contact employee and focal customer engage with interactive communication, which may also influence focal customer's view about the service. Focal customer may communicate with another customer. This kind of peer communication may also have influence on the focal customer's perception of the service. These influences on the service have an individual or collaborative effect to focal customers service experience. Focal customer service experience is a base for focal customers value co-creation. Focal customers value co-creation has possibility to continue and develop in independent value creation and social value creation phase. (Grönroos 2015, 16-17).

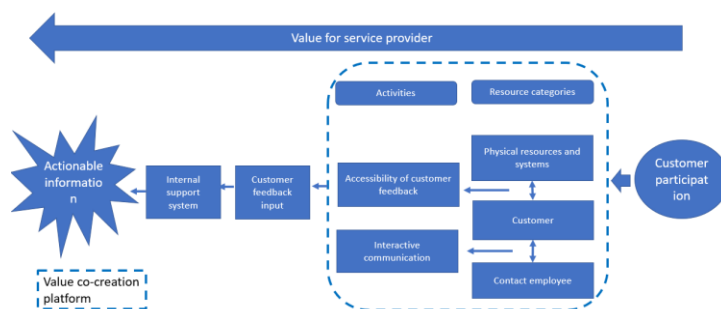


Figure 8 Value co-creation in service: value for service provider (Grönroos 2015,16-17)

Figure 8 shows value co-creation in service when value flow is towards service provider direction. Co-creating value for the service provider value flow from customer to service provider. Value for service provider process include three

resource categories: physical resources and system, the customer and contact employees. The activities in value creation process are accessibility to customer feedback and interactive communication. The output of value for the service provider process is actionable information, which company can use in resource development, system and processes creation or as a possible service concept initiative. The customer participation is starting point in value creation. Interactive communication occurs when customer interact with contact employee. This communication may include suggestions for improvement, complaints or proposals for new innovations. When contact employees are trained and encouraged to collect this kind of information this will co-create value to the company. Company must have internal support system to register customer feedback, analysing it and using feedback as actionable information and knowledge. (Grönroos 2015, 17-18).

Consumers do not prefer to link companies just to feel connected. To be able to utilize the power of social media, companies are required to plan experiences, which deliver added value that can be traded to customers' time, endorsement and data. (Baird & Parasnis 2011).

According to Zhang et al. (2018) customer engagement in co-creating value in online channels concludes that online engagement is based on the interaction between people, organization, technology and service design.

Handling customers with delight and making customers feel valued that results as the value co-creation in online channels. This is based on repository principle there is human nature that is logical in many social situations that we pay back what we received from others. In the service failure situations employee responsiveness, empathy and politeness have a major impact onto service recovery. This means that in service situation to that employee understands customer's problem, the customer feels that the employee cares about the customer and do extra effort to solve customer's issues. It is also important that the employee behaviour is friendly and respectful.

When customer's role and participation is defined clearly in organization's service delivery and feedback process, it indicates that organization cares and values customer input and therefore customer is more willing to contribute to value-creation activities. In these cases when customers have possibilities to collaborate with the company through more than one channel (platform) it improves co-create values. Technology (e.g. live chat, messenger, SMS etc.) enables smooth and direct dialogues between customers and company and support value co-creation. Good service quality is prerequisite to meet customer expectation. Customers that are likely to be engaged in value co-creation if that results as improvements in service quality. (Zhang et al. 2018).

Zhang et al. (2018) listed the events that have negative impact to the value co-creation and cause value co-destruction:

- Customer retaliation and revenge
- Front line employee lack of soft skills
- Employees speaking negatively about the company
- Company has a negative attitude (deceptive, avoidance, confrontational)
- Lack of company competence causing long delays
- Technology failure.

3.4 Summary

Table 1 combines selected authors' user profile types and these user types' participation in social media. According to these selected sources the main types are creators and consumers. Creators are the types who create content to all categories and consumers are the types who react to creators' content.

Table 1 Users and participation in social platforms

Author	Users	Participation
Li, C., Bernoff, J. & Tillman, M. 2009. Verkkovalta: Voittaminen sosiaalisten teknologioiden maailmassa.	1) Creators, 2) Critics, 3) Collectors, 4) Joiners 5) Spectator, 6) Inactives	1) net user users in all categories; create, publish, post 2) send comments, write reviews 3) adding tags, bookmarks, organize the content 4) join various platforms, have own profile 5) use that content what other groups have been created 6) do not participate on-line, affected by other channel
Evans, D. 2014. Social customer experience: Engage and retain customers through social media.	1) Consumer 2) Creator 3) Curator 4) Advocate	1) Visit, view 2) Initiate, ask, contribute 3) Rate, classify and comment 4) Co-create, recommend, defend
Carolyn Heller Baird, Gautam Parasnis. 2011. From social media to social customer relationship management.	1) Engaged Authors, 2) Casual Participants, 3) Silent Observers	1) nearly always respond to others' comments or author their own posts 2) occasionally will respond or post their own content 3) read but do not participate and have never contributed to a conversation or posted their own content.
de Valck K, van Bruggen G, Wierenga B. 2009. Virtual communities: A marketing perspective. Decision Support Systems 47: 185–203.	1) Core members, 2) Conversationalists, 3) Informationalists, 4) Hobbyists, 5) Functionalists, 6) Opportunists	1) retrieving, supplying, and discussing information. 2) discussing information. 3) retrieved and supplied information. 4) updating personal information on the website. 5) retrieving information. 6) retrieved marginal
Jenkins, H., Clinton, K., Purushotma, R., Robison A., Weigel, M. (2006) Confronting the Challenges of Participatory Culture: Media Education for the 21st Century.	1) Affiliations 2) Expressions 3) Collaborative Problem-solving 4) Circulations	1) memberships, formal and informal, in online communities centered around various forms of media, such as Friendster, Facebook, message boards, metagaming, game clans, or MySpace). 2) producing new creative forms, such as digital sampling, skinning and modding, fan videomaking, fan fiction writing, zines, mash-ups). 3) working together in teams, formal and informal, to complete tasks and develop new knowledge (such as through Wikipedia, alternative reality gaming, spoiling). 4) Shaping the flow of media (such as podcasting, blogging).

Commissioner conducted research concerning on-line shopping types. The main types are listed below:

Self-indulgent type avoids traditional stores, because it is much easy and convenient to handle shopping in peace from the own sofa.

The best price finder type access immediately to the price comparison sites to find best offers and get best price for items.

Returner type is a regular shopper. The type orders a lot of items, with different colours, size etc. The returner type keeps the best option and return the rest. Returner type values free return policies.

Researcher type prefer to investigate in stores and finding the perfect brand, model or feeling, but conduct order on-line in later. Researcher type is also interested in post purchase activities, is there bonus scheme, offers is future shopping or possibility to loyalty scheme.

Inspired type gets inspired middle of the cute cat video if he sees something interesting and the item is on the way after few clicking. Inspired type follows own impulses and go shopping based on that.

Everyday performer type is lack of time to do traditional shopping tours and that why this type is using mobile even ever it is possible to find needed items as easy as possible. Everyday performer may be a busy stay-at-home mom or stressed

project manager, what combines these types is mobile shopping and busy schedule. (PostNord 2019c).

4 RESEARCH METHODS

4.1 Customer questionnaire data collection

The target population of the customer questionnaire will be commissioning company's current and/or future consumer customers. It is not possible to send questionnaire to the whole population. The purpose of the sample is to represent total of commissioning company's consumer customers. The sampling approach will be non-probability sampling using quota sampling technique. The quotas will be participants age categories:

- 18-34 years
- 35-49 years
- 50-64 years
- + 65 years

As mentioned in the previous chapters the thesis questionnaire type is an on-line self-completion web-based survey. The link to the questionnaire will be published on Facebook and on LinkedIn social media platform sites. The questionnaire will be open in the selected time frame and after the last day the link to the questionnaire will be expired.

The questionnaire will be created using Microsoft Forms tool. Microsoft Forms tool enables to create forms that collect real time responses and view automatic charts to visualize collected data. The respondents can fill out a form on any browser without having to install a separate application. (Liu 2017).

Customer questionnaire contains following type of questions: personal factual questions and questions related to attitudes, beliefs, normative standards and values. Personal factual questions seek respondents to provide personal information which also includes respondent's behaviour, age or occupation. Personal factual question may rely on the respondent's memories for example asking about frequency visiting specific place. Whereas questions related to attitudes, normative standards and values collecting data that reflect satisfaction

and commitment. Questions related to attitudes are normally measured with a "Likert" scale. In the "Likert" scale is possible to use several kinds of formats such as binary response, numerical response, verbal, bipolar numerical or frequency format. Questions regarding beliefs is measuring respondents' beliefs for certain matters and do respondents believe it or not. (Bell 2019, 256-257).

In the beginning of the customer questionnaire is introduction section (Appendix 1). The introduction section introduces researcher and the university, and it explains the cause and importance of the research. The commissioner of the study will be told. Introduction section deliver the guarantees of confidentiality to the respondents.

In the question 1 and 2 respondents is asked to give gender and age information. The customer questionnaire is using same age scales as commissioner have used in the previous on-line research. This enables to use commissioner company research as a secondary source of data and that gives possibility to comparing the findings. As mention previously the age categories are also used as quotas in the samples. Questions 3 and 4 are searching for information about respondent's past year behaviour related to the given activity. The aim of these questions is to determine respondent on-line participation type. This gives possibility to compare and analyse findings to the participation types find in literature review. Questions 5 and 6 are dealing with complaint management. The purpose of the questions is to find out what kind of feelings respondents are feeling when handling complaints. Questions 7 and 8 are searching information about respondents' attitude to the commissioner company customer services, pick up point personnel and drivers. The attitudes are measured by using "Likert" scale: Totally agree, some point agree, some point disagree, totally disagree. Question 9 list several contact methods and respondent is requested to mark these contact methods which respondent feels as 'Friendly'. The answer "Yes" refers to the friendly contact method instead answer "No" refers that respondent feel contact method is not friendly.

Questions 10, 11 and 12 are an open text question. The respondents are requested to give feedback related to the latest package delivery. The form of the open questions is quite simple: What went well? What did not go well? What could be done better? The open questions give respondents possibility to explain with own words about the best and the worst part the latest delivery. Question 13 is asking about respondents' beliefs about companies' values and ethics. The respondent is requested to mark answers by using "Likert" scale: Totally agree, some point agree, some point disagree, totally disagree.

Customer questionnaire in this study was pre-estimated, pre-tested and approved by the Head of Customer Experience in the commission company. Customer questionnaire's answering period was set starting from 19.10.2019 time 00:30 to ending to 4.11.2019 time 23:30.

4.2 Analytics tool user's data collection

The commissioner company is planning to invest in an analytics tool, which may be used to investigate stakeholders experience and feedback. Company prefers to understand what, the pros and cons are and benchmarking how other companies use analytics software into handling customer or other stakeholder feedback and what kind of value these companies have received. The commissioner company is interested in knowing how analytics tools are used with various stakeholders and what kind of benefits other companies have achieved.

There are two options to collect analytics tool user's customer stories 1) Searching for companies which are using analytics tools and try to interview these companies or 2) Searching for companies which are analytics tool vendors. Vendor companies publish their customer companies' stories as a reference. To focused published customer stories about their experience and achieve benefit of using analytics tools. The latter option was selected to collect data from customer companies and data collection was conducted by using internet search using Google-search engine. The main reasons behind this decision:

- There is a limited amount of the suitable analytics vendors in Finland, which allow interviewing of their customers

- The vendors which shared their customer stories publicly used the company name and the customer company was possible to identify
- Customer stories validity is expected to be better when use multiple vendors and their customers
- Finding existing customer stories from multiple sources is effective, efficient and time saving solutions and it serves this thesis data collection purposes.

Purpose of the data gathering is to get better understanding and clarify of achieved benefits of using analytics tool. The target population of the customer stories will be 15-18 stories divided at least 2-3 different vendors and 3-5 reference customers from each vendor. The data collecting method will be internet search.

4.3 Primary and secondary data sources

Definition of the primary data is that, it is a data directly observed or gathered by the researcher who is engaged in the research project (Quinlan 2011, 242). Customer questionnaire result represent the primary data in this thesis. The customer questionnaire is searching answer to the main research question in this research. Secondary data instead is a data from secondary sources, meaning that data already exist (Quinlan 2011, 242). The selected customer stories from various vendors are source of secondary data in this thesis.

The commission company has ordered researches from independent research companies. This thesis is using commission company's research related to the changes in communication channel as secondary source of data. The research "Changed communication channel" main theme is how Nordic people prefer to receive messages from companies and authorities. (PostNord 2018a). The other secondary research is on-line shopping in Nordic countries. Commission company has been following development of the on-line shopping in Nordic countries for several years. This research gives valuable insight about changes in consumers attitudes, behaviours and explained the on-line shoppers' profiles. (PostNord 2019c). Bollen & Emes (2008) research "Understanding Customer Relationships. How important is the personal touch?" treated complaint process and how ethical issues may effect to the relationship. This thesis uses similar

questions as Bollen & Emes research when searching answer how consumer handling complaint and value and ethic-issues related to company.

4.4 Data analysis

There are four stages in the data analysis: describing, interpreting, drawing conclusions and theorization. In the describing phase researcher describes data as a way researchers see the collected data, in the interpreting phase researcher states what researcher think what data means and the third phase researcher is drawing conclusion not just reiterated interpreting, instead conclusion is going further by moving researcher thinking and reasoning along. (Quinlan 2011, 365).

In case data is collected using structured form and using predefined scales, the analysis phase may start after data is collected and put in structured order. This differs from qualitative research their data is collected and analysed simultaneous during research process. (Hirsijärvi et al. 2009, 223)

The researcher must pay attention to the sample size in survey regardless if the probability sampling or non-probability sampling is in use. The size of the sample is an independent issue. What comes to the sampling error, the larger the sample size is, the smaller, the sampling error will be. The large sample size represents better population's characteristics and the findings can be generalized. In quantitative research, the sample size should be at least 100 respondents; otherwise, there is a possibility not to meet assumption of a normal distribution. The sample size smaller than 100 can work if use of descriptive statics such as percentages and graphs to answer the research questions. The small sample size is sometimes the reason to use secondary. (Wang & Park 2016, 107-108)

4.4.1 Analysing customer questionnaire

When the customer questionnaire answering period will end, the results of the questionnaire will be analysed based on the answers received from Microsoft Forms tool. MS Forms was selected for survey tool, because it is offering various

analysing options out of the box such as cross distribution analysis, association rule analysis, correlation analysis and sentiment analysis (Meng Sept. 27. 2018). In this study collecting data will be summarized. Summarizing statistics are an example of descriptive statistics, which are used to describe data (Quinlan 2011, 359).

In order to analyse questions 1 and 2 responses which asked respondents gender and age the results will be compared to commissioner company on-line shopping research to analysis how well respondents' gender and age correlate that other research sampling. To sort out questions 3 and 4 responses, the respondent's on-line participation is analyzed and compared to participation types found in the literature review. To analyze responses to the questions 5 and 6 related to handle complaints the purpose is clarify which given options gave the most positive and which the most negative feelings. In order to analyse questions 7 and 8 which are questions about attitude regarding what kind of feelings commissioner company customer services and drives evokes in respondents, is find out which of given options cause positive feelings and which one negative feelings. To clear up question 9 responses about which of the contact methods respondents can describe as 'Friendly', is find the friendliest contact methods. The result will be compared to the result of commissioner Nordic Channel Compass 2018 result. To clarify open text responses in the questions 10, 11 and 12 the responses will be categorized and analysed. In order to analyse question 13 responses related to the respondent's beliefs about companies' values and ethics, is find out which of given options respondents' beliefs are positive.

4.4.2 Analysing analytics tools and customer stories

Data analytics tool and customer story analysis is divided into the two parts. The first part of data analysis is concerning selected data analytics vendors and products. Data analytics tool analysis is searching for information of products main features and to tools suitability for various stakeholder groups and business areas. The second part of data analysis will focus analysing of customer stories. The customer story analysis is searching answers for what were the selected

company's main challenges before they started to use analytics tool and what are the benefit that each company have achieved. Each customer story is examined about desired product features and suitability for various stakeholder groups. Analysis is looking for answers about who are the main users of the analytics tools. The examined data will be categorized, and the main findings will be represented accordingly.

4.5 Validity and reliability

The aim in all research is to avoid errors, but research validity and reliability may have variations in various researches. Reliability means that result is not random, and results are possible to measure reproducibly. Validity means that research method or instrument has an ability to measure the right thing. Sometimes instruments and methods do not correspond that reality that researcher is aiming to research. In qualitative research, validity and reliability have different kinds of interpretations than in quantitative research. The qualitative research will be benefit specific and it reports accurately at the all research phases and explain how research was conducted. This will improve the reliability of the results. Researcher should point out the conditions and circumstances of producing data, explain the gathered data clearly and truthfully and explain why researcher came up with specific conclusions. (Hirsijärvi et al. 2009, 231-232).

There are many types of validity both in qualitative and quantitative research. In quantitative research internal validity refers whether the result found in the research are true. Internal validity refers to a situation that there is a causal variation between factors, meaning that one variation cause another or at least influencing factors. Instead, the external validity refers to a situation where the findings can be generalized. (Ghuri & Gronhaug 2010, 63).

However, in the qualitative research the researcher may lean on following validity types such as descriptive, interpretive, theoretical and generalizable validation. Descriptive validity refers to the accuracy and objectivity of the information gathered. Interpretative validity, on the contrary, refers to how well the researcher has interpreted the data and drawn conclusions from the data. Theoretical validity

refers to the situation where researcher's effort has been enough to support researcher's explanation (a theory) in a certain case and is based on adequate findings of that specific research. Therefore, generalizable validity means that researcher may extend the findings from the research another data setting. For example, if research result is based on a small company in the specific field of business, this result is possible to extend to different sized of companies in other business domain. It is not enough to explain research validity, which is important for a researcher to demonstrate the claims. This refers to the validity claims. (Ghuri & Gronhaug 2010, 210-211).

5 FINDINGS

5.1 Customer questionnaire

Microsoft Forms tool was used to conduct customer questionnaire. Appendix 2 shows the detailed results and, the major findings are collected in this chapter. This research used non-probability sampling strategy in customer questionnaire. The sample size total 27 respondents represent a small sample size and therefore there will be limitations in generalizing the result. The sampling size did not necessarily represent characteristics of commissions company current and future consumers due to low responses.

The 37 percent of respondents were men and 63 percent were women.

Respondents represented following age quotes:

- 18-34 years 9 respondents
- 35-49 years 15 respondents
- 50-64 years 3 respondents
- + 65 years 0 respondents

The question 3 in customer questionnaire searched information about listed activities respondents have done during the last year. The listed activities were presented in the form of a statement. The statements measured respondent's participation to the listed action.

Question 3 statements:

- I have searched more information about a product or service from the internet

- I have asked advice about buying a product or service from a family member, friend or colleague
- I have recommended a product, service or company to another person
- I have given negative feedback about a product, service or company to another person
- I have complained about product or service to a company
- I have chosen a company because of company's ethical or socially responsible values
- I have boycotted company's product or service as a protest the company.

According to Evans & Cothrel (2014, 39-43) statement "I have searched more information about product or service from internet" refers participation type "consumption" such as visits and views in social media. According to customer questionnaire responses, more than 90 percent of respondents have viewed or searched more information.

The statement "I have asked advice about buying a product or service from family member, friend or colleague" refers Evans & Cothrel (2014, 39-43) "Creation" such as initiate, ask or contribute type of participation in social media. About 85 percent of customer questionnaire respondents have asked advice from family member, friend or colleague before the buying decision during the last year.

The statements "I have recommended a product, service or company to another person" and "I have given negative feedback about a product, service or company to another person" refers Evans & Cothrel (2014, 39-43) participation type "Curate" such as rating, classify or commenting other users contributed content in social media. More than 80 percent of respondents said that they have recommended a product or service during the last year. About 90 percent of the respondents said that they have given negative feedback about product or service during the past year.

The last statements in question 3 refers Evans & Cothrel (2014, 39-43) participation type "Advocate" which refers to the activity such as co-creation, recommendation and defending. The statements measuring participation type advocate:

- I have complained about a product or service to a company

- I have chosen a company because of company's ethical or socially responsible values
- I have boycotted company's product or service as a protest the company.

According customer questionnaire about 75 percent of the respondents had complained during the last year. About half of the respondents said that they chose a company for ethically or socially responsible reasons and almost 60 percent of respondents informed that they have boycotted company's product or services during the last year.

The statements in question 4 searched information of the frustration level regarding of the delayed delivery. About 85 percent of the respondents said that they contacted to the customer service, but about 90 percent of respondents were ready to share negative experience with family and friends, but not necessarily in social media platforms such as Facebook, Instagram, LinkedIn or Twitter.

Question 5 searched information how respondent's feelings changed towards the company during the complaint process. The 38 percent of the respondents felt that complaint process has not changed their feeling at all, the 35 percent of the respondents felt that the feeling was more negative, and 27 percent of the respondents felt that their feeling was more positive than before the complaint process.

Question 6 was a follow-up question to question 5 and it asked what would make respondents feel positive towards the company whose products or services they had complained considering that the original problem had been solved. About half respondents said that offering discount would make them feel more positive towards the company or if they felt that their complaint mattered, and feedback would be valued.

According to Bollen & Emes (2008) research concerning complaints, the third of the respondents said that they have made a complaint in the last year (35%), whilst a further quarter said they felt they had cause to complain, but they chose not to do it (25%). According to Bollen & Emes (2008) research's follow-up

question showed that 46 percent of the respondents want to feel valued, 19 percent of the respondents were waiting for an apology and 12 percent of the respondents said that nothing would have made them feel different towards the company. Very small part of respondents said that a discount or offering an extra free product or service would make them feel more positive towards the company.

The question 7 and 8 in the customer questionnaire investigated respondent's opinion concerning commissioner company customer service and commissioner company drivers/ pick up point personnel in scale: totally agree, some point agree, some point disagree or totally disagree.

Statements in question 7 and 8:

- In my opinion PostNord customer service or drivers/ pick up point personnel are friendly
- In my opinion PostNord customer service or drivers/ pick up point personnel listening to the customer
- In my opinion PostNord customer service or drivers/ pick up point personnel react fast
- In my opinion PostNord customer service or drivers/ pick up point personnel understand the customer needs in a service situation.
- In my opinion PostNord customer or drivers/ pick up point t personnel have the needed skills and mandate to solve my issues.

About 80 percent of the respondents felt that customer service of the commissioner is friendly, and 72 percent felt that drivers and pick up point personnel of the commissioner were friendly. About 78 percent of the respondents felt that customer service of commissioner is listening to the customer and 66 percent of the respondents agreed totally or some point agreed that drivers and pick up point personnel of commissioner are listening to the customer. About 33 percent of the respondents some point disagreed or totally disagreed that drivers and pick up point personnel of the commissioner can listen to the customer. About 69 percent of the respondents totally agreed or some point agreed that drivers and pick up point personnel of commissioner react fast. About 36 percent of the respondents some point disagreed or totally disagreed that customer service of the commissioner does not react fast. About 70 percent of respondents totally agreed or some point agreed that customer service and

drivers/ pick up point personnel of commissioner understands customer needs in a service situation. More than half of the respondents some point disagreed or totally disagreed about drivers and pick up point personnel's ability to have the needed skills and mandate to solve customers' issues right away. On the other hand, about 67 percent of the respondents totally agreed, or some point agreed that customer service of commissioner have skills and enough mandate to solve issues.

The customer questionnaire question 9 searched information about friendly communication methods. According to customer questionnaire respondent's 80 percent replied that calling with a phone, sending an SMS and sending an email could be described with a word "Friendly". However, the respondents did not feel that What's App-messages could be categorized as "Friendly", about 70 percent of respondents answered What's App message cannot be defined as "Friendly". About half of the respondents would associate a specific application with a word "Friendly".

Kantar Sifo conducted Nordic Channel Compass research behalf of the PostNord concerning changes in communication channels and how Nordic people prefer to receive messages from companies and authorities. There were totally 4145 consumer interviews (Finland 1004) and 2853 company or public authority interviews in research (Finland 488). (PostNord 2018a, 39).

As a part of the research Kantar Sifo asked the respondents for their preferred channel for receiving written messages:

- When the message is administrative corresponding from a company/ authority and the respondent is a member/customer of that organization
- When the message is marketing communication from a company/ authority and respondent is a member/customer of that organization
- When the message is marketing communication from a company/ authority and respondent is not a member/customer of that organization

According to Kantar Sifo's research 41 percent of the respondents in Finland prefer administrative correspondence from a company/ authority as traditional postal mail: the 38 percent of respondents chose email, 2 percent SMS, 8

percent internet bank and 5 percent selected digital mailbox. In those cases when the message was marketing communication and respondent was a member/customer of the organisation the 48 percent of the respondents prefer to receive mail and 35 percent of the respondents prefer to receive postal letter. The other options such as SMS, specific application, digital mailbox or social media are far away from mainstream only about 1-4 percent of the respondents said that they will choose other option than email or traditional post. In those cases where the respondent is not a member/customer, of the organization that is sending the message, 33 percent of the respondents selected mailbox to be the preferred method, 29 percent selected email and 10 percent of respondents accepted corresponding via specific application or company/ organization website. (PostNord 2018a, 36-37).

In the customer questionnaire respondents had a possibility to give open text feedback related to the latest delivery. The question 10 asked what went well, question 11 asked what did not went well and the question 12 asked what could be done better. The question 10 responses relate to the on-time delivery and self-service. Respondents replies about successful delivery:

- "The package arrived as scheduled and intact. It was very easy and hassle-free to return using a parcel point."
- "The package arrived on time. I use a self-service point in the mall."
- "The package came as scheduled"
- "Speed and shipment tracking"
- "Items arrived quickly"

According to the feedback, the respondents valued delivery that was on time and traceable. Transparency during the delivery was important to the respondents and they value that self-service was easy to use and well instructed. The open text answers from the question 11 were investigating information regarding the latest delivery which did not go well. In below is listed respondents' answers about an unsuccessful delivery:

- "An attempt was made to deliver the package, then it disappeared for a moment"
- "Delivery slowness and ambiguity"
- "Real-time / Exceptional Communication"
- "The package had to be picked up from an impractical place"
- "The driver did not have identifiable clothes and did not even tell what delivery he was bringing"

The description of unsuccessful delivery the respondent's feedback the referred that delivery was late, slow or there were ambiguities about delivery. Sometimes respondents felt that they did not even know where to pick up delivery or pick up point was in a distant location and therefore difficult to reach. There were few comments regarding about situations where the driver or the van was difficult to recognize. The researcher asked an opinion from Head of Customer Experience of commissioner company Kati Packalén about how it is possible that consumers did not recognize drivers of the commissioner company. Packalén explained that in part of the business model commissioner is using partner network in deliveries. The partner network contains multiple providers and drivers cannot change the brand in each delivery occurrence. This is a challenge that commissioner must solve.

The feedback collected in question 12 focused on collecting improvement propositions and how things can be done in a better way. Respondents shared the following improvement propositions:

- "The package should arrive the first time as agreed"
- "Keeps the customer up to date on delivery and delivers the package at the agreed time. Holds the opening hours. Enhances terminal operation, cleanliness and handling."
- "Package tracking should be real-time"
- "Communicating every part of the chain would work smoothly -> deviations can be anticipated"
- "The identifiable clothing and the driver tell you who is on the move and what package they are delivering"
- "Clearer instructions for returns."

According to the feedback, respondents expected better scheduled delivery times. The tracking system should be up to date and real-time. Transparency and predictability through delivery process are crucial so that the customer can be notified if there is delay in the original delivery. Customer should recognize drivers and van. The given instructions should be clear in the all phases of the delivery process.

The statements in question 13 are looking to understanding about respondents' beliefs about different companies' values and ethics. The used scale in the

statements were totally agree, some point agree, some point disagree or totally disagree.

About 92 percent of the respondents totally agreed or some point agreed that they trust more a company that was honest and open with its procedures, even if the respondent not necessarily agree with them. Moreover, 96 percent of the respondents totally agreed, or some point agreed that it is not enough that companies say that they are doing right, companies must also prove it too. About 80 percent of the respondents totally agreed, or some point agreed that many companies are pretending to follow an ethical code of conduct, in order to sell more products and services. About 65 percent of the respondents totally agreed, or some point agreed that many companies pretend to follow an ethical code of conduct, in order to charge more for products and services.

Bollen & Emes (2008) argued that consumers are cynical about the motives of companies though consumer understood even when they were aware that companies are competing on environmental performance and healthy products, as well as price. Bollen and Emes's research showed that almost 80 percent of their respondents believed that many firms pretend to be ethical just to sell more products and services. There is a risk according to Bollen & Emes that if company's green marketing exceeds above company's green actions, consumers may believe companies to be guilty of "greenwashing" and the company could lose both trust and loyalty among their customers.

5.2 Analytics vendors and customer stories

Table 2 shows selected analytics vendors' main product features and reference customers industries. Two of the vendors are originated from Finland and the others are from the US. According to the analysis, analytics tools are suitable for various industries, none of the vendors did not limit the use for specific industry.

Table 2 Selected analytics vendors

Vendor name and origin	Product feature	Industry examples
Lumoa, Finland	Data collection: Use existing data collection methods or customizable feedback form to collect customer feedback Data sources: Different data sources, such as NPS-, CES-, CSAT-, Social Media feedback or App store reviews Integration: own integrations or use inbuilt APIs Language support: 60+ supported languages Analyse: Impact Analysis, Industry Optimized Categorization Use cases: Real-time Insights, Follow Feedback Over Time, Compare CX Drivers Sharing and follow up option: Automated Alerts and Notifications, share the CX Status Across the Organisation	Sports watches, dive computers and compasses manufacture and markets Banking Mining technologies Retail Healthcare Marketing and Advertising Internet
Canny, US	Tracking product feedback: Product feature voting board (internal/ external) (Identify Users, User Segmentation, Board Privacy, Vote on Behalf, Internal Comments, Tags, Customizations) Touchpoints: collect feedback manually or use one integrations Product roadmap: Communicate upcoming features, Sync with project management Changelog: Announce product updates, increase feature adoption and engagement, Use cases: middle layer between customer-facing and product teams, Prioritize customer feedback for better product decisions	Search engine optimization SEO Project management platform API documentation Bookkeeping
Wonderflow, US	Investigate current data collection on customer feedback Data sources: any type of textual content such as online reviews, client and agent NPS, surveys, emails, customer service reports and the app stores. Language support: Multilingual support Configure the NLP engine: Data collection, Structuring data set Analyse: sentiment analysis and generates automatic insights, Unlimited user accounts Custom reporting: 24/7 accessible, periodic reports, Export options	Consumer goods Consumer electronics Insurance Logistics services On-line shopping Mobility, automation
Etuma, Finland	Language support: Multi-language text analysis Analyse: Automatic categorization into topics, Industry-specific topic template, Topic-level sentiment analysis Customizable and dynamic reports, Easy-to-distribute insights, All feedback in one place Integration: APIs (SOAP and REST)	Aviation online retailing gambling

All analytics tool vendors mentioned possibilities to use multiple data sources such as social media feedback, app store reviews and manual feedback. It was possible to use typical customer experience metrics such as Net Promoter Score (NPS), Customer Effort Score (CES) and Customer Satisfaction Score (CSAT). The use of multiple data sources enables analytics use for different purpose. Collecting and analyzing free text customer feedback in structured way was mentioned with all selected vendors tools. Multilingual support was a common feature in all selected analytics tools. This enables global data collection and creation of analysis in selected language. The selected vendors have several data analyzing methods for collected data such impact analysis, industry optimized categorization, sentiment analysis and a possibility to generate automatic insights.

All the selected analytics tools were possible to integrate using customers' existing integration points or using application programming interfaces (API). All the selected analytics tools provided various ways to show data from dashboard to periodical reports, real-time insights, follow feedback over time, compare Customer Experience (CX) drivers. Most of the tools used artificial intelligence and machine learning techniques.

Table 3 Selected customer stories

Vendor name	Customer name	Industry	Link
Lumoa	Suunto	Sports watches, dive computers	https://lumoa.me/en/case-studies
Lumoa	Holvi	Banking	https://lumoa.me/en/case-studies
Lumoa	Fonecta	Marketing and Advertising	https://lumoa.me/en/case-studies
Lumoa	Hygga	Healthcare	https://lumoa.me/en/case-studies
Lumoa	Vainu	Internet	https://lumoa.me/en/case-studies
Lumoa	Heltti	Healthcare	https://lumoa.me/en/case-studies
Lumoa	Terveystalo	Healthcare	https://lumoa.me/en/case-studies
Canny	Ahrets	Internet engine optimisation SEO	https://canny.io/case-studies/ahrefs
Canny	Clickup	Project management platform	https://canny.io/case-studies/clickup
Canny	ReadMe	Software development	https://canny.io/case-studies/readme
Canny	Bench	Bookkeeping	https://canny.io/case-studies/bench
Wonderflow	Insurance company	Insurance	https://www.wonderflow.co/use-cases/case-study-insurance#more
Wonderflow	Global electronics company	Electronics	https://www.wonderflow.co/use-cases/customer-feedback-faster#more
Wonderflow	Consumer electronics and hardware company	Consumer goods	https://www.wonderflow.co/use-cases/managing-customer-feedback-for-over-20-apps-and-languages
Wonderflow	e-commerce platforms	On-line shopping	https://www.wonderflow.co/use-cases/brand-reputation#more
Etuma	Finnair	Aviation	https://www.etuma.com/customers/
Etuma	Art.com	Retailer	https://www.etuma.com/customers/
Etuma	Betsson	Gambling	https://www.etuma.com/customers/

Table 3 shows a list of all customer stories, which were analysed in this study. From each selected customer story, the following information was collected and analyzed:

- Required features
- Achieved benefits

In many companies' customer stories, it was mentioned how difficult, time and resource consuming collecting customer feedback in a manual way is. One company mentioned that feedbacks comes from several survey tools, multiple touchpoints and channels: all the way from SMS to emails. This company stated that they needed a structured customer feedback management that would help them to define how the company treats and wants to treat their customers in the future. Many companies mentioned that they need to automated customer feedback collection and analysis method to be able to receive structured customer feedback.

Many companies mentioned that they are listening their customers in multiple channel to improve customer insight. Companies preferred to be aware in early stages in the root cause of consumer churn. Sometimes listening is not enough, in addition to that companies were requesting to get actionable feedback in real-time. One company said that they prefer to bring customers closer to the strategic decisions.

The companies that used analytics tools for product development requirements differ from the other companies. Product development companies' requirement related to interacting with users and creating a better collaboration with them. Community-driven product development made user feedback easily available and actionable feedback can be utilized. Major requirements for the product development companies related to getting all feedback consolidated into one, organized place, making it easy to understand and prioritize.

Companies preferred to use analytics in various ways. One on-line shopping company told that they needed analytics tool to improve brand reputation management via anti-counterfeit. To be able to do that they needed a tool that can track counterfeit and fake goods by using analytics.

The customer story data was collected from four different analytics vendor. Collected data contained totally 18 customer company stories from several business area. Customer companies used analytics tool in various ways in their operations.

The selected customer stories represent multiple business areas such as banking, marketing and advertising, healthcare, internet, software, bookkeeping, Internet search SEO, project management platform, electronics, insurance, on-line shopping, gambling and aviation. These companies represent wide and rich collection of different industry from point of company size, use of analytics and experience of analytics.

Companies reported multiple achieved benefits after they started using an analytics tool. The detailed findings are reported in the Appendix 3.

The major part of achieved benefits can be categorized as:

- Improved customer experience
- Product development
- Cost savings.

In the category of improved customer experience companies told that they were able to improve customer experience through more agile and more data driven prioritization. Using analytics improved customer experience management by bringing the data to the right stakeholders and raising customer experience as a competitive advantage. One company told that customer experience has become a vital part of any project and that it made customers feel more respected when a team listens to them and cares about their feedback. One company informed that using analytics transformed the nature of customer experience and it brought transparency to the culture and willingness to listen to the customers and to improve business functions in general.

These companies that are using analytics in product development told that using analytics enables them to make customer feedback actionable. One company told that they launched Product Portal, which aim is to list associated product improvements from customer feedback. Using analytics improved customer-oriented development by confirming teams' thoughts and the team has been able to validate several hypotheses by using data.

Many companies told that they have become more cost effective after started use of analytics. According to company story the company told that their Consumer Insight team saved cost via reduced amount of manual work and in the leadership level as a result of a more effective decision-making process. Some other company instead has noticed that since using analytics there was a decrease in customer support issues; by analysing that previously about 10 percent of customer support issues were related to the customer feedback. One company told that they do not need any more to use a remarkable amount of

money for external market research solutions each year, instead they are using their own analytics tools.

5.3 Collaboration framework strategy and value creation using analytics

The main research question of this study was searching for understanding to the questions: How to exploit consumer collaboration in social media in the way that it creates value for the stakeholder and the provider?

Prerequisite to improve consumer collaboration strategy in social media is that company can use analytics tools and configuration and implementation will be part of the strategy. Creating strategy starts defining collaboration framework buildings blocks:

- Stakeholder
- Data
- Analytics tool
- Collaboration tool
- Profile participation

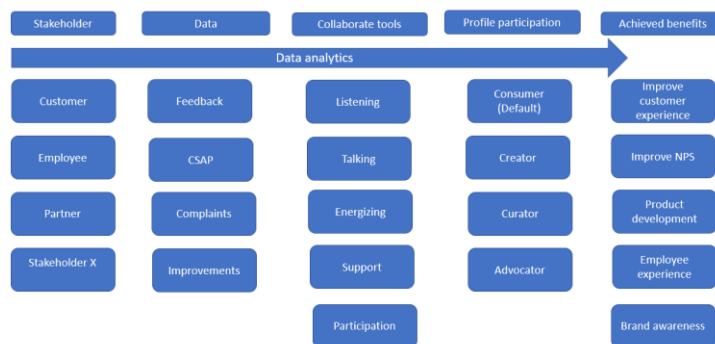


Figure 9 Collaboration framework building blocks

Figure 9 is showing the building blocks of collaboration framework that is part of the proposed the value creation platform. A fundamental idea of the collaboration framework is to combine stakeholders, data, collaboration tools, user profile participation and the use of analytics in a way that company may achieve benefits and create value.

In the context of collaboration framework stakeholder means group of people whom opinions have value to the company. A stakeholder may be company's customers, employees, partners or some other stakeholders who have valuable insights related to the company. The collaboration framework data may be collected in various forms from different touchpoints. Typical data sources are customer feedback, complaints, ratings, recommendations or partner/employee/customer satisfaction surveys. The typical touchpoints could be customer feedback channels (both internal and external), social media channels and/or apps store reviews. Data may be structured or unstructured and collected data may be in several languages. In an analysis point of view, it is important that the data is traceable. It is important that company know which data is coming from the specific channel.

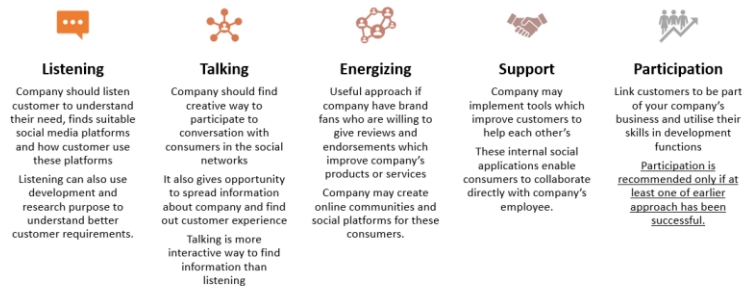


Figure 10 Collaborate tools (Li et al. 2009, 98-100)

Companies have multiple ways to collaborate with consumers. Li et al. (2009, 98-100) guided companies to listen, talk, energize, support and participate. This research uses Li et al. guidelines as an example of different types of collaboration tools which is shown in Figure 10. Companies are not limited to these collaboration tools, instead it is recommended that companies develop their own set collaboration tools that fit best to the companies' purpose.

The building block "Profile participation" in collaboration framework defines user profiles type and these profiles typical activity and participation. User profiles have been defined in more detailed in the chapter [4.2.1 User profiles](#).

- Advocate prefer participate activity by co-creating, recommending and defending company
- Curator prefer rating, classify or commenting other users contributed content
- Creator provide something that others can respond by creating, asking, contributing
- Consumer download, read, watch, or listen the content

Note: Unidentified profile is default consumer.

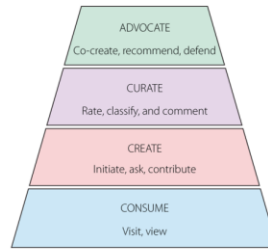


Figure 11 Profile participation (Evans & Cothrel 2014, 40)

Figure 11 shows Evans & Cothrel (2014, 40) profile participation as an example of user profile participation. The user profile set expectations of suitable collaboration tool with the user. For example, if user just looking for information and visiting to view some content, it is unlikely that this “Consume” type profile is willing to actively support company or participate activity that requires great efforts from user. The literature presents the typical user profile types and profile participation, but each company should investigate their own user profiles and what kind of participation these types may collaborate with the company.

The commissioner company listed on-line shopping types in their own research: Self-indulgent, The Best Price Finder, Returner, Researcher, Inspired and Everyday Performer (PostNord 2019c). According to Evans & Cothrel (2014, 40) all these on-line shopping types of commissioner company are more a less “Consumer” profile type. The “Best price finder” and “Researcher” type may refer also to the “Curator” profile type, because it is typical for Curator profile type to find, compare their findings and rate these to the other profile types. The lack of on-line shopping types in research of commissioner is that none of these on-line shopping types cannot categorize as “Advocator” type of profile. Literature shows (Evan et al. 2014, 40, Baird & Parasnis 2011, Li et al. 2009, 67-70) that there is a profile type who is more eager to participate, engaged and willing to contribute more than the other types. The “Advocate” profile type is interested in co-creation, recommending and defending company or company’s’ brand and values.

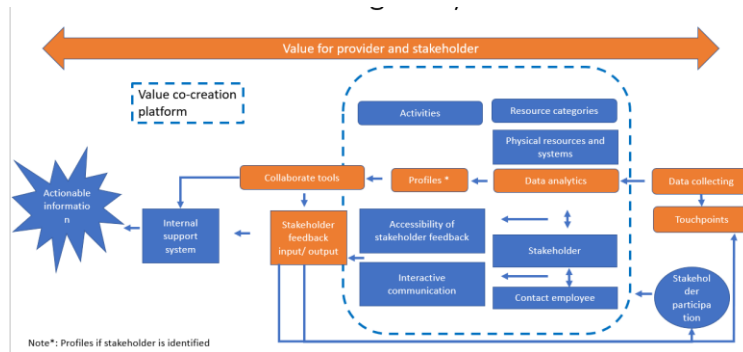


Figure 12 Value co-creation using analytics (Modified Grönroos 2015,16-17)

Figure 12 is showing modified Grönroos “Value creation platform” (2015,16-17) using analytics. The model is based on Grönroos value co-creation in service: value for service provider model by modifying model adding data analytics. Adding analytics tool to the model enables value co-creation even when a customer does not interact directly with a service provider.

In this enhance model the data is collected continuously or on demand from various touchpoints. Data collection does not necessarily require stakeholders’ direct participation. Data analytics tool is a new tool under the category of “Physical resource and systems”. Data analytics tool is physical tool, which collects and analyses data using an advanced ICT technology. If stakeholder is identified and stakeholder prefer to give direct feedback, the system enables direct collaboration with the stakeholder. In figure 13, value co-creation platform is separated by a dashed line. Value co-creation platform is an area which enable value co-creation. Value co-creation may happen for example the following way: consumers have posted feedback to the company’s social media site, several consumers are talking about company in the social media, consumers gave rates about company in the application store and consumer gave open text comments about product or service. Company collects all these different kinds of forms of interaction. When collected data is analysed it may indicate a direction for further action. If company’s collaboration strategy is “Listening”, company is aware about discussion in social media channels. Company may respond collected information if collected information request immediately action.

Otherwise, if further action is needed, the company may investigate it more detail and decide action accordingly. If collected and analysed information require immediately interaction with a consumer, company may add reply or statement to external touchpoint that all users may see. The result of collected and analysed information may be that company decides to enhance the product, service or process. A new value co-creation has happened as a result of company's listening activity.

6 CONCLUSION AND DISCUSSION

6.1 Summary of findings

Research questions was stated in the beginning of this research to be as follows:
How to exploit consumer collaboration in social media in the way that it creates value for stakeholder and provider?

How feelings and emotions affect consumer collaboration in the way that it improves consumer customer relationship?

The understanding and insight what we know now is based on the literature, researches, and the questionnaire answers, it is possible to develop consumer collaboration in the way that it creates value. The feeling and emotions strengthen the relationship between company and consumer. Digitalization was the base of the growth of consumer technology. The fastest growing companies understood the importance of customer experience, and they trusted and utilized customer feedback and got benefit that changed companies approaches. Social media development from static one-way communication to interactive multi-way communication enabled consumers participation. Consumer participation changed power rations irreversible between companies and consumers. The companies which found way to collaborate with consumers survived better than the other companies.

The literature showed that there are various social media profile types whose participation differs from other profile types participation in social media. There is

no common solution for companies which prefer to collaborate with consumers. Researches showed that using empathy helps company to understand what is important to the customer and that helps to get better customer insight. Using empathy and feelings raise relationship to the higher level between companies and consumers. The low sampling size caused challenges in this study customer questionnaire. Customer questionnaire responses and literature showed that the most common way of participation in social media is visiting and viewing content.

Proposed collaboration framework is a strategic tool for companies to improve insight among stakeholders. Collaboration framework utilise stakeholder's participation and gives the company the ability to observe the activities without interfering disturbingly participation among stakeholders. The collaboration framework combined use of analytics tools, stakeholders, available data, collaborate tool and profile type in a way that it enables company to achieve benefit. To adding analytics tool to Grönroos "Value creation platform" (2015, 16-17) will enable value co-creation even the cases then consumer do not actively collaborate with company.

Customer stories showed that using analytics tools companies achieved benefits that they could not achieve without implement analytics tool or added more resources to the manual analyse process. According to the customer stories, using analytics changed analysing customer insights comprehensively. Customer stories showed that there is no comprehensive way to use analytics. It depends on the company's needs, requirements and objectives how to use analytics to achieve benefit. The main research question of this thesis is looking to understanding the question: How to exploit consumer collaboration in social media in the way that it creates value for stakeholder and provider? Findings showed that using analytics has effect to the consumer collaboration. According to customer stories result using analytics tool has improved collaboration among stakeholders and companies.

6.2 Managerial recommendations

Commissioner made research about on-line shopping types, but these types represent only the part of the user profiles according to previous research. The literature showed that highest level of the profile type is so called "Advocate". According to literature "Advocate" profile type is willing to engage, co-create and defend company and the brand. It is recommended that commissioner re-view their on-line shopping types to find their own "Advocate" profile type. The "Advocate" on-line shopping types are trend setter. They know the newest innovations, and they are also willing to share their valuable insight. Testing a new product enhancement with "Advocate" profile type could be effective and efficient. It needs time and effort to build relationship with "Advocate" profile type.

It is recommended that commissioner may use proposed collaboration framework as an inspiration to a creation strategy to improve consumer customers collaboration in social media. In the beginning is recommended that used collaboration tool is "Listening". That means that company collect, categorize and analyse customers feedback, discussions and opinion to get better insights and understanding about customer thoughts, feelings and attitudes.

Customer insight growing gradually, and more collaboration activities (talking, energizing, supporting and participating) may be added when company are ready for more interaction. It is not recommended adding higher level of collaboration tools before lower level collaboration is implemented, measured and result analysed.

6.3 Suggestion for future research

The research questions and subject in this study have been very wide. Therefore, researcher focused limited area of the subject. There would be various ways to continue research around the subject. The consumers social media participation and collaboration were studied in the research. The future research could focus on studying business customer's collaboration in social media.

Collected customer stories pointed out that companies achieved benefit using analytics. However, it would be relevant to conduct research on how the proposed value creation platform and collaboration framework will increase insight and value among various stakeholder and how specific company utilizes value co-creation while using analytics tool. Analysing customer insights using analytics is a relatively new approach, adding analytics to value co-creation model enhances the model and improving collaboration with user profiles and bringing a new perspective to the value co-creation platform. The researcher suggests conducting research to implement collaboration framework with modified value-creation platform and set suitable metrics to follow-up.

6.4 Evaluation of thesis

The final chapter is reviewing the objectives, the validity and reliability of the thesis and considering if the objectives were completed and the thesis aim was reached. The objectives of this research were to improve consumer customer collaboration in social media in the way that it took account customers perspective and increased human touch by adding feelings and emotions and developed a framework that enabled stakeholder collaboration value co-creation.

Literature review clarified customer collaboration in social media by introducing social media building blocks and user profile's participation in social media. The literature showed how feeling and emotions affected customer relationship.

The outcome related to the objective about framework that enabled stakeholder collaboration and value co-creation, was a practical proposition of modified Grönroos "Value creation platform" (2015, 16-17) using analytics. The proposition included a model of collaboration framework, which commissioner may utilize to create collaboration framework that suits commissioner's business strategy.

Researcher and commissioner had several meetings during the thesis process. The findings, building blocks of collaboration framework and the plan of improve consumer customer strategy have been presented to the commissioner. The

findings and proposed collaboration framework were inspiring, and commissioner considering of use the elements of framework in their future strategy.

The validity of this thesis leaned on descriptive and interpretive validity types. Researcher used several sources in data gathering to confirm accuracy and objectivity of the data. Primary data from customer questionnaire was collected using third party tool which have audit trail methods that confirmed that results cannot alter afterwards.

Collected customers stories have similar causal variation related to use of analytics tool and achieved benefits, at least the all stories referring that use of analytics tools have caused achieved benefit. It could be stated that use of analytics tools cause benefits to the company that is using the tool.

Theoretical validity point of view researcher's effort has been enough to support researcher's explanation that using analytics in these specific collected customer stories have influenced about achieved benefit.

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Customer questionnaire questions

Introduction page:

Tunteet ja empatia asiakaspalvelussa

Hei, olen tradenomi (ylempi AMK) opiskelija Ulla Järvenpää Kaakkois-Suomen ammattikorkeakoulusta Kouvolasta. Teen opinnäytetyöni liittyen International Business Management opintoihin. Työni tilaaja on PostNord Suomi.

Tämä kysely on osa päättötyötäni. Kyselyn tarkoituksena on saada parempi ymmärrys siitä, miten asiakas kokee yhteydenpidon yrityksen kanssa ja miten tunteet ja empatia vaikuttavat yhteydenpidossa.

Vastaaminen on vapaaehtoista ja tapahtuu nimettömästi. Vastauksista ei voi päätellä henkilöllisyyttäsi. Vastaukset käsitellään luottamuksellisesti. Tutkimusaineisto kerätään ainoastaan tätä opinnäytetyötä varten ja hävitetään tutkimuksen valmistuttua.

Suuri kiitos osallistumisesta!

Feelings and empathy in customer service

Hi, I am master student (YAMK) Ulla Järvenpää from South-Eastern Finland University of Applied Sciences. My master thesis included International Business Management studies. Thesis commissioner is PostNord Finland.

This questionnaire is part of my master thesis. The aim of the questionnaire is getting better understanding how customer feels collaboration with company and how feeling and empathy concern collaboration.

Answering to questionnaire is voluntary and anonymous. It is not possible to identify respondent's identification. Data will be collected only for this thesis and it will be destroyed when thesis is ready.

Thanks for your participation!

Osa 1

Taustakysymykset

1. Sukupuoli

- Nainen
- Mies
- Muu / en halua vastata

2. Ikä

- 18 - 34 vuotta
- 35 - 49 vuotta
- 50 - 64 vuotta
- +65 vuotta

Part 1

General questions

1. Gender

- Female
- Male
- Other, don't prefer to tell

2. Age

- 18-34 years
- 35-49 years
- 50-64 years
- + 65 years

Osa 2

3. Mitä seuraavista olet tehnyt viimeisen vuoden aikana?

	Kyllä	Ei
Olen etsinyt tuotteesta tai palvelusta lisätietoja internetistä	<input type="radio"/>	<input type="radio"/>
Olen kysynyt neuvoa tuotteen tai palvelun ostamisesta perheenjäseniltä, ystäviltä tai työkavereilta	<input type="radio"/>	<input type="radio"/>
Olen suositellut tuotetta, palvelua tai yritystä toiselle henkilölle	<input type="radio"/>	<input type="radio"/>
Olen antanut negatiivista palautetta tuotteesta, palvelusta tai yrityksestä toiselle henkilölle	<input type="radio"/>	<input type="radio"/>
Olen tehnyt valituksen tuotteesta tai palvelusta yritykselle	<input type="radio"/>	<input type="radio"/>
Olen valinnut yrityksen sen eettisten, sosiaalisen tai ympäristävastuun takia	<input type="radio"/>	<input type="radio"/>
Olen boikotoinut yrityksen tuotteita tai palveluita protestina yritystä vastaan	<input type="radio"/>	<input type="radio"/>

Part 2

3. What following you have done during the past year? (Answer YES/NO)

- I have searched more information about a product or service from the internet
- I have asked advice about buying a product or service from a family member, friend or colleague
- I have recommended a product, service or company to another person

- I have given negative feedback about a product, service or company to another person
- I have complained about product or service to a company
- I have chosen a company because of company's ethical or socially responsible values
- I have boycotted company's product or service as a protest the company

Osa 3

4. Miten purat turhautumisesi, jos tilaamasi tuote ei saavu ilmoitettuun aikaan?

	Kyllä	Ei
Otan yhteyttä asiakaspalveluun	<input type="radio"/>	<input type="radio"/>
Kerron asiasta ystäväilleni/ perheelleni/ työkavereilleni	<input type="radio"/>	<input type="radio"/>
Laitan kommentin yrityksen Facebook seinälle kaikkien nähtäville	<input type="radio"/>	<input type="radio"/>
Laitan kommentin Twitteriin/Instagramiin ja mainitsen yrityksen nimeä	<input type="radio"/>	<input type="radio"/>
Laitan kommentin LinkedIniin ja mainitsen yrityksen nimeä	<input type="radio"/>	<input type="radio"/>
En tee mitään yllä mainituista	<input type="radio"/>	<input type="radio"/>

Part 4

4. How you deal your frustration if product you have ordered did not arrive agreed time?

- I will contact a customer service
- I tell it to my friends/ family/ colleagues
- I post a comment to company's Facebook wall that everybody sees it
- I post a comment to Twitter/ Instagram and mention the company by name
- I post a comment to LinkedIn and mention the company by name
- I won't do anything mention above

Osa 4

5. Kuinka valitusprosessi on muuttanut tunteitaisi yritystä kohtaan, josta valitit? Valitse 1 vaihtoehto

- Tunteeni yritystä kohtaan ovat positiivisemmat kuin ennen valitusprosessia
- Tunteeni yritystä kohtaan ovat negatiivisemmat kuin ennen valitusprosessia
- Valitusprosessi ei ole muuttanut tunteitani yritystä kohtaa

5. How complaint process has changed your feeling concerning company which your complaint. Choose only ONE option.
- My feelings are more positive than it was before the complaint process
 - My feelings are more negative than it was before the complaint process
 - The complaint process has not changed my feeling

Osa 5

6. Sen lisäksi että, ongelma on ratkaistu, valitse 1 näistä, mikä olisi vaikuttanut eniten saadaksesi sinut tuntemaan tai toimimaan enemmän positiivisesti yritystä kohtaan?

- Minulle olisi tarjottu alennusta
- Minulle olisi tarjottu ylimääräinen tuote tai palvelu
- Anteeksipyyntö ja pahoittelu
- Tuntisin että, palautettani arvostettaisiin
- Tuntisin että, palautteellani olisi merkitystä
- Mikään ylläolevista ei olisi vaikuttanut mielipiteeseeni

Part 5

6. In case that your issue has solved, choose 1 from below which would make you feel more positive concerning company
- I would be offered a discount
 - I would be offered an additional product or service
 - Apologize and saying sorry
 - I would be felt that my feedback is respected
 - I would be felt that my feedback means something
 - Nothing above has not been affected my opinion

PostNord Asiakaspalvelu

7. Kuinka samaa mieltä olet seuraavista väittämistä koskien PostNordin asiakaspalvelua?

	Täysin samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Täysin eri mieltä
Mielestäni Postnordin asiakaspalvelu on ystävällistä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni Postnordin asiakaspalvelu kuuntelee asiakasta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin asiakaspalvelu reagoi nopeasti?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin asiakaspalvelu ymmärtää asiakkaan tarpeet palvelutilanteissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin asiakaspalveluilla on tarvittava osaaminen ja valta ratkaista ongelmani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 6 – PostNord customer service

7. How do you agree with the following statements concerning PostNord customer service? (Scale: Totally agree, some point agree, some point disagree, totally disagree)

- In my opinion PostNord customer service is friendly
- In my opinion PostNord customer service listening customer
- In my opinion PostNord customer service react fast
- In my opinion PostNord customer service understand customer needs in service situation.
- In my opinion PostNord customer have needed skills and mandate to solve my issues.

PostNord kuljettaja ja noutopisteen henkilökunta

8. Kuinka samaa mieltä olet seuraavista väittämistä koskien PostNordin kuljettajia/noutopisteen henkilökuntaa?

	Täysin samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Täysin eri mieltä
Mielestäni Postnordin kuljettaja/noutopisteen henkilökunta ovat ystävällisiä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni Postnordin kuljettaja/ noutopisteen henkilökunta kuuntelevat asiakasta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin kuljettaja/ noutopisteen henkilökunta reagoivat nopeasti?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin kuljettaja/ noutopisteen henkilökunta ymmärtävät asiakkaan tarpeet palvelutilanteissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni PostNordin kuljettajilla/noutopisteen henkilökunnalla on tarvittava osaaminen ja valta ratkaista ongelmani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 7 – PostNord drivers and service point personnel

8. How do you agree with the following statements concerning PostNord drives and service point personnel? (Scale: Totally agree, some point agree, some point disagree, totally disagree)

- In my opinion PostNord drives and service point personnel are friendly
- In my opinion PostNord drives and service point personnel listening customer
- In my opinion PostNord drives and service point personnel react fast
- In my opinion PostNord drives and service point personnel understand customer needs in service situation.
- In my opinion PostNord drives and service point personnel have needed skills and mandate to solve my issues.

Ystävällinen yhteydenotto

9. Mikä seuraavista yhteydenottotavoista voidaan kuvata sanalla: "Ystävällinen"

	Kyllä	Ei
Henkilö soittaa minulle antamaani puhelinnumeroon	<input type="radio"/>	<input type="radio"/>
Minulle lähetetään tekstiviesti	<input type="radio"/>	<input type="radio"/>
Minulle lähetetään What's up/ Messenger viesti	<input type="radio"/>	<input type="radio"/>
Minulle lähetetään sähköpostia	<input type="radio"/>	<input type="radio"/>
Erillinen tarkoitusta varten tehty sovellus (Esim. PostNord App)	<input type="radio"/>	<input type="radio"/>

Part 8

9. Which following contact methods may describe with word: "Friendly" (Yes/No)

- Person call me to the number which I have gave
- I will receive SMS message
- I will receive What's up/ Messenger message
- I will receive email
- Application which is made for specific purpose (For ex PostNord App)

Viimeinen pakettitoimitus

Kuvaa millainen oli viimeinen pakettitoimituksesi. Älä liitä vastaukseesi henkilötietojasi.

10. Mikä meni hyvin?

11. Mikä meni huonosti?

12. Mitä voisi tehdä paremmin?

Part 9 – Last package delivery. Describe your last package delivery. Don't mention any personal details.

10. What went well?

- Free text

11. What didn't go well?

- Free text

12. What could be done better?

- Free text

Yritysten arvot ja etiikka

13. Kuinka samaa mieltä olet seuraavista väittämistä koskien eri yritysten arvoja ja etiikkaa?

	Täysin samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Täysin eri mieltä
Luotan enemmän yrityksen, joka on rehellinen ja avoin noudattamissaan menettelytavoissa, vaikka en itse välttämättä ole samaa mieltä heidän kanssaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minusta ei ole riittävä, että yritykset sanovat toimivansa eettisesti oikein, heidän pitää todistaa se	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni moni yritys teeskentelee noudattavansa eettisesti oikeita käytäntöjä, jotta he voisivat enemmän palveluita ja tavaroita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mielestäni moni yritys teeskentelee noudattavansa eettisesti oikeita käytäntöjä, jotta he voisivat veloittaa enemmän palveluista ja tavaroista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 10 – Company values and ethics

13. How do you agree with the following statements concerning different companies' values and ethics? (Scale: Totally agree, some point agree, some point disagree, totally disagree)

- I trust more company, which is honest and open with its procedures, even if I am not necessarily agree with them
- In my opinion it is not enough that companies say that they are doing right, they must proof it.
- In my opinion many companies pretending following ethical code of conduct, that they could sell more products and services
- In my opinion many companies pretending following ethical code of conduct, that they could charge more from products and services

End text:

Thanks for your reply

Result of customer questionnaire

1. Sukupuoli

[Lisätietoja](#)

● Nainen	17
● Mies	10
● Muu / en halua vastata	0



2. Ikä

[Lisätietoja](#)

● 18 - 34 vuotta	9
● 35 - 49 vuotta	15
● 50 - 64 vuotta	3
● +65 vuotta	0



1. Gender

- Female
- Male
- Other, don't prefer to tell

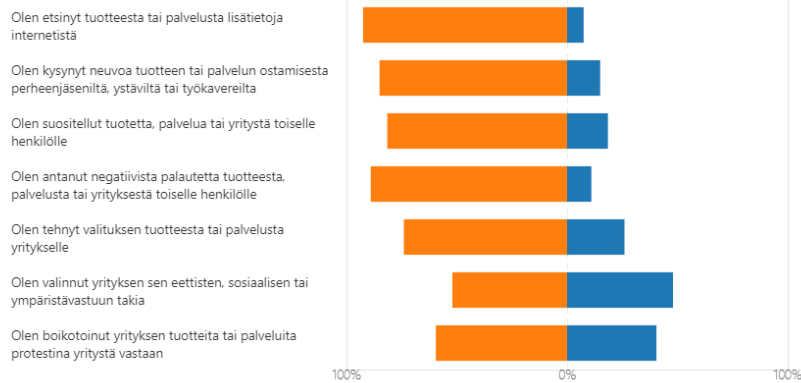
2. Age

- 18-34 years
- 35-49 years
- 50-64 years
- + 65 years

3. Mitä seuraavista olet tehnyt viimeisen vuoden aikana?

[Lisätietoja](#)

■ Kyllä ■ Ei



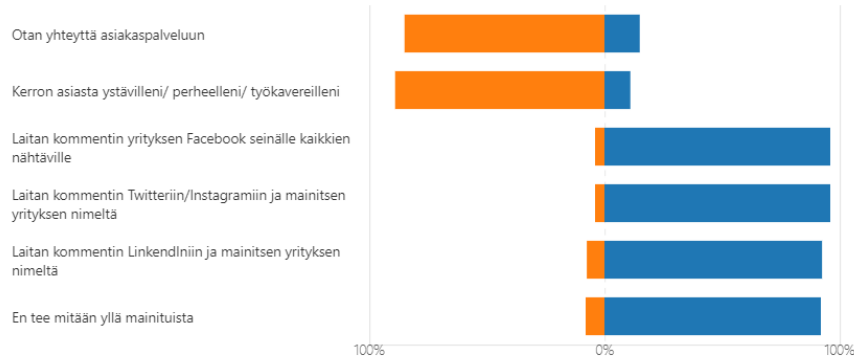
3. What following you have done during the past year? (Answer YES/NO)

- I have searched more information about product or service from internet
- I have asked advice about buying product or service from family member, friend or colleague
- I have recommended product, service or company to another person
- I have given negative feedback about product, service or company to another person
- I have complaint about product or service to a company
- I have chosen company because off company's ethical or socially responsible
- I have boycott company's product or service in protest company

4. Miten purat turhautumisesi, jos tilaamasi tuote ei saavu ilmoitettuun aikaan?

[Lisätietoja](#)

■ Kyllä ■ Ei



4. How you deal your frustration if product you have ordered did not arrive agreed time?
- I will contact customer service
 - I will tell it to my friends/ family/ colleagues
 - I will post a comment to company's Facebook wall that everybody sees it
 - I will post a comment to Twitter/ Instagram and mention company by name
 - I will post a comment to LinkedIn and mention company by name
 - I won't do anything mention above

5. Kuinka valitusprosessi on muuttanut tunteitaisi yritystä kohtaan, josta valitit? Valitse 1 vaihtoehto

[Lisätietoja](#)

- Tunteeni yritystä kohtaan ovat ... 7
- Tunteeni yritystä kohtaan ovat ... 9
- Valitusprosessi ei ole muuttan... 10



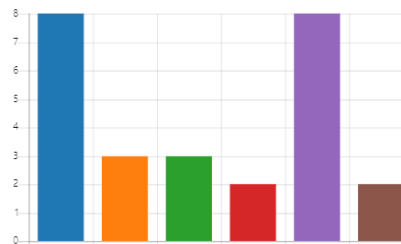
5. How complaint process has changed your feeling concerning company which your complaint. Choose only ONE option.

- My feelings are more positive than it was before complaint process
- My feelings are more negative than it was before complaint process
- Complaint process have not changed my feeling

6. Sen lisäksi että, ongelma on ratkaistu, valitse 1 näistä, mikä olisi vaikuttanut eniten saadaksesi sinut tuntemaan tai toimimaan enemmän positiivisesti yritystä kohtaan?

[Lisätietoja](#)

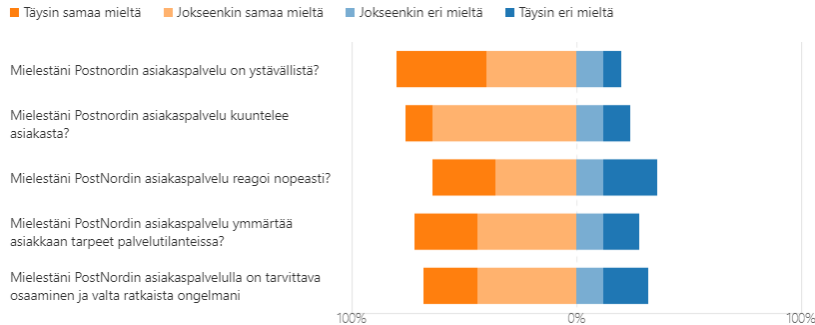
- Minulle olisi tarjottu alennusta 8
- Minulle olisi tarjottu ylimääräi... 3
- Anteeksipyyntö ja pahoittelu 3
- Tuntisin että, palautettani arvo... 2
- Tuntisin että, palautteellani oli... 8
- Mikään ylläolevista ei olisi vaik... 2



6. In case that your issue has solved, choose 1 from below which would make you feel more positive concerning company

- I would offer discount
- I would offer additional product or service
- Apologize of saying sorry
- I would feel that my feedback is respected
- I would feel that my feedback means something
- Nothing above has not affected my opinion

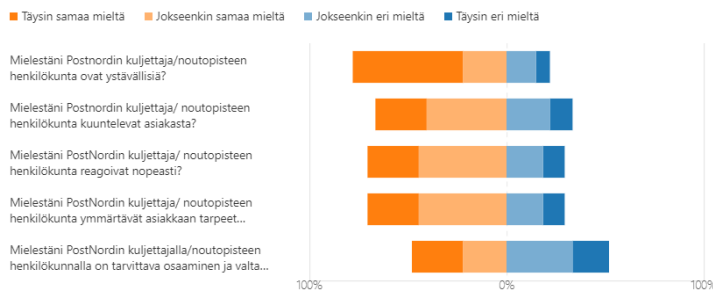
7. Kuinka samaa mieltä olet seuraavista väittämistä koskien PostNordin asiakaspalvelua?

[Lisätietoja](#)

7. How do you agree with the following statements concerning PostNord customer service? (Scale: Totally agree, some point agree, some point disagree, totally disagree)

- In my opinion PostNord customer service is friendly
- In my opinion PostNord customer service listening customer
- In my opinion PostNord customer service react fast
- In my opinion PostNord customer service understand customer needs in service situation.
- In my opinion PostNord customer service have needed skills and mandate to solve my issues.

8. Kuinka samaa mieltä olet seuraavista väittämistä koskien PostNordin kuljettajia/noutopisteen henkilökuntaa?

[Lisätietoja](#)

8. How do you agree with the following statements concerning PostNord drives and service point personnel? (Scale: Totally agree, some point agree, some point disagree, totally disagree)

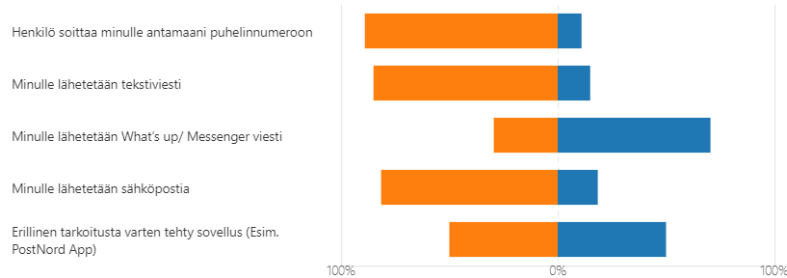
- In my opinion PostNord drives and service point personnel are friendly
- In my opinion PostNord drives and service point personnel listening customer
- In my opinion PostNord drives and service point personnel react fast
- In my opinion PostNord drives and service point personnel understand customer needs in service situation.

- In my opinion PostNord drives and service point personnel have needed skills and mandate to solve my issues.

9. Mikä seuraavista yhteydenottotavoista voidaan kuvata sanalla: "Ystävällinen"

[Lisätietoja](#)

■ Kyllä ■ Ei



9. Which following contact methods may describe with word: "Friendly" (Yes/No)

- Person call me to the number which I have gave
- I will receive SMS message
- I will receive What's up/ Messenger message
- I will receive email
- Application which is made for specific purpose (For ex PostNord App)

10. What went well?

- Free text

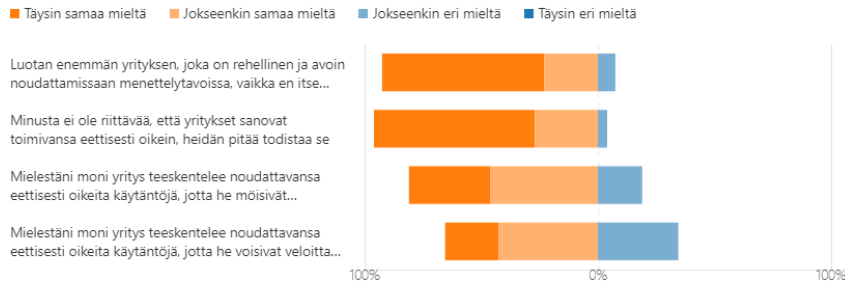
11. What didn't go well?

- Free text

12. What could be done better?

- Free text

13. Kuinka samaa mieltä olet seuraavista väittämistä koskien eri yritysten arvoja ja etiikkaa?

[Lisätietoja](#)

13. How do you agree with the following statements concerning different companies' values and ethics?

- I trust more company, which is honest and open with its procedures, even if I am not necessarily agree with them
- In my opinion it is not enough that companies say that they are doing right, they must proof it.
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- In my opinion many companies pretending following ethical code of conduct, that they could charge more from products and services

Customers stories of analytics vendors

Vendor/ Company	Main business area	Required features	Tool utiliser in company	Achieved benefits
Lumoa/Suunto	Sports watches, dive computers and compasses manufacture and markets	<ul style="list-style-type: none"> Need to automate the analytics of consumer feedback Easy to use service Text analytics support for several languages Smart analytics results without a huge onboarding effort 	<p>Application team, Consumer care team, Marketing team</p> <ul style="list-style-type: none"> Product management and designers use solution to test hypotheses and follow the feature improvements to prioritize the feature changes App team NPS score improved since starting point Analyzing the brand experience Feedback from consumer support and repair teams Analyzing website feedback in marketing 	<ul style="list-style-type: none"> Improved consumer experience through more agile and more data driven prioritization. This equals a revenue upside via retention, but the effect takes time to materialize in a hardware company. Cost savings in the Consumer Insight team via reduced amount of manual work. Cost savings in the leadership level via more effective decision making.
Lumoa/Holvi	Banking	<ul style="list-style-type: none"> Automate customer feedback collection and analysis. To make customer feedback actionable 	<ul style="list-style-type: none"> Product managers for improvement initiatives and track the impact of these initiatives. CSM: Promoters (happy customers) and the detractors (not-so-happy customers) are responded 	<ul style="list-style-type: none"> Turning customer feedback into action by launching Product Portal: List associated product improvements from customer feedback Set up intersectional teams to go through actionable customer feedback and work with these actions and report to customer afterward that their voices have been heard
Fonecta	Marketing and Advertising	<ul style="list-style-type: none"> A structured customer feedback management that would help to define how the company treated and wanted to treat the customers in the future. Feedback comes from several survey tools, multiple touchpoints and channels: all the way from SMS to emails 	<ul style="list-style-type: none"> 80 employees including the top management of the company, have access to the customer feedback 	<ul style="list-style-type: none"> Scale customer experience management - bring the data to the right stakeholders - without spending more resources steer the data and investigate each touchpoint separately

Vendor/ Company	Main business area	Required features	Tool utiliser in company	Achieved benefits
Lumoa, Hygga	Healthcare	<ul style="list-style-type: none"> Need to develop customer experience and impact to improve customer satisfaction Find the root causes of customer churn 	<ul style="list-style-type: none"> Customer feedback connected company decision makers Manager shared customer feedback with employees 	<ul style="list-style-type: none"> Voice of the customer has become an essential part development heavily influences the way the company works Customer implemented the new culture oriented on customers customer experience as a competitive advantage willingness to listen to the customers and to improve all the time
Lumoa, Vainu	Internet	<ul style="list-style-type: none"> Need to automate the analytics of consumer feedback simplifying and optimizing the customer feedback 	<ul style="list-style-type: none"> Product/ Service development Feature prioritising for product development and customer service 	<ul style="list-style-type: none"> Improved customer-oriented development by confirming teams' thoughts less time spent on analysis
Lumoa, Heltti	Healthcare	<ul style="list-style-type: none"> Need actionable feedback in real-time 	<ul style="list-style-type: none"> Employees and top management in daily operations Result follow up in board level bi-weekly customer forum for all person accountable All stakeholder receives their own customer feedback 	<ul style="list-style-type: none"> Nearly doubled NPS in 6 months
Lumoa, Terveystalo	Healthcare	<ul style="list-style-type: none"> Bring customers closer to the strategic decisions Collecting open text feedback 	<ul style="list-style-type: none"> Product and service development Customer feedback is shared widely on organisation to to engage and motivate people in developing customer experience further. 	<ul style="list-style-type: none"> Customer feedback has played an essential role in developing digital services, web and mobile applications. Customer experience has become a vital part of any project Have been able to validate several hypotheses by using data

Appendix 2/10

Vendor/ Company	Main business area	Required features/ Challenges	Tool utiliser in company	Achieved benefits
Canny/ Ahrets	Internet search SEO	<ul style="list-style-type: none"> Get all feedback consolidated into one, organized place. Make sense of a large volume of feedback. Making it easy to understand and prioritize. Be able to follow up with customers to build on customer relationships. 	<ul style="list-style-type: none"> The product team product development Designers use tool as a reference and can ask questions to understand user goals. 	<ul style="list-style-type: none"> Community-driven product development <ul style="list-style-type: none"> Open customer feedback list for request Everybody may see priority features
Canny/Clickup	Project management platform	<ul style="list-style-type: none"> The product team needs to prioritize a large volume of feedback. The customer success team needs to continue the feedback loop. Interacting with users creates a sense of collaboration. Their users need a simple, effortless way to voice their feedback. 	<ul style="list-style-type: none"> Product development <ul style="list-style-type: none"> All feedback in tracked to the tool User may vote features request 	<ul style="list-style-type: none"> Product team have managed to get unprecedented insight into the product they're building improve the overall user experience (creating and improving features to creating better user onboarding) Easy to follow up on a requested feature from a very targeted set of users Decrease customer support issues, previously abt 10 % CS inquires was related to feedbacks Built a very active community with using tool - Users feel like their feedback gets taken seriously
Canny/ ReadMe	Software development	<ul style="list-style-type: none"> Helps understand the biggest problems customers were facing to inform product decisions. Was customer-facing so the team wouldn't have to manually track requests. Aggregates requests in one place, removing the issue of duplicate requests. 	<ul style="list-style-type: none"> Product development 	<ul style="list-style-type: none"> Using customer feedbacks in product roadmap customers feel more respected when team is listening and cares about their feedback
Canny/ Bench	Bookkeeping	<ul style="list-style-type: none"> Helped organize feedback and open it up to the whole company Was easy to set up and introduce in the company Would limit access to only their internal team 	<ul style="list-style-type: none"> Only for company internal feedback channel Product team 	<ul style="list-style-type: none"> All feedback in one place and in rank order The tool change company culture, it gives people a voice they didn't have before. People feels that tools is primary channel to get eyes on a problem. It brought transparency to the culture

Appendix 11/3

Vendor/ Company	Main business area	Required features/ Challenges	Tool utilised in company	Achieved benefits
Wonderflow/ Global insurance company	Insurance	Investigate the different communication channels to the large international insurance company which major stakeholders are: <ul style="list-style-type: none"> Business to business: the relationship between the company and partners and agents Business to consumer: contact with end-users 	<ul style="list-style-type: none"> chat interactions between the company headquarters and the regional insurance agents the customer service team aim here was to anticipate common questions and issues in order to prevent them from happening while increasing customer satisfaction. 	<ul style="list-style-type: none"> B2B – Agent Experience increased by 40% B2C – Emails to customer service decreased with 8% the workload on the customer service department could be reduced with a timeline for further reductions. marketing department more time and budget to concentrate on clients in order to work on a lifetime relationship. transforms the nature of customer experience a clear roadmap of how customer engagement programs can be initiated and implemented.
Wonderflow/ Global electronics company	Electronics	<ul style="list-style-type: none"> analyzing the product reviews and revealing the underlying trends Launching new products requires access to immediate customer feedback analysis 	<ul style="list-style-type: none"> Multiple departments globally and many business users use the Wonderboard Over 500 business users are trained to use the Wonderboard 	<ul style="list-style-type: none"> Over €600,000 saved on external market research solutions each year Over 20,000 new reviews analyzed every month In total, over 1,000,000 reviews analyzed from German and English sources Individuals and teams reduced up to 90% of their existing processes to gather, analyze and scrape customer feedback, saving them many hours every day
Wonderflow/ Consumer electronics and hardware company	Software	<ul style="list-style-type: none"> Managing the customer feedback process for over 20 apps and languages 	<ul style="list-style-type: none"> used by different departments within the company. Users already save time by eliminating unnecessary or duplicate processes. 	<ul style="list-style-type: none"> The company is now able to analyze all customer reviews, rather than picking samples Increased coverage of sources to include 20+ local language app store sources (as well as Amazon for their hardware business) Increased product sales through predictive analytics, highlighting potential improvements Streamlined market feedback process for product launches
Wonderflow/ e-commerce platforms	On-line shopping	<ul style="list-style-type: none"> Brand reputation management via anti-counterfeit Tracking counterfeit and fake goods 	<ul style="list-style-type: none"> Legal dep Brand management 	<ul style="list-style-type: none"> The company is now able to decrease counterfeits being online within 90 days through proactive analysis Enormous financial upside for the client. A conservative calculation showed that the company saved itself 15 million USD in missed sales as well as the cost associated with less brand damage per year Huge advantage for e-commerce reseller in fewer returns, less commercial loss, building consumer trust through supplying real brands

Vendor/ Company	Main business area	Required features/ Challenges	Tool utilised in company	Achieved benefits
Etuma/ Finnair	Aviation	<ul style="list-style-type: none"> categorizing contact center tickets consistently and fast using multiple languages automate the categorization of all incoming claims in real time within Finnair's contact center platform 	<ul style="list-style-type: none"> Finnair staff and agent 	<ul style="list-style-type: none"> Being able to monitor and follow up on service issues and to detect service improvement areas is crucial
Etuma/ Art.com	online specialty retailer of high-quality wall art and complementary décor	<ul style="list-style-type: none"> having trouble getting actionable insight quickly enough from their large volumes of multi-channel and multi-language feedback. E-commerce is a fast-paced and unforgiving retail environment, and news of a retailer's mistakes escalate quickly through social media and can potentially cost them lots of customers. 	<ul style="list-style-type: none"> Product development 	<ul style="list-style-type: none"> aggregate and consistently categorize their multi-language feedback from all channels in real time. enabled Art.com to make operational improvements and develop their products more quickly and based on information rather than hunches.
Etuma/ Betsson	Gambling	<ul style="list-style-type: none"> Betsson was having trouble extracting brand-specific and app-specific information from their high volumes of feedback. When we met them, they explained that their biggest challenge was routing relevant comments to their product managers in order to help them prioritize development activities. 	<ul style="list-style-type: none"> Product managers Product development 	<ul style="list-style-type: none"> analyze all incoming multi-language feedback—including NPS survey responses and contact center tickets—to extract product-specific comments and route them to the appropriate product managers fast. Our integrated translation service enables their customer experience analysts and product managers to drill down and read the actual feedback comments in the languages they understand.