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CUSTOMER ACQUISITION IN THE TRANSPORTATION BUSINESS

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This thesis was made for a case company, which is an international logistics company. The aim of the Bachelor's Thesis was to make a list of potential customers and industry analysis for the case company so they can use them in their future plans and operations.

The theoretical topics discussed in this study consist of transportation, customer acquisition and industry analysis. The main focus is on customer acquisition and understanding the different stages of the customer acquisition process. The thesis introduces the basics of the transportation and industry analysis. The theoretical parts were compiled using primary information from books, articles, and Internet sources.

In the empirical part of the study the thesis is done mainly as an Internet desk study. The other information sources used are interviews, and analyzing different industries. The goal for the thesis was to find as many potential customers as possible from the new and strong line of businesses and make a good industry analysis which would be helpful for the case company.

Description of the research design is explained in its own section of the thesis. This section defines the research methodology, validity and reliability, and research process of the thesis. The research process clarifies how the information is collected for the list of potential customers.

The research result chapter includes the list of potential customers and industry analysis. The list consists of 100 different potential customers from the six main lines of businesses and they are; LED-lighting, electricity, metal, wind power, real estate & construction and solar energy. Altogether the list includes 15 different lines of businesses. The analysis includes the research process, reviewing the questions asked from the different industries, and the conclusion of the analysis.

In the conclusion part, the researcher is summarizing the whole process of the thesis. The researcher explains his own opinions of the research and recommendations for the case company.

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Tämä opinnäytetyö on tehty toimeksiantona eräälle kansainväliselle logistiikkayritykselle. Tämän opinnäytetyön aiheena oli tehdä toimeksiantajalle lista potentiaalisista asiakkaista ja toimiala-analyysi, joita he voivat hyödyntää tulevaisuuden suunnitelmissa ja toimenpiteissään.

Tutkielman teoreettisessa osuudessa käsitellään kuljetusta, uusasiakashankintaa ja toimialojen analysointia. Pääpaino teoriaosuudessa on uusasiakashankinnalla ja sen eri vaiheilla. Teoriaosa on kerätty käyttämällä erilaisia tietolähteitä kuten kirjoja, artikkeleita ja Internet-sivustoja.

Empiirinen osa opinnäytetyöstä on pääasiallisesti tehty kirjoituspöytätutkimuksena. Tietoa on myös kerätty haastatteluista ja analysoimalla eri toimialoja. Tutkimuksen tavoitteena oli löytää mahdollisimman paljon potentiaalisia asiakkaita uusista ja vahvoista toimialoista, sekä tehdä hyvä toimiala-analyysi, joka olisi hyödyllinen toimeksiantajalle.

Tutkimusmenetelmät ja tutkimusprosessi on kuvattu omassa osiossaan. Tämä osio sisältää tutkimusmenetelmän ja luotettavuuden arvioinnin, sekä tutkimusprosessin. Tutkimusprosessiosio täsmentää, miten tieto on kerätty potentiaalisten asiakkaiden listalle.

Tutkimustulososiossa on esitelty lista potentiaalisista asiakkaista ja toimiala-analyysi. Listaan on sisällytetty sata potentiaalista asiakasta kuudelta tärkeimmältä toimialalta ja ne ovat; LED-valaistus, metalli, sähkö, tuulivoima, aurinkoenergia ja kiinteistöt & rakentaminen. Yhteensä lista koostuu 15:sta eri toimialasta. Analyysiin on sisällytetty tiedonkeruu, kysymysten läpikäynti ja yhteenveto analyysistä.

Loppupäätelmä vaiheessa tutkija tekee yhteenvedon koko opinnäytetyöprosessista. Tutkija kertoo hänen omat mielipiteensä tutkimuksesta ja suosituksensa yritykselle.

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1. INTRODUCTION

The competition for the potential customers is always tough, and especially with the transportation companies. Transportation companies focus on how to receive the highest number of customers. The case company was asking to find as much potential customers as possible to use their transportation services.

The search for potential customers was limited so that the researcher had to ignore the lines of businesses that are declining and concentrate on the rising and strong lines of businesses. For example, the wood industry is struggling in Finland. In recent months, we have seen from the news that few paper mills are closing their own wood factories in Finland and also they are firing lots of people. As we all know, the climate change, global warming, wind power and solar energy are the hot topics today. And also, the common goods such as; metal, electricity and furniture are products that we can not live without so the researcher had to find the potential customers from those rising and strong lines of businesses. This research is done as an Internet desk study.

When this research was started the financial situation in Finland and also in Europe was totally different than it is now. This coming depression season in Finland has also affected to the Bachelor's Thesis. The success of the strong lines of businesses has decreased. Right now, there are not many industries in Finland that could be called a strong line of business. Many companies from the strong lines of businesses have laid off their employees. So the validity of the research has suffered a little bit but still the businesses need to transport their products so many of those potential customers would need the case company's transportation services.

The researcher's job for the list of potential customers was to find the names of the companies, contact information, line of the business, and a small description of the company. Then it is the case company's job to make the contact to those customers. Researcher made the list of companies and classified them into different provinces. For the industry analysis the researcher analyzed the new and

strong lines of businesses' transportation. The researcher interviewed companies from those industries and asked their opinions about the transportation of the goods. The researcher made the analysis and found the different pros and cons in transportation from those various industries.

The thesis focuses on customer acquisition. The list of potential customers is big a part of the thesis and the theory focuses on understanding the different stages of the customer acquisition process. This thesis will also provide information on transportation and industry analysis in general. The empirical findings obtained through interviews, Internet sourcing, and analyzing different industries. The findings are linked and presented along with the theory. At the end of the thesis the researcher summarizes the core findings.

Because of the confidential issues the case company is not revealed in this thesis, but here the case company company's main function is explained briefly: The case company combines all transport and logistics activities around the world. The case company's services in Finland consist of international air and sea freight, European and national land transports, warehousing and integrated logistics services as well as scheduled cargo time-definite deliveries in the whole of Finland.

2. RESEARCH PROBLEMS AND OBJECTIVES

2.1 The objectives of the study

The purpose of the Bachelor's Thesis was to make a list of potential customers and industry analysis for the case company so they can use them in their future plans and operations. The objective of this study was to find as many potential customers as possible from new and strong line of businesses for the case company. The goal was to identify one hundred companies. The other objective was to make an industry analysis to understand the different pros and cons in transportation from the various industries.

2.2 The research problems

- How to conduct an industry analysis?
- Which are the new and strong lines of businesses?
- What has to be considered when acquiring new customers?
- Which are the potential customers that could need the services of the case company?

2.3 Conceptual Framework

The conceptual framework (Figure 1) for the study has been adapted from the model created by Hunter and Tietyen (1997). The researcher has added the transportation services to the framework meaning that all the activities that are explained in the boxes refers to case company. The conceptual framework describes researcher's part in customer acquisition for the case company. The boxes that are printed in black text are the areas that are discussed in this thesis and the grey boxes are the case company's responsibilities. At first, the researcher has to understand the transportation market. Then a plan has to be defined which in this study is the list of potential customers and industry analysis for the case

company. After that, the target segments needs to be solved, in this thesis they are new and strong lines of businesses. Then the segment needs has to be clarified which are the potential customers. At the end, there is a finished list of potential customers and industry analysis for the case company.

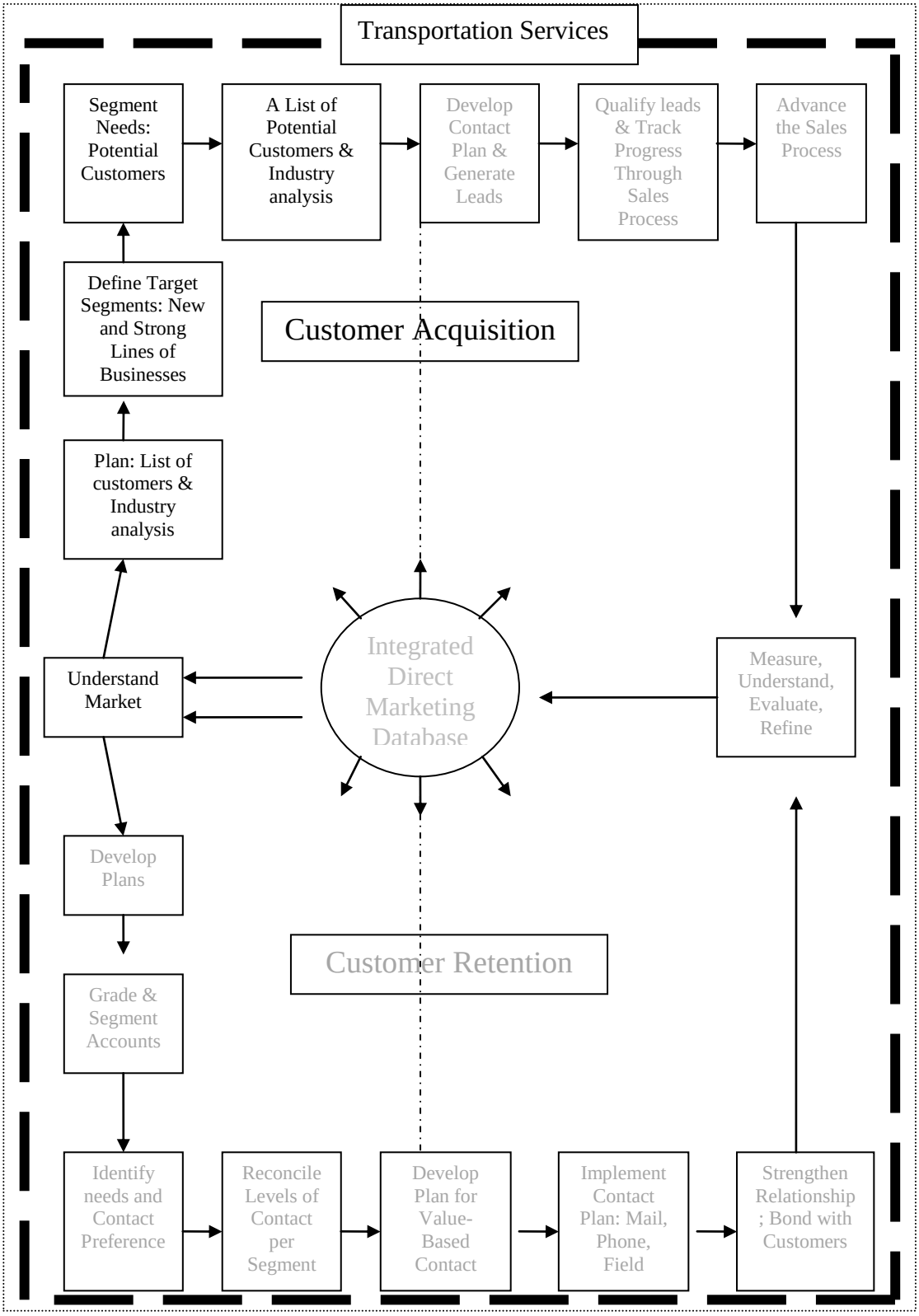


Figure 1. Conceptual Framework, modified from Hunter and Tietyen (1997, 247).

3. TRANSPORTATION

3.1 Definition of transportation

Transportation moves products to markets that are geographically separated and provides added value to customers when the products arrive on time, undamaged, and in the quantities required. In this way, transportation contributes to the level of customer service, which is one of the cornerstones of customer satisfaction: an important component of the marketing concept. (Lambert, Stock, Ellram, 2000, 217)

The transportation system is the physical link connecting a company's customers, raw material suppliers, plants, warehouses, and channel members – the fixed points in a logistics supply chain. (Langley, Bardi, Coyle, 2003, 338)

3.2 Transportation modes

There are five different transportation modes available – motor, rail, air, water, and pipeline. The case company has four of these services: motor, rail, air, and water. In addition, intermodal combinations are available: rail-motor, motor-water, motor-air, and rail-water. Intermodal combinations offer specialized or lowest cost services not generally available when a single transport mode is used. Other transportation options that offer a variety of services to shippers include freight forwarders, shippers' associations, intermodal marketing companies (or shippers' agents), third-party logistics service providers, parcel post, and air express companies. (Lambert, Stock, Ellram, 2000, 219)

3.2.1 Motor

The motor carrier is very much a part of any firm's logistics supply chain; almost every logistics operation utilizes the motor truck, from the smallest pickup truck to the largest tractor-semitrailer combination, in some capacity.

The motor carrier industry consists of for-hire and private carriers. Private motor carriers transport freight that is owned by the firm that owns/ leases and operates the trucks. The for-hire carriers are classified as regulated, contract, or exempt. Private carriers transport a variety of products, private truck transportation most commonly moves high-value, high-rated traffic and commodities requiring "personalized" service such as driver-salesperson operations.

The major advantage of motor transport over other modes is its inherent ability to provide service to any location. Truck transportation need not provide service only to customers located closest to a track, waterway, or airport. For the logistics manager, the motor carrier is the most accessible transportation mode existing to serve domestic markets today.

Weather conditions and highway traffic can disrupt motor services and thus affect transit time reliability. These factors affect the dependability of all motor carriers. A specific carrier's reliability relates to the operating efficiency the carrier achieves for a given link; this reliability may vary among the given carrier's links. While some motor carriers transport low-value products, such as coal and grain, and move products over long distances, motor carriers primarily transport manufactured commodities over relatively short distances. Characterized by high value, manufactured commodities include textile and leather products, rubber and plastic products, fabricated metal products, communication products and parts, and photographic equipments. (Langley, Bardi, Coyle, 2003, 349-350; Waters, 2003, 313-314)

3.2.2 Rail

Rail transport is most commonly used for heavy and bulky loads over long land journeys. Trains can maintain a consistent, reasonably high speed, and can link with other modes to carry containers and bulk freight. Rail services are organized in different ways. They are almost invariably public carriers (giving a service to

all other organizations) rather than private carriers (carrying goods for one organization).

One advantage of rail is that once the infrastructure is in place, it has very high capacity and low unit costs. This is another factor that discourages competition, as a track built by one organization between two points, will generally have enough capacity to meet all demand, and becomes unviable for a competitor to open parallel facilities.

Another advantage of rail is that the unit transport cost is low, so it can be used to move large volumes of relative low-priced materials, such as coal and minerals. For this reason, rail transport is more common in the earlier, upstream, parts of the supply chain. You are more likely to see organizations using rail for inbound raw materials than outbound finished goods.

The main disadvantage of rail is its inflexibility. All train services have to be timetabled in advance, so that they can all fit onto the same tracks. This leaves little flexibility for last minute or emergency deliveries. Despite this, train operators can provide a number of different services, perhaps offering merry-go-around services (where a train continually moves between two locations, such as a port and a factory), full train services (where customers hire an entire train), full wagon load attached to scheduled services, container transport, or shared wagons on scheduled services. (Langley, Bardi, Coyle, 2003, 346-349; Waters, 2003, 310-312)

3.2.3 Air

Although increasing numbers of shippers are using air fright for regular service, most view air transport as a premium, emergency service because of its higher cost. But when an item must be delivered to a distant location quickly, air freight offers the quickest time-in-transit of any transport mode. For most shippers, however, these time-sensitive shipments are relatively few in number or frequency.

Air transport provides frequent and reliable service and rapid time-in-transit, but terminal and delivery delays and congestion may appreciably reduce some of this advantage. On a point-to-point basis over short distance, motor transport often matches or outperforms the total transit time of air freight. It is the total transit time that is important to the shipper rather than the transit time from terminal to terminal.

Despite the limitations of air carriers, the volume of air freight has grown over the years and it shows continuing growth even in the face of higher rates. Undoubtedly, as customers demand higher levels of service and as international shipments increase, air freight will have a potentially greater role in the distribution plans of many firms. (Lambert, Stock, Ellram, 2000, 223- 224)

In common with shipping, airlines have problems getting materials to and from their journeys. There are all sorts of facilities located around major airports for moving materials from sources onto the right planes, and then away from planes and out to customers. Unfortunately, these transfers again take time, and can reduce the benefits of air travel. Another problem for airlines is their costs, over which they have very little control. (Waters, 2003, 315-316)

3.2.4 Water

Most supply chains use shipping to cross the oceans at some point, and over 90% of world trade is moved by sea. You can see the importance of shipping to a country like the UK, where 95% of freight arrives or leaves by ship. There are basically three types of water transport – rivers and canals (usually called inland waterways), coastal shipping (moving materials from one port to another along the coast) and ocean transport (across the major seas). Many countries have well-developed river and canal transport, such as Canadian and US use of the St Lawrence Seaway, and European use of the Rhine.

Realistically, though, most shipping is done by large vessels travelling through the world's shipping lanes. Some countries are fortunate enough to have coastline that can be used for international transport, and cities such as Rotterdam, Hong Kong and New York have developed huge ports. The world's 20 biggest ports handle over half of all world trade.

The main drawback with water transport is, of course, its inflexibility in being limited to appropriate ports. Journeys from suppliers and to customers inevitably need a change of mode, even if they are close to ports. The other problem with shipping is that it is relatively slow, and needs time to consolidate loads and transfer them at ports. However, such transfers can be made efficient, and then coastal shipping can compete with road transport, even for relatively short distances. (Langley, Bardi, Coyle, 2003, 351-354; Waters, 2003, 314-315)

3.2.5 Pipeline

The main uses of pipelines are oil and gas together with the utilities of water and sewage. They can also be used for a few other types of product such as pulverized coal and oil. Pipelines have the advantage of moving large quantities over long distances.

Unfortunately, they have the disadvantages of being slow (typically moving at less than 10 km per hour), inflexible (only transporting between fixed points), and only carrying large volumes of certain types of fluid. In addition, there the huge initial investment, pipelines are the cheapest way of moving liquids – particularly oil and gas – over long distances. Local networks can add flexibility by delivering to a wide range of locations (such as suppliers of water and gas to homes). (Karrus, 2003, 120; Waters, 2003, 316)

3.3 Choice of mode

Sometimes the choice of transport mode seems obvious: if a company wants to move heavy items between long distances they will use shipping. For land journeys, many organizations seen happy to put materials on lorries without much thought for the alternatives. The choice of mode depends on a variety of factors. Perhaps the main ones are the nature of materials to move, the volume and distance. Other factors include:

- value of materials, as expensive items raise inventory costs and encourage faster modes
- importance, as even low-value items that would hold up operations need fast, reliable transport
- transit times, as operations that have to respond quickly to changes cannot wait for critical supplies using slow transport
- reliability, with consistent delivery often being more important than transit time
- cost and flexibility to negotiate rates
- security, loss and damage
- schedules and frequency of delivery
- reputation and stability of carrier

(Gubbins, 1998, 51-53; McKinnon, Button, Nijkamp, 2003, 165-167)

As a rule of thumb, the cheapest modes of transport are the least flexible. The following table shows a ranking for the cost, speed, flexibility and load limits of different modes of transport. In table 1, the modes are ranked in order, with 1 being the best performance and 5 being the worst.

Table 1. Comparison of the modes of transportation (Waters, 2003, 316-317).

	Rail	**Road**	**Water**	**Air**	**Pipeline**
Cost	3	4	1	5	2
Speed	3	2	4	1	5
Flexibility	2	1	4	3	5
Volume/ weight limits	3	4	1	5	2
Accessibility	2	1	4	3	5

4. CUSTOMER ACQUISITION

Acquiring new customers is not always easy. The case company is a transportation company and their aim is to get as many customers as possible. To get one sale, a sales person might have to approach many prospects. Acquiring customers requires substantial skills in lead generation, lead qualification and account conversion. Lead generation refers to creation of prospective customer interest. Generating leads, the company develops advertisements and places them to the media that will reach the new prospects. These marketing activities aim to generate sales opportunities. Lead qualifying means identifying the good ones and screen out the poor ones. The prospect can be qualified by looking at their financial ability, volume of business, special needs, location and possibilities for growth. Accounting conversion involves making presentations, answering objections and negotiating final terms. (Kotler, 2000, 46; Kotler and Armstrong, 2006, 13-18)

In all, there are many issues to take into consideration when planning new customer acquisition. The main questions are, who, how, and what? The case company needs to know who the customers they want to get are, how they are going to get them, and what they are going to offer to attract and win the customers. The first step in the customer acquisition plan is prospecting the customers. However, the stages before starting the real customer acquisition

process needs to be implemented as well, because they go hand in hand and support the success of the activity. (Buttle, 2005, 269-273)

4.1 What is a new customer

It is essential for the case company to know what kind of new customer they might have. There are two different alternatives:

- New to a product category
- New to the company

New-to-category customers are customers who have either identified a new need or have found a new category of solution for an existing need. E.g. A company has a new product and they need the case company's transportation services. Sometimes, customers also become new-to-category because they find a new category to replace an existing solution. Customers can be new-to-category if they begin an activity that requires resources that are new to the business.

The second category of new customers is customers that are new to the company. New-to-company customers are won from competitors. In general, new-to-company customers are the only option for growing customer numbers in mature markets where new-to-category customers are not entering the market. New-to-company customers can be very expensive to acquire, particularly if they are strongly committed to their current supplier.

New customers can be difficult to identify in markets where customers exhibit portfolio purchasing. Customers buy on a portfolio basis when they buy from a choice set of several more or less equivalent alternatives. A customer who has not bought from one of the portfolio suppliers for a matter of months or even years may still regard the unchosen supplier as part of the portfolio.

You may encounter evidence of strategic switching by customers. These are customers who shift their allegiances from one supplier to another in pursuit of a better deal. Sometimes, a customer may have been regained a second or further time as a new customer. The customer would need to be targeted afresh. In

portfolio markets, a customer who has not purchased in quarter 1 may be treated as a new customer for promotional purposes in quarter 2, as the company attempts to reactive the customer. (Buttle, 2005, 271-273)

The goal for the case company is to identify those customers that will be strategically significant for the company's future. As a result of the process you should be able to identify a number strategically significant customers (SSCs), as follows.

- *High future lifetime value (LTV) customers:* These customers will contribute significantly to the company's profitability in the future.
- *High volume customers.* These customers might not generate much profit, but they might be of strategic value because of their absorption of fixed costs, and the economies of scale they generate to keep unit costs low.
- *Benchmark customers:* These are customers that other customers follow.
- *Inspirations:* These are customers who bring about improvement in the supplier's business. They may identify new applications for a product, product improvements or cost reductions. They may complain loudly and make unreasonable demands. (Buttle, 2005, 131-132)

4.2 Customer segmentation

The aim of customer segmentation is to recognize the suspects, meaning the customers that could fit the target market profile. Suspects include customers that could use the company's service but do not necessarily fit into the company's target market profile. In the case company the customer segmentation is defined clearly – their segments are the companies, they do not serve the normal households. Suspects become leads or prospects if they fit the target market and if they are evaluated as strategically significant customers. The prospects are potential customers that have identified a need for the offered service or products and also fit the company's target market profile. (Bennett, 2003, 213)

Consumer and business marketers use many of the same variables to segment their markets. Business buyers segment geographically or by benefits sought, user

status, usage rate, loyalty status, readiness state and attitudes. Companies should determine which customers they want to serve. By going after segments instead of the whole market, companies have a much better chance to deliver value to consumers and to receive maximum rewards for the close attention to consumer needs. Within the chosen industry, a company can further segment by customer size or geographic location. The company might set up separate systems for dealing with larger or multiple-location customers. Within a given target industry and customer size, the company can segment by purchase approaches and criteria. As in consumer segmentation, many marketers believe that buying behavior and benefits provide the best basis of segmenting business markets. (Kotler, Armstrong, Saunders, & Wong, 2001, 333-334)

Segmenting markets is a research – based exercise with several stages. These apply irrespective of whether the method used is simple demographics or complex and multivariate.

1. *Qualitative research.* Exploratory research techniques find the most motivations, attitudes and behavior of customers. Typical methods are focus-group interviewing, elicitation interviews or repertory grid techniques. At the same time, the researcher can find out the customers' view of competitive products.
2. *Quantitative research.* Quantitative research identifies the important dimensions describing the market. Data are gathered by mail or personal interviews from enough customers to allow analysis.
3. *Analysis.* The data collected depend on the sort of analysis to be used. The most common process is the use of factor analysis to remove highly correlated variables, then cluster analysis to find the segments.
4. *Validation.* It is important to check if the segments are real or have occurred by chance. Cluster analysis has an ability to extract interesting-looking clusters from random data, so this stage is critical. Validation can be by analyzing the statistics from the analysis.
5. *Profiling.* Each cluster is profiled to show its distinguishing attitudes, behavior, demographics and so forth.

(Kotler, Armstrong, Saunders, & Wong, 2001, 339-340)

4.3 Customer targeting

Customer targeting is a vital element of Customer Relationship Management (CRM), the key to finding the minority of "good" customers among the mass of prospects, and keeping them. Basically, the case company tries to target all the potential customers.

In conventional consumer marketing, customer targeting typically proceeds as follows. First, promotional initiatives, such as mailings, are directed at a limited sample of customers to test their response within a certain period of time, say three to six months. Second, a proportion of the response dataset is allocated to training and the remainder used for testing. Third, if the success rate exceeds a pre-determined threshold, the results are used for targeting. This approach is mainly transaction-oriented. Customers are treated as black boxes, only their final response or intention to buy being assessed, and those only in simple dichotomous terms: response or no response; buy or no buy. This is at least partly because customer buying behaviour is relative simple in this context.

In business-to-business marketing the emphasis is on relationships rather than transactions. Relative longer time spans and a greater number of processes are required to conclude a deal in industrial buying, which means that not only buying behaviour but also decision making behaviour need to be taken into account. At the same time, other connections between companies and their customers have to be managed. Instead of targeting customers who will respond or purchase in the short term, it is more reasonable for business-to-business marketers to target customers who are more likely to enter into a closer relationship with the company, both behaviorally and emotionally. (emeraldinsight.com, 2007)

4.4 Prospecting customers

Companies must choose which of several potential customers or segments to target for acquisition. The first major decision to be made for customer acquisition plan is the identification of prospects – identifying and qualifying potential customers. This allows companies to approach the right potential customers who are also most likely to be profitable. For the case company and most of the businesses the aim is to get the biggest and "richest" companies as the customers. Prospecting is an outcome of the segmenting and targeting process. Prospects are end-products of that process. Segmentation divides a heterogeneous market into homogeneous subsets, even down to a level of unique customer. Targeting is the process of choosing which market segments, clusters or individuals, to approach with an offer. There are many issues to be considered before implementing the customer acquisition plan. First of all, it is important to evaluate whether the customer is worth customer acquisition investment. (Buttle, 2005, 274-275)

In the B2B environment, it is very often the task of the salesperson to do the prospecting. The first step is generate the leads. Leads are individuals or companies that might be worth approaching. The lead then needs to be qualified. The qualification process submits all leads to a series of questions, such as:

- Does the lead have a need for my company's products or services?
- Does the lead have the ability to pay?
- Is the lead authorized to buy?

If the answers are yes, yes, yes, the lead becomes a genuine prospect. Ability to pay covers both cash and credit. Authority to buy may be invested in a named individual, a decision-making unit composed of a group of employees, a group composed of internal employees and external advisors or, in some rare cases, an external individual or group. Once leads have been qualified, CRM practitioners need to decide the best channels for initiating contact. A distinction can be made between direct-to-customer (DTC) channels such as salespeople, direct mail, and telemarketing and channels that are indirect, either because they use partners or other intermediaries or because they use bought time and space in media.

Sources of B2B leads:

- *Satisfied Customers.* Many companies are turning to satisfied customers who may be willing to generate personal referrals.

- *Networking.* A network may include members of a business association, friends from university or professional colleagues in other companies. In some countries it is essential to build and maintain personal networks.

- *Promotional activities.* These can also generate useful leads. Exhibitions, seminars, trade shows and conferences can be productive sources.

- *Publicity.* An important activity for some B2B companies is publicity. It is an outcome of public relations (PR) activity.

- *Websites.* Company websites can also be fruitful sources of new customers. Anyone with access to the Internet is a prospective customer.

- *Canvassing.* Canvassing involves making unsolicited calls, sometimes known as cold calls. Some companies have banned their salespeople from cold calling. Others outsource this activity to third parties.

- *Tele-marketing.* Telemarketing is widely used as a more cost-effective way of prospecting than using a salesperson. Telemarketing is a systematic approach to prospecting using the telephone and, sometimes, other electronic media such as fax and e-mail.

- *E-mail.* A growing number of companies are using e-mail for new customer acquisition. A huge advantage is that large proportions of business decision-makers have e-mail. It is very cheap.

(Buttle, 2005, 275-279)

4.5 Evaluation of potential customers

Evaluating new potential customers is important. It is crucial to keep in mind that not all potential customers are worth customer acquisition cost. There are many issues to be taken into consideration before implementing the customer acquisition plan. First of all, it is important to estimate whether the customer is worth customer acquisition investment by evaluating the value of the customer. Secondly if the prospect is currently using another supplier, that being your company's competitor, what is probability that the prospect will switch to your company and how much will you be earning from winning the customer. (Buttle, 2005, 274)

The goal of treating potential customers is to recognize and treat each potential customer as an individual. That said, if one individual is dissatisfied, odds are he will tell a collection of other individuals – one widely accepted marketing rule-of-thumb claims the average unhappy customer tells eight other potential customers about his negative experience. Such spreading of consumer disapproval turns the world of viral marketing, which depends on word-of-mouth from true believers, upside down. (Dyche, 2002, 7)

4.6 Customer acquisition costs

Customer acquisition cost is the total cost it takes for an organization to acquire a new customer. The most common method of calculating the acquisition cost is to divide the total amount spent on marketing (usually a specific campaign or promotion) by the number of new customers attracted by the campaign. The traditional approach to marketing campaigns in customer acquisition is when the marketing manager develops a combination of mass marketing (magazine advertisements, billboards, etc.) and direct marketing (telemarketing, mail, etc.) campaigns based on their knowledge of the particular customer base that was being targeted. (Sutherland & Canwell, 2004, 98)

The active acquisition of new customers using sales and external marketing efforts is required in most businesses. As a rule of thumb, getting a new customer costs five to six times more than it costs on top of normal service operations (sales calls, providing information about new goods or services, etc.) to keep an existing satisfied customer. In other words, it costs only 15-20% of what has to be invested in getting a new customer to keep an existing customer. (Grönroos, 2007, 145-146)

Many companies, particularly those in a B2B context, can trace revenues to customers. Revenues can be tracked in the sales and invoicing databases. Costs are an entirely different matter. If a company is to understand which of its customers is most profitable, it has to be able to trace costs as well as revenues to customers. Costs vary from customer to customer. In customer acquisition some customers require considerable sales effort to shift them from prospect to first-time customer status: more sales calls, visits to reference customer sites, free samples, engineering advice, guarantees that switching costs will be met by the vendor.

Activity based costing (ABC) is an approach to costing that splits costs into two groups: volume-based costs and order-related costs. Volume-related (product-related) costs are variable against the size of the order, but fixed per unit for any order and any customer. Material and direct-labour costs are examples. Order-related (customer-related) costs vary according to the product and process requirements of each particular customer.

Activity based costing sometimes justifies management's confidence in the Pareto principle, otherwise known as the 80:20 rule. This rule suggests that 80 per cent of profits come from 20 per cent of customers. ABC tells you which customers fall into the important 20 per cent. Research generally supports the 80:20 rule. For example, one report from Cooper and Lybrand found that in the retail industry the top 4 per cent of customers account for 29 per cent of profits, the next 26 per cent of customers account for 55 per cent of profits and the remaining 70 per cent account for only 16 per cent of profits. (Buttle, 2005, 124-127)

4.7 Creating customer value

Creating customer value with logistics is really important for the case company. There are different ways how the transportation companies offer value to their customers, for example, on-time delivery, shorter lead time, flexible response, less inventory, lower ordering costs, and reduced stock-out costs. In table 2, there are listed the different methods how to increase benefits and decrease costs with logistics.

Table 2. Increasing and decreasing customer value.

Increase benefits	Decrease costs
- Product, promotion, place - Service, information - Better service level, availability, quick response, total order cycle, no stock-outs - Tailor made products - Quality, packaging, recycling	- Price - Transport costs, transport planning - Distribution decisions - Warehousing decisions - Decrease inventory level - Economical order quantity - Forecasting

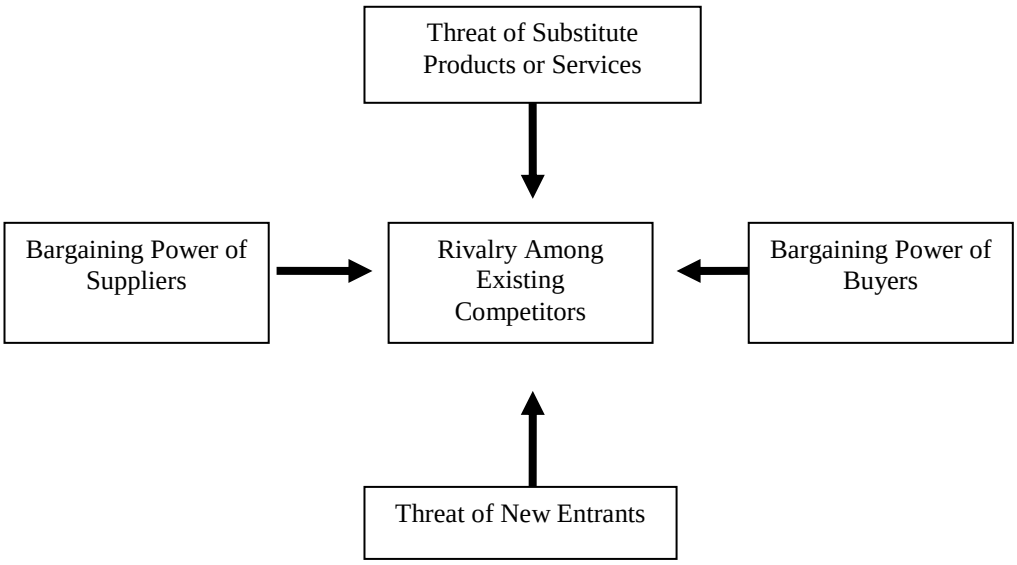
5. INDUSTRY ANALYSIS

5.1 Porter's five competitive forces

For the case company it is essential to be successful and profitable. To be able to manage that the case company needs to understand Michael Porter's (1985) five competitive forces that determines the industry profitability. The ultimate aim of competitive strategy is to cope with and, ideally, to change those rules in the firm's favour. In any industry, whether it is domestic or international or produces a product or a service, the rules of competition are embodied in five competitive forces: the entry of new competitors, the threat of substitutes, the bargaining

power of buyers, the bargaining power of suppliers, and the rivalry among the existing competitors (see figure 2 below). (Porter, 1985, 4)

Figure 2. The five competitive forces framework (Porter, 1985)



The strength of the five forces varies from industry to industry, and can change as an industry evolves. The five forces determine industry profitability because they influence the prices, costs, and required investment of firms in an industry – the elements of return on investment. The strength of each of the five competitive forces is a function of industry structure.

If the five competitive forces and their structural determinants were solely a function of basic industry characteristics, then competitive strategy would rest heavily on picking the right industry and understanding the five competitive forces better than competitors.

In any particular industry, not all of the five forces will be equally important and the particular structural factors that are important will differ. Every industry is unique and has its own unique structure. The five forces framework allows a firm to see through the complexity and pinpoint those factors that are critical to competition in its industry, as well as to identify those strategic innovations that

would most improve the industry's – and its own – profitability. The five forces framework does not eliminate the need for creativity in finding new ways of competing in an industry. (Porter, 1985, 5-7)

For the case company to grow bigger and be profitable they need to acquire new customers. Like the five competitive forces ask the companies to be innovative to improve the profitability, the case company tries to manage that. The case company tries to think out of the box and be creative. They attempt to acquire new customers but not just all the available. The case company asked the researcher to find new potential customers. While doing that they requested to do industry segmentation and find the potential industries. The researcher found six different industries where to find the potential customers that could cause profitable relationships with the customer for the case company.

5.2 Industry segmentation

Industries are not homogeneous. Segments of industry have a structure just as industries do, and the strength of the five competitive forces often differs from one part of an industry to another. Industry segmentation is necessary to address the central question of competitive scope within an industry, or what segments of an industry a firm should serve and how it should serve them.

In some industries there is a single buyer. More typically, though, there are many existing or potential buyers. These buyers are usually not all alike, but vary according to demographics, the characteristics of the industry in which they compete, location, and in other ways. Firms provide the link between products, services and buyers. Firms produce, sell, and deliver products and services through value chains in competition with each other. (Porter, 1985, 231-234)

The reason that industries must be segmented for competitive strategy formulation is that the products, services, buyers, are dissimilar in ways that affect their basic attractiveness or the way in which a firm gains competitive advantage in supplying them. Differences in structural attractiveness and in requirements for

competitive advantage among an industry's products and buyers create industry segments.

In theory, every individual buyer or product variety in an industry could be a segment, because the five forces or the value chain were somehow different for each. An industry segment is always a combination of a product variety and some group of buyers who purchase it.

Industry segments must also be defined independently of the scope of activities chosen by existing competitors. Segments stem from structural differences within an industry that competitors may or may not have perceived. A segment may be important even though no competitor is yet focusing on it. Industry segmentation should include potential product varieties and buyer groups as well as those that already exist. Potential segments can be the most important to identify because they offer opportunities for pre-emptive moves that create competitive advantage. (Porter, 1985, 235-237)

For the case company the researcher found six different industry segments. They are divided into two different segments, strong and new lines of businesses. The strong industries are; Metal Industry, Real Estate and Construction, and Electricity. The new lines of businesses are; LED-lighting, Solar Energy, Wind Power. For the case company these different industry segments could turn out to be profitable for them. If they manage to make steady transportation relationships with these potential customers and serves them well that could become a competitive advantage towards the competitors. In the next subchapters the basics of the different industries are introduced briefly and various products and services are enumerated.

5.3 Electricity

Electricity is the flow of electrical power or charge. It is a secondary energy source which means that we get it from the conversion of other sources of energy, like coal, natural gas, oil, nuclear power and other natural sources, which are called primary sources. The energy sources we use to make electricity can be renewable or non-renewable, but electricity itself is neither renewable nor non-renewable. Electricity is a basic part of nature and it is one of our most widely used forms of energy. Thomas Edison helped change everyone's life - he perfected his invention - the electric light bulb. (www.eia.doe.gov, 2008)

Electricity products and services:

Telephone network-, antenna-, and cable-TV installations; electrification of the business-, and industry buildings; electric maintenance and reparation; different kind of lamp alternatives for the indoor-, and outdoor lightning; selling of electric equipments.

5.4 LED-lighting

LED lighting has many advantages compared to the traditional incandescent lamp. The biggest is the possibility to save energy when energy becomes scarce, and the climate change caused by energy production causes concern. On the other hand, as LED-lights do not heat up, much, they are easy to install in places where the heat is harmful or can cause, for example, a fire danger. By adding a sufficient amount of luminous LED lamps, we can achieve sufficiently bright lighting in any area requiring resolution.

In addition, LED lights are much more durable than any other lighting technology. The lamps can last even 100,000 hours, meaning 10 years of continuous lighting. Traditional lamps only reach a fraction of that time. Although as they get older, the light efficiency of LEDs starts to fade, and they cannot withstand heat. In the lighting of a sauna, the age may be much shorter than, for example, in outdoor use.

LED-Lightning Products:

LED Light Bulbs, Finished Linear LED Light Bars, LED Desk Lamps - LED Task Lights, Bare LED Strips, LED Light Fixtures, LED Lighting Controls, Drivers for LEDS, Prewired LEDs, LED Landscape Lighting, Programmable RGB Systems and Color Changing Light Bars, Sign LEDs and Fixtures, LED Traffic Control Equipment, LED Motion Sensing Security Lights, LED Emergency Lights, LED Flashlight Replacement Bulbs, LED Safety Equipment, and Solar Power Stations. (www.led1.fi, 2008)

5.5 Metal industry

Metal industry is a highly energy intensive industrial sector. It has been estimated, that approximately ten percent of the world's energy consumption can be counted on metal industry and from this 10% the contribution of steel industry is almost a half. (energy-enviro.fi, 2008)

The metal industry is making the lives of people easier around the globe through their advanced innovations. In fact, we should not forget that all the industries around the globe are dependent upon metallic elements. Metals are an indispensable part of every industry for all machinery and equipments are made from metallic elements or alloys. The products of the metal industry have now become an almost indispensable part of our lives for everything we use are either directly made of metallic elements or alloys. (economywatch.com, 2008)

Metal products and services:

Installations, maintenance, and reparation work to the different kind of machines; manufacturing and selling different kind of low weight metal products e.g. sales-, magazine-, and brochure stands; and various high weight goods like lifting-, and expeditionary products and engine-, and turbin products.

5.6 Real Estate & Construction

Industries in the Real Estate are primarily engaged in renting or leasing real estate to others; managing real estate for others; selling, buying, or renting real estate for others; and providing other real estate related services, such as appraisal services. (business.com, 2008)

Real Estate & Construction products:

Saunas, houses, detached houses, vacation houses, apartments, business offices, warehouses, building construction and repair construction.

5.7 Solar energy

Solar energy refers primarily to the use of solar radiation for practical ends. All other renewable energies other than geothermal derive their energy from energy received from the sun. Solar technologies are broadly characterized as either passive or active depending on the way they capture, convert and distribute sunlight. Active solar techniques use photovoltaic panels, pumps, and fans to convert sunlight into useful outputs. Passive solar techniques include selecting materials with favorable thermal properties, designing spaces that naturally circulate air, and referencing the position of a building to the Sun. Active solar technologies increase the supply of energy and are considered supply side technologies, while passive solar technologies reduce the need for alternate resources and are generally considered demand side technologies.

Solar Energy Products:

Solar charger, Solar power panels, Solar Pocket Charger, Solar Backpack, Solar Battery, Solar Radios, Solar Navigator, MicroSolar Emergency Cell Phone, Solar

Motion Detector Light, Solar Battery Charger, Solar Cell Phone Charger, Solar Siren, and Solar Power Panel. (solarenergy.com, 2008)

5.8 Wind Power

Wind power is actually a form of solar power, because wind is caused by heat from the sun. Wind power should be considered an important component of any long-term energy strategy, because wind power generation uses a natural and virtually inexhaustible source of power—the wind—to produce electricity. That is a stark contrast to traditional power plants that rely on fossil fuels. And wind power generation is clean; it doesn't cause air, soil or water pollution. That's an important difference between wind power and some other renewable energy sources, such as nuclear power, which produces a vast amount of hard-to-manage waste.

One obstacle to increasing worldwide use of wind power is that wind farms must be located on large tracts of land or along coastlines to capture the greatest wind movement. As the need for clean, renewable energy increases, and the world more urgently seeks alternatives to finite supplies of oil, coal and natural gas, priorities will change. And as the cost of wind power continues to decline, due to technology improvements and better generation techniques, wind power will become increasingly feasible as a major source of electricity and mechanical power. (environment.about.com, 2008)

Wind Power Products:
Chimneys, Inside chimneys, Wind turbine towers, Pressure tanks, Storage tanks, Process tanks, Heat exchangers, Steel Silos, wind generators, wind energy systems. (toivalankonepaja.fi, 2008)

5.9 Analyzing strong and new lines of businesses

Strong Lines of Businesses

When this research was started the financial situation in Finland and also in Europe was totally different than it is now. This coming depression season in Finland has affected to the strong lines of businesses (Electricity, Metal, and Real Estate & Construction). All of these different industries are in bad situation especially the Metal, and Real Estate & Construction industries. Metal industry is laying off lots of people and many Real Estate & Construction firm is trying to get rid off of their buildings and selling their houses and buildings with the low price.

Even if the financial situation in Finland is bad still the different companies from the strong lines of businesses need transportation. It is good news for the transportation companies that there are still firms who want to use their services. One advantage with the strong lines of businesses is that they have many different kind of products and services that need transportation. So there are various opportunities for transportation. One disadvantage, especially with the Metal industry is that the products are easily breakable.

New Lines of Businesses

The situation with the new lines of businesses (LED-lighting, Wind power, Solar energy) is not very good either but the future looks bright. Right now, it seems that almost every industry is struggling in Finland. Once the financial situation improves in Finland the need of the new lines of businesses' products might increase tremendously so the case company should concentrate on these industries. Nowadays people try to reduce energy and electric costs. The advantage of these new lines of businesses' products is that they will help to cut down the energy and electric costs. One disadvantage is that the new lines of businesses may not have so many products to transport compared to the strong lines of businesses.

6. RESEARCH DESIGN

6.1 Research methodology

Methodology refers to a way how the research is carried out and conducted. The research can be either quantitative or qualitative. Quantitative research is based on numerical and statistical approach. Whereas qualitative research is based on meanings expressed through words. The differences between quantitative and qualitative data are explained in table 3. The study of this thesis is conducted in the form of a qualitative research, attempting to provide new potential customers for the case company and industry analysis which would clarify the transportation of the goods from the different industries.

Table 3. The distinctions between quantitative and qualitative data. (Saunders, 2003, 368-378)

quantitative data	qualitative data
- Based on meanings derived from numbers - Collection results in numerical and standardized data - Analysis conducted through the use of diagrams and statistics	- Based on meanings expressed through words - Collection results in non-standardized data requiring classification into categories - Analysis conducted through the use of conceptualisation

Qualitative data is usually obtained through any one of a variety of different research methods that range from unstructured to semi structured. The methods include interviews, focus groups, intensive interviews, participant observations, collection of oral histories and field notes derives from collection respondent's letter and diaries and public cultural/ archival texts. (Hesse-Biber & Leavy, 2004, 3)

The information researching was done as a desk study. According to Battelle (2006, 168-169) desk study is that you jump from site to site and page to page, to find the needed information. So the Internet was used for the information researching, and like Mr. Battelle addressed is his book, "Like it or not, you are now in a relationship of trust with your service provider." Researcher needed to trust for the information that was found from the various pages in Internet.

The method for gathering data for this thesis is structured interviewing meaning that the approach is to ensure that each interviewee is presented with exactly the same questions in the same order. Interviewing can be carried out face-to-face, telephone, mail, e-mail, or focus groups. In this thesis the interviews were carried out by telephone and e-mail interviews. (Saunders, 2003, 246-248)

6.2 Research Process

The Head of Strategic Sales of the case company, Mr. Joni Lehtonen, offered the topic for the Bachelor's Thesis. A meeting was arranged (21.8.2008) in Helsinki at their head office to discuss about the topic. The purpose of the Bachelor's Thesis was to find new potential customers from the new and strong lines of businesses for the case company. Researcher's job in this research was to find the names of the companies, contact information, line of the business, and a small description of the company. Then it is the case company's job to make the contact to those customers.

Mr. Lehtonen gave a list (see Figure 3 below) which showed the changes of the volume of industrial production in Finland from May 2006 to April 2008.

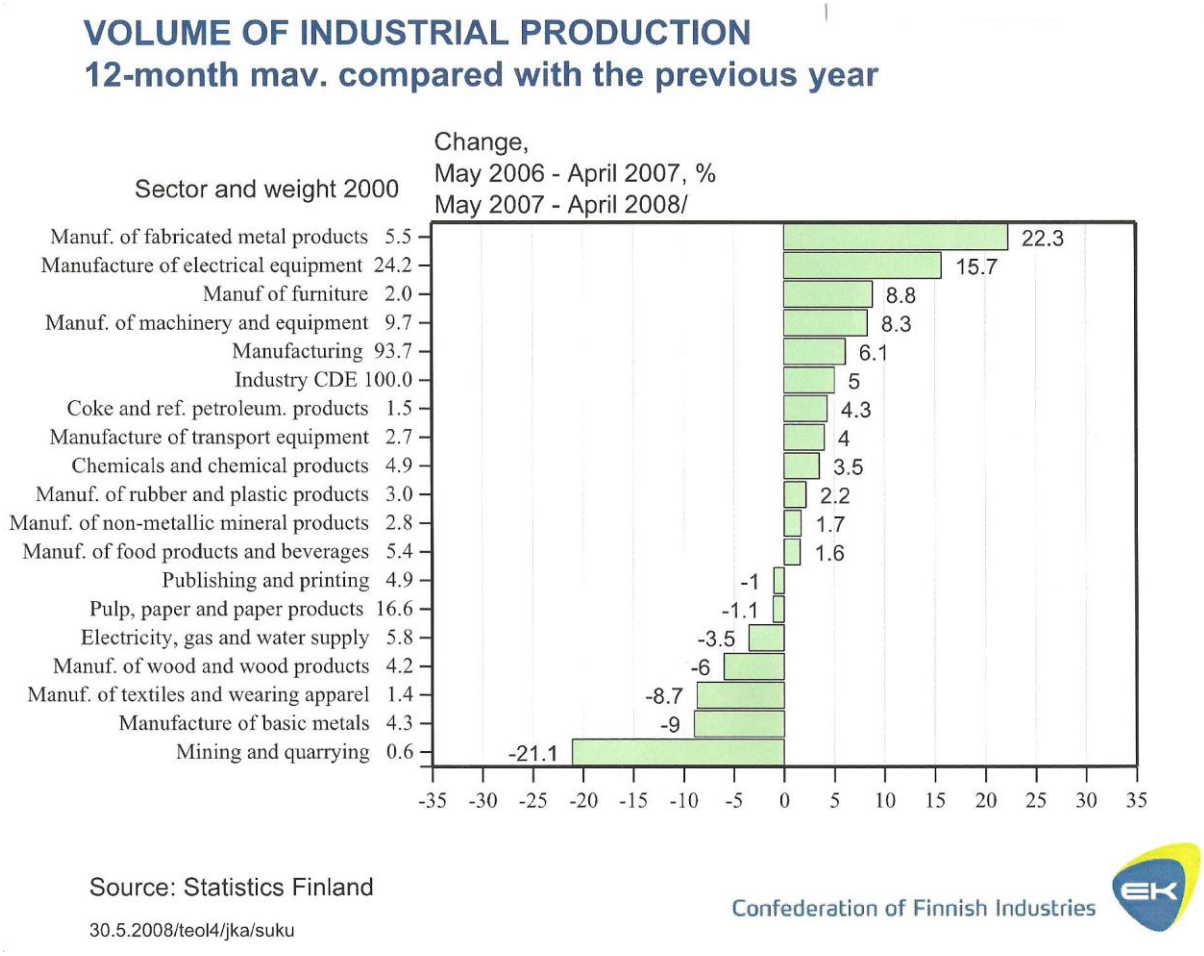


Figure 3. Volume of Industrial Production. (Confederation of Finnish industries, 30.5.2008)

The top three of the list were; manufacturing of metal products, manufacturing of electrical equipments, and manufacturing of furniture. Researcher decided to concentrate for those three strong lines of businesses; Metal, Electricity, and Furniture. But the furniture industry was changed to the bigger perspective into the Real Estate and Construction. Mr. Lehtonen also mentioned a few new lines of businesses. Researcher decided to grab two of those, Solar Energy and Wind Power. He also picked one more new line of business, LED-lighting. Researcher was familiar with this line of business because of working with it in previous semester in Business Simulation course, and knew that it was hot topic today. So the six main line of business were picked where to find the potential customers; Electricity, LED-lighting, Metal Industry, Real Estate and Construction, Solar Energy, Wind Power.

Researcher used lot of different kinds of company databases. There were so many options to look for the companies from the Internet so researcher decided to settle for these alternatives;

- www.suomenyritykset.fi
- www.yritysopas.com
- www.yritystele.fi
- www.020300200.com
- www.teloos.fi

Researcher tried to get new industrial information from EK (Elinkeinoelämän keskusliitto) and TEKES (Teknologian ja innovaatioiden kehittämiskeskus). Both of the companies are big researching companies in Finland. But either company did not give any new information. Google was also used for information researching.

Researcher had to decide what kind of database he is going to make for the case company and for the Bachelor's Thesis. He decided to use Microsoft Word 2007. There are six different provinces in Finland so the list is divided into six tables. All the six tables include four categories and they are; Line of Business, Name of Company, Contact Information, and Description of the Company. The categories are listed like this:

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY

When the researcher started to add the companies into the database he put them into alphabetical order in the Line of Business – category. If there were more companies in the same Line of Business – category, then the researcher put them into alphabetical order in the Name of Company – category.

Sometimes it was hard to find information for the Contact Information – category. Some companies had good web pages where to find the information but other companies had little amount of information of themselves. Mr. Lehtonen

mentioned that the most important things to the Contact Information – category was to find a phone number, e-mail address and the name of city. The name of city is important because Mr. Lehtonen is spreading the list of potential customers to the salesmen, depending on their job locations. Researcher tried to find the Head of Logistics person of the company who is responsible of the transportation. The other information tried to select to the category was the address of the company, fax number and web page. Researcher attempted to search the worker's phone -, fax number and e-mail address but if he did not manage to find them he replaced them with the company's numbers and addresses. Sometimes the researcher was not able to find the same information than from other companies but he put all the information of the company that was found to the category. So a complete category of Contact Information would look like this:

- Title of worker
- Name of worker
- Address of the company
- Post number and NAME OF CITY
- Phone number
- Fax number
- E-mail address
- Web page

Researcher usually wrote two to three sentences of the company to the Description of the Company – category. He put the basic information of the company; when the company has been established, what kind of business they do, and what kind of services they offer. But if the company did not have a web page and the information was not available the researcher only put the information of their services.

Researcher spent about one and half months (from the start of October to mid November, in 2008) for this information researching. In the beginning, the plan was to pick about 100 names of companies and the researcher managed to do that. He did not always pick all the companies that was found. Researcher tried to

choose the most informative companies available. But sometimes it was not possible. There are lots of companies in Finland from the strong lines of businesses (Metal, Electricity, Real Estate and Construction) so it was easier to select companies from those lines of businesses. But it was much harder to find companies from the new lines of businesses (Solar Energy, Wind Power, and LED-lighting) because they are smaller industries, so the researcher had to usually pick all the companies available. And also, in the Province of Åland, rarely the companies had web pages so the information from those companies is not very informative. On the other hand, the companies from the Provinces of Southern Finland and Western Finland had usually very good and comprehensive web pages so the information is more informative.

Researcher concentrated to six main lines of businesses; Electricity, LED-lighting, Metal Industry, Real Estate and Construction, Solar Energy, Wind Power. But he also found companies from other industries; Bio Energy, Car Industry, Clothing Industry, Environment, Furniture, Hybrid, Information & Communication Technology, Laser Energy, and Tyre Industry. 86 out of 100 companies are from the main lines of businesses. From the figure 4, you can see how the company distribution has done to the different lines of businesses. The chart shows the different lines of businesses and the bars above them appoints the amount of companies included to the line of business.

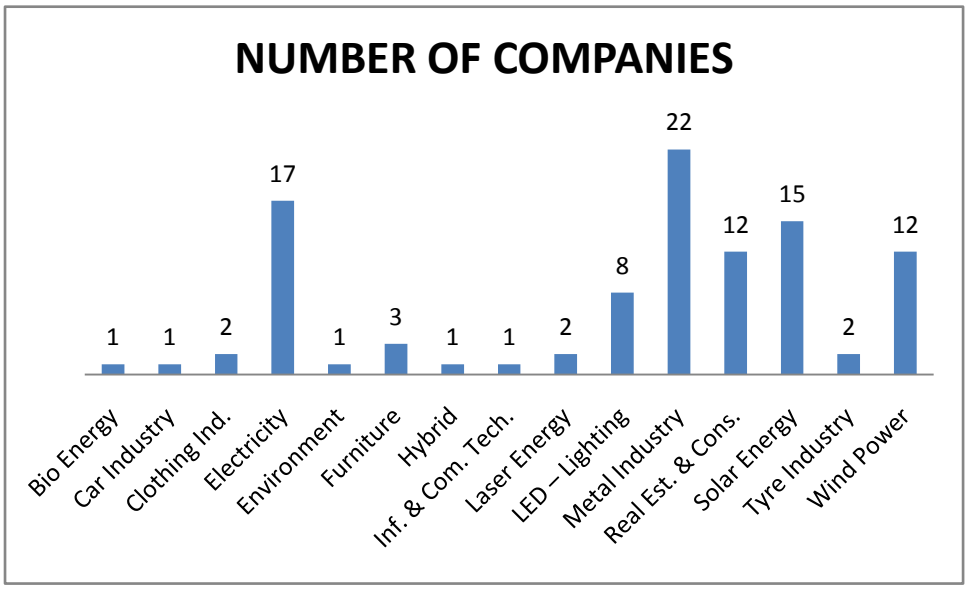


Figure 4. Company distribution to the different lines of businesses.

The company distribution to the different Provinces is as follow; The Province of Southern Finland has 21 companies, Western Finland 24, Eastern Finland 10, Oulu 10, Lapland 12, and Åland 23. The following figure 5, illustrates of how many companies has been selected to the different Provinces. The six Provinces are listed below of the chart and the amount of companies is shown with the bars.

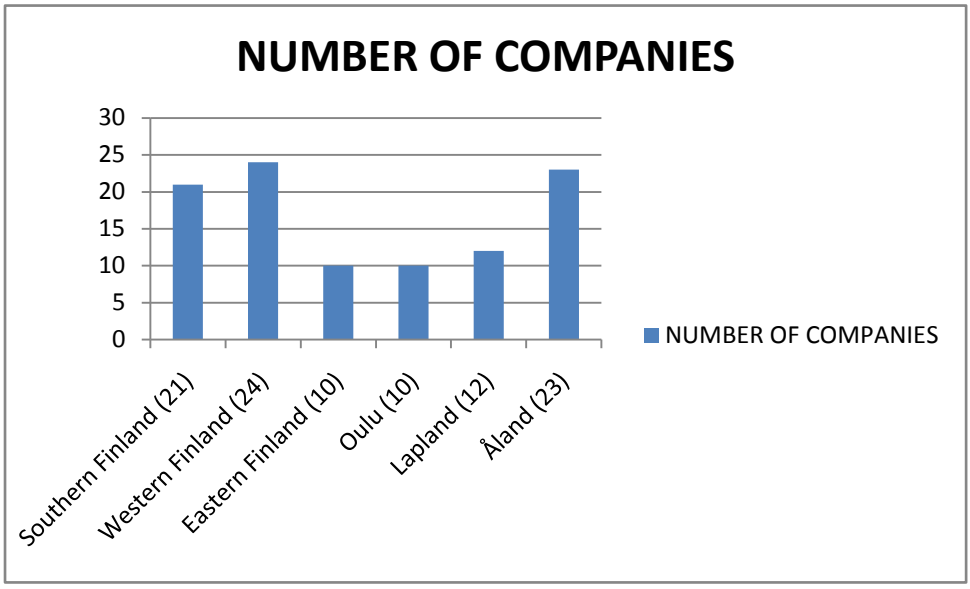


Figure 5. Company distribution to the different Provinces.

6.3 Validity and Reliability

Validity and reliability are the important elements that establish the truth and authenticity of the research. Since this thesis was conducted as an assignment from a case company, the researcher found it especially important, to assure the reliability and validity of the research. Reliability is the extent to which a repeated research procedure will obtain the same results. The validity of the research refers to the degree to which a study accurately covers and associates the concepts that the researcher is attempting to research. While reliability is concerned with the precision of the actual research procedure, validity is concerned with the study's success at assessing the concepts that the researcher was supposed to study. (Hirsjärvi, 2002, 157-159; Saunders, 2003, 36)

To ensure the validity of this research the industry analysis questionnaire was tested to make sure that the questions were understood correctly. Two different people read the questionnaire before it was sent to the interviewees. When the researcher interviewed with the telephone he tried to explain really carefully so there would have not been any misunderstanding with the questions. Reliability of searching the potential customers from the Internet is ensured. The different company databases that were used are well-known databases that many people use for information researching.

When this research was started the financial situation in Finland and also in Europe was totally different than it is now. This coming depression season in Finland has also affected to the Bachelor's Thesis. The success of the strong lines of businesses (Metal-, Electricity-, and Real Estate & Construction) has decreased. Right now, there are not many industries in Finland that could be called a strong line of business. Many companies from the strong lines of businesses have laid off their employees. So the validity of the research has suffered a little bit but still the businesses need to transport their products so many of those potential customers would need the case company's transportation services.

The results of the research are the most useful for the case company. The list of potential customers can be really beneficial because many of the prospects could turn to be a customer for the case company. But there is also a possibility that some of the companies from the list are already case company's current customers.

7. RESEARCH RESULTS

7.1 List of the potential customers

The list includes of 100 potential customers. The list is divided into six different Provinces and they are; The Province of Southern Finland, The Province of Western Finland, The Province of Eastern Finland, The Province of Oulu, The Province of Lapland, and The Province of Åland. The companies are collected from 15 different lines of businesses. The main lines of businesses in the list are; Electricity, LED-lighting, Metal Industry, Real Estate and Construction, Solar Energy, Wind Power.

7.1.1 The Province of Southern Finland (21 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Clothing Industry	Ammattiasut Provestis	Sales Manager Jukka Laakkonen Suonionkatu 23 53600 LAPPEENRANTA Phone: 044 2868826 jukka.laakkonen@provestis.fi www.provestis.fi	-A clothing company. -The company is a specialty store for the labour- and business clothing. -Deliveries around Finland.
Environment	Agri-Kymi Oy	General Manager Jaakko Pirinen Kaupinkatu 4 45130 KOUVOLA Phone: 020 7432041 jaakko.pirinen@agrikymi.fi www.agrikymi.fi	-Provides effective and Finnish agriculture machines to the customers.
LED-Lighting	Cariitti Oy	General Manager Peter Ruokonen Munkinmäentie 6 02400 KIRRKONUMMI Phone: 09 2219040 Fax: 09 22190440 peter.ruokonen@cariitti.com www.cariitti.com	-An optical fibre- and LED-lamp manufacturing company. -The company is a forerunner for the innovative lamp systems. -The company takes environment into consideration in their operations.
LED-Lighting	Leditsee Oy	Kalliotie 2 04360 TUUSULA Phone: 9 3505 3114 Fax: 9 3505 3111	-Combines the light and hat with the LED-lights.

		info@leditsee.com www.leditsee.com	-Leditsee hat users: Mechanics, security men, chimney sweepers, boatmen, and hunters uses Leditsee' hats. -The company takes environment into consideration in their operations.
LED-Lighting	L.E.D Lux	Kettutie 19 00800 HELSINKI Phone: 09 72790300 info@ledlux.fi www.ledlux.fi	- LED-light importing company. -Their business concept is to import the innovative electric- and electronics products. -Targets: homes, restaurants, boats, cars.
LED-Lighting	Osram OY AB	General Manager Ismo Korhonen Vanha Porvoontie 229 01380 VANTAA Phone: 09 74223300 Fax: 09 74223374 ismo.korhonen@osram.fi www.osram.fi	-Company brings different options for the home-, industry-, and office lightning. -Products: light bulbs, lamps, LED-lights.
Metal Industry	Man-Metalli Oy	Jaspilankatu 13 04250 KERAVA Phone: 09 2747940 Fax: 09 2426606 harri.pihlaja@man-metalli.inet.fi www.man-metalli.fi	-Is a comprehensive company with 20 years working experience. -Manufactures and sells different products e.g. sales-, magazine-, and brochure stands.
Metal Industry	Tenimet Oy	Sales / Purchases Jani Niskala Huunankaarto 10 12400 TERVAKOSKI Phone : +358 (0)19 7602121 jani.niskala@tenimet.fi www.tenimet.fi	-The company has been established in 1986. -Offers services to the electronics-, machine-, and furniture industries.
Real estate and Construction	Oy Alfred A. Palmberg Ab	Esterinportti 2 (PL 22), 00240 HELSINKI Phone: 020 715002 palmberg@palmberg.fi www.palmberg.fi	-The company is the oldest and experienced construction firm in Finland. -Services: business-, and office construction, and new-, and repair construction.
Real estate and Construction	Peab Seicon Oy	Kornetintie 3 00380 HELSINKI Phone: 02 07606200 Fax: 02 07606206 etunimi.sukunimi@peab.com www.peabseicon.fi	-Services: apartment construction, building construction and repair construction in the whole Finland. -The company employs over 12000 people.
Real estate and Construction	Rakennusosake-yhtiö Hartela	Purchase Manager Seija Jokela Kaupintie 2 PL 32, 00441 HELSINKI, Phone: 010 561 3354 Fax: 010 561 3001 etunimi.sukunimi@hartela.fi www.hartela.fi	-Hartela has known as a high quality construction firm. -Services: office-, business-, and new public building constructor.

Solar Energy	Kaasuvalo OY	Unioninkatu 45 00170 HELSINKI Phone: 09 2781133 kaasuvalo@kaasuvalo.fi www.kaasuvalo.fi	-The company has specialized to the equipments that functions with; fuel oil, wood, coal, and solar energy. -With the help of solar energy, one can change the convenience in the accommodation just the way it is wanted to be.
Solar Energy	Pellettipojat Ky	Hallituskatu 23 53300 LAPPEENRANTA Phone: 0400 178477 myynti@pellettipojat.fi www.pellettipojat.fi	-The company has been established in 2006. -The company's main business concept is the effective utilization of solar energy and bio energy.
Solar Energy	Solarshop Bergman Oy	Kaupinkatu 21 45130 KOUVOLA Phone: 05 3757304 Fax: 05 3755306 info@solarpower.fi www.solarpower.fi	-Is a solar-, and heating energy company. -Equipments: Solar electric systems, solar panels, LED – lamps, wind generator.
Solar Energy	Valotaina Oy	Annankatu 20 00120 HELSINKI Phone: 09 6121432 Fax: 09 6127133 vtaina@valotaina.fi www.valotaina.fi	-Plans, sells, and installs solar energy equipments. -The company cooperates with Aurinkosähkötalo Eurosolar Oy
Tyre Industry	Vianor Oy (Suomi)	Toikansuontie 10 53500 LAPPEENRANTA Phone: 010 401 3010 www.vianor.fi	-Tyre company which offers all kind of services that are related to the cars and tyres. -Equipments: summer wheels, winter wheels, rims, batteries, oil.
Wind Power	Abacero Oy	Kalliomäentie 21 07870 LOVIISA Phone: 040-5823015 abacero@abacero.fi www.abacero.fi	-The company has been established in 1994. -Selling-, installation-, and marketing company. -Services: wind power, floor heating, and infrared saunas.
Wind Power	Kuusitunturi OY	General Manager Tommi Kuusitunturi Sukkulakatu 6 B 55120 IMATRA Phone: 0400 746024 Fax: 010 8361033 kuusitunturi.imatra@kuusitunturi.fi www.kuusitunturi.fi	-Services: Solar-, wind energy systems.
Wind Power	Laatu-Sähkö Oy	General manager Reijo Karasti Kauppakatu 63 53100 LAPPEENRANTA Phone: 020 7649687 Fax: 020 7649671 reijo.karasti@laatusahko.fi www.laatusahko.fi/	-Offers the equipments and services of electric technology. -Services: Contract services for households, solar energy and wind power installations.
Wind Power	OK-Antenni	Peltomäenkatu 1 04250 KERAVA Phone: 09 2420298 ok-antenni@elisanet.fi www.ok-antenni.com	-Offers different kind of services: antenna-, and wind power installations, and solar panel systems.

Wind Power	Tuulivoimala.com Finland OY	Olarinluoma 15 02200 ESPOO Phone: 09 42598898 Fax: 09 4259 8893 info@tuulivoimala.com www.tuulivoimala.com	Services: Wind power.

7.1.2 The Province of Western Finland (24 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Car Industry	Valmet Automotive Oy	Key Account Manager Vesa Korhonen PL 4, 23501 UUSIKAUPUNKI Phone. 020 484 8210 Fax 020 484 8009 vesa.korhonen@valmet.automotive.com www.valmetautomotive.com/automotive/cms.nsf	-The company operates in a car industry. -Valmet Automotive and American car producer, Fisker Automotive, have made a contract to manufacture the cars in Uusikaupunki, Finland. -The car called, Fisker Karma, is a sporting hybrid car.
Clothing Industry	Pajunen OY	Jouko Pajunen Asellinkatu 6 38700 KANKAANÄÄ Phone: 050 5981057 pajunen@pajunen.fi www.pajunen.fi	-A clothing company specialized in the business-, and labour clothing. -Services: military forces, fire department, footwear, chef clothing.
Electricity	Aalto-Sähkö Ky	Kari Aalto Riskunkatu 2 39930 KARVIA Phone: (02) 5441227	Services: Installations and selling of the electric-, and electronics products.
Electricity	Nokian Sähkötalo Oy	General Manager Olli Sorva Viholankatu 1 37120 NOKIA Phone: 050 560 3808 Phone: 03 342 6613 olli.sorva@nokiansahkotalo.fi www.nokiansahkotalo.fi	-One of the biggest lamp companies in Finland. -Services: different kind of lamp alternatives for the indoor-, and outdoor lightning.
Furniture Industry	Huonekalutehdas Korhonen OY	CEO Jukka Korhonen Uusi-Littoistentie 2-4 20660 LITTOINEN Phone: 0500 228 361 jukka.korhonen@hkt-korhonen.fi www.hkt-korhonen.fi	-Big furniture manufacturing company that employs about 100 people.
Furniture Industry	Restatop OY	Head of Logistics Esa Linden Apilankatu 16 20740 TURKU Phone: 020 7959833 Phone: 0400 814177 Fax: 020 7959801 esa.linden@restatop.fi	-Furniture company that has furnished thousands of restaurants. -Product range: chairs, tables, bar stool, couch, lamp.

		www.restatop.fi	
Hybrid	Oy Hybridi Tuominen AB	Vaasantie 175 61330 KOSKENKORVA Phone: 06 4229250	Services: Hybrid.
Laser Energy	HT Lasertekniikka Oy	Laserkuja 1 42701 KEURUU Phone: 010 7745 000 fax: 010 7745 092 keuruu@htlaser.fi www.htlaser.fi	-The company operates in laser-, and water industries. -The company operates in 12 different disctricts. -Their customers are from the metal-, construction-, furniture-, and electric industries.
Laser Energy	Laserkeskus Oy	Sales Manager Jorma Lohisto Turuntie 11 23800 LAITILA Phone: 044 0912 000 jorma.lohisto@laserkeskus.fi www.laserkeskus.fi	-The company has been established in 2003. -The company is a subcontracting company who concentrates on laser cutting.
LED-Lighting	Easy Led Oy	General Manager Markku Metsävuori Örninkatu 15 24100 SALO Phone: 040 564 1478 Phone: 027337147 Fax: 027337147 markku.metsavuori@led1.fi www.led1.fi	-The company has been established in 2006. -The founders of the company have explored LED-lights for years. -The company has developed a street lightning system which functions with the LED-lights.
LED-Lighting	Set-Systems Oy	PL 34 23501 UUSIKAUPUNKI Phone: 040 5150019 Fax: 02 8422716 info@set-system.com www.set-system.com	-The company received a ”Suomen Vahvimmat 2008” – certificate. -The company has been established in 2002. -The company operates in electronics industry, especially with the LED-lights.
Metal Industry	Ab BoundMetall Oy Ltd	General Manager Jani Rajala Soikankatu 3 A 7 38710 KANKAANPÄÄ Phone: 044 2984991 Fax: 02 5787250	-Services: mechanical work of metal, construction work of iron, Mig – weldings, Tig – weldings.
Metal Industry	ABC-Automation	Vaanintie 609 27510 EURA Phone: 02 8654448 Phone: 050 5525278	-Services: manufacturing of metal-, engine-, and turbin products.
Real estate and Construction	Konttrust	Toni Ollanketo Tikankatu 28 20610 TURKU Phone: 0400 214428 toni.ollanketo@konttrust.fi www.konttrust.fi	-The company has been established in 2007. -The company has specialized in different duties from construction-, and metal industries. -Services: stairs, rails, steel buildings, restaurant

			renovations.
Real estate and Construction	Satawood OY	Jukka Hautamäki Pekomäentie 147 26930 VERMUNTILA Phone: 040 5107105 jukka.hautamäki@satawood.fi www.satawood.fi	-The company has specialized in the element constructions. -Services: Saunas, sauna cottages, wood warehouses, garages.
Real estate and Construction	YH Länsi OY	Aleksis Kivenkatu 26 33200 TAMPERE Phone: 010 2273000 etunimi.sukunimi@yhkodit.fi www.yhkodit.fi	-Construction firm that builds and controls over 700 new houses in a year. -Services: detached houses, lodgings, apartment houses.
Solar Energy	Akkupojat Oy	Satakunnankatu 38 28130 PORI Phone: 02 631 8600 Fax: 02 631 8630 www.akkupojat.fi	-The company has been established in 1961. -Services: different kind of alternatives for solar energy and wind power products.
Solar Energy	Aurinkosähkötalo Eurosolar Oy	Haikankatu 1 21200 RAISIO Phone: 02 439 8611 Fax: 02 439 8711 info@eurosolar.fi www.eurosolar.fi	-The company has specialized in solar-, and wind power. -The main markets are in Finland and Skandinavia. -Products: solar panels and wind generators.
Solar Energy	Lakeuden Ekolämpö	Pasi Hietikko Tuottajantie 23 60100 SEINÄJOKI Phone: 050 303 5200 pasi.hietikko@lakeudenekolampo.fi www.lakeudenekolämpö.fi	-Offers different kind of planning and installations for the solar-, and floor heating. -Products: solar panels and air-source heat pumps.
Solar Energy	Solarpoint OY	Mika Teppola Sepänkatu 11 D 37 40720 JYVÄSKYLÄ email@solarpoint.fi www.solarpoint.fi	-Guides a right kind of solar electric system for the customer. -Products: solar panels, wind generators, batteries, chargers. -Supports the activities of WWF.
Solar Energy	TH Aurinkosähköt OY	Tauno Haapamäki Etelätie 2 61100 PERÄSEINÄJOKI Phone: 050 5294430 tauno@aurinkosahkot.fi www.aurinkosahkot.fi	-Services: Solar electricity, Wind electricity.
Tyre Industry	Vianor Holding Oy	PL20, Pirkkalaistie 7 37101 NOKIA Phone. 010 401 7000 www.vianor.fi	-Tyre company which offers all kind of services that are related to the cars and tyres. -Equipments: summer wheels, winter wheels, rims, batteries, oil.
Wind Power	Korsnäsin Tuulivoimapuisto OY	PB 26 65101 VAASA Phone: 06 641064	-Selling, delivering, and shifting of wind power.
Wind Power	Roaming Oy	Ari-Jussi Uunila Karhuntie 45 65350 VAASA Phone: 0400 800200	-The company has been established in 1994. -Services: solar panels, wind

		roaming@saunalahti.fi www.roaming.fi	generators, boat-, and navigator equipments.

7.1.3 The Province of Eastern Finland (10 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Electricity	Jepstec OY	Aurakatu 3 B 50190 MIKKELI Phone: 040 746 9809 Fax: 015 366372 jeps.tec@pp.inet.fi www.jepstec.fi	-The company has been established in 2004. -Services: electric installations, new construction, restructuring, electric equipments, maintenance and reparation.
Electricity	Karelian Sähkö Oy	General Manager Marko Susi Ukkolantie 15 80130 JOENSUU Phone: 010 4236501 Phone: 0500 274623 marko.susi@kareliansahko.fi www.kareliansahko.fi	-Has specialized to the electrification of the business-, and industry buildings. -Services: telephone network-, antenna-, and cable – TV installations, selling of electric equipments.
Furniture Industry	Kiteen huonekalutahdas OY	Sales Manager Taina Pirhonen Kiteentie 89 82500 KITEE Phone +358 (0) 13 22 11 44 taina.pirhonen(@)kiteenhuonekalutehdas.fi www.kiteenhuonekalutehdas.fi	-The main business concept for the company is to furnish bedroom products from the birch. -Products: beds, couches, and night tables.
Solar Energy	Ampi Autosähkö Oy	Kuurnankatu 30 80100 JOENSUU Phone: 0424 989200 info@ampi.fi www.ampi.fi	-The company has been established in 1976. -The company's main business concept is to repair cars and sell backup components to the cars. -The company also sells solar cells.
Solar Energy	Elstec Oy	Myllypuronkatu 7 57220 SAVONLINNA Phone: 015 520188 Fax: 015 520135 www.elstec.fi	-The company has been established in 1993. -The company's main customers are the private-, and public sectors and different companies. -Products: solar panels, wind power products and liquid gas products.
Solar Energy	Juuan SM-Sähkö Oy	Huttulantie 1 83900 JUUKA Phone: 013 472 800 Phone: 050 3389 618 Fax 013 472 804 seppo.kukkonen@sm-sahko.inet.fi personal.inet.fi/yritys/juuan.sm-sahko/	-The company has been established in 1990. -The company's business concept is the electric planning and installation, and electric product sales.

			-The company also delivers and installs solar energy systems.
Solar Energy	Pellos Marin OY	Lappeenrannantie 638 52420 PELLOSNIEMI Phone: 015 667220 Fax: 015 667219 pellosmarin@pellosmarin.fi	-Products: Solar energy products, boats, and docks.
Solar Energy	Puula Marine	Riiskantie 6 50670 OTAVA Phone: 0400 923004 pekka.matiskainen@puulamarine.com www.puulamarine.com/	Products: Solar energy systems.
Wind Power	Juankosken sähkö KY	Harri Hämäläinen Poikkitie 7 73500 JUANKOSKI Phone: 017 613399 Phone: 0400 671513 Fax: 017 612059 juankosken.sahko@dnainternet.net www.juankoskensahko.com	-The company has been established in 1984. -The company's main business concept is different kind of electric installations. -The company also delivers solar cells and wind generators.
Wind Power	Toivolan Konepaja OY	Vesa Mikkonen Takojantie 16 70900 TOIVOLA Phone: 020 7209370 Fax: 020 7209379 vesa.mikkonen@toivalankonepaja.fi www.toivalankonepaja.fi	-Builds and installs different kind of products to the industry buildings. -Products: wind power towers and chimneys.

7.1.4 The Province of Oulu (10 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Electricity	Rannikon Sähköpiste Oy	Seppo Haapakoski Pajatie 4 A 86100 PYHÄJOKI Phone: 0400 927716 seppo.haapakoski@rannikonsahkopiste.fi www.rannikonsahkopiste.fi	-The company has been established in 1984. -The company's main business concept is the school-, office-, and business building electric installations. -The company received an AA+ - certificate in 2006. -Services: electric installations and electric products sales.
Electricity	Sähkö-Hänninen Oy	General Manager Onni Hänninen Pajuniityntie 26 92120 RAAHE Phone: 08 2118410 Phone: 0400 687300 onni.hanninen@sahko-hanninen.fi www.sahko-hanninen.fi	-Installs different kind of buildings such as; apartments, business offices, schools, banks, and industrial buildings. -Products: lamps, chrystal lamps, electronics, electric equipments.
LED-Lighting	Arctic LED	Mikko Kukkohovi Muhostie 25	-The newest LED technology!

	Design	91800 TYRNÄVÄ Phone: 050 5557514 mikko.kukkohovi@arcticleddesign.com www.arcticleddesign.com	-Brings the best and brightest LED-products to the market. -The company combines the LED-lights with the different kind of products such as; boats cottages and capsules.
Real estate and Construction	ATT Group OY	Tero Tuulas Tervatie 4 86300 OULAINEN Phone: 040 5546466 tero.tuulas@attgroup.fi www.attgroup.fi	-The company is an expert in construction and renovation. -The company's specialties are the water damage reparations and fire place masonries. -Services: painting-, masonry-, carpenter works.
Real estate and Construction	Hartela Forum Oy	Sales Manger Jouni Puurunen, LKV Kasarmintie 23, 90100 OULU Phone. 010 561 2616 Phone. 044 761 6620 jouni.puurunen@hartela-forum.fi www.hartela-forum.fi/index.php	-Is the most experienced construction firm in the Province of Oulu. -Hartela has known as high quality construction firm. -Services: office-, business-, and new public building constructor.
Real estate and Construction	Kuusamon Hirsitalot OY	Sales- and Marketing Manager Harri Mäkelä Sossonniementie 22 93600 KUUSAMO Phone: 044 778 9250 Fax: 08 8521252 harri.makela@kuusamohirsitalot.fi www.kuusamohirsitalot.fi	-The business concept of the company is to market, plan and build different kind of buildings such as: detached houses, vacation houses, and saunas.
Real estate and Construction	MY-Team KY	Väliahontie 29 90800 OULU Phone: 040 5001733 markku.ylitalo@my-team.fi www.my-team.fi	-Fixes and reshapes all the various premises of the house. -Services: bathroom, sauna, kitchen, and bedroom.
Real estate and Construction	Rakennus Fors Oy	General Manger Jari Fors Veistäjäntie 2 85100 KALAJOKI Phone: 040 7070823 jari@rakennusfors.fi www.rakennusfors.fi	-The company has been established in 2002. -The company does all kind of construction work to the summer cottages and apartments.
Solar Energy	Oulun Akku Oy	Kempeleentie 7 90400 OULU Phone: 08 311 6111 Fax: 08311 6133 myynti@oulunakku.fi www.oulunakku.fi	-Is a specialty company of batteries. -Products: solar panels, industrial batteries, and tool batteries.
Wind Power	Greenenergy Oy	Sales Manger Jyrki Lassila Asematie 11 86400 VIHANTI Phone: 0400 318702 jyrki.lassila@greenenergy.fi www.greenenergy.fi	-The company has specialized to the different kind of heating systems such as; surface-, air-, wind-, and solar heating. -The company also works with the solar-, and wind electricity.

7.1.5 The Province of Lapland (12 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Electricity	Tiltek Oy	General Manager Esa Haapalehto Kisällinkatu 4 95420 TORNIO Phone: 0400 396567 Fax: 016 481713 esa.haapalehto@tiltek.fi www.tiltek.fi	-The company has been established in 1987. -The company has an AAA credit rating. -The company has been divided into two separate industries; Tiltek Oy Real Estate, and Tiltek Oy engineering.
Information & Communications Technology	Avalon Oy	Unit Leader Pasi Lento Sairaalakatu 2 94100 KEMI Phone: 020 1525305 pasi.lento@avalon.fi www.avalon.fi	-Brings a steady digi – knowhow to the customers.
Metal Industry	Faumek OY	Jouni Jaako Lohelankatu 9 95450 TORNIO Phone: 050 5553412 Phone: 016 441870 Fax: 016 441871 jouni.jaako@faumek.fi www.faumek.fi	-The company has been established in 1996. -The company is a subcontracting construction firm. -Services: installations, maintenance, and reparation work to the different kind of machines.
Metal Industry	Kalottikone Oy	Ahjotie 21-23 96300 ROVANIEMI Phone: 016 2114600 Fax: 016 2114620 kalottikone@kalottikone.fi www.kalottikone.fi	-Is an engineering company established in 1982. -The company develops and manufactures machinery and equipment for road paving and base course treatment. -The machinery and equipment developed and manufactured by Kalottikone Ltd. represent the top in their field.
Metal Industry	Koillis-Sorvaus Ky	Asematie 67 98120 Kemijärvi Phone: 0400 290679 Phone: 016 822334 Fax: 016 822373 k.luosujarvi@koillis-sorvaus.fi www.koillis-sorvaus.fi	-Builds and repairs different kind of metal products. -The company also produces various lifting-, and expeditionary products. -The biggest customer group is the machine entrepreneurs.
Metal Industry	Lapin Metallikierrätys Oy	Pappilantie 121 96300 Rovaniemi Phone: 040 5453487 Fax: 016 316152 info@metallikierratys.fi www.lapinmetallikierratys.fi	-Specialist in the metal industry. -Services: reuse of metal, and selling of various metal products. -The company cooperates

			with the many big companies.
Metal Industry	MH Metalli OY	Jokirannankatu 18 95450 TORNIO Phone: 016 447588	-Metal compositions.
Metal Industry	Tornion Kama-palvelut KY	Kari Marttila Porthaninkatu 14 95400 TORNIO Phone: 0400 393089 Fax: 016 441829 ka.marttila@pp.inet.fi www.ka-ma.fi	-The company has been established in 1998. -The company cooperates with MH – Metalli Oy. -The main customer groups are in the Province of Oulu and Lapland.
Metal Industry	Tornion Metallisorvaamo Oy, Tormets	General Manager Matti Kurttio Verkkotehtaankatu 29 95420 TORNIO Phone: 0400 694963 matti.kurttio@tormets.fi www.tormets.fi/	-The company has been established in 1969. -The company produces backup products to the metal industry and maintains machines. -The company is a specialist with the hydraulics projects. -The customers are from the metal-, paper-, and groceries industries.
Metal Industry	Tornion Sähköpojat Oy	Raidekatu 29 95420 TORNIO puh: 0400 222401 fax: (016) 446853 markku.rantapaa@tornionsahkopojat.fi www.tornionsahkopojat.fi	-Company's machines, accomodations, and expertise are the top quality of their industry. -The company serves the customers with the "turnkey" philosophy.
Real estate and Construction	Betroc Oy	Head of Transportation Tommi Vallaskivi Valimontie 1 99600 SODANKYLÄ Phone: 0400-395217 tommi.vallaskivi@betroc.fi www.betroc.fi	-Construction firm that builds the buildings with the concrete. -Customer partners are the construction firms, power line constructors, public-, and private sectors.
Wind Power	Kemin Tuulivoimapuisto OY	PL 1100 94701 KEMI Phone: 016 259303 Fax: 016 220032	-Kemin Tuulivoimapuisto Oy is the biggest wind power park in Finland. -Services: selling, delivering, and shifting of energy.

7.1.6 The Province of Åland (23 Companies)

LINE OF BUSINESS	NAME OF COMPANY	CONTACT INFORMATION	DESCRIPTION OF THE COMPANY
Bio Energy	Mariehamns Bioenergi AB	Fabriksgatan 5 PB 15, 22101 MARIEHAMN Phone: 018 5399 Fax: 018 15233	-Manufactures and delivers bio energy. -The company's intension is to decrease the carbon dioxide discharges in Åland.
Electricity	AB Alandia	General Manager Peter Melander Servicegatan 24 P.O. Box 90 22101 MARIEHAMN Phone: +358 207431670 peter.melander@ae.aland.fi www.alandiaengineering.com	-The company is an electrical engineering-, and trading company specializing in deliveries to passenger ferries and cruise ships worldwide. -Today the Alandia Engineering Group are represented by its wholly owned subsidiaries in Florida - USA, Tallinn - Estonia, Singapore, and Åland Islands - Finland.
Electricity	All-Mek, Öppet Bolag	Vikingagränd 2 22100 MARIEHAMN Phone: 018 23209	-Electric motors and generators.
Electricity	Eklund Carl Dennis Tore	Torp PL 49 22270 ECKERÖ Phone: 018 38626	-Electrical work.
Electricity	Elektro AX AB	Norra Esplanadgatan 9 H 2 22100 MARIEHAMN Phone: 045 73828394	-Electrical work.
Electricity	Firma Tommy Jansson	Hackspettsvägen 32 22410 GODBY Phone: 018 41617	-Electrical work.
Electricity	Inpro Brunnsborrning AB	Nabbgatan 130 Finby 22530 SUND Phone: 018 229559 Fax: 018 43999	-Electrical work.
Electricity	Mirotechnic	Örtvägen 34 A 9 22100 MARIEHAMN Phone: 018 15979	-Electrical work.
Electricity	Opac Intervision	Godbyvägen 1238 22410 GODBY Phone: 045 73135524 Fax: 018 13100	-Electrical work.
Electricity	Wåge & Co AB	Torggatan 13 22100 MARIEHAMN Phone: 018 23000 Fax: 018 23005	-Electrical work.
Electricity	Ålands Elektrolindning AB	Västra Utfarten 22100 MARIEHAMN Phone: 018 19863	-Electric motors and generators.
LED - Lighting	El-Ledarna AB	Björkbackavägen 2 22140 MARIEHAMN	-Lamps and lighting products.

		Phone: 018 19779	
Metal Industry	Aaland Process Machinery AB LTD	Godbyvagen 4 22100 MARIEHAMN Phone: 018 14830 Fax: 018 14834 info@apm.inet.fi	-Metal products.
Metal Industry	K-G Eriksson Trading KB	Gudingsgrand 5 22100 MARIEHAMN Phone: 018 14823	-Metal products.
Metal Industry	Leifs Mek, Innehavare Leif Osterlund	Bjornhuvudsvagen 232 22270 ECKERÖ Phone: 018 38568	-Metal products.
Metal Industry	Oskar Granlid	Vårdöbyvägen 98 22550 VÅRDÖ Phone: 018 47878	-Metal products.
Metal Industry	OY Finnelement AB	Blomstervägen 11 22100 MARIEHAMN Phone: 0400 529721	-Metal products.
Metal Industry	Ozzi-Teknik Inneh. Ossi Kaskinen	Bolviksvägen 34 22610 LEMLAND Phone: 018 34193	-Metal products.
Metal Industry	Roger Jansson Öppet Bolag	Överby 22150 JOMALA Phone: 018 31438	-Metal products.
Metal Industry	Rönn Kjell Olav	Vikingagränd 6 22100 MARIEHAMN Phone: 045 73310898	-Metal products.
Metal Industry	Sunmekes Innehavare Mikael Sundström	Grelsby 22410 GODBY Phone: 018 41755	-Metal products.
Metal Industry	Ålands Eko-Tec	Gösvägen 11 22100 MARIEHAMN Phone: 018 15646	-Metal products.
Wind Power	JG Vind AB	Lindqvist Hamngatan 22100 MARIEHAMN Phone: 018 38676	-Electric production with the wind power.

(suomenyritykset.fi, teloos.fi, yritysopas.com, yritystele.fi, 020300200.com, google.fi)

7.2 Industry analysis

The researcher chose to make a small analysis from the lines of businesses that were picked for the list of potential customers. Six main line of businesses were picked to find the potential customers. The researcher divided the lines of businesses into two different parts; the strong and new. The strong lines of businesses are; Electricity, Metal Industry, and Real Estate and Construction. And the other three; LED-lighting, Solar Energy, and Wind Power, are the new lines of businesses.

It was decided to analyse these industries' transportation. The researcher thought that it could be helpful for the case company to know if there is something fresh information in the industries' transportation, especially in the new lines of businesses'. The researcher wanted to know for example, the company's opinions about the transportation of the goods, their proposals for the future, and the special allegations of the transportation. The questions that were asked from the companies can be found from the Appendix 2.

Researcher chose to interview at least one company from each of the lines of businesses. Six different companies were interviewed but three of them were able to answer to more than one industry questions. So the researcher received 11 responses, meaning that five different lines of businesses got more than one replies. Two companies were able to answer on the behalf of all of the new lines of businesses, so each of those three industries (LED-lighting, Solar Energy, and Wind Power) received two points of views of their transportation. One company was a Metal, and Real Estate & Construction firm. Only the electricity industry received one response and all the other lines of businesses received two replies. Here is the list of how the amounts of the replies were delivered to the different industries:

- Electricity: 1
- LED-lighting: 2
- Metal Industry: 2
- Real Estate & Construction: 2
- Solar Energy: 2
- Wind Power: 2

All the companies that were interviewed responded to the questions. So the percentage of the replies was 100%. Two of the interviewees were unfamiliar for the researcher and four of them he knows somehow so that is the reason why the response rate was so high.

For the interviews two different kind of methods were used; telephone-, and e-mail interviewing. All the four telephone interviews lasted about 10 - 15 minutes. At first, the researcher introduced himself and then explained what is the reason he is contacting them. All of them agreed to the interview. About half of the interviewees were enthusiastic to answer to the questions. At the end, the researcher thanked for their time to respond to the questions. Two e-mail questionnaires were sent to the companies and both of them answered. Another one was much more informative than the other one. Both companies responded in three days.

Researcher decided not to mention the names of the companies even some of them would have allowed it. Why the researcher came into this kind of outcome is that all of them used transportation companies and someone even used the case company's services. The replies were not always positive so that is why the researcher does not mention the names of the companies because he does not want to put the companies into bad position.

Researcher chose to analyse the different industries jointly because there were not enough differences to start to analyse them separately. Of course, there were some differences between the lines of businesses' transportation but they were still kind of small. And also, some of the questionnaire responses were not very informative so the researcher did not have much of information to compare these industries

with each other. Researcher decided to analyse all six industries together in these seven different questions but if there were some information that differentiated from the other industries, then the researcher mentioned about it in the analysis.

7.2.1 Reviewing the questions

-*Which are the special challenges in transportation in your line of business?*

The first question was one of the most rewarding questions because all the companies had something valuable information to share. The speed – price ratio is the challenge in transportation. The customers want the products and services as quick as possible with the low price and that causes problems for the companies. Transporting the goods and services to the building areas is sometimes a challenge for the constructions firms. The metal industry products are challenge for the companies because the items can be acerbic, angular and sometimes the sheet metal is so thin that it gets easily dented. The electric products get broken easily and sometimes they require dry warehousing premises which are the challenges for the electric companies. Both new lines of business companies mentioned the speed – price ratio to be their challenge in transportation. Couple interviewees said that the transportation companies have too many intermediaries which delay the transportation.

-Are there any legal issues that you always need to consider while transporting the goods?

For this question all the companies answered that there are no legal issues to consider while transporting the goods. At least, they were not aware of the subject.

-What different kind of modes you use for transportation in your line of business? (E.g. land-, sea-, and air transportation)

All the different companies used the road transportation for the domestic services because the land transportation is the cheapest and fastest in the short distances. Four companies used the foreign transportation. The electricity company and one metal firm used all three modes of transportation in foreign transportation. One company from the new line of business used only the sea transportation for their foreign shipments and the other firm from the same industry used only the air transportation for shipments in abroad.

-What are the things you need to consider while selecting the mode of transportation?

As we all can imagine, the speed – price ratio was everyone's main selection criteria in the mode of transportation. Of course, every company wants to have their products as quick and cheap as possible. Scheduling was also one of the main priorities of the companies in the mode selection. And couple firms mentioned the reliability of delivery to be important criteria.

-What kinds of goods are easy or difficult to transport in your line of business?

For this question the researcher did not want the companies start to list any specialty products of their industry but he wanted to know what kind of products makes easements or difficulties for them in transportation with the weight, size or utilization of the product. Easy products to transport for the companies were such as; light weight-, and small products, products that are not angular, and products which are prepacked on the pallets. Difficult products to transport are; the big-, heavy-, and angular products. One interviewee from the new line of business commented, "The Solar energy products are much easier to transport than Wind power products because the Wind power products are usually big and really heavy

to transport. For the transportation of Wind power towers, the company needs to use some extra machinery and that will always cost more money."

-Are there any special cautions for the international transportation in your line of business?

For this question all the companies answered that there are no special cautions for the international transportation.

-Do you have any proposals for transportation in the future in your line of business?

This question was informative and the respondents gave a few tips for improvements for the future. Three companies were really pleased with the transportation company's services so did not have any future proposals. One firm from the new line of business was angry about the speed of delivery with the Finnish transportation companies. The interviewee told a good example of the services: "If I order the products from Germany the delivery takes two days, but if I order the products from Helsinki the delivery takes four days." It would be assumed that the person would like to have a quicker customer service. Two interviewees thought that the Finnish transportation companies have too many intermediaries which slow down the shipment. So the companies would like to decrease the amount of the intermediaries in Finland. The electric company mentioned that making the pricing system easier would be a good proposal for the future.

7.2.2 Conclusion of the analysis

The first and last questions were much more informative than the other five questions. Three companies answered more eagerly than the other firms. The researcher is not completely satisfied with the responses that were received from the companies. He does not know if the questions were applicable enough or did he ask from the right companies to get the most amount information. Researcher thinks there should have had more company questionnaires. Then there would have been better change to compare the different industries and get more informative replies. Researcher did not get the fresh information from the new lines of businesses but still got some ideas from the interviewees that the case company can consider in the future.

With his own experiences working in the transportation companies the researcher agrees that usually the companies take good care about the customers. The company comes to pick up the products, pack them carefully, transport them safely, takes through the customs, and delivers the products to the customers on time. But the researcher was also wondering that sometimes the delivery takes quit a long time when the products arrives to the customer. How it is possible, if the interviewee's statement is true, that in Finland delivering the products to the customer takes four days and in Germany it takes two days. It is understandable that it is easier to transport for example, in Germany than in Finland because of the big highways in Germany. And in Finland we have bad and slippery weather in winter with the narrow and curvy roads. But still, the delivery should not be slower from Helsinki to the customer than from Germany to the customer. There is some room for improvements in that area.

The researcher can also agree with the interviewees on the intermediary matter. Sometimes the product goes through many intermediaries before the customer receives the product. It is expensive to transport the products long distances without intermediaries. The delivery takes longer time to arrive to the customer and the product gets lost more easily with many intermediaries. So it is important thing to consider how to cut down the amount of the intermediaries.

The speed – price ratio was the most important mode selection criteria among the interviewees. The case company should concentrate on that criteria and still try to improve it so they can keep the customers satisfied and acquire more customers.

For the end, the researcher wanted to add few questions that with the help of the interviewees' replies want the case company to think how to improve the customer satisfaction:

- How to speed up the transportation of the goods in Finland?
- How to improve the pricing system in transportation companies?
- How to decrease the number of intermediaries?

8. CONCLUSION

This thesis proves the importance of customer acquisition. For the case company and all other businesses it is essential to acquire new customers but the acquisition is extremely important in transportation industry because the competition of the customers is always tough. This thesis also points out the importance of evaluating customers by their potential value. Best prospects are those that have potential to become strategically significant customers. The goal in customer acquisition process is to recruit new customers that generate more profit than they consume in acquisition.

This thesis also verifies the significance of the industry analysis. For the case company to grow bigger and be profitable they need to understand the markets and industries. Using the five competitive forces helps the case company to think out of the box and be creative and innovative. Finding the new potential customers from the strong and new lines of businesses (Metal Industry, Real Estate and Construction, Electricity, LED-lighting, Solar Energy, Wind Power) is creative thinking. The competition of the customers is rough in the transportation industry. Finding the new customers from those lines of businesses could turn out to be a competitive advantage towards the competitors if the case company manage to make the steady transportation relationships with these potential customers.

The researcher's industry analysis reveals few things for the case company to think and consider in the future. Some of the companies and interviewees were not totally satisfied with the transportation companies' services in Finland. The issues that worried the interviewees were; the speed of the transportation, the big number of intermediaries, and the pricing system in transportation companies.

The goals for the thesis were to find new potential customers for the case company and make a small industry analysis. Both of these goals were met. The list of new potential customers and industry analysis will bring new useful information to the case company.

The idea of this thesis would be very helpful for all kind of businesses. This could be a good topic for some other students to make their thesis because all the different companies want and need new customers. The industry analysis is also good for companies to make because that helps to clarify what are the things for the companies to improve their business in the future. The Key Account Managers (KAM) of the company would be the people who might continue this process inside the company.

Researcher's own intension was to complete the thesis before the Christmas in 2008. The thesis was successfully done in that timeframe. The researcher started the thesis in start of September 2008 and the third and final seminar was held on 18th of December. So four months were used for making the thesis. The thesis required lots of time and sometimes it was really stressful. But at the end, this process will be very helpful for the researcher in the future.

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APPENDIX

Appendix 1, Research Questionnaire in Finnish

1. Mitkä ovat toimialanne tavaroiden kuljetusten erityishaasteet?

2. Onko toimialanne tavaroiden kuljetuksissa joitakin lain määräämiä sääntöjä, jotka pitää aina ottaa huomioon?

3. Mitä eri kuljetusmuotoja toimialanne kuljetuksissa käytetään (esim: maa-, meri-, lentokuljetus)?

4. Mitä asioita otatte huomioon kuljetusmuotoa valittaessa?

5. Minkälaiset toimialaanne liittyvät tavarat ovat helppoja tai vaikeita kuljettaa?

6. Onko toimialanne kansainvälisissä kuljetuksissa otettava jotakin erityistä huomioon?

7. Onko Teillä ehdotuksia toimialanne kuljetuksiin tulevaisuudessa?

Appendix 2, Research Questionnaire in English

1. Which are the special challenges in transportation in your line of business?

2. Are there any legal issues that you always need to consider while transporting the goods?

3. What different kind of modes you use for transportation in your line of business? (e.g. land-, sea-, and air transportation)

4. What are the things you need to consider while selecting the mode of transportation?

5. What kinds of goods are easy or difficult to transport in your line of business?

6. Are there any special cautions for the international transportation in your line of business?

7. Do you have any proposals for transportation in the future in your line of business?