
**Sales Process Analysis and Change Assessment for
TKM TTT Finland Oy**



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ABSTRACT

This thesis is commissioned by TKM TTT Finland Oy (TTT), which is located in Akaa, Finland. As many other companies, also TTT wants to develop their business and gain bigger turnover. That is why the commissioning company has developed strategy called "TTT2020", which is aimed to help to get the turnover growing. The main purpose of the thesis is to analyse the commissioning company's sales processes in a way that how they have performed and provide recommendations for possible improvements so that the requirements of TTT2020 are met. The objectives of the research are 1) to collect basic theory about sales management and organisational development, 2) gather information about the commissioning company's latest workshops, trainings and surveys regarding TTT2020, 3) to conduct interviews to get more detailed information regarding the sales and its processes during TTT2020, 4) to analyse all the information and compare it with theory in order to evaluate the performance level and 5) to give recommendations whether the company's latest actions and processes have been successful.

Sales management is an essential part of every organisation and it is the key player in organisation's success. Sales management can include all kinds of actions depending on the company's needs but overall it is about managing the organisation's sales operations in a way that it creates revenue and success for the company. TTT has set goals for the year 2020, which is shortly called "TTT2020". The aim is to gain higher annual turnover and the sales is essential part of it. Addition to sales management also organisational development is important part of this research because the commissioner also wants to develop their processes so that the wanted goals are achieved. The main goal of this thesis is to get a clear picture what kind of ways the company has used to develop their sales and how those processes and actions have actually affected the sales.

Keywords Sales management, Organisational development

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TIIVISTELMÄ

Tämän opinnäytetyön toimeksiantajana toimii TKM TTT Finland Oy (TTT), joka sijaitsee Akaassa. Kuten monet muutkin yritykset, myös TTT haluaa kehittää yrityksensä toimintaa ja kasvattaa liikevaihtoaan. Tämän vuoksi toimeksiantaja on kehittänyt ”TTT2020” strategian, jonka avulla liikevaihto saataisiin kasvamaan. Tämän opinnäytetyön tarkoituksena on analysoida TKM TTT Finland Oy:n myyntiprosesseja ja arvioida miten yritys on niissä suoriutunut, jotta TTT2020 tavoitteet saavutetaan. Opinnäytetyön päämäärät ovat 1) kerätä teoriaa myynnin johtamisesta ja organisaation kehittamisestä, 2) kerätä tietoa toimeksiantajan työpajoista, koulutuksista ja kyselyistä, jotka liittyvät TTT2020 projektiin, 3) tehdä haastattelu, jotta työhön saadaan tarkempaa näkökulmaa myynnistä ja sen prosesseista TTT2020 aikana, 4) analysoida kaikki tiedot ja verrata niitä teoriaan, jotta voidaan arvioida suorituksen tasoa ja 5) antaa suosituksia, mitä myyntiprosesseissa voitaisiin parantaa.

Myynnin johtaminen on tärkeä osa jokaisen yrityksen toimintaa ja se on avaintekijä organisaatioiden menestykseen. Myynnin johtaminen sisältää monia eri toimintoja, riippuen yrityksestä, mutta sen päätavoite on johtaa ja ohjata yrityksen myyntiprosesseja niin, että se tuo tuottoa ja menestystä yritykselle. TTT on asettanut tavoitteita vuodelle 2020 ja tätä strategiaa kutsutaan nimellä TTT2020. Päätavoite on kasvattaa vuosittaista liikevaihtoa ja myynti kuuluu yhtenä tärkeänä osana siihen. Myynnin johtamisen lisäksi tärkeä osa tätä työtä on organisaation kehittäminen, sillä toimeksiantaja haluaa kehittää prosessejaan, jotta halutut tavoitteet saavutetaan. Tämän opinnäytetyön tuloksilla pyritään saamaan selkeä kuva, mitä kaikkia keinoja toimeksiantaja on käyttänyt myynnin kehittämiseen ja miten ne ovat vaikuttaneet yrityksen myyntiin.

Avainsanat Myynnin johtaminen, Organisaation kehittäminen

Sivut 43 s.



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1 INTRODUCTION

1.1 Background Information

In any kind of business, sales management is an essential part of the organisation and it defines the success of the organisation. Nowadays the business world is going through constant changes and also competition is growing. That is why it is important for organisations to implement good sales management practises, not only to stay competent in the markets but to also gain more profit. Sales is the only area in an organisation that creates profit so it is more than essential to develop and maintain these practises as good as possible.

Many companies are constantly going through changes in order to increase their sales. What exactly creates the need for change is the overall change of customers, competitors and technology. Customers have higher expectations, competition is growing and technology is developing. This can drive companies to change or develop their sales processes, for example by providing sales training or conducting surveys to meet the customer requirements.

Customer relationships and well trained sales people are the most important assets for companies. Having good relationships with the customers gives companies the opportunity to gain regular sales, and by having the best trained sales people it make maintaining current customer relationships easy and also provides opportunities for finding new ones.

This research consists of seven chapters. The first one defines the research question, objectives and methods and introduces the commissioning company. The second chapter introduces theory about sales management and organisational development. The third chapter describes the commissioning company's current situation regarding their sales and the TTT2020 project. The fourth chapter is about empirical research that was conducted by making an interview for the company's sales managers and it was made to get more detailed information about the sales processes. The fifth chapter analyses the collected data about TTT2020, sales management, organisational development and the interview results. The sixth chapter includes recommendations about whether the commissioning company should make changes to their sales processes to meet the requirements of TTT2020. The last seventh chapter gives a final conclusion and summarizes the previous chapters.

The thesis topic was assigned by the commissioning company TKM TTT Finland Oy. The main objectives and expected results were clearly defined with the author and commissioner.

1.2 Purpose and Research Question

The main purpose of this thesis is to analyse the commissioning company's sales action in a way that it reflects how they can achieve the goals of TTT2020. A few years ago the company started to plan these new goals for the year 2020. The plan includes many areas including sales. Since 2014, the company has done workshops, training and surveys to enhance their sales and the quality of work. These actions are analysed to see if they have had any impact on the annual turnover and overall performance. And if the wanted results are not found, what could be done to improve things? The final goal of the thesis is to find answer to the question "How has TKM TTT Finland Oy developed their sales processes and what changes are needed to meet the requirements of TTT2020?"

1.3 Objectives

Based on the research the following objectives have been established.

- The first objective is to gather information about sales management and organisational development
- The second objective is to collect general information about the commissioning company's sales processes and collect all the possible information from the commissioning company about their workshops, training and surveys that relate to TTT2020 project
- The third objective is to plan questions and do interviews with the company's sales managers to find out what they think about the company's performance regarding sales and the tools that they have used to enhance it along TTT2020
- The fourth objective is to analyse the information and results from the interview and reflect it in TTT2020. The main thing is to evaluate how the sales processes have changed.
- The fifth and final objective is to make recommendations and based on the theory and interview results, find out if there is something that they could do differently or something that they could change.

1.4 Research Methods

In order to complete the thesis and achieve the objectives, the following research methods were used; theoretical research provided by the commissioning company and email interviews.

The theoretical research was made to find out what methods the commissioning company has done to increase their sales. The information was provided by the company and then supported with theory about sales management and organisational development. TKM TTT Finland Oy has made for example customer and employee surveys and different kind of workshops. The results of these were analysed to find out how successful the methods have been and to analyse what kind of information they provide about the sales.

The interviews were conducted to get clear picture of how the specific development methods have affected the sales. The questions were asked to gather more specific information about the sales and to get personal opinions about the sales methods from the sales managers.

1.5 Case Company

TKM TTT Finland Oy is a Finnish company and it is located in Akaa. It was founded in 1961. The company is part of the German TKM Group and the name “TKM” stands for a globally operating group of companies which manufactures machine knives and machine elements for the paper, wood, metal, plastics, rubber and recycling industries. The head office for TKM is located in Remscheid, Germany. The abbreviation TTT stands for “Teräs Tuote Toijala”.

TTT manufactures cutting tools, wear parts and related services for the wood industries. The main customers can be divided into sawmill-, pulp-, plywood and veneer industries. For example IKEA has their own sawmills in the Baltic countries to which TTT provides different kind of blades. TTT’s strengths as a cutting tool manufacturer are the know-how, customer satisfaction and customization. The company has over 50 years’ experience in manufacturing cutting tools for different kinds of environments from tropical to arctic conditions. The gained experience of different machinery and wood species gives TTT the expertise to manufacture a variety of blades. Customer satisfaction is one of the main priorities for the company and that is why the products are customized to fit to the customer’s machinery perfectly. Also service plays a role in enhancing customer satisfaction. The company offers maintenance, regrinding, reconditioning, hard-coating and hard-surfacing to extend the lifecycle of their products.

TTT's main products include chipper and flake knives, circular saw blades and wear parts for them. The end-users of the products are located worldwide in over 35 countries and the main markets are in Europe, South-America, Asia and Russia. The company has used the ISO 9001 quality system since 1993 to ensure the quality of their products.

TTT produces mainly all the blades itself but they also buy some blades from other companies and then resell them to the customers. This happens if the blade is for example too expensive to produce at TTT or the structure of the blade is unusual for the production. The company has approximately 130 employees, working in different positions for example in production, logistics and the sales department. The company also repairs the blades and can make modifications to the blades if the customer so wishes. For example teeth can be added to the blades in order to make the usage time and durability longer.

In 2014 company's turnover was almost 15 million euros and of that 45 per cent came from exporting. Now the company has set goals to increase their turnover by 2020 with various development plans.

2 THEORY

2.1 Sales Management

Sales management refers to different techniques that are used to attain company's sales objectives. Sales management is used to increase sales and to gain more profit. When implemented correctly, sales management helps the organisations to follow the right direction, to increase the performance and to find out the keys to success. (Advertising, Marketing and Sales Management, Mehta, 2008, page 188) Sales management covers all activities, processes and decisions that are involved in managing the sales functions in the organisation. In order to find the suitable sales management techniques and to make the organisation successful, strategical planning is needed. The key components of a strategy are;

- Clear model and guidelines
- Goals that are divided into smaller parts, for example monthly or weekly goals
- The expertise of managing the change
- Understanding the organisation
- Organisational structure that supports fast information sharing and measurement of results
- Efficient monitoring and feedback methods
- Business culture and leadership style that makes the implementation possible
- 100 per cent commitment from the managers

The key point is to get all of these things to be linked into the daily working methods. Consultants can provide extra support for the strategic planning but the organisation itself is the one who starts the whole strategy work and defines the need for that. (Haasteena myynnin johtaminen, 2007, Rubanovitsch, Aalto, page 44)

2.1.1 Customer Relationships

Nowadays due to the changing and competitive market environment, organisations must be customer driven so that they create value for the customers. Also for sales management, the role of relationships is essential. (Sales Force Management, 11th Edition, Johnson and Marshall, 2013, page 1) So the sales approaches have changed to become more as a relationship selling which focuses on creating good, long lasting relationship with the customers and providing value to their business. Long-term customer relationships bring many advantages for businesses. When the customer concentrates the purchases to one specific company, it decreases the business's selling and distribution costs, leads to larger volumes and gives positive image about the company.

With periodic measurement of customer satisfaction, companies can provide their customers the best possible service and listen to their customer's needs. That way the customers remain loyal and it also gives companies the possibility to improve their operations. It is extremely beneficial for the companies to be able to receive feedback from the customers because that is the only way to find out what things make their customer relationships good or bad. (Sales Force Management, 11th Edition, Johnson and Marshall, 2013, pages 89-90)

2.1.2 Allocation of Resources

Sales managers must prioritize their customers since it is obvious that not all of the customers can be provided with the same level of services. This can be done by creating partnerships with some customers and maximizing the efficiency with others. With a good sales strategy, organisation can prioritize their customers by deciding which customer requires more unique relationship and which one demands less services. This is the tool to allocate the resource the most efficient way, so that every customer gets what they need. Practically this can be seen for example as more frequent customer visits for some customers and as irregular phone calls or emails to other customers. (Sales Force Management, 11th Edition, Johnson and Marshall, 2013, page 4) When the customers are prioritized in a way that is most suitable and beneficial for the company, it is important to consider how much time each seller uses for each customer. Sales work is not just about contacting the already existing customers but it is also about acquiring new ones. Controlling of the customer bases should be divided into four different areas; the first one is about enhancing the profitability by focusing on already existing customers, making the relationships better and selling more. These should be the most important work duties of the sellers and it should require 50 to 75 per cent of the sellers working time. The second area is acquiring new customers and it should take about 25 to 50 per cent of the seller's time. The third one should be used if the customer is thinking about changing their co-operation partner. The outcome can be anything from losing the customer or getting them to stay. The fourth and the last one is about putting end to a certain customer relationship that does not bring any benefits for the company. By using most of the time to focus on the already existing customers makes sense unless the company is relatively new and they need new customers. Nevertheless it is up to the company how they want their sellers to use their working time. (Haasteena myynnin johtaminen, 2007, Rubanovitsch, Aalto, pages 70-72)

2.1.3 Internal and External Environment

The internal and external environment affects the sales organisations in many ways. The business world is constantly changing and the change of customers, competitors and technology is creating most of the external challenges for organisations. Nowadays customers have higher expectations about products and services that are supposed to create value for them. Due to the technology and availability of information, customers have more knowledge and that way it is easy for them to compare products and services and find out which one brings the most value for them. Since the business world is constantly changing, also the competitors change. New competitors or old competitor's new technology can create challenges for the organisation. That is why it is important for the sales managers to be aware of the changing environment. Internal challenges can include for example increase of acquisition, introduction of new products or expanding to new markets. In order to be competent and successful on the markets also the organisations must develop themselves, so the external and internal changes are forcing the companies to make changes on how they manage their sales. (Sales Management: Analysis and Decision Making, Eight Edition, Ingram, LaForge, Avila, Scwepker Jr., Williams, 2012, page 7)

2.2 Organisational Development

Organisational development is used to improve the effectiveness of the organisation. The techniques vary depending on what kinds of results are wanted. Organisational development can be development of process, structure or operating model. It can also be development of people in the organisation, so for example changing the way of thinking, competencies or commitment. The change itself can be big or small depending on what kind of things are being developed. Almost every organisation is continuously developing something. Technology changes all the time and also the customer needs, so companies must have knowledge about these changes in order to stay successful and competent on the markets. Continuous development is often about developing smaller things like production processes or sales methods. W. Edwards developed steps that ensure learning and knowledge to improve a certain product or process. This method is known as the Deming's Cycle. It includes four different steps: 1) plan, 2) do, 3) control and 4) act. The first step planning can include goal settings or formulation of a new strategy. The next step is to actually implement the plan. The third step controlling is about comparing the plan and the results and after when it is found out how successful the change has been, the final step is to take actions to improve them even further and then again start from the first step.

This kind of cycle makes sure that constant changes are done to improve the processes and that way they constantly develop things. Strategical changes in the other hand require more time and it can be about developing or changing the organisational culture or management methods. (Sami Kautto, Organizational Development course, 19.01.2015)

2.2.1 Methods to Support the Change

In organisational development different kinds of methods can be used to support the change. For example different kinds of quality management systems such as ISO 9000 ensure that company's products have a certain quality. Another method can be for example lean that was invented by Toyota to eliminate any extra waste. (Sami Kautto, Organizational Development course, 19.01.2015) When organisations are developing something, it is also important that the development is going in to the right direction. Surveys can bring a lot of help when it comes to data collection, diagnosis or assessment of something. The most important outcome of surveys is organisational learning. Whether the surveys are conducted to the employees that are working in the company or to customers, they give information about what works and what does not work. The results of the surveys should be explained to the employees and utilized in a way that it improves the working methods in the company. (Organization Development, 2006, Gallos, pages 17-18)

As it was mentioned before, organisational development can be big- or small scale depending on what kind of development is expected. Even if the development is small, it requires planning, goals and steps that should be followed during the process. During the development process it is necessary to stop and define what things are expected from the future stages of the process and also identify if the goals are still the same at this point of the process. The working methods for this part of the process can for example include the following five stages; 1) the expectations and goals are reevaluated in the strategy teams. The teams should be able to have clear arguments about their decisions and thoughts. 2) The decisions and thoughts are shared to the employees. 3) The whole organisation is entitled to ask questions and their opinions are taken into account in the planning process. 4) Questions and comments can be collected during meetings. 5) The strategy teams continue their work by utilizing the feedback and if needed, these stages can be repeated during the process. (Strategiatyö – Organisaation voimanlähde, 2010, Kehusmaa, page 79)

2.2.2 Organisational Learning

Organisational development can be for example about development of production processes or development of the machinery but every time it involves the people that are working in the organisation. Developments always bring some kind of changes and when something changes, also the way of working changes. In order to make the development successful, right kind of methods should be implemented in the organisation.

When organisations are developing something, it is also a learning process. So it is important that every person in the organisation learns how to work with the new principles. Chris Argyris developed a model called single-loop and double-loop learning that indicates two ways of learning. Single-loop learning is the most common learning style and it is about problem solving and understanding what is actually done. Double-loop learning in the other hand goes deeper and with this method goal, values and beliefs are reframed to understand why things are done as they are done. How this relates to a learning process inside an organisation is that with single-loop learning people in the organisation understand what kind of changes the development brings to their job and it also provides new techniques that can be used. So with this method people adjust their behaviour relative to the new strategy. Double-loop learning gives the opportunity to understand why things are actually done this particular way. In order to make the development or new strategy to work, it is important to provide all the necessary information to all levels of the organisation. (Organization Development, 2006, Gallos, page 767)

The key success factor in the strategy work is based on sharing information in the organisation and that way employees are updated with the project. When everyone is involved in the strategy work, it also makes information flow more efficient. The whole organisation is needed in execution, monitoring and evaluation phases, which are the main functions in the strategy work. Every employee in the organisation should be involved in the process some way or another. That way it is ensured that the employees get to know what changes the strategy brings. (Strategiatyö – Organisaation voimanlähde, 2010, Kehusmaa, pages 28-29)

2.2.3 Values and Vision

In order to achieve the wanted results with the development, all of the employees must work under the same rules and that can be ensured by having shared values and vision. Values are important in organisation; they guide the employees to behave in a proper way. By providing information what is expected and what is not tolerated in the organisation, the employees have the opportunity to learn what the values are in the company.

Behavior can be only modified when people are aware of what is right and what is wrong and which the key components of values are. (Organisational Behavior and Corporate Development, 2010, Mishra, page 78)

Values give guidelines how people in the organisation should behave but when thinking about the big picture; vision guides what else is expected from the employees in order to achieve the wanted results. When all the people in the organisation share the same vision, the vision becomes more real in the sense of a mental reality that people can truly imagine achieving. When all the employees are working under the same values and vision, they have partners and support of each other instead of having individuals that carry all the weight on their shoulders. The key components of building a shared vision and also values include encouraging, communication and asking for support. These are all ongoing processes that should be done frequently. It is important that also in individual level employee's personal views are taken into account. Shared vision and values should be also built on the personal views. For example what values the employees keep as the most important? In what kind of direction they want the vision to go? Encouraging employees to express their opinions is important in order to have everyone on the same page. Communication and support is important part in many other aspects in the organisation, but also for vision and values. All in all open communication and providing support helps the company to work as a team. It is good to remember that vision and values are ongoing processes towards future goals. As almost all the companies are developing themselves constantly, also achieving wanted vision or values requires constant work and monitoring in order to fix and further develop things to create successfully working organisation. (Organization Development, 2006, Gallos, page 778)

What is also needed to understand from values is that it should also be seen in a sales work. The shared values are important inside the company but they should also reach outside the company. Values are commonly defined in general level and sometimes not really defined how to use them in practice. It is important to define what the reason for the values is and how they are wanted to affect the organisation. In a sales work values can be seen in a managerial level as a hard and soft values. Hard values include strategy, structure and systems that highlight the routines and cost leadership. When organisations are looking for excellent work results, soft values are needed.

Soft values consider employees as human resources, whose input to the work is up to their commitment, motivation, capabilities and wills. Companies that use soft values highlight the importance of open communication and leadership that is based on motivation and equality.

When looking at the organisation's value systems, it can be seen as a value ladder (Figure 1).

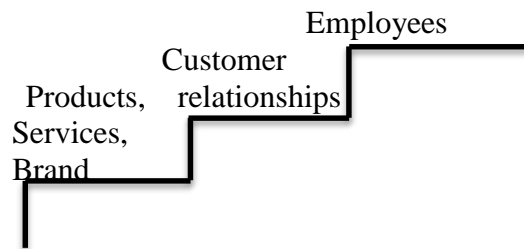


Figure 1 Corporate Value Ladder

The first ladder evaluates values from a product, service and brand point of view. What kind of things the customer values when he buys our services and products? Why the customer would buy from us? What additional value we can offer to the customer? Quality and price usually determines the successfulness but in order to stand out from the competition something else is also needed. When a corporation has a strong brand, the customer emotionally engages to the corporate and its products and it can help to make the products more reachable. The second ladder is about customer relationships. What things the customer values in the customer relationship? What kind of role the corporation has in the customers' business? The customer satisfaction can be measured with different kinds of surveys. It is important to find out what kind of things the customers value the most. The third ladder is about the employees. What makes the employees to commit to their work? What values the employees have? What kind of affect does the seller have to the customer's values? Right people in the right positions build the success of the company. In a successful business, people can work as individuals or as teams and they affect each other in a positive way. The value ladder considers values from different points of views that also reach outside the company. So good values should be implemented by also keeping in mind the customers and people that it affects, outside the organisation. (Haasteena myynnin johtaminen, 2007, Rubanovitsch, Aalto, pages 54-58)

2.2.4 Creative Tension

When organisations are going through changes or developing their operations it is natural to have creative tension. Creative tension occurs when it is clearly seen where we want to be and what our vision is and then seeing where we really are and what the current reality is. The gap between those creates natural tension. Vision is important part of organisational development, it guides the organisation into specific direction and without vision, there is no creative tension. So in order to have creative tension it requires accurate picture of the current reality and vision. In order to resolve the tension there are two ways to do it; either raising the current reality towards the vision or lowering the vision towards the current reality. For organisations it is important to evaluate which way the tension should be resolved, so that actions can be made to achieve the wanted vision. That is also why continuous monitoring is also important. It helps to identify if for example the goals are set too high. (Organization Development, 2006, Gallos, pages 769-770)

3 CURRENT SITUATION

3.1 General Information about the Sales Processes

TTT has customers all over the world and the biggest markets besides Finland are in Europe, South-America, Asia and Russia. In the sales department each seller has their own sales areas and customers. The main priority is to offer the customers the best possible service by knowing them well and by developing a good relationship with them. The sellers do frequent visits to their customers premises and that way get to know them and their business. For TTT, it is important to respond to their customer's needs and for example inform about delays right away. Problems are solved as soon as possible and the information flow between the sellers and the customers is meant to be effortless. Identifying new customers is based on customer servers, sales managers, retailers and commercial agents that frequently seek for new potential customers. As TTT is working in manufacturing industry, they categorize their customers based on volume but also those customers who have smaller volume but the co-operation works well, are important for the company. TTT wants to offer their customers high quality products and related services. Services are becoming more important for the company since customers expect to get something more than just the product itself.

3.2 TTT2020

As mentioned before, TTT has goals that they have set for the year 2020 and this strategy is called "TTT2020". The main idea is to increase the company's turnover. It is built on researches, development plans, workshops and action plans. Each part has its focus on specific things like customers, employees, managers and so on. The company has set their goals to match with their values. With the development they want to set their goals high, challenge the current operating models and respond to need for change as soon as possible. They also want to take controlled risks in a way that the company is operating systematically and learns from the mistakes. All the information about TTT2020 project was received from the commissioning company via email.

TTT2020 project is also a learning process and with the workshop and other functions, the commission company aims to educate the employees so that they know how to work with the new principles. The theory part introduced a model called single-loop and double-loop learning that indicated two ways of learning. So with single-loop learning the employees understand what kind of changes the development brings to their working methods and this method helps the employees to adjust to the new model. Double-loop learning in the other hands helps to indicate why things are done in a certain way. TTT2020 project brings changes to the way the

company is currently operating and with these methods it is easier for the employees to understand what changes the project brings and why.

By providing information to all employees in the company it also enhances the successfulness of the whole strategy work. Besides sharing information to every person in the organisation it is also important to involve everyone. Planning and decision making can be done by managers but most of the strategy work itself includes execution, monitoring and evaluation and the whole organisation is needed for that. So the key point is that everyone has a role during the process. Every employee can't be part of every single phase of the process but they should be able to be part of it at some point in some way. Involvement also enhances the cohesion inside the company. The following chapters will explain what TTT2020 project includes and of what kind of components it consists of.

3.3 Measures

The company has divided their methods in six different areas that involve different people from the organisation. The following table shows what measures are used and when. Later on each of the measures is explained more detailed.

Measure	Date
Employee and Customer Research	April 2014
Workshop	April and May 2014
Strategy work	May 2014
Strategy workshop	October 2014
Value creation workshop	November 2014
Customer and Employee Pulse Survey	Spring 2015

Table 1 TTT2020 measures and dates

3.3.1 Employee and Customer Research

In spring 2014 TTT had employee and customer research. The goal was to get comprehensive picture about the stage of the customers and employees regarding the goals. So the research identified customer's experiences about their co-operation with TTT and also what expectations they had for the future. This survey used scale 1 to 5 to represent what kind of experience the customers have about TTT. 1 indicated bad and 5 excellent experience. The average results were from 3 to 4. Also the employee survey used same scale representing the level of agreement 1 being totally disagree and 5 being totally agree. The questions included different areas such as the quality level of customer work and working according the TTT's values. The average value was 3. For this survey there were 90 respond-

ents from personnel and 28 from customers. The respondents from customer research were all from Finland. With the research the company wanted to identify their customers changing needs in the future and also analyse what threats and opportunities it might bring for their business. The main aim for this customer research was to understand the changes that happen on the markets and to understand what changes would be needed to improve things. With the personnel research the company gained more information how the employees see the strengths and development possibilities of the company and does these visions differ from how the customers see them.

One of the key components of running a successful business is to build good customer relationships. For TTT, long-term customer relationships are important and there are many advantages that loyal customers bring. As it was mentioned in the theory part, when the customer concentrates the purchases to one specific business, it decreases the business's selling and distribution costs, leads to larger volumes and gives positive image about the company. That is why periodic measurement of customer satisfaction is important so that the companies can identify customer's possible positive and negative feelings about the relationship that they have with the company. It is also important to know if the customers are feeling dissatisfied because if the problems are not identified and fixed, it is unlikely that customer remains loyal. It is extremely beneficial for the companies to be able to receive feedback from the customers because that is the only way to find out what things make their customer relationships good or bad.

3.3.2 Workshop

In April 2014 the company had a workshop for the managers. The main focus of this workshop was to go through the results from the customer and personnel research and to create a concrete development plans regarding the working teams and the customers.

As the theory about organisational development indicated, surveys can be one of the methods that help to support the change. Surveys are usually made for data collection, diagnosis or assessment of something. It is important that the companies know how to use the survey data for organisational improvement. After the data is collected from the surveys, the results should be reported in a summary form to all the people who answered the survey. This should be done systematically so that it starts from the top teams of the organisation and then flows downward to all the units and teams. In this workshop the starting point was to go through the results in managerial level. When the results are reported, it is important to have discussions of the meaning of the data and the implications of it. In order to benefit from the survey, follow up plans need to be done to improve possible weak points.

3.3.3 Strategy Work

In autumn 2014 TTT set up a development project which was coordinated by supervising team consisting of 5 persons. The supervising team did a background research before the personnel workshops. The goal was to create a common base for what was the main focus of the strategic planning and for the workshop itself. Between the personnel workshops the progress plans were specified more and strategic planning was made more concrete for the next stage.

During a development process it is important to continuously monitor the process and evaluate if the goals and future stages need readjustments. This should be done multiple times during the process so that possible adjustments can be done as soon as possible.

3.3.4 Strategy Workshop

This workshop was also held in autumn 2014 and one of its main goals was to get the know-how of TKM TTT's employees in a diverse use so that their skills would secure the future, makes development possible and ensures customer satisfaction. In this workshop there were present different employees from different departments.

In this workshop, three different areas were identified; increasing turnover with international and domestic sales networks, supporting customer's business with right kind of production methods and dedicated work community. Each of these areas was then evaluated with six different sectors that consist of economy, customer, processes, employees, network and operating culture. The following table shows how these six sectors were taken into account to increase turnover with international and domestic sales networks. After that each sector and its actions are defined more detailed.

	Increasing turnover with international and domestic sales networks
Economy	Increasing turnover
Customer	Competitiveness and value added solutions
Processes	Information sharing, understanding customers, development of sales channels, sales meetings
Employees	Expanding the know-how
Network	Active and competent commercial agents
Operating culture	Decision making

Table 2 Measures to increase turnover with international and domestic sales networks

The most important part of the increasing turnover relates to economy. The aim is to increase the turnover especially in the international markets and expand the already existing customer base. For customers the most important thing is to fulfill the customer needs by being more competitive and by offering solutions that add value for the customers. Processes include internal efficiency and operative capability that can be achieved by 1) understanding the customers better and sharing the information throughout the organisation to create systematic model for customers, 2) ensuring sales growth on target markets by developing sales channels and 3) making the sales meeting more systematic. For employees it is all about learning, growth and know-how. That is achieved by developing the know-how even further by making sure that in the production department the employees have expertise about the products. That is achieved by providing training material and by increasing the customer insight among the employees. For the network the most important thing is that the commercial agents are active and competent in a way that the networks remain good. The operating culture involves decision making so this should be done by basing it on knowledge, not on belief. The whole culture of the organisation should be consistent and appreciative.

When companies are expanding their customer bases it is important to prioritize how the sellers use their working hours. So how much time it is used for already existing customers and how much for acquiring new ones. It is also important to know who the most important customers are and then invest more time for them. The theory part defined how the customer bases should be divided and it included four different areas. The areas included existing customer base, acquiring of new customers, customers that consider changing their co-operation partner and putting end to a customer relationship.

As it was mentioned before, TTT wants to expand the already existing customer base so most of the sellers work should consist of making the relationships better and that way enhancing the profitability. TTT is also acquiring new customers so some of the sellers work includes contacting potential new customers.

The next table will introduce how the six sectors were taken into account to support the customer's business with right kind of production methods and after that each sector and its actions are defined more detailed.

	Supporting customer's business with right kind of production methods
Economy	Increment value
Customer	Competitiveness and value added solutions
Processes	Development of quality, flexible production, product development
Employees	Human resources, rotation of work tasks
Network	Research institute networks
Operating culture	Decision making

Table 3 Measures to support the customer's business with right kind of production methods

The table shows that for economical point of view increment value is important. And with this is meant that the company adds their own time, capital and know-how to their value chain in order to operate better. For customers, also competitiveness and value added solutions are the key points in production. The processes include development of the product quality, flexible production time and product development in order to meet the customer needs. For the employees it is important to ensure the critical key points in human resources and to rotate the work tasks to increase multitasking. With network, research institute networks can be utilized for the product development. Operating culture shares the same values with the increasing of turnover so also for production the most important thing is the decision making.

The next table will show how the six sectors were taken into account with dedicated work community and after that each sector and its actions are defined more detailed.

	Dedicated work community
Economy	Sick leave costs, quality costs
Customer	Developing the know-how, motivating work place
Processes	Communication, management system, working model
Employees	Developing know-how, expectations, contribution
Network	
Operating culture	Decision making

Table 4 Measures for dedicated work community

For the work community it is important that the workers are dedicated. So for economy this would mean that sick leave costs decrease and also the quality costs decrease. For the customers, the development of the employee's know-how makes sure that the customers get the best service when the employees are motivated. For the processes, open and timely communication is important. Also updating the management system and creating common working models increases the internal efficiency. For the employees of course the development of their know-how is again important but it is also important in order to meet the future needs. It is also crucial to clarify the expectations by making sure what roles each employee has. Addition to that, it is important to make sure that each of the employees contributes to the work and that the communication is open. For the networks this dedicated work community area did not had any functions but for operation culture the values were about decision making.

3.3.5 Value Creation Workshop

In November 2014 value creating workshop was held to make sure that all the employees have the same perception about what is good cooperation. Different employees from different departments were present at this workshop. This workshop also covered the strengths and the development areas of the company's work community. The company's values were identified and explained what they mean in practice.

TTT's values include three different areas; respect, cooperation and interaction and development. Respect is build when 1) promises are kept and responsibility is carried 2), everyone are fair to each other and 3) everybody's opinions are respected. Cooperation and interaction means that there is open communication, feedback is given and received and that the know-how is shared throughout the organisation. Development is assured when the goals are set high, when current operating models are challenged and reaction time for changes is quick.

Also part of development is that the company takes controlled risks, works systematic and learns from the mistakes. Addition to this also multitasking and training for that are important.

The company has also set some policies that the representatives of the company must have. First of all it is important to hold on to things that have been agreed and this is also expected from all of the employees of the company. It is also important to fix problems as quickly as possible and not to speak bad things behind people's back. As for the overall values, also the representatives of the company are responsible for giving and receiving feedback. Last but not least it is important that the managers make sure that each employee knows what is expected from them.

The theory part about organisational development explained what are values, how vision relates to that and how values can be seen in a sales work. Values guide the employees to behave in a proper way and TTT defined what values their company has. When values are defined, it is important that all of the employees understand what they mean and how it is seen in their work.

When values guide the employee's behavior, vision guides what is expected from the employees to achieve something. Encouraging, communication and support are the key components of vision. When all the employees share the same values and vision, it moves the organisation towards their goals and makes the company work as a team.

The focus point of this research is on TTT's sales and values can also be seen in sales work in a managerial level. Referring to the theory part, in management there can be soft and hard values. Routines and cost leadership are highlighted in hard values and it can include strategy, structure or systems that support it. Soft values in the other hand are more about seeing employees as human resources and commitment, motivation, capabilities and wills affect how the work is done. Open communication and leadership are important part of soft values and that is seen in the workplace as motivation and equality.

Figure 1 on page 10 shows how organisation's value ladder looks like. Values can also reach outside the company so it is not just about values inside the company. Products, services and brand can also have values and it is seen when customers define what value means for them. The customer relationships that the company has with its customers relates to the values in a way that customers have specific things that they value in the relationship. It is easy to measure what things the customers value by making surveys as TTT has also done. That way the needs can be seen and fulfilled. The last point is about the employees and what kind of things they value in their work.

3.3.6 Customer and Employee Pulse Survey

During spring 2015 TTT implemented pulse surveys to gain information how the chosen focus areas have improved and what things should be taken into consideration in the future. The results were aimed to be compared with the results of the personnel and customer research from 2014 to see how things have developed and what kind of changes can be seen. These surveys were conducted by Finnish consulting company. Based on the results, follow-up development plans are made for teams and customers. These studies can also help the company to define more specifically the strategic focus points.

The customer pulse survey was conducted with the company's domestic customers. So far any surveys have not been conducted for the customers outside Finland. There were 23 respondents and this survey had scale from 1 to 5 representing the level of experience that the customers had about the company, 1 being very weak and 5 being excellent. The average number from customer experience was 3,8 whereas last year the number was 3,7. There weren't any major changes in the results compared to last year and the other parts like the level of trust and functionality of cooperation remained quite the same as last year. What was new this year was that the company wanted their customers to evaluate how competitive TTT is compared with the competitors. The results showed that the customers thought that TTT is quite in the same level with the competitors or even a little bit better.

This survey also gave the customers the opportunity to give feedback what are TTT's strengths and what kind of things would need to be developed. The top three strengths were the know-how, quality and domesticity. And the customers also felt that there have been some improvements in the delivery times, product quality and informing about the deliveries. One of the development areas was maintaining active relationship with the customers. So the customers felt that TTT has not been so active in contacting them enough regularly whereas the competitors are being really active. Another development area was creating value to the customers. The competition is tough and the customers felt that TTT's price competitiveness is something that should be developed. So what would need to be developed is that how to create more value for the customer. Even though some of the customers felt that there have been improvements in informing about the status of deliveries but still some customers felt that that was also one of the development areas. This includes the reliability of delivery times and also overall informing about possible delays or other issues. Another factor stood out from the feedbacks and that was paying attention to the customers, for example in product development or basically with information sharing. So the customers want to be more involved and they want that the company has more interaction with them.

The employee pulse survey had in total of 76 respondents and also this survey had scale from 1 to 5, 1 being totally disagree and 5 being totally agree. There were different kinds of statements for example about the company's values and commitment. The results were divided into different departments, like sales, production, finance and technical department. In this thesis the focus point is on the results of sales and customer service department and in this team there were 11 respondents. So starting from the values, the sales team's respond to the question about standing behind the company's mutual values and working according them showed that 18 per cent of them thought that they can't do so. The overall average from all of the respondents of this survey was 16 per cent so the sales department had higher rate for not being able to stand behind the values. One of the reasons why they couldn't do so was lack of trust and respect. Over half of the sales department's respondents also thought that TTT's operations had developed a bit into better direction during the past year. The other half in other hand thought that they have not seen any big changes. Also almost the same results go to the question where there was asked that how the employees have changed their own behavior in order to develop mutual things. 64 per cent answered that they have changed their behavior a bit and rest of them had not really changed anything.

The following tables show which statements got the highest and lowest grades, when the following grading system was used:

Under 2,5	Requires immediate actions
2,5-3	Requires development
3-3,5	Requires some development
3,5-4	Mainly in order
Over 4	In order – maintain/strengthen

		Sales Team 2015	TTT 2015
Customer work	I know the qualifications of our products and the customer needs behind them	4,0	3,5
Customer work	Deviations are immediately informed to the manager	4,0	4,1
Customer work	We deliver the orders to the customer according the schedule	3,9	3,7
Customer work	My team is initiative and active in problem solving	3,7	3,3
Commitment	I am proud of what we achieve as a company	3,7	3,4

Table 5 The highest grades from the employee pulse survey for sales team

The results from the sales team are compared with the average grade of all respondents. The table shows that the strengths are mainly involved around customer work. So the sales team sees that customer needs are satisfied and possible problems are handled as soon as possible. Also the average grades from the whole survey shows that the highest grades came from customer work.

The following graph 6 shows which statements got the lowest grades and the results are also compared with the average grades from the all respondents of this survey. Compared to last year's results the numbers have gone into slightly better direction but nevertheless they require actions and development.

		Sales Team 2015	TTT 2015
Operating according TTT's strategy and values	There is open communication and information sharing among everyone	2,3	2,2
Operating according TTT's strategy and values	The company has mutual working manners	2,3	2,5
Operating according TTT's strategy and values	I trust the managers ability to make the right decisions	2,6	3,0
Operating according TTT's strategy and values	The management communicates openly and clearly about relevant things happening in the company	2,7	2,6
Operating according TTT's strategy and values	We create actively good team spirit	2,8	2,7

Table 6 The lowest grades from the employee pulse survey for sales team

The lowest grades came from operating according TTT's strategy and values. Working as a team seems to be one of the biggest problems. So when the employees don't work as a one big team, also trust and communication issues arise. According to the grading system, especially communication and mutual working manners would require immediate actions. It was also clearly visible that in the results of the whole survey these similar issues were highlighted. So there is not that much deviation compared to results of the sales team and the whole survey itself.

Also in this survey there was opportunity to give open feedback. The common things that were mentioned were that there should be more open communication and respect among all the employees. Also it was mentioned that knowing the customer should be focused more.

The summary of this customer and employee pulse survey stated the most important factors that should be focused in the future. The main focus was on making everyone working together, assigning change agent to clear the picture and making plans for the future. There was also mentioned that customer surveys should also be somehow implemented for the foreign customers.

The results of these surveys indicated the strengths and weaknesses of different areas. It is important that the results are analysed and used to improve the current operating model. Compared to last year's survey, the results showed similarities so indeed some areas have improved but some actions need to be taken in order to fix the weak points.

4 EMPIRICAL RESEARCH

In order to get more specific picture about the commissioning company's sales and its connection to TTT2020 project interviews were conducted to gain more information. The results of the interview also give clearer picture where the company is right now. As mentioned on the current situation part the commissioning company had a survey for the employees but this interview will measure what concrete changes TTT2020 has brought to sales and how the company's sales managers see the processes.

Interviews were done through email and it was sent to all the commissioning company's sales managers. The main purpose of these interviews was to get more information about the connection between the sales and TTT2020, since the current situation part gives more or less general overview about the TTT2020 project itself. The interview questions were sent to 8 people and 7 answers were received. There were 10 questions and all of them were open ended questions. All of the questions are based on TTT2020, in order to get more detailed information about each measure. The following questions were asked;

1. Has TTT2020 brought any visible changes to sales or its processes? Please explain what and how.
2. Based on the customer survey's results, has there been made any concrete actions/changes? If yes, please explain what.
3. Why customer surveys have only been made for the domestic customers? How do you gather information from the foreign customers?
4. What actions have been made to improve open communication and we-spirit? What kind of impact these things have had to your own work and overall in sales?
5. TTT2020 has also included different kinds of workshops, if you have participated to those, what concrete results have been achieved with them?
6. How sales processes have changed during TTT2020? Is there any differences compared to few years back and present time?
7. What concrete changes are needed regarding sales in order to meet the requirements of TTT2020?
8. Do you feel that there are things in the sales or in the sales processes that have not been taken into consideration for TTT2020?

9. What things have you personally changed or done to achieve the strategic objectives?

10. Something else to comment regarding sales or TTT2020:

4.1 Interview Results

In these following chapters the questions are described more detailed to justify why they were used and the results for each question is summarized below.

4.1.1 Changes in the Sales Processes

Starting from the first question “Has TTT2020 brought any visible changes to sales or its processes? Please explain what and how.” it was important to find out whether TTT2020 has had any impact on sales or not. Since the main aim of this thesis is to answer to the question “How has TKM TTT Finland Oy developed their sales processes and what changes are needed to meet the requirements of TTT2020?” it is necessary to identify what changes TTT2020 has actually brought to sales.

The results for this question showed that most of the respondents felt that TTT2020 has not yet brought any visible changes to sales. The few changes that were mentioned was that now there has been more focus on finding out in which areas the sales should grow and which customers that involve. Another comment was that the customer surveys are relatively new thing that came along TTT2020. Also new projects have been launched for new customers. Even though based on this interview, there have not been so many visible changes but during the TTT2020 project, the sellers have at least gained clearer picture about the sales focus point and things that should be prioritized.

4.1.2 Customer Surveys

The second question was; “Based on the customer survey’s results, has there been made any concrete actions/changes? If yes, please explain what.” The customer survey results were described on the theory part and it showed the strengths and weaknesses of TTT. It also defined where TTT stands as a company compared to competitors. All the feedback that is gained from the customers is information that should be used to develop the business and to meet the customer requirements.

During TTT2020 project there have been two different surveys for the customers, so it is important to find out if the results of the surveys have been utilized in any way.

One of the development areas that the customers mentioned in the customer survey was creating value to the customer and involving them. The results for this interview question showed that most of the respondents felt that the communication with the customers has grown. So there are more customer visits and the sellers also contact them more frequently. Some of the sales managers have also contacted the customers personally about the survey results. This ensures that the sellers clearly know what the customers expect from them. Also something that stood up from the results of this question was that the customers are listened more so TTT pays more attention on the customer needs. This can include for example product development, wider range of products or other kind of co-operation with the customer to provide them what they want. Based on the customer survey results also the quality of the products has been made better so there is less deviation in the products. There has also been emphasis on making the blade maintenance services better by upgrading the machinery. All these things also have effect on keeping delivery times on schedule.

4.1.3 Customer Surveys for the Foreign Customers

All the customer surveys that the commissioning company has done have only been for domestic customers. The third question asked “Why customer surveys have only been made for the domestic customers? How do you gather feedback from the foreign customers?” The company has acknowledged that there should be surveys for the foreign customers too and with this question it was aimed to get better understanding why the survey has not yet been done and how they currently gather feedback from the foreign customers. The best way was to ask from the sales managers that are directly in contact with the customers.

The reason why the customer surveys has only been made for domestic customers is that it has been a while since TTT has done customer surveys and they thought that it is better to start with the Finnish customers. There are not any specific plans how and when the survey is made for foreign customers but it is something that they are definitely interested to do. The responses showed that the current way of collecting feedback from foreign customers is usually done when the sellers contact them, but there is not any specific way how to collect it. So basically the customers give feedback if they want to. It would be important to create a survey also for foreign customers since exporting creates significant amount of TTT’s turnover.

4.1.4 Open Communication and We-spirit

One of the key things that popped out from the employee pulse survey was lack of open communication and we-spirit within the company. The fourth question “What actions have been made to improve open communication and we-spirit? What kind of impact these things have had to your own work and overall in sales?” aimed to get more information how these issues have been handled. It is clear that these issues are something that needs to be fixed in order to make the company working as a one team and most importantly, working towards the TTT2020 goals in order to get the turnover growing.

The responses for this question showed that TTT has made few things to improve open communication and we-spirit in the company. For example annual “summer party” is arranged for all of the employees. Also the company values are aimed to improve these things but the problem with it is that most of the employees don’t work according these values. Some of the respondents felt that there have not been any visible changes to these issues and that the main problem is the communication within the company. In the other hand some of the respondents said that the information sharing has become better and that issues are solved better than in the past.

4.1.5 Workshops

The information regarding the workshops was quite limited so there wasn’t that much information what these workshops included and what kind of impact they have had to the TTT2020 project. With this fifth question “TTT2020 has also included different kinds of workshops, if you have participated to those, what concrete results have been achieved with them?” the aim was to get more information about these workshops.

The results for this question included very different kind of answers. Some of the respondents hadn’t been part of the workshops so they did not know anything about the results. The ones that did participated thought that these workshops have made the employees support each other more. Also the co-operation within the company has become better but any concrete results can’t be seen. One of the respondents answered that the co-operation in the production department has become better but the co-operation with sales department is not going so well. In the other hand one respondent said that the co-operation between production and sales has become better and that there is now more trust between these two departments. Clearly this question divided opinions but most of the respondents still felt that any concrete results have not been achieved.

4.1.6 The Differences in the Sales Processes

If companies want to develop something they need to make changes or they stay stuck with the old operating models and that way goals are not achieved. With TTT2020 project, the commissioning company wants to get their turnover growing so something needs to change if they want to achieve it. The sixth question asked “How sales processes have changed during TTT2020? Is there any differences compared to few years back and present time?” so the aim was to identify any differences. For the analysis part, is important to know how the sales processes have changed during TTT2020 and how the sales managers see the situation.

The answers for this question can be summarized to this; there have not been any major changes in the sales processes. One of the respondents felt that there is no need to change the sales processes since the wanted goals have been always reached. Also one comment was that the current working methods are functioning well in a way that it all starts from knowing the customer. By knowing the customers the sellers know what to say in order to make it clear how the customer would benefit of buying TTT’s products. One of the respondents thought that the sales processes are constantly developing in his work. The company is searched via Google more and that also reflects the amount of request for quotations that are received. Also another small change that can be seen is that the responding time for request for quotations has become slightly faster. Some areas that TTT should focus more on is the usage of social media and overall on digital marketing. The responses for this question showed that the sales processes have not changed much but there were few things that have become better.

4.1.7 The Need for Change

The sales managers are constantly in contact with the customers and they are aware of how the sales are going so in order to make TTT2020 a successful project, it is important to identify what changes are needed. The seventh question was “What concrete changes are needed regarding the sales in order to meet the requirements of TTT2020?”

Few answers for this question emphasized the importance of getting the costs down. The production costs are high and in order to stay competent on the markets TTT needs to get the costs down somehow. At the same time the production must be able to produce the products efficiently and with high quality. Delivery times have to be accurate and the employees must be flexible when that is needed.

The respondents also felt that something needs to change in the sales processes and in the way how the customers are contacted. Customers have higher expectations and it is not enough that things are done repeatedly in

the old way. More customer visits are needed and also customized customer service. Basic customer visit are not enough for selling certain products or services, customers need more than that. That requires training of the employees. The sellers must be able to have more expertise and problem solving skills addition to basic selling skills.

One of the respondents replied that TTT should invest in areas where the growth is expected. Currently sales resources have been increased in areas where the growth is not expected according to TTT2020 strategy. So basically sales processes need some changes, selling should be more active and there should be more focus on the sales and also to marketing. Also the acquisition of new customers should be more active.

4.1.8 The Need for Re-evaluation

Even small things can make a difference when companies are developing or changing their businesses. Sometimes it is hard to take all the things into consideration so it is good to ask directly from those people that are dealing with specific things such as in this case with the sales. The eighth question was “Do you feel that there are things in the sales or in the sales processes that have not been taken into consideration for TTT2020?” In order to achieve the best results, it is important to think even small details that could make a difference to the outcome.

For this question the answers were quite same as for the previous question. So production costs down and providing customers more than just basic services. It was also mentioned that the workload of the employees limits the focusing on acquiring new customers or products. That requires time and creates cost in the beginning and the management does not always understand that. The sales resources are limited and that is why it is important that the sellers are right and working with the right duties. There also has to be enough employees working in the sales department. As TTT is part of German TKM Group, one of the respondents felt that the responsibilities of different sales areas inside the corporation are messy. This means that companies inside the TKM Group are competing with each other. So TTT is competing of same customers with different units.

4.1.9 Individual Contribution

Changes, goals and developments are not achieved only by giving orders to people to act in a certain way. Each employee is also responsible for individually contributing to the work by changing or developing themselves in way that it benefits the project. That is why the ninth question asked “What things have you personally changed or done to achieve the strategic objectives?”

The responses for this questions showed that the sales managers are now focusing more on getting new customers and understanding their current customers’ needs. The sales teams are trained to ensure the quality of customer visits and to understand the customers’ processes. So the customers are contacted more and the customer visits have been improved. The sales managers are now more focused on getting new customers but also maintaining the old customer relationships.

4.1.10 Additional Comments

The 10th question was added to give the respondents the opportunity to comment on sales and TTT2020 if they wanted to. This way also things besides the other questions can be addressed and possibly added to the work.

Few comments were gained from this question. One was that TTT should invest in those products and services that bring most of the profit. Human resources should be considered carefully in order to avoid burnouts. Each seller should check their sales numbers and then evaluate the resources that they have. TTT2020 is now on process but it should be upgraded and developed time to time. The business world is changing every day so also the TTT2020 goals should be reevaluated according to that. The current operating model is old and it needs to be challenged in order to see if TTT has potential to develop sales or production work into a new model. That way addition to the old ones, new services and new products can be offered to customers.

5 ANALYSIS

The aim of this thesis is to analyse the case company's sales processes and to find out if they have developed them in any way. This information is needed to assess if something needs to be changed in order to meet the requirements of TTT2020 project. With the theory part of this thesis, the main goal was to provide information about sales management and organisational development. The current situation chapter aimed to create clearer picture about the commissioning company's current situation regarding the sales and also go through what TTT2020 project has included so far. The empirical research was done to get more specific information about the sales and how it relates to TTT2020. In order to analyse what changes have been done to the sales processes, this chapter analyses the theory, the current situation chapter and information that was gained from the interviews.

The main goal of TTT2020 project is to get the turnover growing and that is done by setting the goals high, by challenging the current operating models and by responding to need for change as soon as possible. When answering to the research question "How has TKM TTT Finland Oy developed their sales processes and what changes are needed to meet the requirements of TTT2020?" the first step is to know if any visible changes have actually happened to the sales processes. The planning of TTT2020 project has started few years ago and last year the company started the implementation of the new measures. Along with the TTT2020 project, one of the visible changes that can be seen is that the sellers have clearer picture about the sales focus points. That is seen in a way that the sales areas where the growth should happen have been identified and also the customers that it involves.

5.1 Customer Surveys

The customer surveys are a new thing for TTT and that way the company has been able to see what the customers want. Based on the results, the sellers have been able to adjust their way of working and focusing more on what the customers want and expect from them. The communication with the customers has improved and that way it is easier for the sellers to identify their customer's needs. The customers wanted more frequent visits and contacts from the commissioning company and the sellers utilized this information and started to contact them more frequently.

Paying more attention the customer needs is now more highlighted at TTT. That gives the possibility to make product developments, provide wider range of products and all in all enhance the cooperation with the customer in order to provide them what they want. Frequent measurement of the customer satisfaction is important. That gives the opportunity to see

if the customer's needs are changing or if there is something that the company should improve. The customer surveys have changed the sales processes to be more customer oriented and to serve the customer needs better by changing the operating styles. The customer surveys were conducted for domestic customers but the survey results indicated the need for implementing it also for foreign customers. Currently there is not any specific way how the feedback is collected from the foreign customers but usually the sellers receive the feedback when they contact their customers.

5.2 Employee Surveys

In addition to the customer survey also employee surveys were conducted. The way how the employees work and how they feel about their work environment has also impact on the sales processes. The work environment can either enhance or lower the performance level of the employees and it can affect how the employees do their job. The results from the employee survey indicated that the main issues at the sales department relates to lack of open communication and we-spirit. Some of the respondents of this survey thought that there has been some changes compared to last year and some couldn't see any changes happening. According to the interview results, some actions have been made to improve these things, for example the annual summer party, but there are still problems especially with the open communication. There was a lot of deviation in whether the communication has improved or not and some sales managers thought that information sharing has become better but then again some couldn't see any changes. The mutual values aimed to improve these issues but the problem is that not all of the employees work according to these values. TTT had value creating workshop that identified the values and the use of them in practice were specified. Also multitasking and training for this was mentioned but based on the interview results the changes remain quite weak. Working under the same values is important for an organisation and when it is done correctly, the employees are able to support each other. The components of building shared values include encouraging, communication and support that is an ongoing process. For TTT, the lack of open communication brings problems to work according to the values.

5.3 Workshops

TTT2020 project also included different workshops that had different goals and functions. There was workshop for managers, strategy workshop and value creation workshop. The workshop for managers included going through the results of the employee and customer surveys and to create development plans. Actually in all workshops there were development plans so that the strategy work could move forward. Strategy workshop was one of the biggest areas since it included many sub-areas with specific goals. The strategic areas included increasing turnover with international and domestic networks, supporting customer's business with right kind of production methods and dedicated work community. The main goal was to develop the employee's know-how in diverse use. How this included sales processes was that customers are getting more value, sales channels are developed and sales meetings are made more systematic. Value creation workshop highlighted the importance of respect, cooperation and interaction in the company and that way changes could be seen in the sales processes too. The results from the interview showed that some of the sales managers did not participated to these workshops but the ones that did thought that they have helped the employees to support each other more. The cooperation between the sales department and production has divided opinions and it is unclear if the cooperation has improved or not due to these workshops. Based on the interview results, any major concrete results have not been achieved with these workshops but they have at least in some level developed the employee's behavior at work.

5.4 Changes in the Sales Processes

One of the interview question asked if there have been any changes in the sales processes during the past few years. The results showed that any major changes have not happened and for some respondents, there wasn't even need for changes. The current working methods are working well and the sellers work starts from knowing the customer and their needs. In sales work it is important to build a good relationship with the customer and to be aware of the current business environment. It is still important to develop your business and its operations in order to offer the customers better service, better products and to respond to their changing needs. One of the respondents of the interview thought that things are developing all the time in his work. Continuous development gives the opportunity to develop small things constantly and that way constant improvements can be made all the time. One of the concrete changes that can be seen is that the responding time for the request for quotations has improved slightly and the company also receives them more. Based on the interview results TTT should focus more on social media and on digital marketing.

As mentioned before, the main goal of TTT2020 project is to get the turnover growing by the year 2020. In order to get it growing, some changes need to happen. The sellers are in contact with the customers so they know what the situation with the sales is currently and what kind of things the customers expect from TTT. Based on the interview one of the things that TTT should focus on is to get the costs down. The production costs are high and when the competition is also high, it is difficult to stay competent on the markets. The costs should get down but at the same time the quality of products and production efficiency should remain high. The strategy workshop aimed to get the TTT's employee's know-how in a diverse use and it was mentioned that by improving the management system and creating common working models, the internal efficiency could be increased. So the solution to cutting costs could be found from the strategy workshop.

5.5 Focusing on the Customers

The interview revealed that something needs to be changed in a way that the customers are contacted. The customers have higher expectations and they expect to get greater value from the products and services that they purchase. In TTT, this means that things can't be done repeatedly in the same way after years and years because customer needs and expectations change. More customer visits are needed and also more customized services. That leads to the need for training the employees; they need to have more expertise and problem solving skills. Also the sales resources should be focused more in the areas where the growth is expected according to TTT2020 strategy. It is important that the sellers know how to allocate their working time and to which customers they should focus the most.

5.6 Development Areas

The interview asked from the sales managers if there is something in the sales processes that have not been taken into consideration for TTT2020 project. One area was that the employees have limited time to acquire new customers or products due to the workload. It was mentioned that the management does not always understand that it requires time and can be costly at the beginning. Unless there is a real need for new customers, the employees should focus on the current customers and make those relationships better and stronger. Due to the limited sales resources the sellers must be the right ones, working in the right duties. If the need of acquiring new customers is high, there should be then enough employees working in the sales department.

TTT is a part of German TKM group that includes over dozen companies in 11 different countries. One of the respondents of the interview felt that companies inside TKM Group are competing with each other over same customers. The reason for this is that the area responsibilities inside the corporation are messy. When companies are operating under the same corporation, there must be clear structure and operating models inside the corporation in order to create common principles that each company follows.

TTT2020 is not just a project that is implemented by certain teams or management. Each employee is also individually responsible for contributing to the work by changing and developing themselves according to the strategy. The sales managers are now focusing more on understanding their current customers and to acquiring new ones. Also training is organised to make the sales teams understand their customer's processes and also to ensure the quality of the customer visits. In the few workshops training was mentioned. In the strategy workshop the training of the employee was aimed to make them understand the customers better. In the value workshop multitasking and training was mentioned to assure that the employees know how to work according the values and also how to work according the development plans.

As a summary, the biggest changes that TTT2020 has brought to the sales processes is that, first of all the sellers are more aware of their customer's needs and can provide them the service they want. It is also now more clear what the sales focus points are and where the growth should happen. The project has made TTT putting more focus on the customers. Their needs and expectation are taken into consideration and everything that is done; it is done by thinking the customer first. Some of the goals might not have been achieved yet but at least this project has given the information what needs to be changed and to what things should be focused more. TTT2020 is now on process but it is a continuous process and it should be upgraded along the way. The goals should be also reevaluated time to time, since the business world is changing constantly. The current operating model has to be challenged to see if TTT has potential to develop the sales and production processes to the new model. Only that way new products and services can be created and offered to the customers.

6 RECOMMENDATIONS

This chapter answers to the latter question of “How has TKM TTT Finland Oy developed their sales processes and what changes are needed to meet the requirements of TTT 2020?” Based on the analysis, recommendations are made whether the commissioning company should make changes to their sales processes or not.

6.1 Expanding the Usage of Customer Surveys

In 2014, 45 per cent of the commissioning company’s turnover came from exporting. So the foreign customers are important for TTT’s business. As it has been mentioned, customer surveys has been conducted only for domestic customers and based on the results, some changes has been made to the sales processes. The sellers that have foreign customers, receive feedback from their customers every now and then. So the customer gives direct feedback when they feel it is needed. The surveys that have been done also indicated the need for making surveys for the foreign customers. Because currently there is not any specific way how to collect feedback from them, any suitable data is not available. Frequent measurement of customer satisfaction gives organisations the opportunity to develop themselves. When the data from the surveys are utilized, organisational improvements can be done based on that. The analysis showed that the commissioning company benefitted from the domestic customer survey results so they could also benefit from surveys that are implemented for the foreign customers. What needs to be taken into consideration is that the business cultures vary in different parts of the world, so the ways of giving and receiving feedback can differ. However with little planning it should be possible to find a good layout that could be used for all of the customers. This way similar kind of improvements could be done to improve the sales processes and to measure if the changes have impact on the customer feedback. Since exporting plays a big role for TTT’s business, it would be wise to implement the surveys in order to offer the customers exactly what they want and possibly to utilize the collected data for new customers. As one of TTT2020 goals was to challenge the current operating models, broader use of customer surveys could give different kind of perspective to the sales processes and that way also the sales could increase.

6.2 Open Communication and We-spirit

One big area that affects the sales processes and basically everything in TTT is the issue with lack of open communication and we-spirit. Some changes have been made to improve things, but there is still a lot of work to do. The most important thing would be that every employee in TTT would work as a team, depending on the department they are working or the position that they have. Lack of open communication has brought problems with distributing information to all of the employees. There are also problems between different departments. Changes, developments and projects in general always require that the organisation works towards the same goals as a one team and that information is shared throughout the organisation. If the organisational structure is not working as it should be, it is difficult to make the project successful. One part of TTT2020 project is the values that should guide what kind of behavior is expected from the employees. Lack of open communication and we-spirit also makes working according to these values more difficult and the survey results showed that not all of the employees work according to them. There is also lack of trust among the employees and especially in management level the employees don't trust on the decisions that the management does. All of these issues can create difficulties to get the turnover growing because communication and team work are key players in successfully running business. When the information sharing and co-operation between the different departments is not good, it can have effect on multiple things. The business works most effectively when information is shared quickly and people support each other. Meeting the requirements of TT2020 can be challenging, if the problems are not solved. Building and maintaining a well working organisational structure is an ongoing process that is not created with one training or information meeting, it should be continuous and have for example monthly goals that drive the process forward into the right direction. The first step would be identifying why these issues exist and what can be done to resolve them. After that, further plans about possible trainings or meetings could be organised.

6.3 Continuous Development

The interview results showed that there have not been any major changes in the sales processes and some of the respondents felt that there is no need for any changes. However when the goal of TTT2020 is to get the turnover growing, changes need to happen also in the sales processes. One respond was that TTT should focus more on social media and digital marketing and nowadays social media is important part of daily business operations. The commissioning company could find new ways of acquiring new customers and contacting the current ones, for example by utilizing social media or other methods. Even if the current working methods are working well, small, frequent changes makes TTT move one step closer to their goals for TTT2020. One of the goals of TTT2020 was setting the goals high and by setting higher goals also for the sales processes, the requirements can be meet.

One of the focus areas that TTT should focus on is to get the costs down. In order to stay competent on the markets, the production costs need to get lower but at the same time same quality level for the products is required. The workshops could provide help how to lower the costs, but it also requires a lot of planning and communication with all of the departments in order to create operating model that works for everyone. Also the reason for having such a high production costs should be identified and find out if there is something that creates extra costs, or in the other hand find out if there is a way to make the products have more value in the customers eyes.

Even when one of the interview responses revealed that there is no need for changes in the sales processes, another question showed that some changes are needed to meet the requirements of TTT2020. Customers have higher expectations and TTT has to respond to their changing needs and that way more frequent customer visits are needed. Also more customized services are needed. And how this can be done in practice is by educating the employees and providing them training but the starting point should be on deciding what kind of customized services can be provided and how much more the sellers can focus on one customer. It is also important to contact the customers and ask directly what things they want, because every customer does not necessarily value the same things such as frequent visits.

6.4 The Main Focus Points

The biggest change that is required to meet the requirements of TTT2020 is the communication. Specific parts of the sales processes like contacting the customers or gathering customer feedback should start from creating open communication inside the company. When the communication works, it is possible to discuss how things should be taken forward and what kind of things are required. The sales processes have changed already into better direction but in order to change them more, communication is needed. Some Finnish companies are still struggling with their economic situation and also TTT has gone through more difficult times so all the resources that has been used for TTT2020 project can be beneficial for their economic if the resources are used in the right way. The project has required time and money so in order to get the most benefits out of it, all information and resources must be used in the right way. In the survey, it was mentioned that the sales resources has been used in areas where the growth is not expected and this kind of actions only slow down the progression and can possibly cause problems. If the TTT2020 project has determined areas where the growth should happen, the sales resources should be then focused on those areas.

In the theory part there was mentioned creative tension which means that there is a gap between the current reality and what is wanted to achieve. The gap between them creates natural tension. This model could also be utilized at TTT. So right now the TTT2020 project has started but there is a long way to reach the goals. So the commissioning company could assess where they are right now and how much more it is needed to meet the requirements of the project. If the goals are set too high, they can be modified and lowered so that they will be reached. Or then if the goals are where they are supposed to be, it is time to start moving towards the goals by making changes. It is important that the commissioning company evaluates if the time, money and resources that are used for the project has brought enough benefits. The project is still at the beginning but it is wise to evaluate these things even in the early stage so that changes can be done quickly.

During the TTT2020 project there has been a lot of information that has been collected through various methods like surveys and workshops. The commissioning company has to make sure that all the information has been utilized so that the project gives the most benefits. For example the results of employee surveys should be utilized to develop the critical areas such as the communication issues. Actions should be made as soon as possible so that the problems can be fixed and new ways of working can be implemented in the company.

The main development that has happened to the sales processes involves the customers. In order to get the sales growing, it is important to focus on the customers and their needs but besides that, there could be more focus

on the employees too. Providing better service for the customers requires that the employees are well educated to do that and that they have the right kind of work environment for it. Also the employee's needs are important to take into consideration and make sure that they know what is expected from them. If the customer needs can't be fully satisfied, the commissioning company could also consider if they have enough employees working in a specific positions.

All in all the sales processes don't require any major developments but still some changes need to happen so that the requirements of TTT2020 can be met. It is not only the sales processes that need developments; every other area in the company needs to develop too. Now it is the matter of time to change things and move the project from words to actions. The interview that was implemented for the sales managers showed that the managers knew different kinds of things about the project and its situation and also the opinions varied a lot, so the development of sales processes should start from providing the employees the same information. That prevents rumors and clarifies the progression of the project. When all the information that is gained from the project is utilized correctly and possible issues are fixed, the requirements of TTT2020 can be met.

7 CONCLUSION

The conclusion part of this research summarizes how the objectives were met, how the research question was answered and identifies what was actually achieved with this thesis. The first objective of collecting information about sales management and organisational was fulfilled in the theory part by providing basic information about these topics.

The second objective was met in the current situation part, where it was shortly explained the company's current sales methods and then explained what TTT2020 project has included so far. All the information was provided by the commissioning company and it was then supported with some theory about sales management and organisational development.

The third objective was to conduct an interview for the commissioning company's sales managers. The main idea behind the interview was to get more detailed information about the company's sales processes since the current situation part was mainly about the whole organisation. The interview also gave opportunity to collect feedback regarding the whole TTT2020 project and sales in general. The results of the interview were described in a summary form. They gave some new, detailed information regarding these matters and the answers could be utilized in the research.

The fourth objective was about analysing the results and the most important thing was to find answer to the first part of the research question, which was "How has TKM TTT Finland Oy developed their sales processes?". Based on the theory and the interview results, it was possible to identify the areas that had been developed the most. The biggest development was that the company is now focusing more on the customers and their needs. The customers are listened more and based on that the service quality can be enhanced.

The fifth objective of making recommendations and identifying if there is a need for changes was answered in the recommendations part. So in this chapter the latter part of the research question was answered. The most urgent and perhaps challenging area that the commissioning company should change is the communication inside the organisation. Changes can be made also to the sales processes when the communication issues have been solved. The requirements of TTT2020 can be met if the problems concerning employees and the atmosphere inside the company are fixed. Also finding new, innovative ways of conducting business and doing sales can help to reach the goals of TTT2020.

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