



Degree Project in Business Administration

**COMPANY VALUE CREATION; GETTING
CUSTOMERS INVOLVED WHILE IN THE PROCESS OF
VALUE CREATION (VC). A Case study of Prolog KB
Örebro (A company specialised in distribution services)**



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Abstract

In today's modern economy, organisations strive greatly at attaining a higher level of competitiveness. Literature suggests that one of the most efficient ways is to provide to customers what they need and or want in other words satisfy the customer by providing to them their needs and wants. Customer value creation is mostly expressed when the customer is happy and content with the company's products and services which goes a long way to create a positive image in the mind of the customer about the company. "As the saying goes the customer is the king" gives us an understanding that companies should strive to treat their customers more as subjects and not as objects if they aim at keeping a remarkable position in the competitive market. In as much as literature has acknowledged this, it is left for the companies to put it into practice. In every sector of the company just like in the logistic industry, companies' aim is to stand out in a unique way in whatever services they render to the society thereby striving that the society especially customers as well as the company are both satisfied with the relationship they both share. In this piece of work, we will be looking at how companies engage their customers when in the process of Value creation. A Qualitative method was used where interviews were carried out from some staffs of Prolog (A Distribution company specialised in the distribution of mostly news papers, magazines and parcels) which was our case study. In our conclusion and contribution, one of the things we noticed from the case study that one of the ways value can be created is by knowing who your customers are (age group) and bringing up innovative strategies that align with their needs

Key words

Value Craetion, Customer Value creation, customer satisfaction, Logistic, Distribution, case study.



CHAPTER ONE

Introduction

Background

One of the key business strategies which is on the rise and that ensures competitive advantage to businesses is creating value for customers (Payne et al ,2007) For a company whose purpose is value creation, it means her mission should be focused on value adding activities (Paul O, 2018) both to its customers and to the company as a whole. In the 1980s it was realised that customers play a very vital role in the life of an organisation and so must be treated with utmost care (Johnson, 1992) and these customers' contributions are highly profitable when in the process of a new product development (Prahalad & Ramaswamy, 2000 as cited by Mourad, 2010). As a result, there is the need to ensure that value is created for this group of stakeholders.

Value creation for customers has long been recognized as a central concept in marketing (Kamali et al., 2021) and the fundamental basis for all marketing activity. Organisations who strive to create value for her customers and in the right way tend to work hand in hand with her customers so as to get them involved in the value creation process as a result they engage in a process which brings to understanding the concept of value co-creation, which is broadly regarded as a system collaboration and interplay that takes place between companies (mostly service providers and) and her customers which's end result is a win-win, that is; value is created for both the company and the customers (Grönroos et al, 2015).

In light of new product development (NPD), companies' principal reason for engaging in the process of NPD is about capturing market opportunities that centre around the needs of customers (Satinder, 2022). Santider, 2022 goes further to explain that developing a new product is a process surrounded by so



much uncertainty but also outlines seven steps involved in a new product development which when applied can be an easy guide to that effect.

In this paper, we will also look at Value Co-creation and how companies get engage in its practicality and also briefly outline the benefits to both the company and the customer. We will be using a single case study to that effect; In our case study, we will be dealing with Prolog KB which is a company in the logistic industry whose principal activity is delivery of news papers, magazine packages, etc. The logistic industry is that sector of the economy that deals with the acquisition, production and distribution of products in the right quality and place (Sabell, 2021) therefore the capacity to do impactful delivery is an essential tool in this industry (Heng, 2020). Prolog specialises in the distribution sector of this industry where they work with other partner companies to ensure that end users who are also referred to as customers get the right products at the right place and time.

Problem Discussion

Studies have proven in the past decades that researchers were not able to come up with a precise definition for value and it still remains a mystery in spite of the growing interest of value and the whole idea of value creation. (Ravald, 2010). It is important that companies understand what value is all about especially to the customer in order for them to be effective in their business. Rashid et al, 2020 realised a lack in literature in the area of value co-creation and suggests the need to understand what is all about how it is carried. However, a few studies have come up shedding more light to what the term value creation (VC) is. In his study, Priem, 2021 indicates that VC entails innovation that sets up and or adds up to the benefits customers obtain from the consumption of an organisation's goods and or services (Priem, 2021).



Organisations however are expected to treat her customers as subjects and not as objects when in the process of VC because it is more effective when it is “customer-construction” instead of “production oriented” (Ravald, 2010) so as to also put the customer’s idea in the process of VC. As a result, creating value for customers (Co-creation) does not only exist as an idea or a theory but without being put into practice (Gummensson, 2008, Vargo and Lusch, 2004 as cited by Rashid et al, 2020). That is to say, before the process of VC begins, there is the need to answer the when, where and how questions of VC. Ravald, 2010 provides some insight to these concerns where she mentions that value is created to a customer when he or she is satisfied, perceives the feeling of pleasure or happiness. To the how question, she contributes that value does not just appear but at some point in the consumption, the item should provide a unique meaningful feeling to the consumer. This therefore brings us to the understanding that customers may get satisfied quickly knowing they were part of the production of the said product.

Purpose of the research

The purpose of this study is to understand how organisations involve its customers in the process of value creation.

VC is a vital tool in the life of an organisation and every now and then the behaviour of customers change. As a result, Organisations therefore need to take up strategies that will aid maintain her current customers and also bring in new customers. We realised from previous studies that companies are mostly interested in making profit regardless of what customers think of their product. They produce and market products without considering what the customers think about then thereby neglecting the place of ‘Test Marketing’ and co-creation (Rashid et al 2020), which in the long run affects their (the companies) relationship with the customers as they quickly lose interest in the products. This therefore helps us to the realisation that understanding customers is one



thing and getting them involved in the affairs of the organisation is also very necessary. Ercsey, 2017 suggests that when companies engage customers in production thereby co-creating value, they are able to see customers' needs and deal with it which will go a long way to maintain the organisation's competitiveness (Ercsey, 2017). We therefore aim at understanding what role customers play in the process of VC which will also give us an idea of how important the customer's contribution is to a company.

Research question

How do companies engage her customers in the process of VC in terms of Value Co-Creation?



CHAPTER TWO

Literature Review

In the logistic industry companies are always very much concern with storage, transportation etc so as to ensure a constant supply on goods and services, and this sector of the economy is a very important part of every economy given that companies at the end of production will require logistics services and also because it increases competitiveness. But literature has it that although this industry plays a significant role in every economy, there has not been enough literature on the study of this industry. (Sezer & Abasiz, 2017). This pulls us a long way to understand that for an economy to be a success, the logistics sector must be effective given that companies and even end users of a business' products also need the services of the logistic industry like the case with prolog and its customer.

For a company to remain successful in business, they need to make sure value is created for her customers (ensure customer satisfaction) (Johnson, 1992). Customers play a very important role in the world of business we believe this is a fact for it is for these customers that product and services are created and so, Ronald et al agree with Johnson that customers' satisfaction is an essential tool for a business wanting to remain in competition in the long run (Roland et al, 2004). Today we realise that there is more to value creation than just customer satisfaction because value creation embodies the organisation as well. That saying, value also has to be created for both internal and external stakeholders including; employees and investors. (Dieffenbacher, 2022).

Definition of Value and value creation.

As earlier stated, in the past there was no clear definition for the term value or the whole process of VC (Ravald, 2010). Nonetheless, in recent years several authors have come up with definitions to suit this term and even going into



more details of the subject. According to Priem , 2007, VC entails innovation that institutes or brings about a rise in the value customers place on consuming a product. Dieffenbacher, 2022 makes mention of VC in his definition of VC which should be the goal of every organisation as an economic value that takes into consideration every actor of the organisation. That is to say, both internal and external stakeholders have to avail from it. He further explains that in our society today, VC typifies more of intangible assets such as innovation, brand, ideas and people which allows him to expatiate on his understanding of VC as follows; Value is created for a customer when products and services are produced that continually meet their needs. To the organisation, when there is a return on capital that outstrips current capital, then value is said to be created. To investors or shareholders, VC means an increase in dividend and finally to Employees, VC stems from the need to be respected, loved and appraised. These all is narrowed down to creating value for customers by meeting their needs with the required goods and or services and at the right time for without these customers, there is no business. Also In their definition of value creation (VC), IFAC, 2020 makes mention of the fact that stakeholders have to recognise their importance in the purpose and strategy of the business which when applied, brings a wide range of ideas which will aid solve the most pressing issues and this goes a long way to ensure success in a long run. (IFAC,2022). Value creation in a business standpoint is visible when the return on capital (revenue) surpasses initial capital, in the aspect of shareholders, value is created when dividend expands (increase) (Dieffenbacher, 2022). Another definition of the Consumer perspective of VC says Customer value is defined in terms of what a company offers its customers in exchange for the things it takes away from them. We realised that companies do not only want the customers money, but they also want their commitment. The notion of creating customer value has long been acknowledged as a basic principle in marketing and the foundation for all marketing action (Smith & Colgate, 2007).



Importance of Value Creation

One of the many purposes of any successful business is to provide value for clients, and producing value helps you sell your goods and services with comfort (Priem, 2007). In customer relationship management, VC is seen as one of the key cross-functional factors which add up to its strategic framework (Payne, 2002). In a same vein, increasing shareholder value via dividends and stock price increases and secures the accessibility of investment funds to support future operations. When a company's capital investment (revenue) surpasses its original investment, value is produced from a business standpoint. According to some experts, it's an essential component to success through differentiation and the foundation for customer happiness and loyalty, as well as an organizational goal. Some recent research in this area have responded to Hunt's 1999 (cited by Smith & Colgate, 2007) appeal for further attention to this notion. Designing frameworks as well as typologies to assist companies better understand that value generation is an important aspect of customer value research. Typologies have been developed in recent years; however, none stand out as especially effective in the creation of business model or the conduct of marketing research. It's our goal to expand on the great work done in this area to help marketers think creatively about consumer value generation (Smith & Colgate, 2007).

It is only through the production of value that a company can gain traction in the marketplace and eventually reach its target audience of paying consumers. It is difficult for people to put their faith in a firm if they don't know anything about the company's history. The number of clients a company has in the market is used to determine the value creation. It is based on the company's brand image, growth in the market for products and services, business expansion, and also its stock market valuation. Increased success of a business is possible because of the company's innovation tactics. On another note, VC builds customer loyalty which further develops to a strong customer-supplier



relationship. Customer supplier relationship allows the customer to evaluate and come to a conclusion on maintaining and growing on an existing valued relationship, investing in a new relationship or better still find a more valued relationship. (Ulaga, 2003).

Customer Loyalty

Principally, loyalty is an attitude that sometimes develops to a relationship towards a brand which is determined by a customer's passive acceptance of a brand (Uncle et al, 2002). Simply put, customer loyalty is the ability for customers to wilfully continually conduct business transactions with a particular company which stems from the gratifying and non forgettable experience they receive from their brands (Bermazzani, 2022)

Customer loyalty has never been more important than it is now, given the fierce competition in the service industry. Customer happiness, quality from their point of view, brand loyalty, and successful communication with consumers all fall under the umbrella of marketing (Nemati & Khajeheian, 2018). Since this is the case, it is essential for contemporary businesses to have long-term consumers (Waarden, 2015). Loyalty is critical in the service industry, since there are many interpersonal relationships between service providers and clients. Increased market share, return on investment, and profitability are all enhanced when customers remain loyal to a service provider. In the media sector, customer loyalty is one of the most significant aspects in marketing success. There has been a shift in marketing thinking, according to recent research. Value co-creation is now a collaborative effort between the company and its customers (Moise et al., 2020). It is more difficult for organizations to generate value from their consumers since they are more knowledgeable, discriminating, educated, and powerful today (Vega-Vazquez et al., 2013). Enhancing innovation and understanding consumer demands via customer value



co-creation not only boosts customer loyalty and happiness, but it also enhances revenue and profitability (Moise et al., 2020).

In today's business world, keeping consumers happy is an important aspect of fostering client loyalty (Lee & Connolly, 2010). Many businesses believe that customer happiness is the most important aspect in their success. Several studies have looked at the link between customer happiness, word-of-mouth advertising, customer loyalty, repeat business, and an increase in company profits (Sengupta et al., 2015).

Value Co-Creation

Co-creation of value, according to Moise et al. (2020), has been linked to higher levels of customer trust and loyalty, as well as overall consumer satisfaction. According to the findings, consumer engagement in the value co-creation process had a favourable effect on these three criteria. Customer loyalty was shown to be positively associated with both trust and satisfaction.

What is Value Co-creation?

Value Co-creation defined is a system that involves both the participation of service providers and her customer which's end result is value creation for both parties. (Grönroos et al 2015). Value Co-creation is one of those marketing tools or strategy that is used by companies in these days to be able to retain her customers as there is a rapid change in customers' behaviour which goes a long way to stay competitive in the market (Ercsey, 2017). According to Ercsey 2017, it is much more costly to acquire new customers than to maintain old ones. Companies therefore need to go the extra mile to ensure that the present customers are not loosed. As a result, it is believed according to researchers that value co-creation is the needful tool as it has developed as a marketing term in the past decade from nothingness to self-evidence (Christian et al 2015).



Stefan and Volkova in their study I 2017 outlined three critical components of Value Co-Creation one of which is Actors,

In their research, Daniel and Tatjana explained actors in Value co-creation to be the various stakeholders involved in the process of Value Co-Creation. Following Stefan, 2022 definition of Value Creation, we see both internal and external stakeholders are involved that is; customers, shareholders, competitors, employees (Hajjouji 2010). Value here we refer to the worth in exchange that is ready to be given for a product or service, it could be in monetary or in material terms. (Kenton, 2021). Previously, value was considered to be created only by service providers, but now a new notion has emerge where value is co-created by consumers, companies and several other actors, in some cases it is regarded to be created only by the customer (Grönroos, 2015).

Customers is one of those actors of value Co-creation whose participation is fully needed if Co-creation is actually going to take place; customers desire vary in the different age groups, understanding and supplying what customers need (Formplu, 2020) causes customers to be confident. Age as well determines a great deal of a company's customer base in today's market (Ogwouike and Roland, 2020), targeting one may reduce the customer base so companies strive to keep a balance of both (The young and old).

When a company engages in a process of Value creation in the era of co-creating value with customers, its aim is not only for customers gain but for the company's as well (Christian et al 2015). It becomes fruitless if a company is trying to create value for the customer then itself losses the same value. Stefan, 2022 contributes that value is created for a company when there is an increase in revenue. That is after a successful process of VC, the company should experience a profit. In that light, they too make sure their actions in this process are both cost and time effective.



Keeping track of every new product a company produces may in one way help in knowing what to and what not to invest in when wanting to innovate. When talking about VC, the aspect of innovation is an essential part because this innovation is the factor that provokes customers to place a higher value to a company's products (Richard, 2021). Innovation is at the centre of VC and we believe that VC cannot be completely effective without innovation as is referred to as one of the strongest value drivers (Miroslav & Vacik ,2016). Just as innovation is a powerful part of VC, so also VC works hand in hand with marketing as marketing creates value for customers (Druker, 1986 as cited by Rashid et al, 2020).



CHAPTER THREE

Methodology

This chapter aims at introducing the methodology we will be using for this research and will explain the purpose of the research which is to identifying the role customers play in the process of VC. We will be carrying out a qualitative analysis to this effect. This chapter will involve the method, research design, data collection techniques and the case study, for our analysis, we will be using thematic Analysis

This qualitative study seeks to answer the following questions:

How do companies engage her customers in the process of VC?

In order to answer the above stated question; we are going to make use of a qualitative method.

Qualitative Method

Qualitative method here gives room to use non numerical data that is, data that is non number related for example; ideas, concepts, words or perceptions it also entails the interpretation of images and videos. With the qualitative method, an in depth understanding is presented in regards to an existing problem. (Pritha B., 2020). We choose to work with the qualitative method of research because this method will provide for us knowledge on what previous researchers think on how organisations manage the process of VC and her customers and will also help us understand how organisations treat her customers in the process of VC. It is advantageous in that it is flexible in nature; it gives room for adjustments as new ideas come up.

Quality Criteria

This piece of work is done with validity and credibility effect

Validity and Credibility



Validity is the trust worthiness of a piece of research in other words, the validity of a research makes room for that findings or that research to be trusted by other researchers or the reader. Also, validity is likened unto the level of accuracy a method measures a piece of work. That is, its end result corresponds with characteristics in physical or social world (Middleton, 2022). Bryman & bell, 2022 explain further that it looks mostly at the integrity that exists in the end results that are drawn in a research.

When a piece of research findings reveals the truth about that research and it can be confirmed by the findings that from the information the participant extracted from their original data and also provides the right interpretation of this data. This piece of work is said to be credible. (Korstjens & Moser, 2018). Credibility shows an alignment between the research result and the persons the research is being carried on. (Universal Teacher, n.d.)

Data Collection Techniques

For an in-depth knowledge of this area of study, we will both work with secondary and primary data where we will analyse data from a sampled company which will be as a case study, we will work with articles about the company and the industry of the sampled company and also conduct interview(s) with staffs from this company which will be analysed and will help us to understand how they treat or involve her customers when they create value for them (the customers) and how this has affected the company positively and or negatively.

Secondary Data

Secondary research makes use of already existing data that is video or audio recordings, images, articles texts etc which was previously collected by another researcher or was collected for a different purpose other than research.

Primary Data



Primary data is first hand data which is collected directly by the researcher from the source. It can be in the form of videos, interviews, surveys etc. primary data is data which is yet to be published and it is known for its authenticity and reliability as compared to secondary data which was collected by some other person and some other purpose. As a result, it is much more reliable than secondary data because it has not yet been changed. (Syed M. 2016)

As earlier mentioned in this chapter, we will sample a company where we will carry out interview with some of its staffs and analyse.

Thematic Analysis

Thematic analysis is a qualitative method of data analysis where data is identified and grouped in an orderly manner such as to bring out themes out of the said data which makes interpretation easier (Braun & Clarke, 2012). This method is used in analysing non numerical data such as interviews, audios etc. With thematic analysis, once data is collected from the field, it is then grouped in themes relating to the literature in the research and with these themes, the data can easily be interpreted. In our research, we were able to group our data from the interviews into three main themes which gave room for interpretation.

Case Study

A case study is an in-depth study of an event, organisation, group and it is carried out mostly in a quest to understand or evaluate the given variable (Shona M, 2019). Case studies are used to answer the “how” and “why” questions in research (Yin, 2003). As it is in our case, the aim of our study is to understand **how** companies involve her customers in the process of value creation.

Single case study

In single case studies, researchers are liable to obtain a deep understanding in complicated phenomena that takes place in an organisation (Pinar et al, 2007) this is a single holistic case study. A holistic single case study examines a single unit in a case study and elaborates on it (Yin, 2002)



Interviews

An interview is a data gathering technique mostly used in qualitative research and it involves a verbal communication between the interviewer and the interviewee. This is the most commonly used data collection technique in qualitative research (Bryman & bell, 2011) and is mostly carried out physically (face-to-face), on phone (via phone calls) and using social media platforms (skip, zoom etc). Interviews are mainly two types; unstructured and semi-structured interviews. We will be working with semi-structured interview.

In a semi-structured interview, a list of questions involving specific topics is used by the interviewer which will serve as an interview guide and which allows the interviewee to answer freely and more questions which were not previously written by the interviewer can be asked following the responds of the interviewee (Bryman & Bell, 2011). In our study we will be carrying out a face to face interview with the some staffs of the company we will be working with.

Selecting a case

We will be working with Prolog KB as a case study for our research. We selected this case because we realised from its history to have stood the test of time, as it is a company which renders its services only within Sweden and has been existing for almost 200years. We believe that one of the reasons for a company to stand long in business is a healthy relationship with its customers. So from its experience, we believe Prolog KB will provide us with relevant information on how they co-create value with customers.

About Prolog KB

Prolog KB is a company which is specialised in the distribution of news papers, packages, mails and advertising to customers within Sweden and her existence dates back from the 19th century. As a company, it has an experience in news paper distribution for about 200 years. It began in 1831 with the name Vestmanlands Läns Tidning (VLT) and later on became Prolog. It has moved



from distributing news papers only to distributing mails advertisings and parcels in the last decade.

We choose to work with prolog because it will help us better understand how a company can create value for its customers given that it has been able to stand the test of time as it has existed for almost 200 years and we also realise that in the course of prolog has added more on her products especially in the last decade, we also strive to know why and how it affects the customers.



CHAPTER FOUR

Empirical Material

Presentation of Prolog KB

Just like every company in the Logistic industry which's focus is on distribution, storage, transportation etc; Prolog KB is a company which is specialised in the distribution of news papers, packages, mails and advertising to customers within Sweden. They began their operations right from the 19th century and they have had an experience in news paper distribution since from March 1831 and have delivered over 5 345 810 858 since then.

Prolog KB was birthed in 1831 which was first called Vestmanlands Läns Tidning (VLT) which later became Prolog. In the course of time, the company began distributing in other towns. In 2011 and 2012, they extended their services to the distribution of mails and advertising and in 2016 delivery of parcels were added in their area of distribution. So in the course of 200 years, Prolog has increased its scope from distributing just newspaper to also distributing mails, advertising and parcels in the past decade.

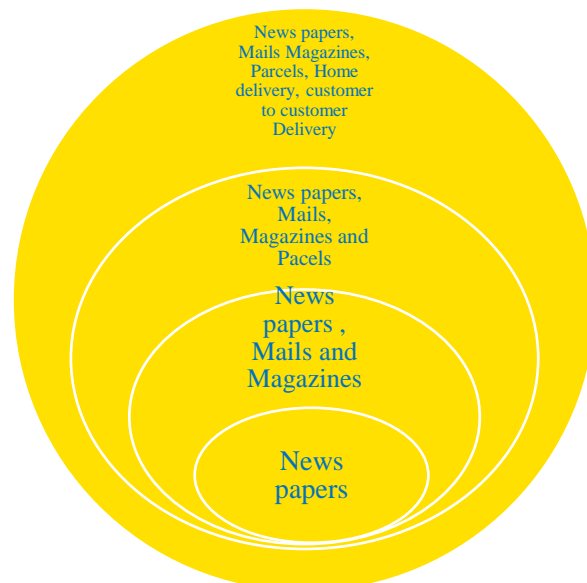




Figure I; An Expansion in Prolog's products.

Their main activity is carrying out delivery services. For the past almost 200 years, they have been supplying newspapers to their customers and in almost 450 districts, reaching almost 200 000 households. These deliveries are made very early in the morning and 7 days a week that is everyday in the week. They deliver at the door post thereby making it easier and faster for the customer to access the products permitting them to read the news while on the breakfast table. Customers can as well set special days for delivery at their convenience.

Customers

According to management, Prolog KB has two sets of customers one set is a group of companies with which they have partnered and for whom they do the delivery services for; while the second set are the end users of the products from the partner companies. However, our focus will be on the later set of customer that is the end users as according to management, these are the group of persons they often time relate to as customer.

News Papers

Daily news papers distribution is the main activity of this company. They started operations with only giving out morning news papers to customers and for almost 200 years, they still distribute the same newspapers at customers' door step which they think it is a good idea for customers to wake up in the morning to fresh news. Prolog is involved in the distribution of different types of news papers, by this we mean news papers with different titles some of these news papers include; NA (Nerikes Allehanda) and DN (Dagens Nyheter).



Nerikes Allehanda came into place in 1843 and was a weekly newspaper which later was established as a daily newspaper in 1894 for Örebro and which is distributed in the Örebro municipality daily. This news paper was discovered by Otto-Joel Gmaelius who was the first ever editor and Svante Falk who owned a printing house, which will later be bought and sold by several persons (groups and individuals) and it is now owned by the Liberala Tidningar AB. (https://wikimili.com/en/Nerikes_Allehanda).

Dagens Nyheter with acronym DN is also a daily news paper but spans in the whole of Sweden and unlike the NA, records happenings in all of Sweden. This news paper was discovered by Rudolf wall 1864 and its first publication was made in the same year and the present owners of this paper is the Bonnier group. (https://en.m.wikipedia.org/wiki/Newspaper_of_record)

They are also involved in what they call co- distribution. By this they mean the distribution of magazines, magazines and advertising alongside the morning newspaper which gets to the customers well on time and this equally places the company ahead of its competitors as their deliveries are made in the very early hours of the morning.



NA (Nerikes Allehanda)



DN (Dagens Nyheter)

Packages

As a result of improvement in technology, different companies are highly eager to exploit so as to improve their brand recognition (Jessica, 2022), Prolog has also through embracing the ever-growing era of e-commerce extended her services to the delivery of packages. This delivery is made along side with the news papers permitting it to be cost effective and deliveries are made even during weekends. The goal for this innovation is to create value for customers as customers receive their packages at their convenience even when at home.

In the last few years, Prolog KB has increased her service based network and now carryout other home deliveries, by Co-Creating value with customers, she gives allowance for its customers to send packages to other customer.



Parcels/ Packages

Methods of distribution



In order for this service to be effective, Prolog has over the years made use of human and non human mediums to reach out to customer. Prolog has in its list of human resource employees which they hire and these are the delivery men who bring the news papers, parcels, magazines etc to the doors of the customers. Following a list of customers, the delivery man will go to each door until the list is exhausted. This list was in the past presented on a paper booklet which was not very effective as it was time consuming and often time got wet when it rained. As a result another alternative came up as they sorted help from technology where they currently use mobile phones which have made the work much easy and more effective. With the help of the E-bok app installed in every phone made available for every district, the delivery man is now able to follow the list and find every customer, and also make it easier for changes to be effected whenever there is an update in the distribution as the system has been built with an automatic effect. We can see this development in figure 1 below.

Equally in the past, the papers were carried about from door to door by the delivery man in trolleys, which was quite heavy and also time consuming. In the last decade, a more effect method was introduced and which is being used today which is the use electronic bicycles and moppets which made the work go faster and easier especially to the delivery man. Service cars are as well used for distribution in the country side. All of these methods made distribution faster, less time and energy consuming and they were sure customers will receive their products right in time. This is demonstrated in figure 2 below.

Previously → **Presently**



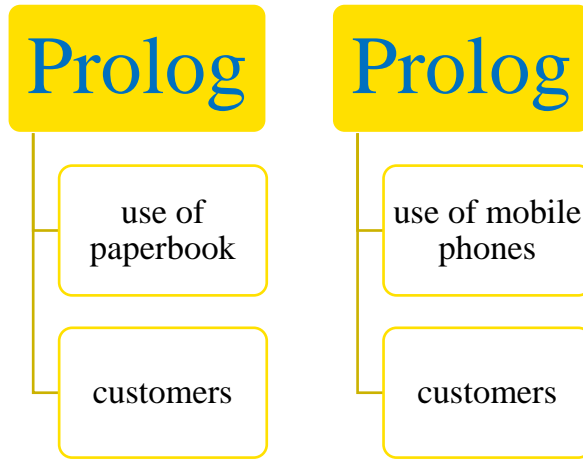


Figure 1; Development of medium of distribution in Prolog KB.

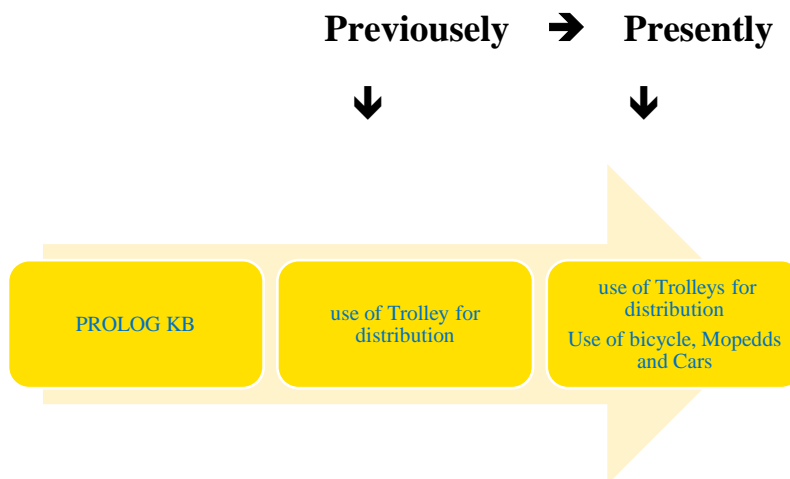


Figure 2; Changes in means of distribution in Prolog KB.

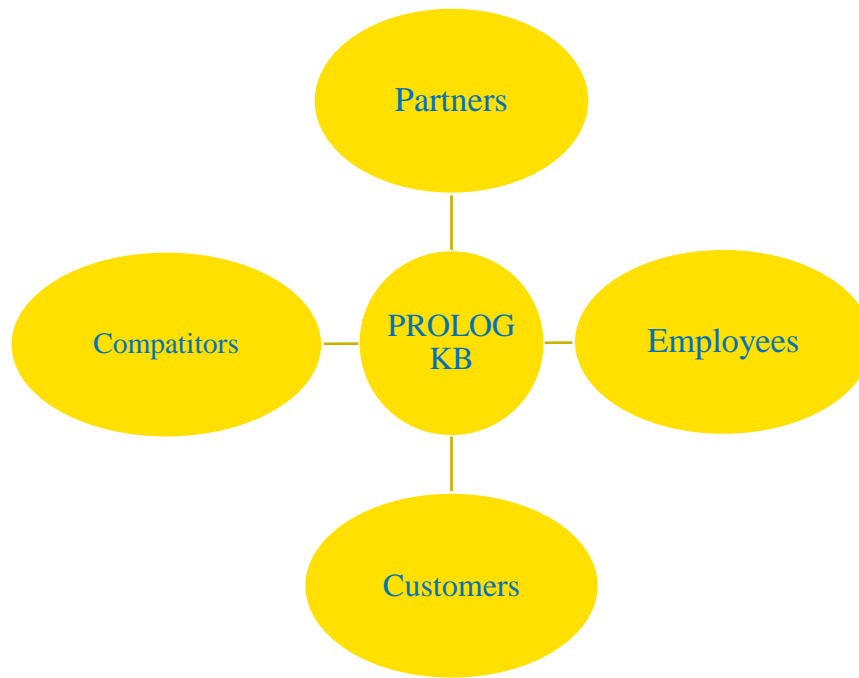


Figure 3; A Simple Model of polog KB

Figure 3 above gives us a small demonstration of prolog KB in relation with its stake holders. From this, we see that Prolog works together with it's employees to ensure that the customers needs are met and in time. The competitors are also available to cause them to work harder and smarter (the presence of competition) so they can gain a better position in the market hence pushing them to provide or make available exactly what customers want and in a unique manner.

Analysis of Empirical Material

For the material used for analysis, interviews were conducted with two staffs of the company one of which is the night manager in charge for Prolog Örebro (Respondent 1) and the Second is the site Manager for Prolog Örebro (Respondent 2). Thematic analysis was then used in analysing this material. We were able to point out a three main themes or concepts from our respondents which were necessary for the fostering of Value creation and which have



enabled Prolog over the years to stand in business even amidst challenges faced over the years and these themes also enabled us to give a better analysis of the material. The themes identified were: Customer (taste Choices), Value Creation for Company and innovation.

Customers

Customers here we are talking about the end users of the product. However during the interview both respondents made mention of the fact that both the companies that hire them and the end users are their customers or are as well partners given the fact that they are a company in the tertiary industry. But it was also mentioned that they rarely refer to the partner companies as their customer so our focus was mainly on the end user customer.

Under the theme customer, we were able to pick out two other components that related to the customer following the interview.

Target Age Group

It is relevant that the customers that will consume the products be known by the company. Providing what customers really need was one of the things prolog focuses on. Principally, the greater number of its customers were people of the age group 60-65 and these are mostly users of the morning newspaper. In the course of time and with the emergence of the new age which has brought about changes in customers' taste and improvement in technology, they found the need to expand their customer base targeting as well the younger age group of 30-45 where in they distribute magazines, packages, home delivery; even today they have also students included in their customer base with their newest service of customer to customer delivery, all of these only in a beat to boast up and strengthen their customer base. How they co-create value with this is the fact that they make sure every age group has a place in their company. One of the reasons for letting in the younger generation in the customer base or for giving their attention also to another target aged group other than just the older ones



was because of the fact that the number of existing customers were beginning to drop and the forecast was not in any way promising so the need to involve another target group which has thereby increase the company's customer base this is understood by the statement given by one of respondent as stated below.

We were motivation by the fact that there was a prognosis or forecast that the amount of news paper delivery to be distributed will drop we try to get more things to be delivered by the same paper-man distributing several other products together with the news paper. (Respondent 1)

Customer Satisfaction

Customer satisfaction comes up as a result of value creation and ensuring that customers are satisfied or that customer needs are met was highlighted by both respondents. They made mention of fact that though they do not have direct contact with the customers, their communication with their customers is through the customer service for the news papers or via the customer review platform for the packages in order to get feedback about their services. With the customer service they often times receive complaints which they endeavour to solve the fastest and best way possible so as to ensure that customers' needs are met. On the bases of their product also when they come up with these products, they first test market the products to see if it is a product customer will accept if it is something that customers like or do not like will determine whether or not they should engage in it. This was also stated in our interview by respondent 1

New products come up in prolog every second month but does not necessarily end up in Örebro. It could be that either Örebro or Västerås is trying something new so we often times test it first to see whether or not it will succeed and if it is something the customers like, will they accept it, what volume are we talking about? What day of the week then we decide to engage in it or not. (Respondent 1)

Value Creation for the company



We came to the understanding that value creation is not complete if the company involved does not benefit from it. Ensuring future for the company while in the endeavour to create value for the customers is one of the things Prolog puts her focus on. One of the respondent made mention of the fact that as much as they try to target new customers, they also aim at maintaining or retaining the old or current customers. Two aspects were highlighted from the responses of both respondents on how they view company value creation and which they kept emphasis on. We can see this from what was said by Respondent 2

Since we know that the number of customers we have on our main product (NA) keep decreasing, we have to focus on getting new subscribers and more companies to deliver packages from. But also we are working on getting more subscribers for NA. of course we are trying to keep the present subscribers (customer) but we are focusing more now on getting new customer and in the younger age group. (Respondent 2)

Cost and Time Efficiency

Cost and time in one way or the other work together because more time means more cost. In a bit to manage their resources, they at some point in the business realised that some of the products which they offered warranted a lot of time but did not earn them any much which in other words they spent more than they earned on those products. On this note, they therefore had to take the products out of the market that is they stopped distributing them not because customers rejected them but because it was more costly to maintain as stated here by both respondents.

We distributed free papers before and mails, we realised it was time consuming and more costly so we stopped distributing them [.....]. (Respondent 1)

Some of our former products were not cost efficient so we had to stop with them not that customers did not accept the products. (Respondent 2)



They also attested that having the same delivery man to deliver both the papers, magazines and packages simultaneously saves more time and cost thereby ensuring cost efficiency for both the company and the customers. To the customers especially on the packages, they will charge lesser amounts as compared to their competitors we can see this from what was said by respondent 2

As our motivation, we realised it will be cost effective for us to deliver other products to customers living in the same area (district) and since we are already driving the district, we just add along the packages for customers needing them (Respondent 2).

Profitability

We also realised profitability was a vital tool for value creation in that we noticed with both respondent's responses that while they are willing and striving to get products that customers will accept, they also want to ensure that these products will as well be profitable to the company. In effect, after the past difficult financial years they will strive to engage in activities that will boost the company's revenue. Respondent 2 confirms an improvement in the financial situation with the introduction of new products. This can be seen in the statement she made;

We now have a much better financial situation than we had last year as a result of the new products and since the customers for the news papers are sinking, having more customers on other products is a gain.(respondent 2)

Respondent 1 also made mention that every company's aim is profitability [...] *everything about every company is about money* [...] they will therefore go in for products where they see a better future e.g, instance the packages and also involving new titles on news papers since it is their main product.

Innovation



In the area of innovation we were able to look at new product development though not so much in details because both respondent had not much details on how that is carried out. Notwithstanding, innovation is highly considered as an important aspect in Prolog as they are positive of the fact that the innovations in the area of new product development they do will end up creating value for customers. This is what draws the customer closer to the company thereby creating value for them. They also believe that customers are beginning to enjoy or are the new products they come up with as stated by respondent 2;

*On the feedback platform where we get customers reviews for packages.....
And we have good reviews on our packages so that is a plus.(Respondent 2)*

On the development of the new products, ideas sometimes come from partners or within the company. One of the respondent included that new products are mostly introduced every second month and when these come up they begin with a test marketing then proceed to make it available to customers depending on the outcome of the test marketing, we can see that from her responds as stated;

The sales man first takes contact with the customers in question then brings the information to us so we see if we have the resources available for the new product then we engage in it if it is something we can maintain. (Respondent 1)

Discussion

Literature suggests that the above mentioned three themes are a great contribution to value creation and when well understood and applied by the company produces positive results. We therefore realised that in order for us to answer our research question “how do companies engage its customers in the process of value Creation in terms of Co-creation”, several aspects are to be taken into consideration amongst which are the three themes mention above as we discovered in the course of our research and following our interviews. We will further discuss these themes relating them to what previous literature says.



Customer

Target age group: Talking about the target age group, studies have proven that among many others, age is one of the many variables in a business that determine how customers perceive value creation (Ogwuike and Roland, 2020). It is important that companies understand that customers' needs and preferences are different in different age groups (Formplu, 2020) and following their needs, value will be created differently for the different age groups. For instance the older age group may not find interesting what seemingly may be exiting to the younger age group and vice versa. This is an aspect in business that has been well understood by prolog and so they strive to offer products that will satisfy both the young and the old thereby targeting every age group. As was mentioned by one of the respondents, they went ahead to involve a different age group in their customer base and as a tradition they will first bring the products to the customer if they will accept it then they get fully engaged in it. In that way, they let the customers give their opinion by either accepting or rejecting the product then work by that opinion which is the end result of the test marketing. This gives the customer a sense of respect, they feel important that the company takes into consideration how they feel about a product even if it is not communicated directly but by the customers' reaction to the product, they immediately know if the product is worth engaging in or not which in the end, value is created for the customer by the company.

Customer satisfaction: Other than the age group, Value co-creation is highly affected by customer satisfaction and it is a call to management to understand this value (Mehran et al, 2021). For Prolog however its managers have understood this and have over the years derived different ways in which they can create value for its customers via customer satisfaction in that they endeavour customers complaints are resolved in the best way possible as this aspect was mentioned by one of the respondent in the course of the interview where they mentioned that complains are communicated to them by the



customer through the customer service and once the complain is received, they see into it that the problem in question is resolved. Prolog Kb also makes sure to offer products that will satisfy each one of its customer. Also before engaging in a new product, they will want to make sure its customers also accept this product(s). On one hand, it is a strength to be able to meet the needs of a great deal of customers precisely the way they want it but we as well realised it could be a great risk trying to satisfy everyone as we know from an economics view point that human wants are never fully satisfied as result, a company may run out of resources trying to fully satisfy all its customers so they must always try to keep a balance so that both parties can both benefit. Therefore trying to satisfy everyone is a journey that may never be fully accomplished given that those who are being targeted are human and as we have earlier stated that human wants are unlimited.

Value Creation For the Company (Cost efficiency and Profitability).

Among other things, a successful management is one which is equally cost effecient as value creation in the company is also increased when cost is successfully managed. (Groth & Kinney, 1994). Following the responses given by both respondents during the interview, it was noticed that cost efficiency was one of the aspects they laid emphasis on and this was much easier and one of the motivation factor for prolog introducing new products in the market the same delivery man delivers several products simultaneously at the same time. We understand from literature that cost efficiency comprises of minimising cost in order to maximise revenue while still keeping the quality (not compromising quality). Companies who therefore desire to build an effective cost efficient system should ensure that what they invest in yields an output equitable to the investment in a way that it brings back profit; in other words, companies should be able to access to what extent they are cost efficient by comparing the benefits of their output to the cost their input (Varun, 2020). In the case of prolog, as accounted by respondent 1, at some point in the business they got engaged in a



product which was more costly and brought in very little profit and which was a heavy weight to the company and so they had to take off that product from the market so that they are able to keep the quality of the other products which are more profitable. In this case they understood one of the ways to be cost efficient which is by taking out of the market unprofitable products. With this in mind, we realised that companies should rather focus on products which will both add value to the company and to the customer rather than just engage into offering customers a new product which may profit one party (the customer) to the expense of the other party (the company) and vice versa. As a result of engaging more into cost efficient products, one of the respondents in our interview mention that prolog's financial situation has been boosted given that unprofitable products were taken out of the market and more profitable products introduced into the market, hence creating value for the company while also creating value for customers. Profitability and Cost efficiency are related in that a success in cost efficiency will yield great profit to the company. That is to say a journey into cost efficiency is not complete if the company does not make profit. This is the reason (Varun 2020) comes up with one importance of cost efficiency which is that cost efficiency makes easy profitability and goes ahead to explain that a company becomes more profitable when they make more cost efficient decisions. It is helpful for companies to keep a balance between profitability and Value Creation for its customers which in the long run will also create value for the company (Jim, 2019). According to responses from the respondents, offering products which will be accepted by customers and earn more for the company has been their target for some years now as they had to take out of the markets products which did not yield much return at some point in business while introducing new others that are more profitable and that customers appreciated.

Innovation



Innovation is at the centre of value creation. We believe that there is no value creation without innovation as it is one of the integral part of this process (VC). Whether a company is introducing new products, improving on the existing ones or diversifying, it is all innovation. Considering innovation on products, we understand that customers soon get weary or tired of existing products a company produces and soon after the demand for that products begins dropping and if care is not taken or something done about it, the company begins losing a lot as a result of that. In that light, the company has to act up and fast and this is where the place of innovation sets in either by developing the current product, bringing in new and more attractive products, bringing in some new market strategy etc. so by introducing new innovative products which will attract customer, Value creation is also is also made alive (Spacek & Vacik, 2016). Literature has it that one of the things that help a company grow is innovation because by innovation, there will be an increase in profit and hence which brings about an increase in the value of the company (MasterClass, 2021). Prolog kb has shown prove of this as over the past decades, they have consistently come up with innovations which have in a great deal expanded its customer base and has lead to an increase in the profit and bringing up positive feedback on the company's financial value as indicated by Respondent 2 in the interview which ends up creating value for them on both the company and the customers. Respondent 1 explained to us that new products are introduced every two months and they don't only introduce and go on with it but they first try if it is something that customers will accept and if the company is able to manage it. As a result when new products are developed they have to make sure it will both satisfy customers and benefit the company before they fully engage into it. Companies need to understand the place of innovation in business and take up every aspect of it if they aim to succeed in this current world of business because with innovation, the company both maintains its current customers and attract new ones to its dealing.



CHAPTER FIVE

Conclusion, Contributions, Limitations and further Research

This chapter provides a conclusion for the above study, we are also going to talk about the contributions this study provides, the limitations encountered in the course of the study and suggestions for further research.

In our findings from the case study, we realised that as much as companies aim at maximizing revenue, the interest of the customer is also taken into consideration. We can see as it was the case with Prolog KB that despite the fact that they are still recovering from the difficult financial years, as much as they seek to create value for the company by making more profit, they also ensure that their customers are not left out on this as value is also created for the customers in question. By that, customers are treated like subjects and not objects. We also from our research that it is not just enough to know customers' needs, their needs need to be met at the right place and at the right time. In our case study following the interviews carried out, we realised that once the company understood there was a fall in demand of its main products (NA news paper) in order words customers began to lose interest in the products, they quickly brought up other suggestions (magazines, packages, etc) which they believed customers will be excited about and as a result customers indeed accepted these products, boosting up again the number of customers in the company. By so doing, they co-creating value with customers. Also, in a quest to keep the current or gain new customers companies may lose focus on other department of the company while putting all the attention on just one and which may cause crises on other department(s). In other words while trying to keep the customer, the management should be alert that the company is healthy in all other areas so that all the attention is not fixed on gaining more customers only



and going down in income or experiencing a high rate of labour turnover which can be a great treat to the company. With this in mind, the strength, weaknesses, opportunities and threats are taken care of. From our case study we understood from the interviews that Prolog was equally able to focus on increasing its customer base while also experiencing an increase in its finances, and their strategy was that every new product they adopt and send into the market must be accepted by the customers and it must be one which the company can manage.

Prolog being a company in the logistic industry and specialised in the distribution sector emphasises on quality delivery services as they ensure to carry out their delivery services in a unique way as compared to their competitors. That is, they endeavour that all products, both news papers, magazines and parcels are all delivered in the early hours of the mornings so that customers can wake up to these products. As a result, they offer the same services like their competitors but they do it in a unique way which places them ahead of the competitors.

Contributions

To begin, this work provides to us knowledge on how companies should behave towards their customers and also shades more light to the vital role a customer or customers play in an organisation. Hence the well being of the company will depend on the importance or value the company places on their customers like we can see the case with Prolog that in whatever they do, they also put into consideration their customers.

Secondly the study provides more knowledge and a practical view point on how companies should involve her customers in creating value for the customer which in a long run will also give a positive image to the company (Co-creation).



In the area of customers looking at the themes we worked with, we realised in the sub-topic ‘age group’ on how Prolog expanded her customer base by involving or targeting different age group and the result was applauding. As a contribution, this brings to mind that value creation does not only end at the point of providing to customers their products at the right place and time but, knowing the customers also (their age group). By knowing this already helps marketers to know what kind of product will be appreciated by their customers thereby reducing cost for the company when in the process of new product development and innovation.

Also, targeting a wider span of the market by involving different age groups (both the young and the old) aids in creating value for the company in that the older generation can better exhibit the company’s reliability due to their longevity as customers in the company.

Finally we know and as was also indicated by one of our respondents that when the customer base increases, in most cases revenue is bound to increase thereby yielding an increase in the company’s finances which increases the company’s net-worth like was the case with Prolog in our case study.

Limitations and Further Research

One of our greatest limitation in this study was finding a suitable company to work with, one which is able to give that much information about its operations. We also had limitations in the area of finances, time and materials.

As a result of limited information in the study of value and value creation (developing innovative methods to create value), we recommend that more studies be made in this area. Companies also should take upon themselves to put into practice what literature says so that the concepts of value creation especially in the area of value co-creation not just remains as an idea but the practicality of it should take effect.



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Appendix 1

Questions and responses

This is an interview carried out for a degree project which is a partial fulfilment to degree at conducted at the Linnaeus University Växjö. I am Enih Nwinaa Munyam a master's student at the Linnaeus University carrying out this research project and will be your interviewer.

I will like to find out if I should use your company as an anonymous company or if I can use the name in my research work.

The information given during this interview will be treated with utmost confidentiality and you can withdraw your consent at anytime. Thank you.

Respondent 1

1. Before we start I will like you give a description of yourself, that is your present role in the company and if you have occupied different positions before which were they and how they all relate to customers and for how long you have been working with Prolog.

Respond; worked with Prolog for 20 years. That is since 2002, Started as a paper man, worked as a paper man for 3 years, worked as a reserved worker till 200, became a day time group leader and 5 years ago have been working as a night manager.

As a night manager, we take complaints from the customers through the customer service channel them to the group leaders or to the paper man resolving whatever it is that the customer is asking for. We are the next step from the customer service.

■

2. Describe to us who your target customer are (target age group; Young, old or middle age)?



Respond; All papers customer are in the average age group of 60-65. “They are used to having the paper on the breakfast table”.

The paper distribution era is not dying out, it has a future even though they are losing customers and the though the cost of producing more papers is more than it was 1year ago but the paper distribution still has hope. We distribute about 52 different types of papers with NA being the biggest

Because the papers customers are sinking, we are strengthening our demands by having more customers who go for packages.

3. Do your customers have a say when it comes to giving suggestions on how your services can be better offered.

- i) If yes, why and how? (How do they give in their contributions?)
- ii) If no, why not?

- Respond; we get feedback from the customer service though 9 out of 10 of those feedbacks are complains, from the complaints, we understand that the papers are very important to the customer. There is a platform for feedback and suggestions but it is not in use because of the age group involved especially with the paper customers.

4. Can you explain to me how your service works that is; how you reach out to your customers?

Respond; we mostly reach out to the customers mostly through emails and phone calls (as for the delivery, the delivery man delivers the packages and the papers especially at the doors and in the mail boxes. The delivery man goes through trolley, bicycle or moped daily).



5. We realized in your history that you have moved from the distribution of news papers only to also distributing mails, advertisings and parcels.

i) What was the motivation factor behind this new product?

Respond; one of the motivation factors was the fact that there was a prognosis or forecast that the amount of news paper delivery to be distributed will drop we try to get more things to deliver that same delivery man distributing several other products together with the news paper (cost efficiency).

But about two years ago we stopped distributing the free papers and have decided to concentrate more on the news papers and packages.

Also we were motivated by the fact that we are the first people at the mail box very early in the morning as compared to our competitors who do the delivery in the day time and this is a service that customers really need so before our competitors come, we have already been and so the customers seem to be happy with our delivery so that encourages us to have more packages.

We also at some point delivered free papers and we had not much gain from it so we had to quit that but with the packages and new titled newspapers, it is much more cost effective and we profit much from them.

ii) How has this innovation profited you and your customer?

Respond; It has profited customers in that they wake up in the mornings to their pre-ordered packages.

iii) How often do you come up with new product and or services?

Respond; New products come up in Prolog every second month but does not necessarily end up in Örebro. It could be that either Örebro or Västerås is trying something new so we often times test it first to see whether or not it will succeed.



6. Describe the last time you had you developed a new product, what were the steps involved?

Respond; The sales man first takes contact with the customers in question then brings the information to us so we see if we have the resources available for the new product then we engage in it if it is something we can maintain.

7. Describe what changes have taken place from the last time you developed a new product up till now

Respond; Sometimes we test the products and we realise we can't continue with it so we withdraw from it. And sometimes it's the customers who reject them so the only change that might be is flexibility.

8. Other than the current product/ services you offer presently, did you try introducing other products or services before? If yes, what was the outcome (what was the customer reaction to that) and why do they no longer exist?

Respond; We distributed free papers before and mails, we realised it was time consuming and more costly so we stopped distributing them . And for the other products, we introduce and when customers don't react positively, we also take them out of the market.

9. Do you get feedback from your customer (positive and negative)?
i) What do you do with the feedback (describe how you treat your feedback)

Respond; when we get feedback which is usually mostly complaints, we rich out to the group leaders who will from then reach out to the paper man to ensure



they resolve the customer's request. And in the country site where we have no group leaders, we reach out directly to the paper man to make sure the customers' needs are satisfied.

ii) How does this feedback help you in decision making?

Respond; These feedbacks help us see the loopholes the paper man makes sometimes so they prompt us to take a decision on emphasising to the paper man to be thorough (taking note of changes on the book) when doing the distributions, prompt the paper-man to report any unusual thing on the district that may distort the service so it can be sorted out as early as possible by the day colleague.

10. Is there anything more regarding customers and feedback in the company you think you can add or contribute which I have not asked?

Respond; we are expanding on the era of our delivery service especially concerning the packages, making provisions for more space for our delivery vessels as we are looking at bicycles which can take more products, bigger mopeds which will help us gain more customers given that our competitors do not distribute 7 days a week like we do.

Respondent 2

1) Before we start I will like you give a description of yourself, that is your present role in the company and if you have occupied different positions before which were they and how they all relate to customers and for how long you have been working with prolog.



Respond; Have been working with Prolog for almost two months and I am the site manager for Örebro, I am responsible for the staff and ensure development in the company.

2) Describe to us who your target customer are (target age group; Young, old or middle age)?

Respond; The main paper NA(Nerikes Allehanda) has more of the old aged group say 60-65 but now we are focusing more on getting more subscribers(customers) trying to get the attention of the a younger age group say from 30-45.

■

3) Do your customers have a say when it comes to giving suggestions on how your services can be better offered.

iii) If yes, why and how? (How do they give I their contributions?)

iv) If no, why not?

Respond; The customer service is used by the customers and most often complaints come up and up to us, there is room for suggestions though it may be difficult on how they may come up with these suggestions because our deliveries are done in the very early morning hours if the day when customers are yet sleeping.

4) Can explain to me how your service works that is; how you reach out to your customer.

Respond; For our services, we go out there and do the deliveries at customers' homes.



5) We realized in your history that you have moved from the distribution of news papers only to also distributing mails, advertisings and parcels.

i) What was the motivation factor behind this new product?

Respond; As our motivation, we realised it will be cost effective for us deliver other products to customers living in the same area (district) and since we are already driving the district, we just add along the packages for customers needing them.

■

ii) How often do you come up with new product and or services?

Respond; Not so sure but two new services were introduced this week but it is nit that new products are developed every week. Also, we are trying to develop because we need to do it, trying to match up with our competitors and be unique looking at what they are doing and if customers embrace them so we know if we can develop on that.

6) Describe the last time you had you developed a new product, what were the steps involved?

Respond; It was an idea from one of our partners which we then accepted it and engaged into it. So one of these services is a customer to customer delivery where a customer leaves a package in their mailbox which is picked by the delivery man and later one sent brought home to the company who then brings it to the end user in the same day. We also have the home deliveries which are done in the evenings. And this stems from the fact that we are targeting different age groups. I believe it was an idea that came up from the company (partners) which is conceived and later on executed.



- 7) Describe what changes have taken place from the last time you developed a new product up till now.

Respond; **Were are yet to see what changes have taken place since the customer to customer service is just newly introduced and we have had just one delivery on that.**

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- 8) Other than the current product/ services you offer presently, did you try introducing other products or services before? If yes, what was the outcome (what was the customer reaction to that) and why do they no longer exist?

Respond;**Some of our former products were not cost efficient so we had to stop with them not that customers did not accept the products.**

- 9) Do you get feedback from your customer (positive and negative)?

Respond;**Yes on the feedback platform where we get customers reviews for packages and we have good reviews on our packages so that is a plus.**

- i) What do you do with the feedback (describe how you treat your feedback)

Respond;**With the negative feedback, we are trying to reduce on that and also it depends on the feedback or the kind of complain then we follow up and resolve the complain then ensure that the delivery man is more precautions on the next delivery. Complains also come up on codes and keys which do not work so we try for follow up so as to ensure Quality and we have a lot of follow up on quality because we want to have high quality.**



Sometimes some staff do the extra delivery service to do the delivery in a different hour of the day other than early mornings if an option was made somewhere and it is an urgency like some stores may complain of haven't received the papers they expect to have so they can sell it in the cause of the day.

- 10) As a company what is your priority? To get more customers or to make sure that the current customers be satisfied?

Respond; Since we know that the number of customers we have on our main product (NA) keep decreasing, we have to focus on getting new subscribers and more companies to deliver packages from. But also we are working on getting more subscribers for NA. Of course we are trying to keep the present subscribers (customer) but we are focusing more now on getting new customer and in the -younger age group.

- ii) Is there anything more regarding customers and feedback in the company you think you can add or contribute which I have not asked?

Respond; We now have a much better financial situation than we had last year as a result of the new products and since the customers for the news papers are sinking, having more customers on other products is a gain.

We are put in front of our Competitors as we go very early then them and in the past months we have had more demands on packages as a result of an increase e-commerce.

