

The 25th IMP Conference 2009
3-5th September 2009, Marseilles, France

Customer Care Dimensions in the Interplay of Business and Social Networks

Work-in-progress paper (WIP)

Authors:

Arja Hallberg, PhD Student*
Katri Nykänen, PhD Student

*Corresponding author

Affiliations:

Arja Hallberg
Hanken School of Economics
Department of Marketing
Address: P.O. Box 479, FIN-00101 Helsinki

Katri Nykänen
Helsinki School of Economics
Department of Marketing and Management
Address: P.O. Box 1210, FIN-00101 Helsinki

Abstract

The research paper focuses on industrial services within capital-intensive industry and how the offered services are perceived and evaluated by the customers in their operational environments and affected by the customers' social network contexts. Because of the variety of industrial services, various industrial services are classified into service and support and captured under the conception of customer care. The purpose is to investigate how business networks, herein the service providers with their service networks, can learn more about their customers' actual needs and their customers' social networks affecting the offered and provided customer care. In this context, the paper presents a framework with six dimensions. The scope is on the interplay between the customers' business and social networks and their impacts on the perceived customer care. The research approach is abductive and qualitative, based on case studies and in-depth interviews of the capital-intensive machinery owners. So far, the empirical findings support the theoretical assumptions and the presented dimensions forming the customer care framework.

Keywords: Customer Care, Social Networks, Business Networks, Industrial Services

Introduction

Purpose and Contribution of the Study

This research paper focuses on industrial services provided by business networks, i.e. the professional service providers with their service networks, and how the offered services are perceived and evaluated by their customers. The purpose is to investigate how business networks can learn more about their customers' actual needs and enhance their levels of the offered customer care for their customers' long-term benefits. (Roos & Edvardsson 2008; Grönroos 2008) The underlying claim is that business networks can gain more knowledge and insights of their customers by exploring the customers' social networks and social aspects in the customers' informal relationships. (Woo & Ennew 2005; Wynstra et al 2006) As such, there are some clear indications for interplay between business and social networks in the customers' spheres. Herein, a framework for customer care is developed to better illustrate the interplay between the business and social networks in the customers' spheres. (Holmlund & Kock 1995; Wynstra et al 2006) Hence, the framework is used to clarify the roles and responsibilities between the business and social networks in the perceived customer care. The aim is to contribute to the theories of industrial services by emphasizing the aspects of business and social network theories in the customers' perceptions of various industrial services.

Research Problem and the Research Gap

Wynstra et al (2006) state that very few studies have investigated the interaction processes after the actual purchase. Mostly, the focus has been on characteristics of the seller, the service provider, rather than on the buyers, the customers for customer care, and their usage situations. (Wynstra et al 2006; Strandvik et al 2008; Gebauer et al 2008; Grönroos 2006, 2008; Goffin & New 2001) Also, few studies deal with the variety of customer care, seen from the buyer's perspective and how the buyers deal with this variety within customer care (Wynstra et al 2006). After the actual purchase, the buyers require customer care to ensure as little inconveniences as possible in their processes and operations. Thus, the demand for customized and tailored customer care is strongly increasing. The main concern is to offer problem-solving solutions that cover a wide range within customer care, because the buyers as customers need solutions, assistance, and support in their daily operations and processes over their entire ownership periods. Typically, the offered customer care is provided by professional service providers and their service networks; manufacturers, resellers, or independent service providers. (Armistead & Clark 1992; Wayenbergh & Pintelon 2002, 2004; Clark & Armistead 1991)

Within customer care, the interaction processes are not limited only to one seller and one buyer. The cooperating actors are embedded in their business and social networks with a myriad of other relationships, which exist simultaneously. Therefore, the service providers ought to bear the impact and influence of other actors' embeddedness in mind and build their customer care strategies not only derived from an evaluation of the needs and wants of the buyers to whom they have direct relationships, but also to other actors to whom they have indirect relationships. It is crucial for the service providers to know and learn more about their customers' specific and changing needs, which can vary because different types of relations are involved simultaneously in the interaction processes. (Holmlund & Kock 1995; Holmlund & Törnroos 1997; Wynstra et al 2006)

Outline of the Paper

The paper is structured as follows. After the introduction, the area of customer care is discussed from the customers' points of views. Secondly, the meaning and roles of business and social networks are presented and applied to the conception of customer care in a framework of six dimensions, which are clarified in detail. Thirdly, the research design and methodological choices are discussed. Fourthly, the empirical results are clarified. Fifthly, the results deriving from the presented customer care framework and empirical findings are clarified with different dimension impacts. Lastly, the conclusions and further implications conclude the research paper.

Theoretical Background

Customer Care

Through time, the area after the actual purchase and acquisition has been called after-sales and lately customer support, and various industrial services offered to the customers have been called after-sales services or after-sales support, product-related services or product support, or just simply service or support. (Goffin 2000; Goffin & New 2001; Oliva & Kallenberg 2003) Because of the diversity of concepts and terminology used through time, the concept of customer care is chosen to describe different characteristics of the offered industrial services in their context and content, which in turn are classified into service and support. (See for example Helander & Möller 2002) The term *service* reflects to the traditional areas of installation, maintenance and repair, spare parts, warranty, field service, and service contracts. *Support* places higher importance on the areas of user training, customer consulting, upgrades and modifications, telephone support, on-line support and diagnosis systems, documentation, customer support organizations, and full-service contracts (extended service contracts). Support has widened the scope of customer care by entailing all matters for effective and efficient functionality in the crucial operational, engineering and technological terms for the customers' more comprehensive needs. (Goffin 2000; Gebauer et al 2008) The focal issues of service and support within customer care are presented in Table 1.

Table 1 Service and Support in Customer Care (adapted from Goffin 2000:41)

Customer Care	
Service	Support
Installation	User Training
Maintenance and Repair	Upgrades and Modifications
Spare Parts	Comprehensive Documentation
Field Service	Telephone Support On-line Support and Diagnosis Systems
Warranty	Customer Support Organization
Service Contracts	Full-Service Contracts (Extended)

Substance in Customer Care

Today the importance of customer care is greater than ever before. Firstly, industrial goods are getting more complex both technically and functionally, whereas the product lifecycles continue to shorten. Secondly, customers demand for more reliable goods with proper and consistent customer care to achieve their long-term goals both operationally and strategically. Customer care has to ensure the maximum value by quickly and easily enabling full utility and benefits to the customers from their acquired operational tools (machinery, equipment and system). (Armistead & Clark 1992) The basic prerequisite for customer care becomes to support the acquired capital-intensive goods in their usage context for the customers' benefits during their ownership periods. In some industries this kind of support and assistance is a critical and fundamental requirement for the intended purchase from the customers' sides. (Cohen & Whang 1997; Cohen & Lee 1990; Levitt 1980)

The customers buying capital-intensive goods tend to be more concerned with other issues than technical specifications. They are not interested in pure goods as such, instead in the solutions provided for their daily processes and operations. Most importantly, they are interested in customer care that ensures them a trouble-free usage and desired benefits on a long-term basis. (Homburg et al 2003) Also, the customers' long-term expectations prefer proper customer care that ensures them reliability, availability, maintainability, supportability, and responsiveness, rather than costly components, advanced sub-systems or specific software to be applied and used. (Dotchin & Oakland 1994)

Increasing customer demands and requirements are placing new challenges for the professional service providers with their professional service networks (Cohen & Lee 1990; Donaldson 1995). Customer needs change continuously and rapidly, for example due to functional, health and safety, and environmental requirements and recommendations, and due to technical innovations and engineering modifications. Now there seems to be more items to manage within customer care, which in turn is likely to become more expensive and complex. Yet, there is less time to respond to the increasingly volatile and somewhat unpredictable demands in spite of different advanced supporting systems and strategies. (Wayenbergh & Pintelon 2002, 2004)

Customer Care Framework

Customer care offers a fertile ground for relationship development between the customer and the service provider. A fundamental prerequisite for the service providers is to build business networks, i.e. professional customer care infrastructures, which are capable to respond to the customers' changing needs and requirements. The customer care network ought to have capability, competence, and ability to response promptly to a specific customer's needs, disseminate knowledge across the entire network, and to manage professional personnel and expertise in a customer-oriented manner. (Oliva & Kallenberg 2003)

It is a major challenge for the professional service providers to incorporate the influence of their customers' social networks into the cooperating business networks. Therefore, a framework for customer care, consisting of six dimensions, is developed to illustrate better the interplay between the professional business networks and the customers' own social networks within customer care. The core is to look more thoroughly at the interaction processes and their effects on the offered customer care. The presented dimensions demonstrate various customer care approaches as a main responsibility of the business network, i.e. the service providers with their service networks or as a main responsibility of the customers and their own social networks. (Woo & Ennew 2004; Wynstra et al 2006) In this context, the dimensions are seen as continuations of the ongoing simultaneous and parallel interaction processes in business and social networks. The interaction processes between the cooperating actors evolve over time through processes of mutual learning and experience. Hence, the interaction processes are affected by concerns and problems of other actors and by influences on them from their parallel, direct or indirect, interactions with other actors elsewhere in the networks of both types. The interaction processes form the interplay between different actors, their ideas and concerns surrounded by physical constraints. (Ford & Håkansson 2005; Batt & Purchase, 2004) The dimensions forming the customer care framework are formality, level, focus, duration, intensity, and type of care. The dimensions and their essence within customer care are illustrated in Table 2.

Table 2 Customer Care Framework with Dimensions

Dimension	Business Network	Social Network	Essence within Customer Care
<i>Formality</i>	Formal	Informal	Business relationships are considered either formal or informal. In the <i>business</i> networks, the relationships are <i>formalized</i> by collaboration between the customer and the service provider. Yet, the social dimensions of trust and commitment are crucial for relationship development. <i>Social</i> networks are <i>informal</i> by nature and formed between individuals such as family, friends, acquaintances, colleagues, and personnel. (Håkansson & Snehota 1995; Björkman & Kock 1995)
<i>Level</i>	Micro	Macro	At <i>micro</i> level a dyadic relationship or a triad is the typical starting point to focus on a distinct activity involving identifiable business actors. At <i>macro</i> level networks constitute a broad set of business and non-business actors as institutions or other groupings, which can exert

			a strong influence at the micro level and its activities. (Halinen & Törnroos 1998) Herein, at the macro level a network refers to a national professional service network and at the micro level to local service points and local field service.
Focus	Reactive/ Preventive	Continuous/ Proactive/ Preventive	The customer care approaches range from reactive and proactive to preventive and to total productive concepts, with the aid of technology, process and people. The efforts for cost reduction and increased performance requirements are the reasons for more developed customer care activities. The <i>continuous and proactive</i> concepts tend to be customers' responsibility and the <i>preventive</i> concepts are shared with service providers and their professional service networks for the purpose of detecting, analyzing and correcting defects and problems before failures and for prolonged lifecycles. The <i>total productive</i> concept is usually the service provider's responsibility and based on a full-service contract. (Wayenbergh & Pintelon 2002, 2004)
Duration	Short-term	Long-term	Duration refers to short- or long-term customer care activities (Raouf & Ben-Daya 1995). The customer care activities provided by the customers' social networks are considered <i>long-term</i> , whereas professional customer care implemented at the local service points or visits of field service personnel are considered <i>short-term</i> . However, technical solutions allow increasingly on-line support on a long-term basis from the service providers. (Koneyrittäjä 2009; John Deere 2008)
Intensity	Low	High	The scope is on the professional service network's devotion and priority to their customers' concerns and problems. Within customer care, the involvement and devotion towards customers are considered either <i>low</i> or <i>high</i> . High intensity refers to profound knowledge about customers' specific needs and customer care accordingly. Hence, loyal and satisfied customers tend to expand their existing relationships with their service providers. Availability and responsiveness of professional service network personnel plays a crucial role. (Homburg et al 2008)
Type of Care	Occasional	Continuous	Various customer care issues are seen as a distinction between the presented service and support classifications: More <i>occasional</i> customer care activities are maintenance and repair, and spare parts. Of <i>continuous</i> nature are warranties, field service, user training and full-service contracts. (Goffin 2000)

Methodology of the Study

The chosen research approach is qualitative and exploratory. A case study is suitable for empirical inquiry if the purpose is to investigate contemporary phenomena within real life contexts and when the boundaries between phenomena and context are not clearly evident. (Rowley 2002) Here, the data is collected in its natural context, where the social phenomena naturally occur. This means that researchers have interviewed the respondents in their operational environments in Northern Finland. By doing this, the researchers have entered the social world of the respondents to gain understanding of the social phenomena under investigation. (Shaw 1999)

Methodological approach is abductive. The abductive approach is based on systematic combining as a learning process, in which chosen theoretical framework, empirical fieldwork and case analysis evolve simultaneously. In other words, systematic combining is a nonlinear, path-dependent process of combining efforts with the objective of matching theory and reality. The chosen research design, guided by the research question and the entire research process itself, modifies the theoretical framework through gained empirical findings and through further developed theoretical insights. A guiding rule in abductive approach is that theory cannot be understood without empirical observation

and vice versa. (Dubois & Gadde 2002) In praxis, the researchers have gone back and forth between theory and empirical observations and gained increased understanding of both network and customer care theories and the empirical phenomena within customer care. An analytical framework is of focal importance in systematic combining and it is developed gradually over time within the research process. Social and business networks and customer care theories have provided the basic theoretical knowledge, which have guided the formation of the analytical framework.

The empirical phenomenon studied is the forest machine entrepreneurs with their own firms, personnel and machinery. Altogether, four forest machine entrepreneurs were interviewed for the research purposes. The in-depth interviews lasted from one and half to two and half hours. The implementation of interviews was guided by a topic guide to let the respondents speak freely about different issues relating to the chosen topics of industry and firm characteristics, the content of the offered customer care supporting and assisting the customers' operations and the extent of self-supporting activities done by themselves with the aid of their social network.

Empirical Findings

Within forest machinery, the mechanical harvesting process is done by a harvester and a forwarder, called a chain. For a chain, a calculated lifetime is around four to eight years or 7000-14000 hours and the acquisition value is around 700.000-800.000 Euros. In average, the respondents possess two to six chains and other machinery for harvesting and forestry work. The respondents have their own service halls for machinery and all are both formally and informally highly qualified in different customer care issues. Today the degree of advanced automation applied to the technical machinery seems to be more vulnerable to delays, defaults and machine stops than earlier.

The forest machine entrepreneurs and their personnel are educated to operate and maintain both the harvester and forwarder by the manufacturers, because continuous, proactive and preventive customer care is crucial for every operation and process. The focus of education and training has been on machinery, electronics, hydraulics, automation and systems for power transmission. Currently supporting activities are used in greater extent, for example computerized automation, self-diagnosis systems, on-line support and telephone support. As a result, the persons working with highly advanced forest machinery are in a constant need of enhanced skills and competencies, ranging from routines to advanced systems.

The respondents tend to rely on their colleagues and fellow entrepreneurs for advice and assistance instead of the service providers' networks and their contact personnel. The fellow entrepreneurs and colleagues are considered important sources for information and knowledge and a safe resource to rely on. Yet, the field service personnel are highly appreciated and waited "guests" by all respondents. This being said, their availability is a bottleneck. Waiting times have been from two to three days. However, there are differences between the service providers. Two respondents were very satisfied with perceived customer care but two other respondents have experienced clear defects. All respondents are very satisfied with the skills and competencies of the field service personnel. Two of the respondents have had the same "field service person" for several years, so their relationships have already developed into a deep friendship between the two.

The daily customer care tasks are continuous and proactive. They are done by the respondents in their service halls or if possible, at the harvesting plot. The activities implemented in the service halls have continuous, proactive and preventive characteristics, for example in detecting possible abrasion and faults in machinery, electronics, hydraulics, and power transmission systems. Hence, the aid of self-diagnosis systems is of indispensable support in preventive customer care for further purposes, such as documentation.

The computerized on-line systems are in diligent use by the machine operators and most of all, the telephone support offered by the service providers is highly used for advice and guidance. However, at times the respondents were irritated at long waiting times to the telephone support. Two of them agreed that some improvements ought to be done in the near future from the service providers' sides. Highly advanced faults in different systems are taken care of by the professional service providers in their service networks. Also, software for upgrades and modifications of machinery are taken care of by these companies. A rule seems to be that the computerized systems ought to be taken care of by the professionals and left "untouchable" by the forest machine operators.

Today full-service contracts are offered to the forest machine entrepreneurs. Yet, only one respondent has a full-service contract for his machinery. Other respondents prefer warranties and extended warranty times rather than full-service contracts. One explanation is that the warranty times allow them to adjust their machinery to their specific needs with aid of field service personnel. Also, defaults and deficiencies are easier to detect and fix during the warranty times. Two of the respondents use extended warranty times.

The periodic customer care is implemented by professional service providers at their local service points. However, three of the respondents have complaints about the competencies and skills of the local customer care personnel. The perceived quality did not meet their expectations and the changing customer care personnel irritated the respondents. Rather, they prefer to have a more long-term relationship with one person even though the actual work is done by other personnel. At times, the responsiveness of local customer care personnel was very passive and the respondents felt ignored. Another moment of irritation is the charged prices per hour. Two of the respondents prefer using their own personnel and their social networks as long as possible before relying on the local customer care personnel and their expertise at the local service points.

The availability of spare parts and their deliveries was a common denominator of complaints. The promised delivery times were either delayed or there has been other confusion in the deliveries. The delivery times can be too long and the forest machine entrepreneurs suffer losses in the agreed contracts. In this aspect, one specific manufacturer was mentioned twice by two respondents. So, the machine operators and entrepreneurs borrow spare parts from each other before placing their orders on the professional service network, at least in cases of same type of machinery by the same manufacturer. However, all respondents agreed that spare part services, both in competencies and deliveries, have improved lately.

Discussion

Briefly put, quality and productivity of industrial services are highly dependent on the human resources involved in their production, deliveries and consumption on both sides of the relationship, being here the relationship between the customer and the service provider (Wynstra et al 2006). As such, quality is as important and hard as to develop a sustainable customer relationship within customer care (Holmlund&Kock, 1995; Donaldson 1995). Yet, every relationship has its antecedents, contents, and consequences affected by its changing context (Holmlund & Törnroos 1997).

Within the investigated area of customer care, the empirical findings support the customer care framework with its dimensions. It is evident that in the researched context the role of the customers' social network is indeed important to the extent, where it challenges the service providers' ability to offer proper customer care. The various dimension impacts on the interplay between the customers' business and social networks within the investigated area are clarified in Table 3.

Table 3 Dimension Impacts on the Investigated Area within Customer Care

Dimension	Business Networks	Social Networks	Responsibility
<i>Formality</i>	Formal: Professional service networks	Informal: Own personnel, colleagues, fellow entrepreneurs, friends and family members, and their networks in the same field, near and far.	Customer and on the customer's initiative.
<i>Level</i>	Micro: Local service points and local field service personnel	Macro: Fellow entrepreneurs, colleagues, friends and family members and their networks in the same field, trade associations, trade shows and exhibitions, occasions for user training etc.	Customer and on the customer's initiative.
<i>Focus</i>	Reactive/Preventive: Local field service personnel and local service points	Continuous/ Proactive/Preventive: Own personnel and colleagues, fellow entrepreneurs, family members and friends, and their networks in the same field. To some extent, customer care activities are shared with local field service personnel.	Customer, but to some extent shared responsibility with the service provider but on the customer's initiative.
<i>Duration</i>	Short-term: Local service points and local field service personnel. To some extent, high reliance on service provider's documentation, on-line and telephone support.	Long-term: Own personnel and colleagues, fellow entrepreneurs, family members and friends, and their networks in the same field.	Customer, but to some extent shared responsibility with the service provider but on the customer's initiative.
<i>Intensity</i>	Low: Local service points	High: Professional field service personnel and own personnel, colleagues, fellow entrepreneurs, family members and friends, and their networks in the same field.	Shared, especially between the customer and the service provider's field service personnel.
<i>Type of Care</i>	Occasional: Scheduled maintenance and repair, orders and deliveries of spare parts, basic service contracts.	Continuous: Assistance of field service personnel, user training, warranties, full-service contracts.	Service provider but on the customer's initiative, and then shared with the service provider.

The various issues of customer care, consisting of service and support classifications, are clearly challenged by the existence of customers' prevailing social networks and by the potentiality of their social networks. Basically, in forest machinery field the customers tend to be quite independent on certain service providers in their customer care needs, because they are able to perform certain activities by themselves and can always rely on their social networks and their potentiality. Indeed, it is a prerequisite for the operational safety that the forest machinery personnel have the abilities and skills to detect and fix the crucial operational tools without costly and timely downtimes, naturally depending on the levels of damages and faults and the location of the operational environment at the critical moment. Also, many of the topics within customer care depend on the customers' initiatives even though they imply shared responsibilities with the service providers and their professional service networks. All in all, the service providers ought to deploy a closer identification and evaluation at their customers' social networks and their impacts on the perceived customer care to be able to fulfill the customers' long-term perceptions of proper customer care over their ownership periods of capital-intensive machinery.

Conclusions

This research paper contributes to the field of industrial services by applying the theories of business and social networks, seen from the customer's perspective, into the field of customer care. Thus, the research paper gives new light into the field of customer care by presenting the diverse issues in a coherent framework of a few dimensions. For the professional service providers the framework with various dimensions provides a tool to develop their customer care and their professional service networks. However, there are limitations in this paper. Firstly, even though the empirical findings support the theoretical statements, more depth and breadth are needed to both theoretical and empirical foundations of the dimensions forming the customer care framework. Secondly, the presented customer care framework ought to be tested in different industries to increase its validity and confirmation on higher levels. In future, the dimensions possibly could be tested with quantitative measures and hypothesis.

References:

- Armistead, C., Clark, G.** (1992), *Customer Support and Service - Implementing Effective Strategies*. Pitman Publishing, Financial Times, London, UK.
- Batt, P., Purchase, S.** (2004), "Managing Collaboration within Networks and Relationships", *Industrial Marketing Management*, Vol. 33, No. 3, pp. 169-174.
- Björkman, I., Kock, S.** (1995), "Social Relationships and Business Networks: the Case of Western Companies in China", *International Business Review*, Vol. 4, No. 4, pp. 519-535.
- Clark, G., Armistead, C.**, (1991), "After-sales Support Strategy: A Research Agenda", Working Paper, SWP63191, Operations Management Group, Cranfield School of Management, Cranfield, UK.
- Cohen, M. A., Whang, S.** (1997), "Competing in Product and Service: A Product Life-Cycle Model", *Management Science*, Vol. 43, No.4, pp. 535-545.
- Cohen, M. A., Lee, H. L.** (1990), "Out of Touch with Customer Needs? Spare Parts and After Sales Service", *Sloan Management Review*, Vol. 31, No.2, pp. 55-66.
- Donaldson, W.G.** (1995), "Manufacturers Need to Show Greater Commitment to Customer Service", *Industrial Marketing Management*, Vol. 24, pp. 421-430.
- Dotchin, J., A., Oakland, J., S.**, (1994) "Total Quality Management in Services, Part I: Understanding and Classifying Services", *International Journal of Quality & Reliability Management*, Vol. 11, No. 3, pp. 9-26.
- Dubois, A. and Gadde, L.-E.** (2002), "Systematic Combining - An Abductive Approach to Case Research", *Journal of Business Research*, Vol. 55, pp. 553-560.
- Ford, D., Håkansson, H.** (2005), "The Idea of Interaction", *the IMP Journal*, Vol. 1, No. 1, pp. 4-20.
- Gebauer, H., Bravo-Sanchez, C., Fleisch, E.** (2008) "Service Strategies in Product Manufacturing Companies", *Business Strategy Series*, Vol. 9, No. 1, pp. 12-20.
- Goffin, K., New, C.** (2001), "Customer Support and New Product Development", *International Journal of Operations & Production Management*. Vol. 21, No. 3, pp. 275-301.

- Goffin, K.** (2000), "Design for Supportability: Essential Component of New Product Development", *Research Technology Management*, March/April 2000, Vol. 43, No. 2, pp. 40-47.
- Grönroos, C.** (2008), "Service Logic Revisited: Who Creates Value? And Who Co-creates?" *European Business Review*, Vol. 20, No.4, pp. 298-314.
- Grönroos, C.** (2006), "Adopting a Service Logic for Marketing", *Marketing Theory*, Vol.6, No. 3, pp. 317-333.
- Halinen, A., Törnroos, Å.** (1998), "The Role of Embeddedness in the Evolution of Business Networks", *Scandinavian Journal of Management*, Vol. 14, No. 3, pp. 187-205.
- Helander, A., Möller, K.** (2002), "Customer Care in Technology Business, Conceptual Framework and Empirical Evidence", Conference Paper, the 18th IMP Conference, Dijon, France, pp.1-18.
- Holmlund, M., Törnroos, J-Å.** (1997), "What are Relationships in Business Networks?", *Management Decision*, Vol. 35, No.3/4, pp. 304-309.
- Holmlund, M., Kock, S.** (1995), "Buyer Perceived Service Quality in Industrial Networks", *Industrial Marketing Management*, Vol. 24, pp. 109-121.
- Homburg, C., Droll, M., Totzek, D.** (2008), "Customer Prioritization: Does It Pay Off and How Should It Be Implemented?" *Journal of Marketing*, Vol. 72, pp. 110-130.
- Homburg, C., Fassnacht, M., Guenther C.** (2003), "The Role of Soft Factors in Implementing a Service-Oriented Strategy in Industrial Marketing Companies, *Journal of Business-to-Business Marketing*, Vol. 10, No. 2, pp. 23-48.
- Håkansson, H., Snehota** (1995), *Developing Relationships in Business Networks*. Routledge London, London, UK.
- John Deere** (2008): John Deere Forestry Customer Magazine, *In the Forest*, No.1, pp. 1-12.
- Koneyrittäjä, (2009)** "Metsäkonehuollossa Tarjolla Koulutusta ja Työtä", *Koneyrittäjä*, No. 2, pp. 53.
- Levitt, T.** (1980), "After the Sale is Over", *Harvard Business Review HBR*, September-October, pp. 87-93.
- Oliva, R., Kallenberg, R.** (2003), "Managing the Transition from Products to Services", *International Journal of Service Industry Management*, Vol. 14, No.2, pp. 160-172.
- Raouf, A., Ben-Daya, M.** (1995), "Total Maintenance Management: A Systematic Approach", *Journal of Quality Maintenance*, Vol. 1, No. 1, pp. 6-14.
- Roos, I., Edvardsson, B.** (2008), "Customer-support Service in the Relationship Perspective", *Managing Service Quality*, Vol. 18, No. 1, pp. 87-107.
- Rowley, J.** (2002), "Using Case Studies in Research", *Management Research News*, Vol., 25, No.1, pp. 16-27.
- Shaw, E.** (1999), "A Guide to the Qualitative Research Process: Evidence from a Small Firm Study", *Qualitative Market Research: An International Journal*, Vol. 2, No.2, pp. 59-70.
- Strandvik, T. Holmlund M., Edvardsson B.** (2008), "Customer Needing - Conceptualising Industrial Service from a Customer Perspective", Working Papers, No. 536, Hanken School of Economics, pp. 1-14.
- Woo, K., Ennew, C.T.** (2005), "Measuring Business-to-Business Professional Service Quality and Its Consequences", *Journal of Business Research*, Vol. 58, pp. 1178-1185.
- Wayenbergh, G., Pintelon, L.** (2004), "Maintenance Concept Development: A Case Study, *International Journal of Production Economics*, Vol.89, pp. 395-405.
- Wayenbergh, G., Pintelon, L.** (2002), "A Framework for Maintenance Concept", *International Journal of Production Economics*, Vol. 77, pp. 299-313.
- Wynstra, F., Axelsson, B., van der Valk, W.** (2006), "An Application-based Classification to Understand Buyer-Supplier Interaction in Business Services", *International Journal of Service Industry Management*, Vol. 17, No.5, pp. 474-476.