

Bachelor's Thesis

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The market strategy and the Demand of Uniteam Denmark's



Containers.

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1.0 Introduction

It is always a common fact to feed a brief content of any dissertation to the reader as early as the introduction.

This is an academic paper addressed to academic readers. Therefore, we will in the introduction only mention the conceptual framework, rather than explaining them.

The prime mission of this paper is to provide the reader a clear overview of some existing theories and their applications in a practical situation.

To try to answer the two fundamental questions for any thesis, namely, *why is it interesting for us to write this paper?* And *what this paper is different than the previous papers?*

Answering the first question, it is interested us simply because it is a academic requirement. Secondly, since finding a solution for a hypothetical problem mostly contribute difficulties, and an existing company with an existing problem comes into our deposal, we find it interesting to make a research for that company.

Thirdly, our future education plans also influenced us in such a way that we both in the future have the intention of expanding our knowledge in this field. To answer the next question, most of the previous writers in this field had mostly applied/used one or two theories in their analysis, where as in this paper we employed more than two theories.

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In this report we will start with defining the exact problem that this paper is trying to solve, we will then clearly define the methodology and theories we will be using throughout the report. We will then state the failures we encountered during data and information gathering process as well as the writing process of this report, we will also briefly mention the successes we achieved.

A brief preliminary analysis section will follow where we will describe the current company i.e. (the company we are dealing with a container company) situation, its product, its current strategy, its current management structure and so on. We will in that chapter also mention our potential target customers hence the Danish Non-governmental Organizations.

A brief introduction of the Danish container market will proceed along, where we will look the microeconomic aspects of this industry, such as the demand, the supply, and the possible container substitutes.

To conquer the question of laying out a right strategy for the company in question, we among the other things concurred different theories i.e. Business to Business, the Alignment theory, and finally we will make a SWOT analysis.

2.0 Delimitation

Uniteam produces a broad range of steel, insulated, refrigerator containers for military and civil purposes. Uniteam has also developed several other sophisticated containers, including GSSP-containers. Organizations as well as institutions that might use Uniteam products are Military Forces, Shipping Companies, municipalities, etc.

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Due to the size of the paper as well as the inaccessibility of most of the data/information we needed, we concentrated some of the container users. For instance, it is very difficult or even impossible to get an access to the military data/information i.e. the type of containers they buy (if any) the reasons for their purchase and so on. Therefore, we for example abstain to design questionnaire/Interview to the military, because our expectation of getting sufficient responses are very narrow or even do not exist. For those reasons, we decided to focus on the Danish non-governmental organizations (NGOs), where we will investigate whether the Danish NGOs have a demand for containers.

3.0 Problem Definition

Defining the exact problem is always a difficult issue, indeed, it is a very indispensable for any professional paper. Among the questions that this paper will try to answer are; Which Market Strategy is suitable for Uniteam Denmark? Whether the Danish NGOs have/not the demand for Containers? What are the external and internal factors that influence the Uniteam DK's container business?

Is the current objective of Uniteam DK appropriate to its present situation?

Each question will have its own weight i.e. one question is might be relevant than the other. Therefore in order to digest the answer of that relevant question, we will give much attention to the chapter such question is addressed to.

4. Model and Methodology Description

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It is always essential for a writer to embody certain methodologies, theories, and scientific methods for his/her analysis, hence, this paper is not exceptional. The below figure illustrates the follow of our procedure.

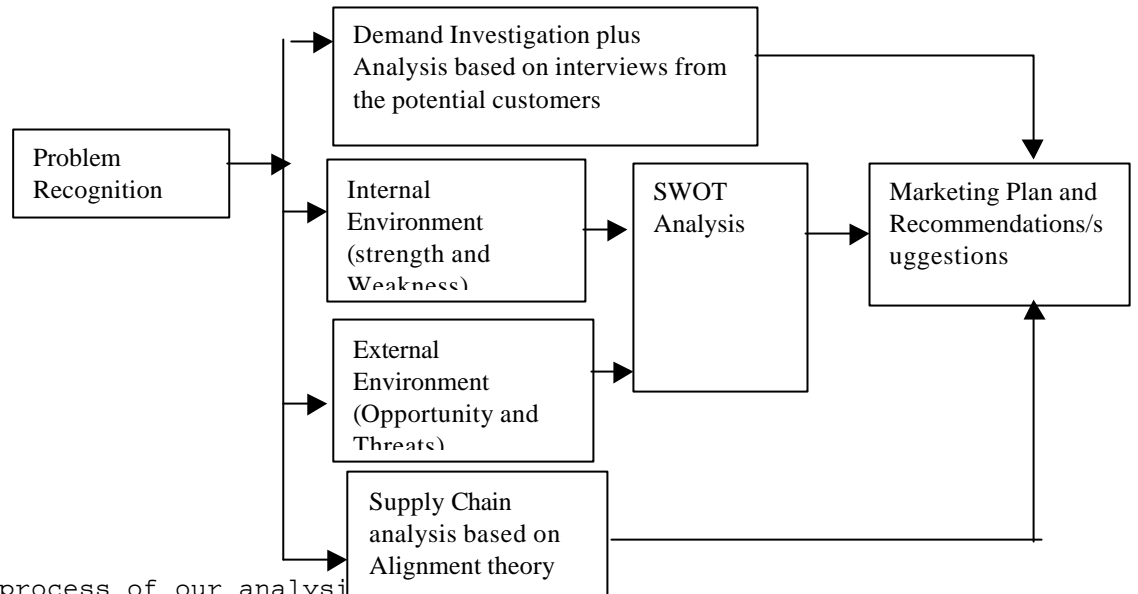


Figure 1. process of our analysis

As the above figure indicates there are number of steps we should consider before we draw any conclusion from this paper. The notable steps that the figure illustrates are; Identifying the problem, examining the internal and the external factors that can influence this business. Investigating and analyzing the demand for containers¹ based on interviews taken from the potential customers (NGOs). Supply chain analysis based on Alignment theory. Designing a sound marketing plans and finally, state some reasonable recommendations/suggestions for the Uniteam Denmark's containers. It is our expectation that the hypothesis of the above figure will allow us to smoothly implement this project and come up with tangible results fixed to the information input we have.

We would also like to mention here that any possible pitfalls (lack of necessary data, difficulties for

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theories in relation to the information required and less response rate of the interview) could seriously affect the result of our report. For instance, designing interview questions to the customers will help us to find the buying behavior, quality requirement etc. of the customers if they answer the questions. Similarly, if the company in question would provide us an adequate data, it will be easy for us to apply theories and come with a solution. However, we will in following section clearly baptize where we will mention the difficulties that we encountered during the process of thesis.

5. Success and Failure of writing this thesis:

It is nearly always the case that some of the students get difficulties before and during the period of writing their thesis. These problems include among other things, determination of the title and the problem statements, but usually students pass these problems in the earlier stages of their preparation, however, there are problems that arise during the writing process. These problems include, finding the right data, The time span, which is the real factor that explains the thesis quality. These difficulties have their roots into different sources. One of them is that company we dealing do not possess the necessary data we needed. The necessary data can be divided into two parts, first, the historical which usually gives an overview of what happened in the past i.e. sales, prices, and so on. Nevertheless, we belief that the reason for this was that the company itself was new in the market. On the other hand, we asked the company the possibility to contact their parent company (Uniteam Norway), but we unfortunately got a negative answer. The second difficulty we encountered was the

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data/information that the company provided us was written in Danish, which we were not able to translate into English. However, we tried to our best to get out of this problem by asking help to our Advisor, Department of marketing, student counsels, classmates, and many other source, but, unfortunately we didn't succeed to get help from any of the sources. Despite of the fact that we didn't get any help to our problem, we lost valuable time for the process of searching help. This made our time/deadline narrower than it would have been.

Competitor analysis is crucial to any one who wants to make market analyses for a company or wants to set a strategy for a company. Therefore, it was our concern to get some data/information about the competitors, then use it as a comparison. But, we experienced that the companies were reluctant/don't want to provide any data to us, as they discovered that we are doing the research for one of their rivals.

Customers (NGOs) were also one of our main focus for this analysis. Among other things, it was necessary for us to interview the respective people of the target customers (Danida, FolkKirke Nødhjælp and Ib's) to find out what customers expecting from their suppliers (container companies) e.g. which services they require, what quality is essential for them and so on. Therefore, we carried out telephone interview presented in the later sections.

These difficulties had different weights for us, because some hurt very much the result of our thesis, while we were in one way or another able to overcome some others. For instance, some of the information that we needed from the competitors is been found in an indirect way.

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Regarding these difficulties, we would like to inform the readers that this report/project would have been different than its now if the necessary data/information would have been in our disposal. Nevertheless, we pay all our effort to tackle the problems in a way fixed to our might, which led us to mix theoretical and practical examples, which finally allowed us to produce this paper.

The notable achievement that we reached was that, we were able to produce this paper with having so many problems. We also would like here to mention that some of the significant information we have in the paper was found in a different way than it would have been (please see the attached e-mail), because it was difficult or even impossible to get it formally. Therefore, we expect that the reader will keep in mind all these difficulties, when evaluating this paper.

6.0 Preliminary Analysis

It is quite usual for any dissertation to start with a preliminary analysis. The main emphasis of this preliminary analysis is to provide the reader an overview and of course the overall essence of the particular problem, which the paper will discuss. This preliminary analysis includes; the description of the company, where the topics like company strategy, product specification, current financial situation, current long and short objectives are the core topics. A brief introduction of the Danish NGOs will also be a main topic.

Finally, the reader should during the writing process of this essay bear in mind that due to the challenges we might face; we will always be open for changes.

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By the way, we will in the proceeding section, define the real problem that this paper is devoted to challenge.

6.1 Company Description

Uniteam (DK) is one of the over 100 companies in Denmark that either has container/container related business. Previously Uniteam DK had "Target Container Trade" as its business name. It operated this name until 1996, But 1996 a Norwegian container manufacturer company called Uniteam bought the whole company, consequently, Target Container Trade launched a new business name (Uniteam DK).

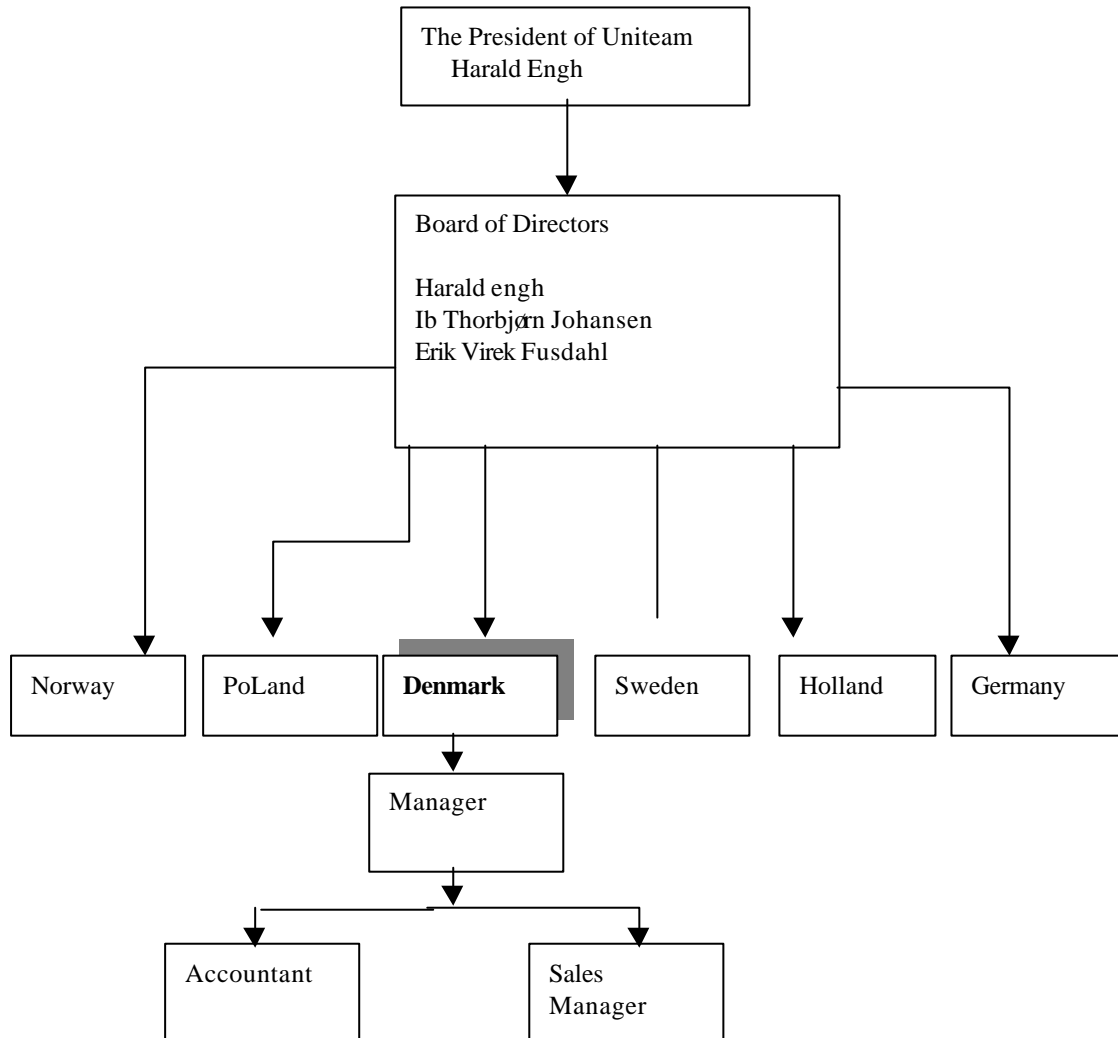
Accordingly, In company form, Uniteam DK is a partner company for Uniteam Norway. Similar to many other sister companies Uniteam DK has certain autonomy to plan and run their own business.

The major task of Uniteam DK is selling, and renting different types and sizes of containers.

Offices: Uniteams DK has two major offices in DK namely a sales office in Copenhagen and head office in Aarhus. The below figure illustrates the management structure of Uniteam group.

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Figure 2. Management Structure Uniteam Group



Source: Uniteam Denmark A/S staff at the Aarhus Office

The above figure shows that the management style of Uniteam group is centralized. This means that the top management has the ruling power of making the decisions or at least the major decisions.

Centralization is the degree to which formal authority to make arbitrary choices is concentrated in an individual, Unite, or level². The existences of centralization usually indicate the absence of decentralization. However, there are some companies that

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are centralized, but still left their branches certain autonomy. Therefore Uniteam is one of these group that has some autonomy from their parent company. Uniteam Denmark plan the way they can succeed in the Danish market.

Financial position: the company capital is according to Compass database in 1998 DKK 500,000. In addition, the company capital ratio is 1. in 1998 annual result was DKK

-250,000, which in comparison of 1997 is a loss of 76%. The equity capital of Uniteam Denmark (UDK) has also decreased from 1997 to 1998 by about 67%. Nevertheless, the annual results of UDK in 1999 was improved from -250,000 To 1,000,000³. Which indicates an improvement of about 25% On the other hand, the company's capital in 1999 was 1350,000¹⁴., which also indicate an growth of 37%. The company has according the Compass database has a high risk and credit maximum of DKK 50,000 in 1998, where as the credit maximum in 1999 was 800,000¹.

Current Company Strategy: {PRIVATE}Normally, Business plan needs to include: A realistic study of your competitors behavior. i.e. plan a strategy that sets you apart from the competition. A marketing plan that fits your budget, Sales and profitability projections that you can justify and achieve!

In order to differentiate from its competitors UDK is marketing some unique product i.e. military related containers produced by its parent company. in relation to marketing plan UDK, the sales manager of UDK told us orally that the current strategy of UDK is to be market leader.

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Employees: according to compass database, the number of Uniteam Denmark's employees are so far three. But that number is 5 today told by the sales manager.

Prices: since UDK is new company and this industry is quite competitive, UDK management is committed to sell their products in very competitive prices. Nevertheless, we will see if UDK prices are competitive in the later sections, where we will analyze the sales prices and the rent prices of UDK. Nevertheless, UDK is eager to know and at the same time adapt any new marketing ideas.

In relation to sales UDK did not so far sell to great extent of their products, this was due to the fact that UDK is a new company and their products are still in the marketing stage. With respect to profit projections UDK's management are committed to achieve their projections.

The other main strategy of UDK is attracting more customers to their products, and by that increase market share with in this industry. UDK wants also to know more about the demand for their products.

UDK has contracted to market an interesting military related containers manufactured by their parent company Uniteam Norway. Those containers include, Gas safety Shelter Products, Accommodation containers, and Variety of other military related containers.

Those containers are designed for peacekeeping operations, quick response for military deployment in remote areas.

So far, it is the NATO and Norwegian military that used such containers. UDK has also intentions to market new/used shipping containers. The potential customers that UDK has so far in mind are the relief organization and NGOs. Who challenge the need for food shortages and

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transport food and other items mainly to the third world countries.

6.2 Product specification

It is always pre-requisite To specify the product in study, this will make the reader easier understand the product in question. Uniteam group among the others produces a wide range of offshore containers, tested and approved according to ISO standards. Offshore containers are used variety of transportation proposes, from international trade to local transport.

The Following table will show the container types, their size, weight, length so on.

Table 1: Specification of some of selected Uniteam DK's containers

Container Types	Length	Height		Width
20´ Dry Freight	6058	2591		2438
40´ Dry Freight	12192	2591		2438
	Tare Weight	Paylo ad	Gross Weight	Cubic Capacity
20´ Dry Freight	2300 kg	21700 kg	24000 kg	33 CBM
40´ Dry Freight	3800 kg	27500 kg	30480 kg	69 CBM

Source: WWW.Uniteam.org/stdiso.html

The Especially of Uniteam Products: Although Uniteam Group i.e. all Uniteam fleet produce a wide range of

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both basic and highly sophisticated containers, yet The containers we are interested in this study are the above mentioned offshore/shipping containers. This is so, because, much of the other types of containers Uniteam produce are as we said used in other purposes for example, Nuclear waste Refrigerator, military, and military airport, Shelters (gas safety shelters products , GSSP, and some other containers.

The containers that we are dealing with are those used by the NGOs to transport the humanitarian help to many places around the globe. The most humanitarian items according to NGOs are basic food, Shelter, medicine, and so on. Therefore, those containers we preferred to include our study are containers that can be transported to those above-mentioned items. As a result, we disregarded the other types of containers, the only solid reason we excluded the other types of containers is because they do not much the purpose of this analysis. However, before we start our analysis let us make a brief description of NGOs, " who they are, What they do? And so on.

6.3 Description of the Danish Non-Governmental Organizations (NGOs)

It was the UN that officially began to use the term NGO⁵. In recognition of their commitment and contribution to peace and justice, 42 NGOs were invited to participate in the process of the UN founding conference in San Francisco in 1945 and won a place in the original UN Charter. Article 71 of the Charter empowered the Economic and Social Council (ECOSOC, one of the six principal organs of the UN) to grant consultative status to NGOs.

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NGOs are limited to formal organizations that are non-governmental, non-profit, politically neutral, voluntary and independent, and that are set up by those who agree to work together for shared goals.

In coping with post-Cold War world affairs, the role of 'unofficial' actors including non-governmental organizations (NGOs) has become as important as that of official actors such as government and inter-governmental organizations (IGOs). However, this study will particularly focus on the leading Danish NGOs. Regarding Danish NGOs, they are more flexible, committed and independent in addressing global issues and responding to crises. Danish NGOs put their core values on the protection and development of the common good and operate across national borders regardless of race, religion and politics. In particular this study deals with the below listed Danish NGOs.

DANIDA

Folkekirkenødhjælp

IBIS

Although most of Danish NGOs represent civil society organizations as they promote the participation of local communities in development plans and enable ordinary people to have capability in influencing public policy, Most of their donations come either from a private people or private organizations. But similar to many other NGOs, Danish NGOs receive a certain amount of fund from the Danish State.

Despite the huge humanitarian help Danish NGOs provide to uncountable number of needed people around the globe they also establish a development projects to many of worlds corners. For instance, according to the Danish Office of Statistics figures in 1997 the humanitarian aid that Danish NGOs have sent outside Denmark were

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estimated USD \$841.2 million. However in 1998 that number increased about 9.45 percent, where as an increase of about 2.45 percent were from 1998 to 1999 feasible. On the other hand, Danish NGOs under take contracts of handful number of projects, which they also spent a huge amount of money.

Since Danish NGOs play that vital role and provide a large amount humanitarian aid to many needed ones around the world, it is then clear that their logistics costs are very high. Especially the transportation of those different kinds of aid they ship to the rest of the world.

We will therefore, in this study only concentrates Danish NGOs use of containers.

Nevertheless, before we start further analysis in the market, let us have a brief introduction of Danish Container Industry.

7. Brief Introduction of the Danish Container Industry.

Usually, discussing a certain product produced by a certain company in detail forces any author to provide the reader some general knowledge about respective industry that particular product belongs to. Thus, it is not mistake if we in this section briefly discuss the Danish container industry as a whole.

It is obvious that different industries have different factors that influence. However, The natures of those factors vary from one industry to another. This is so, because of the dissimilarities of different industries' business areas. It is also reasonable to imagine that for each industry there is some unique characteristics, features that are particular for it.

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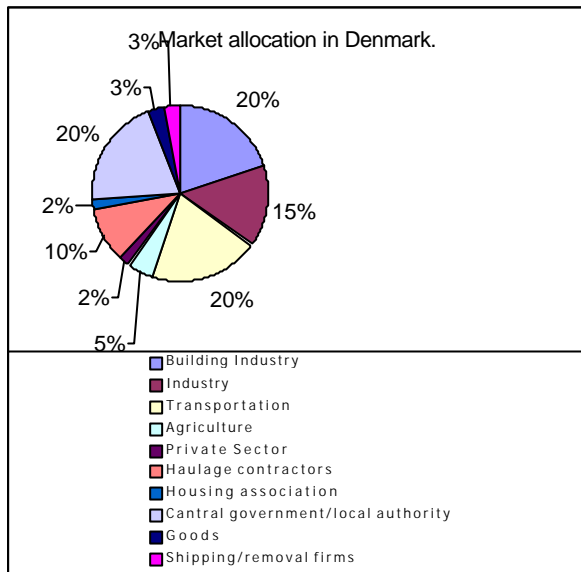
Similar to many other Danish industries, Danish container industry is a very competitive one. There are more than 140 companies that sell, rent out, or maintain various types of containers throughout Denmark.

In that respect, many small companies with in this industry encounter tough challenges, where as giant companies dominate the market. The below figure shows the market allocation of the use of containers in Denmark.

Moreover, the shipping industry contributes a very small margin in the container industry compare to others.

Figure 3. Container Use allocation in DK.

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Source: Uniteam Denmark.

7.1 Microeconomic aspects in container industry

Similar to the other industries, companies/organizations within this area of business have to carefully consider the microeconomic factors that shape their business. In other words, managers of container business companies can when planning their business not ignore influential factors like the demand, supply, consumer behavior, substitute products (if any), prices, and so on. Accordingly, we will in the proceeding section review some of microeconomic factors that influence Uniteam Denmark in particular and container industry in general.

7.1.1 The Demand

The demand that a specific customer may have for a container(s) can be distinguished in three ways namely, Purchasing, renting.

Purchase: this type of activity is quite limited compare to the renting activity. One argument could be that a container customer might not have a frequent need of

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purchasing a container either new or used. This is simply because owning a container is cost demanding assuming a temporary use of it. In other words, if a company/individual buys a container for an extant need, it will therewith among the other things require location to keep, maintenance, etc., which will definitely further heap the already existed costs. This activity is less important for handful number of container business companies, and we will during this paper discuss it fairly.

Renting, this is one of the most popular activities that occur in the container business both in Denmark as well as rest of the world. For instance, a construction company may want to rent a container for a particular building project, in relation to that, that construction company do not need to buy a container for that certain period that the project is running. Therefore, they either lease or rent a container. Consequently, the container companies consider this type of activity very important.

7.1.2 Supply.

The supply factor is metaphorically speaking one of the major microeconomic factors business managers have to challenge with. The analysis of supply can have several dimensions, such, the supply of labor, raw material, supply of finished goods etc. Nevertheless, the supply we discussing in this paper will predominantly be the supply of finished goods. This reflects the fact that, Uniteam Denmark does not manufacture containers rather it is the parent company (Uniteam Norway) that deliver containers as finished Good. The question is; can Uniteam Norway accomplish such a task and supply its

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sister company. To draw your attention Uniteam Norway has according our readings the competence, the capability, resources, and the means to accomplish such a task. In relation to that, Uniteam Denmark can in terms of promises highly count on Uniteam Norway. Once Uniteam Denmark get an order they usually place it to their parent company in return Uniteam Denmark receive a delivery within deadline. We can therefore conclude that Uniteam Denmark does not have any supply difficulties, which permits us to leave the discussion of this topic here.

7.1.3 Possible substitutes.

For most of products one has to bear the substitute of that product in mind, what happens to one product will simply have the reverse effect on the other product. For instance, if the price of your product increase/decrease then it implies that the consumers will tend to consumes the substitute product holding all other things constant.

Although containers are unique product when dealing with goods transportation of both inter-regionally, and inter-continentially, yet, one can argue that for the domestic transportation trucks and road trailers could be considered the major rival of container business. But for the overseas/off-shore containers are the best transportation means to use. The notable advantages of rail trailers are; they are easy to access, easy move, easy to load, and easy to transfer its load to either other trailer or container⁶. Where as ground level containers lack some of those features that can imaginably attract some old container customers especially when dealing with a domestic transportation.

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Therefore, companies that have a container business such as Uniteam Denmark must in the Process of their business planning consider trailer business owners as their major rival.

8.0 General Overview of Business-to-Business Market

Knowing that NGOs are customers in this study, the appropriate analysis are to be based on bus-to-bus market approaches, because, the buying behavior of organizations is homogeneous regardless of their aims (profit oriented or nonprofit organization). Therefore, it seems worthwhile to provide an overview of Bus-to-Bus as well as its characteristics before we go deep into the analysis.

Business-to-business marketing is far more complex than consumer marketing is. After all, buying decisions are made at many levels and each decision-maker has his/her own agenda. Every decision is key due to sheer/transparent volume. In addition, each decision represents an investment that carries huge risks such as, Will the quality be right? Will the Delivery be on time? Will it help me build my business/aims? And Protect my reputation/character?

Your audience wants real information in a language they speak and understand. They want to feel that you know their business. They want to trust you.

In short, they want a relationship and successful marketing efforts to produce that trust.

Usually, Business Market consists of all organizations that acquire goods and services used in the production of other products or services that sold, donated, rented or supplied to others¹. Business buyers do not buy goods or services for personal consumption. Rather they buy

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goods and services to make money, or to reduce operating costs, or to satisfy a social or legal obligation. In addition, since NGOs are not profit-organizations, they usually buy the goods for charity purposes.

As business-to-Business continue to face the pressures of rising sales costs, increasing competition, and shrinking margins. Direct marketing continues to be the key interest for Business-to-business. This is because, that the decisions are made by certain decision-makers. Therefore, as sales manager, we must not forget that we are still marketing to individuals. This is so, because, individuals buy on behalf of the organization. As administrator of the organization's resource, they are usually more concerned to satisfy their business needs more than their needs. When an organization is very large, its buying process becomes fairly complicated than it sounds. Because the purchasing decision does not reside with an individual, but with multiple individuals who comprise a "Buyer Group/Buying committee" and the roles of the individuals with in the buyer group can be the influencers, specifiers, or decision-makers. Therefore, in the Business-to-business market, it makes more sense to know as much about those persons(s) as possible and the more you can understand about an individual as a person, the more you understand the Business. However the Types of organization markets can be divided into Four (4) main markets.

- * Reseller Markets, i.e. Wholesalers/Retailer
- * Government Markets, i.e. National/Local
- * Production Markets, i.e. Agriculture, Mining, Transport, Communication and so on.
- * Institutional Market, i.e. Libraries, Museums, Universities and Charities like NGOs

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8.1 Business Market Characteristics:

Among other things there are certain characteristics that seem important to mention in which we think are relevant to this Market, such as Professional Purchasing, group Buying Influence and finally the Derived demand.

Professional Purchasing: the purchasers of the business goods are usually well trained persons compare to the consumers, these purchasers always keeps in mind to follow the policies, compulsions and other requirements of their firm/organization. This method is applied the entire business buyers/organizational buyers, therefore, NGOs are not exception.

The group buying: - the buying processes are involved different people/department. Technical expert(s) controls how purchasing product fits the organization's requirement, Manager(s) usually participate almost all major decisions for purchasing goods and services.

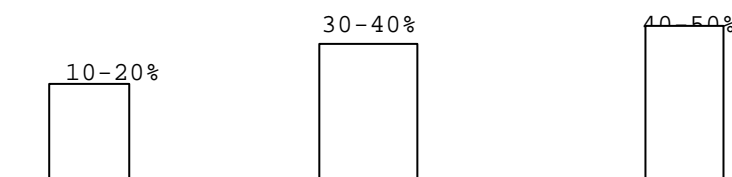
Finally, the purchasing departments in which the end-users have direct contact/dialogue with, which also can easily understand and assess the claims of the end-users.

However in order to give the reader an overview of how high Bus-to-Bus buying process involvement is, we will demonstrate a buying process of a hypothetical company who wants to buy a machine.

Degree of departmental involvement (%range) by process stage.

Stage 1:

Need Recognition



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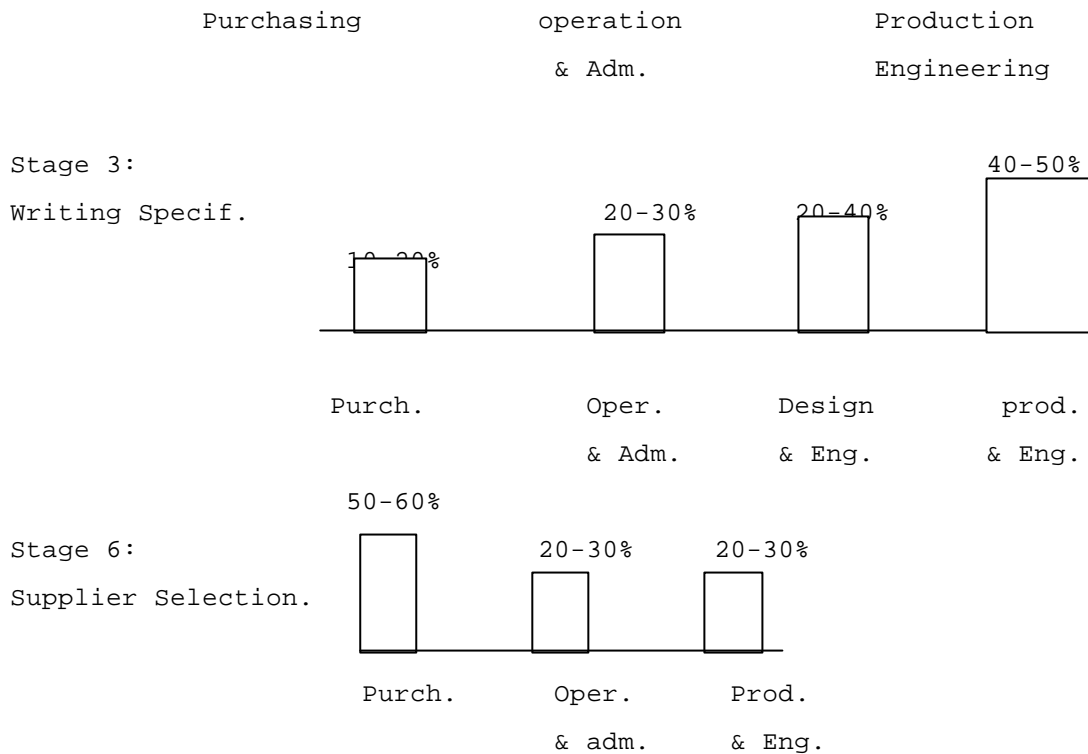


Figure 4.

As you may be able to see, production engineers play a vital role in the first stage of recognizing the need for a purchase of a product (item like machine) and thereafter, administration and operation department are also the second important that involve in this stage. Furthermore, there are slight change in the second stage compare to first stage, because there is one more group that involved in process namely, the designing engineers. However, in the third stage things change into the other way around, because production and design engineers are less involved. Conversely, the purchasing department is heavily involved in the third stage. In conclusion, we belief that you as a reader can now also recognize the high involvement of Bus-to-Bus buying process.

The driven demand: - many businesses serve other business instead of serving consumers directly. Large and medium-sized businesses are hiring independent contractors and small firms to provide their products.

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The fundamental rule in consumer marketing is to know the customer, but business-to-business firms must follow a slightly more complicated rule: they must know the customers and the customer's customer. If for example, provide a product(s) to another business, you can gain an advantage whenever you help, develop or improve a product(s) for customer.

Firms operating in Business-to-Business face just as much competition as do ordinary retailers. But the strategic use of the market information can give struggling entrepreneurs an advantage.

Coming up with good idea(s) about how to serve your client's doesn't take a lot of time or money. Marketing data are often not expensive, but a simple statistic can have a high-perceived value. Even one-or two-page report about the latest trends in customer satisfaction of for example the end-users lets your clients know that you are vitally interested in their success.

Business-to-Business firms vary tremendously in size and type, but the fundamental rule of all Business-to-Business marketing is the same, we can say the fundamental rule is to know the customer, then customer's customer.

8.2 Relationship Marketing:

To understand customer relationship marketing is the key to succeed in the Industrial marketing, therefore, one must before any thing else examine the process involved in attracting and keeping customers. Despite the other processes in customer relationship development, there

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are some main steps that are important to keep in mind.

These steps include:

Suspect; this means that you as a seller want to know everyone who might perceivably buy your products or services.

Prospect: When you suspect those who might buy your products or services, then it is straightforward to determine your most likely prospect, which means the companies/people who have a strong potential interest of your product and the ability to buy for it.

Disqualified: disqualifiers are those who fail to pass during the process of determining the potential buyers due to fact that they either have poor credit or unprofitable.

Customer loyalty is another important aspect of relation marketing. Holding all other factors constant, developing more loyal customers increase the company's revenue. In relation to that, companies have to disburse more to create a greater customer loyalty.

Nevertheless, as Philip Kotler suggest in his marketing management book, there are five important different levels one has to distinguish for a company to building customer relationship. These levels are the following:

- Basic Marketing,
- Reactive Marketing,
- Accountable Marketing,
- Proactive Marketing and
- Partnership Marketing

Applying one of the above levels depends on the competitive situation of the market as well as the customers themselves. For instance, the *basic marketing* is used when there are no or relatively very small

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competition in the market, where salesperson simply need to sell the product without any further follow-ups. Whilst on the other hand in an intensive competition markets like the Danish container market the *Proactive Marketing* is more important. Which means that in order to increase the customer satisfaction and loyalty, the salesperson should contact the customers from time to time after the sale to check whether the product is meeting the customer's expectations. The salesperson should also make more follow-ups and ask the customer any suggestions for product or service improvement and also any specific disappointment.

The other levels can some times be important. But, we according to information we have from Uniteam Denmark and also suggestions from other readings and theories belief that the appropriate position/level for Uniteam Denmark in the below table is the proactive marketing position.

Table 2. Levels of relationship Marketing.

	High Margin	Medium Margin	Low Margin
Many Customers	Accountable	Reactive	Basic or reactive
Medium Number of Customers	Proactive	Accountable	Reactive
Few Customers	Partnership	Proactive	accountable

Source: marketing management; ninth edition; Philip Kotler.

As we said before above figure shows the position that Uniteam lies in the relationship marketing. The reason we positioned Uniteam DK here is because there is very few customers in the NGO market, similarly the profit

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market can be medium if the company satisfies its customer's need. However, it is foreseeable that Uniteam has some problems as they have only 3-5 employees, which will make them difficulty to contact the customers from time to time.

9.0 Demand Investigation

To investigate a demand of any product is always not an easy task, especially for graduate students.

Nevertheless, the intention of this section is to explore the demand that Danish NGOs might have for Uniteam DK's containers.

To do that we need to use an important technique, which can give us a clear picture, of how the Danish NGOs demand for containers. The candidate technique to accomplish this task is carrying out a primary research. As there are different ways of conducting a primary research and each one of them has its own dimension, one has to be very careful as to which of the ways one would use. In our case, we of course due to the size of our target customers (Danish NGOs) selected telephone interview as our tool.

Telephone interview is believed to be the most effective, less cost, and it indeed saves time⁷. This last factor is vital for students like us especially when deadline time is approaching.

Different research rules have to be respected when designing the questions. For instance, the sensitive questions (if any) should be asked at last, to avoid any bias one has to be aware of the later effect of the leading questions and so on.

Keeping all those factors in mind, we designed the following telephone interview questions.

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9.1 Telephone Interview

Hallo, good morning this is Abdi and Balal.

Ques.1. Do you use Containers?

Ques.2. If yes, do you buy/rent the containers you use?

Ques.3. What container size do you usually buy/rent?
10feet 20feet 40feet

Quest.4. How many containers do approx. Buy/rent per year?

Ques.5. Can you please name the container companies you often buy/rent your containers from?

Ques.6. Which of the following factors do you put your attention most when buying/renting containers?
Quality Price Services

Ques.7. How do you Describe container quality?

Ques.8. What kind of quality level do require when buying/renting containers?
High Medium Low

Quest.9. Which of the following after-sales services do you put your attention most when buying/renting containers?
Repair Delivery speed Costs Other follow-ups

Ques.10. Do require any pre-sale services? And what do you think your current supplier is different from the other container companies?

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Quest.11. What do you think a company like Uniteam DK should offer you in order to be your supplier?

The main objective of the above questions was to give us a basic information/data, which we could analyze. For instance, the feed back or the information we were after when we for example addressed question number 6 was to expose which of the three main business elements listed there is important for our target customers. In addition, when addressed question number eight the information we were searching for was to figure out the degree of quality that NGOs require when buying/renting containers.

To analyze basic research answers from a basic research questions usually demand an application of a scientific model/theory. In general statistics is an effective tool to analyze such a data. To be more specific, the most notable statistical tool we can in this context mention is regression analysis. Though this tool normally requires a fulfillment of handful number of assumptions, still its applicable to most of problems.

In relation to this paper, none of the statistical models is appropriate this is simply due to the fact that the respondees are too small for regression assumptions to hold. For example, one of the assumptions is normality assumption which undoubtedly is one of the most important assumptions in statistics as whole, in this context this assumption do not hold even if the three respondees would answer. However, what so ever the outcome could be the response rate we found were far from the expected i.e. 1/3 of the respondees answered. This contributed a huge uncertainty as to what scientific model to use. This therefore led us to

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examine the other analytical tools one of them is market survey method. But, this method is used to calculate market potentials for new industrial products, which confronts the Danish container market. The other probable method according to our readings is census method. This method assumes a small number of users, but on the other hand assumes high sales potential per account, which also confront the container sales. This will again lead us to generalize the things and make some general comments about the responses that we received.

9.2 General Comment about the Responses.

As you may recall, we were dealing with three Danish NGOs however the only one that responded our questions was "folkekirkenoedhjaelp" where as for some unexpected reasons the other two NGOs did not took part. This also limited our ability to make many things clear, however, the following responses that we found from that NGO were useful.

9.2.1 Answers from the questions

To remind the reader the following answers were given by the head of transportation and logistic department of the above said NGO "Mrs. Anne Marrie"

As.1. Yes

As.2. We do both i.e. buy and rent containers but we rent more than we buy.

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As.3. Mostly the 20 feet, but according to the need we have 40 we also buy/rent the 40 feet.

As.4. We approx. Buy 5 and approx. Rent 30 containers per year.

As.5. Yes we have contacts with only one company called Protrans.

As.6. All of them are of course important but we nowadays put most our attention to the services.

As.7. Because we are reliable to our supplier of Containers, we nowadays do not go out and see the containers we are buying/renting, however, however, the container has a good quality at least for our perspective if it has good locks, good doors, clean, easy to lock.

As.8. Well, when we want to rent a container, we want a high quality container, because we send them in a very remote areas of the world. Where the security of inside goods is important for us, but when we want to buy other factors such as the price may be important than the quality, therefore, we pay less attention to the quality.

AS.9. First we put our attention most of all those factors, but again we do not shop around when we want to buy/rent a container this means we rely on our own supplier. On the other hand, we always want a container with very high safety.

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AS.10. Not really we do not require any pre sale services. ProTrans is different from the other container companies, because they know all our requirements, they know of our partners, Protrans also provide us a free space where we can store our goods even a large quantity in longer periods, which is a good service Protrans offer to us.

AS.11. If you are a container company and you want me to buy your product then you must give me a higher service than Protrans now provide us such as the free storage space for our goods, you must also offer us a lower price than Protrans, your company must also have a well established contacts/agencies to many of the less developed countries which means when we want to buy/rent a container from a container company we also tell them to ship the container and the goods to a specific place in the world.

The above said answers as expected gave us a good impression of what container customers i.e. NGOs await from their suppliers, which actually is what Uniteam DK ought to be aware of and it is also what we in reality were looking for.

For example, the answer of the last question provided us a clear picture of what effort should a company like Uniteam DK undertake in order for them to penetrate the market. In relation to other NGOs we believe that they have the same attitude, we can therefore, generalize our findings and conclude that this is the way that container customers i.e. NGOs want things to happen. Finally, Apart from the less response rate and the small our target customer were, we believe that the reader can now better understand what our intentions were and the necessity of this chapter.

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10.0 Customer Oriented Supply Chain

To complete the background needed for forecasting and strategy formulation, we now turn to detailed situation analysis.

However, in order to properly analyze the situation of a particular company, we need to choose a theory to apply therefore, one of the proper theories that can be applied is Alignment theory. The alignment theory assumes the existence of four logics. Namely, production (p), Administration (a), Development (d) and integration (i).

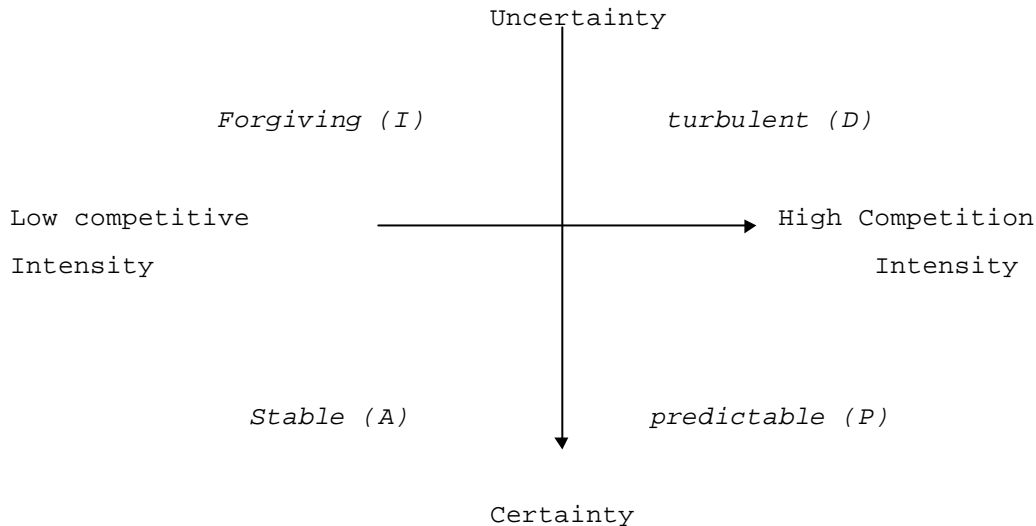
For us to be able to apply this theory, we need to identify and analyze the hierarchy of logics, Such as, competitive situation, leadership style, and organization culture and business strategy.

10.1 Competitive Situation:

In general, competition analyses requires to give more attention to the following factors; Sales, Target market, Positioning, Marketing objectives and Strategies, Pricing, Promotion, Expenditures, Customer Services, quality, and Publicity. In addition, according to alignment theory, competitor situation analysis forces one to figure out the state of his/her company i.e. whether *Forgiving*, *Turbulent*, *Stable*, or *predictable* company see the below

figure 5.

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Source: Managing the supply chain; J. L. Gattorna & D. W. Walters 1996.

The meaning and the implications of those terms will be explained in the later sections of this chapter.

Any marketing planning program must take full account of the prevailing competitive situation in which company operates.

There is no doubt that marketing success is closely linked with becoming "competitor-oriented". Not surpassingly, successful marketing planning also relies on having sound understanding of competitor's relative strengths and weakness, market shares and positions. By combining an appreciation of the competitive situation with a key customer need, an organization like Uniteam is better able to pinpoint attractive segments of customers for their products.

Closely monitoring change in the competitive arena also helps a company like Uniteam maintain control over their target market strategy and marketing plans.

In the Danish container industry there are plenty of companies, hence, a very competitive market. Therefore, The closest rivals of Uniteam Denmark, their capital and their turnover results of 1998 are listed below.

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Company Name	Capital	Results of 1998
Alpha Containers APS		
Container Providers Int. APS.	430	140
Container Partners APS.	1766	648
Container Partners Leasing	6791	2.416
Titan Containers A/S	1276	775
Ubniteam DK A/S	501	-250
Danish Container Supply	5000	
2.259		
IJ-Containers APS.	762	585
DC Containers	2912	1.561
Bolux Container Trading A/S	1145	144
Bilsky Skurvogne A/S	10659	3.212

Source Uniteam DK. All Figures are in 1000.

As the numbers above indicate there are problems as to the market that Uniteam DK operates.

Viewing the above-mentioned companies as Uniteam DK's closest rivals, Uniteam is less competitive than its rivals. However, as stated earlier the oral conversation we had with the company staff confirmed that the recent numbers i.e. 1999 numbers are quite different than those stated above i.e. improved into a positive number.

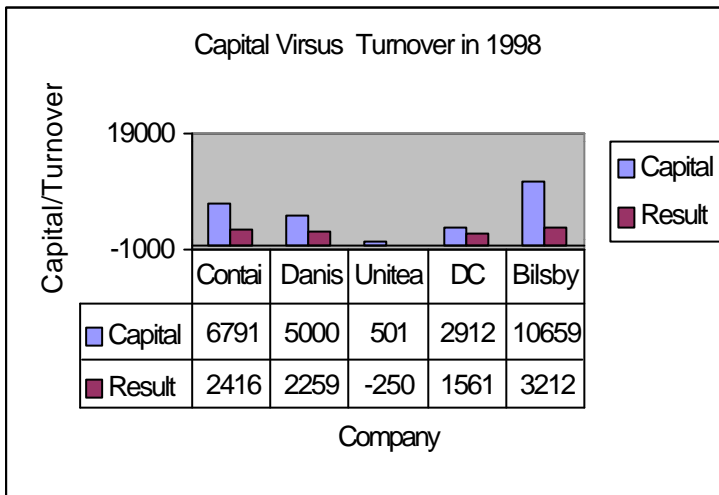
Nevertheless, The Danish container market in general has experienced a growth due to the fact that over all trade of Denmark has also increased, therefore, one can easily assume that the rival companies' figures also improved accordingly. However, the growth it self depends not only the trade but also the company capital, the structure and the overall investment. For instance, if the working capital of the company is

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distributed/budgeted in a right manner e.g. increasing R&D budget etc., then its likely that the growth will *per se* also increase.

The following figure illustrates the relationship between the company capital and the turn over in 1998.

Figure 6. 1998 capital vs. turnover for UDK and some competitors.



Source: Uniteam Denmark.

Although this argument of capital-turnover relation holds only for this year 1998 yet it is assumable that the other years have the same pattern.

As the figures indicate companies that possess big capital are those who experienced the large growth, so we can conclude that the more the company capital holding all other things constant, the more the turn over it generates and vice verse. As a result, if Uniteam DK wants to improve or continue to improve its turnover and thereby catch up its competitors Uniteam DK should consider increasing its working capital.

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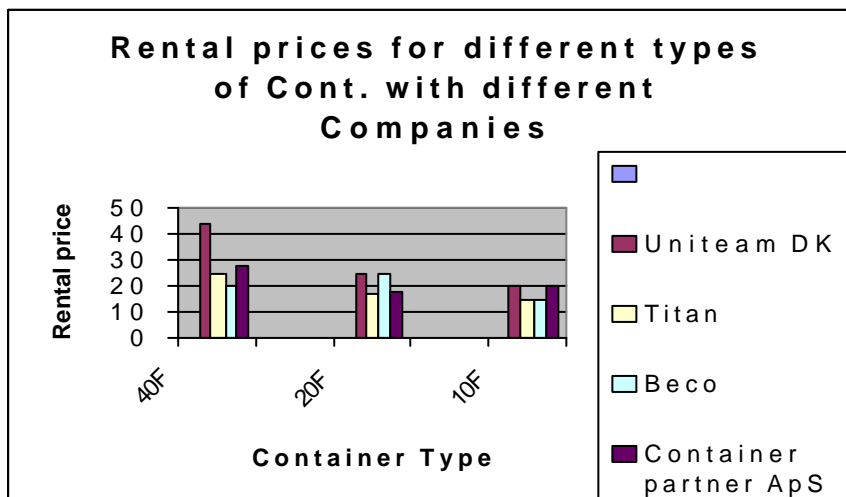
10.2 Competitor Prices

Similar to many of the other necessary parameters for our analysis, competitor prices became very difficult for us to know. Because companies are unwilling to provide that information to us as students. However, because we realized the importance of this factor (competitor prices), we decided to find the prices of at least some of Uniteam DK's rival companies in any way. Our objective was to find the competitor prices for both new and used containers as well as the rental prices for used containers. This led us to contact some of the companies by e-mail where we introduced our selves as customers that want to buy their products, in that respect, we succeeded to get the selling and rental prices of some of the competitors. We will compare and comment on those selling and rental prices.

Rental Prices for Containers:

	40F	20F	10F
Uniteam DK	44	25	20
Titan	25	17	15
Beco	25	20	15
Container partner ApS	27.5	20	17.5

figure 7.



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Source: the competitor data is gathered through e-mails, but the UDK data are found from the company.

This figure indicates that Uniteam Denmark's current rent prices for all different types of containers are less competitive compare to its rivals. There could be some reasons i.e. costs, which forced UDK to charge its customers high prices. However, we belief that it is important for Uniteam when pricing their product to consider competitor's rental as well as selling prices.

Selling Prices for Containers:

	40F	20F	10F
Uniteam Dk	26000	15000	14500
Titan	22000	15000	12500

The selling prices are less important than the rent prices, because, potential customers rent the container more than they buy. Therefore, we will give less attention to the selling prices than we do renting.

There are among other things three major factors that influence company's pricing decision, namely, customers, costs, competitors.

Customers: customers influence prices through their effect on demand.

Costs: costs influence prices because they affect the supply. The lower the cost, the lower the prices, and the higher the sales.

Competitor: competitors influence the pricing decision of your product. For this reason, it was indispensable to find the product prices of Uniteam Dk's competitors. Regarding the above mentioned price figures, Uniteam's position in terms of pricing seem less competitive

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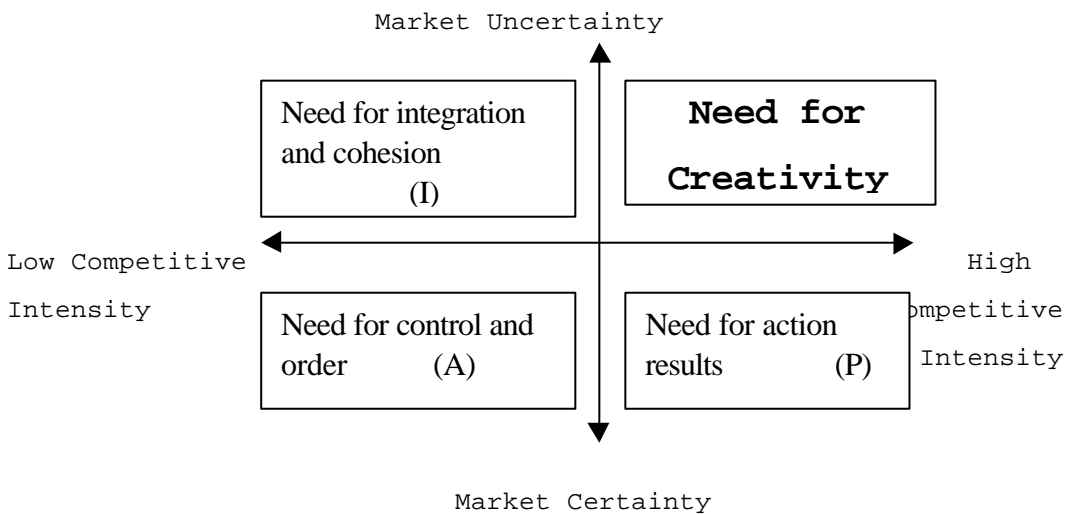
compare to its rivals, which according to the available figures seem that uniteam pay less attention to its rival's price.

Hence, this could have influence the sales volume of Uniteam.

10.3 Determining market-place logics:

For one to place his/her company in a market-place logics position, to do that he/she has to know whether his/her company *need for Integration and Cohesion (I)*, *need for creativity and change (D)*, *need for control and order (A)*, *need for action and results (P)*.

Figure 8.



Market place logistics;

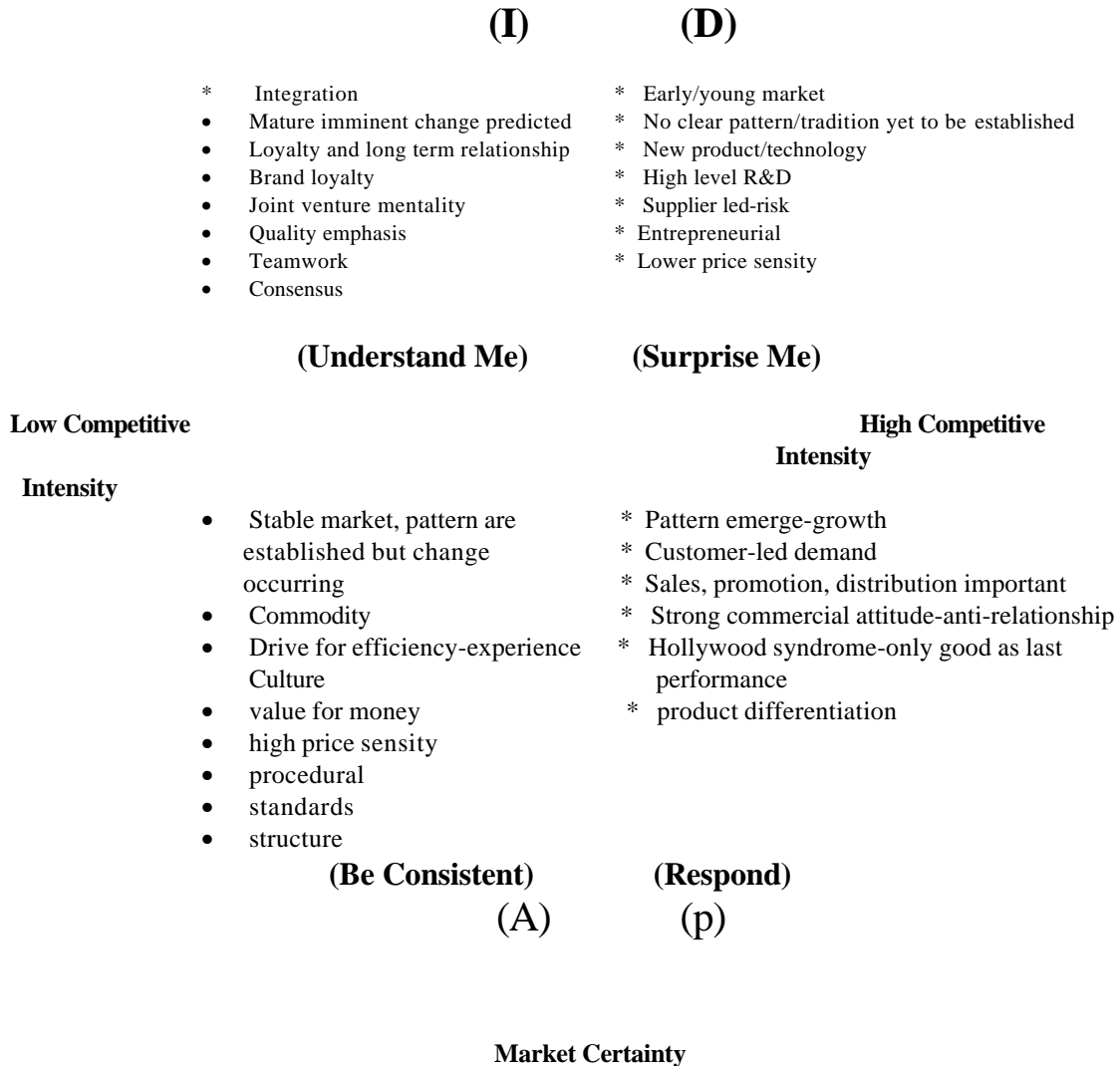
Source: Managing the supply Chain; J. L. Gattorna & D. W. Walters; 1996

To be able to determine the marketplace logics position, we among other things need to consider the customer expectations (footnote Managing the supply chain j.l. gatteorne and d. W. Walters).

figure 9.

Market Uncertainty

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Source: Managing the supply chain; J. L. Gattorna and D. W. Walters, 1996.

Although for some reasons our knowledge of much of the information in this figure is limited, we will according to what we know about Uniteam DK try to put it in the right position of the *marketplace logics*.

According the information we have, Uniteam DK falls the D position of the figure. Because first of all the market that Uniteam operates has high competitive intensity, secondly, the market in uncertain, thirdly, according to the customer expectation figure above, it

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is only the factors listed under the D position that match Uniateat DK's situation. For instance, UDK is very young in to this market, UDK has to establish traditions and so on. UDK can however fall neither I nor A positions of the figure. This is so because those two positions assume low competitive intensity which confronts the reality of Danish container market, as to the P position the underlying factors we e.g. disagree or did not allow us to put UDK here are "strong commercial attitude". There are also some other supportive suggestions for example looking the market rules and business games analysis which lists what competitor condition, challenges, and organization response could be for each of the four position, it is clear that UDK can only fit the D position.

	D position
Competition conditions	* high uncertainty * high rivalry * high risk
Challenges	* Extensive R&D First into Market Emphasis on creative and innovative solutions
Organization Response	* Individualism, Creativity, flexibility Market-based structures

10.4 Organization Culture and Leadership style Analysis

Organization culture and leadership styles are some of the factors that cause the success or the failure of any

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organization. This points out to a number of issues that are important for business successes.

Usually three criteria are said to be superior to all others⁸.

Effectiveness: an organization is effective if it realize its purposes and accomplish its goals

Efficiency: an organization is efficient if utilizes the least of resources necessary to obtain its products or services

Viability: an organization is viable or capable of living if it exists over a long period of time.

However, there are some factors that are the backbone of the design of an organization. Among other things, R. M. Burton & B. Obel suggest seven elements (Configuration, Complexity, Compliance, Centralization, Communication and Compensation). for a successful organization those elements should fit the company's strategy, Structure, Systems, style, skills and super-ordinate goals.

In order to analyze these elements and how they fit to the above said factors, we employed Orgcon software program, which is intended to analyze if there is a consistence/inconsistency in an organization. Therefore, Orgcon software program will produce where there is inconsistency in UDK and afterwards recommends how these inconsistencies (if any) can be improved.

Regarding this, we would like to highlight that the information we have from Uniteam DK is very limited compare to the required information needed to put in the Orgcon Program to get reliable results and recommendations. The output (see the appendix) shows that there are *situation misfit* in the organization (Uniteam).

Situation misfit is among other things when there are/is misfit(s) in the internal situation and external

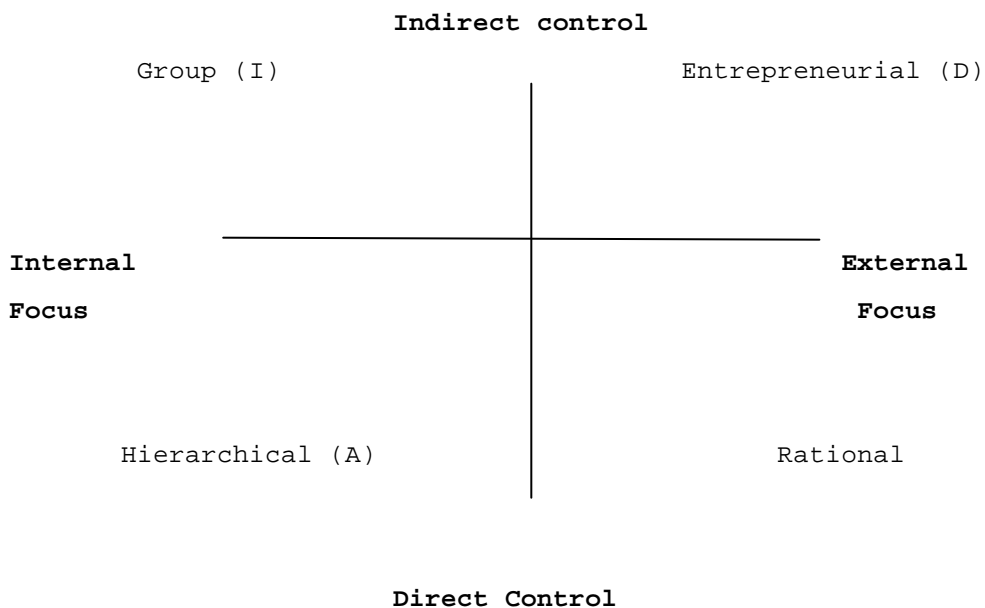
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situation of an organization. This situation may appear due to the changes in the environment and thus exogenous to the organization.

10.4.1 Organization Culture and Style in relation to alignment Theory

As we mentioned before one of the fundamental principals of alignment theory is to identify and understand the hierarchy of logics. The below figure will at least allow the reader to get an insight of how hierarchy of logics differently classify some of the major factors, which undoubtedly is core for most companies.

Figure 10: organization culture



Source: Managing the supply Chain; by; J. L. Gattorna & D. W. Walters; Page 28s

As the figure indicates the culture of each organization should fall one of those above mentioned sub-cultural positions. To identify where a particular company is positioned, we first need to know whether that company focuses internal or external for its operations. We also need to know whether the management form of that company

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is a direct or indirect controlled. This however does not necessarily mean that we in order to place a company in the right position of the above figure only need to know those said factors. there are indeed many other factors one has to disclose in order to better position a company. For instance, with out a precise and proper integration between the other main organization functions such as a right company strategy, a right internal/external policy, etc and the organization culture, it will be difficult to properly figure out which sub-cultural type an specific company will belong to. To better digest the information of the figure, we will briefly try to explain what the different sub-cultural terms mean. For example if the culture position of one company is believed to fall under the sub-cultural type called "Rational/(P)" then this rational means *action, objective, energy*, and that company should end up *results*. It also means that this company is externally focused and *directly_controlled* company. In the contrary, if we assume that other company falls under the sub-cultural type called "Entrepreneurial/(D)" then this also means that the company is *externally focused*, but, unlike the previous company this company has *indirect control*. On the other hand, the term entrepreneurial in this context mean that in this company there exists an *innovation, flexibility, readiness*, and it will end up a *growth*. Assuming that the above explanation is at least enough for the reader to get an insight of how the theory classified the sub-cultural types, we now turn to try to identify the position of Uniteam DK. Combining the limited information we learned from Uniteam DK, and the suggestions of both the theory and other readings⁹, we can barely conclude that the sub-cultural position of

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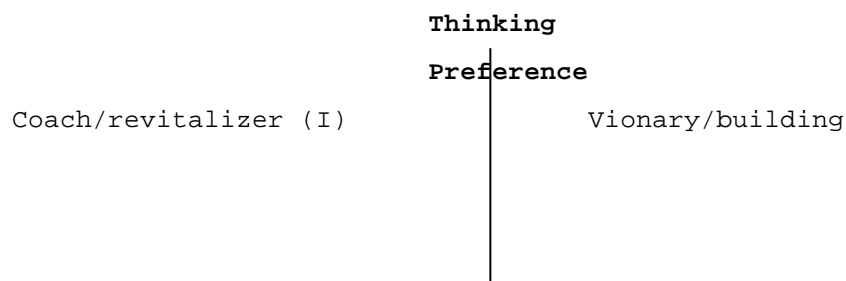
Uniteam DK is under "Entrepreneurial" we decided this because we believe that UNITEAM DK is not directly controlled company. Therefore, the position of UNITEAM DK could neither fall under hierarchical (A) nor under the rational (P). So as to the sub-cultural type called "Group (I)" because we do not think that Uniteam DK is internally focused company. Although Uniteam DK is not a fully decentralized company, again, the management of Uniteam DK have certain autonomy of power, which enable them to undertake their business operations alone, which also supports our chosen sub-cultural position. Finally, which sub-cultural position is better than other and which one is best for a company is a remaining question. This is due to the fact that, the structure, objectives, leadership style, and many other organization factors are not always stable. Therefore, its possible that a certain position of company changes accordingly, an interaction of the different positions might also according to the theory occur.

10.4.2 Leadership Style

This component is important for any company specially when applying this theory, because it is actually the leader who will at the end ensure whether the other component of the theory (competitive situation, organization culture, and strategy) are properly applied by his/her company or not.

Similar to the other previous components the below figure will demonstrate how the hierarchy of logics classified the different leadership styles.

Figure 11: hierarchy of logics



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& Creator (D)

Collective Orientation	Individual Orientation
Traditionalist Productivity Manager (A)	Building & Growth Manager (P)

Doing Preference

Source: Managing the Supply Chain; 1st. Ed. 1996; by; J. L. Gattorna;
D. W. Walters;

According to the figure, there are four major elements one has to recognize before anything else. Namely, whether a company has a leadership style that has thinking or *doing preference*, and whether the leadership style is *individually* or *collectively oriented*. The above figure also shows four other sub-elements each attached by a letter. According to the alignment theory, those elements also play a vital role whenever determining which leadership styles a particular company could have. In order to determine which of the above said sub-element position a leadership style of a company could have one has to answer the following questions.

1. *what are the leadership's shared values?*
2. *How is the leadership's team style?*
3. *What is the leadership's individual aptitude?*
4. *How is the leadership's individual knowledge?*

If one answers those questions, then it is possible for one to find the leadership style of a specific company. For illustrative purposes we will answer those questions based on the sub-element I.

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Shared values:

- * Participation, Cohesion
- * Change

Team Style:

- * Sensitive to people
- * Over emotional Support-have the ability to empower subordinates

Individual Aptitudes:

- * Consensus building
- * Good negotiation skills
- * Good conceptual ability

Individual Knowledge:

- * Group Dynamics
- * Communications

If you reveal those answers then there is no according to alignment theory doubt that the leadership style of your company lies the I position.

Finally, since the reader can at least now got an overview of how to differentiate different leadership style types, lets now turn to disclose the leadership style of Uniteam DK. Although we are very careful as to which leadership style Uniteam could have, yet we will with the help of the limited information we have as well as the help of the theory found some of the answers of the above questions. However, both the theory and the information from the company lead us to place Uniteam DK under the sub-element (D). Which imply that for example the shared value of UNITEAM DK is; Creativity, Innovation; Rapid change, where the team style is: Move very quickly, guided by shared vision; etc.

Those answers and other supplementary information from Uniteam DK are again the core references to our

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decision. At the end, referring again to the alignment theory, it is worth to remind the reader the possibility of having interacting sub-elements depending on the purpose of the company. A combination of sub-element D and P might be necessary when launching a new product **FOOTNOTE (Managing the supply chain; 1st. Ed. 1996; by; J. L. Gattorna & D. W. Walters)** and the prime goal of the company is to successfully go through the introduction and the growth stages of the product life cycle process.

Moreover, in the next section we will discover the last component of this theory "The Strategy", which we hope will better clarify the use of this theory.

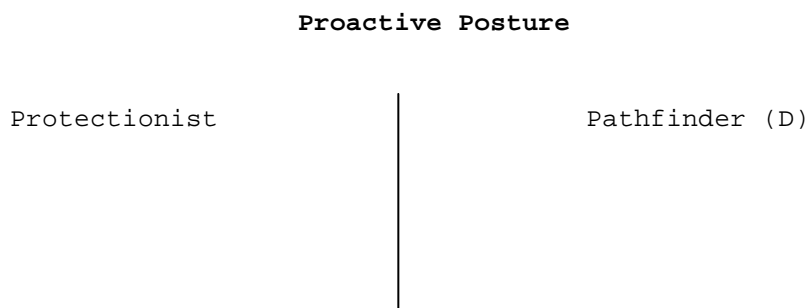
10.5 The suitable Strategy

The last component of alignment theory process is to determine the right strategy. Given the above analysis of the other three major hierarchy of logic i.e. the Competitive situation, the organization culture, and the leadership style, we will in this section try to specify a suitable strategy for Uniteam DK.

Following the normal procedure, we first need to draw the hierarchy of logics into the reader's attention, because over the course this was necessary tool for our analysis.

The following figure will show the different sub-strategies, which we will study closely.

Figure 12: Hierarchy of Logics "Strategy"



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(I)

Low risk

High

Risk

Evaluatory

Analytic

(A)

(P)

Reactive Posture

Source: Managing the Supply Chain; 1st ed. 1996

What strategy to choose is always very complicated process, at the same time, it is one of the important if not the most important factor for each company. Keeping such an importance in mind, we will in this last section of our customer oriented supply chain analysis spare no effort to identify a proper strategy for Uniteam DK.

Similar to the other hierarchy of logics figures, the matrix that the above figure show four main factors, where two of the factors (Low risk, High risk,) tell something about the certainty of overall company operations. While the other two factors (Proactive posture, Reactive posture) deal with some kind of attitude measurement.

On the other hand, the positions of the other four sub-strategies seem also to be valuable for this section. Nevertheless, Assuming that the reader can by this time follow how things are developing, in other words, since we have fairly in a same manner explained the proceeding hierarchy of logics figures, we will try to explain this figure as concise as possible. Having made that clear,

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we will concentrate to pinpoint the kind of strategy position should Uniteam DK fall.

Keeping the previous results of the other logics in mind, we will in this section combine all the results and thereby conclude our alignment theory analysis.

Uniteam DK in reality new for this market, it is also a very young company. Therefore, we believe that the right strategy position of Uniteam could be in the D position of the above figure. The prime reason we decided to choose Uniteam DK for that strategy is: Of course the market Uniteam DK operates is a market with much uncertainty, which means that Uniteam in that respect should only fall the right hand side of the figure. But the question is, where in the right hand side should Uniteam be in the figure? Is it the upper (D) or the lower (P) position?

To answer this question we need to concentrate the properties of the two positions.

Listed below are according to the theory the properties of the two sub-strategy positions respectively. These properties¹⁰ will later make the reader easier to understand the sub-strategy position of Uniteam DK.

D Properties

- * *Develop Technical Expertise*
- * *Innovation: product & market Development*
- * *Creative marketing (Image branding)*
- * *Flexibility*
- * *R&D in Logistics & Channels*

P Properties

- * *Market segmentation*

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- * *Market Focus*
- * *Quick Response*
- * *Second into the market-but get it right*
- * *A more considered approach*
- * *Sales Management*
- * *Action*

According to the above properties, we believe the sub-strategy position of Uniteam DK is the first one (D), simply because the properties listed there match Uniteam DK's situation than those listed under the letter (P). To be specific, Uniteam is not product market innovator, nor does it not have less market risk. We therefore, conclude that Uniteam DK could fit that place, which imply that Uniteam DK should use a pathfinder Strategy.

Finally, we will in one of the last section discuss the probable strategy for Uniteam DK.

11. SWOT Analysis:

Before we go to analyze the Strengths, weaknesses, opportunities and threats we need to find the necessary information for doing so. The source that one can get this information differ, for instance, the necessary information are divided into, namely, Internal and external. Usually it is the companies that provide the internal information/data to the students or researchers, but it is always the case that companies keep some of their information/data confidentially, while the external information/data usually found from the libraries or alike. Therefore, in order to reach our

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goal of getting data we raised many questions both written and oral to Uniteam Denmark.

The below questions are those we asked to Uniteam in written form and their respective answers are provided as an attachment in the back of the report.

Questions asked to Uniteam DK by Balal M. Cusman and Abdi Ali Musse:

Q1) Can you please give us any secondary data for Uniteam Denmark including;

Sales records, sales goals in the past five years, Prices of uniteam products in the past five years, as well as the prices of the competitor's products (if available)

Q2) What was/is Uniteam's Budgets both in the past or in the coming future

Q3) can you provide us the evolution of Uniteam Denmark's products?

Q4) can please provide us the cost structure of Uniteam Denmark's products?

Q5) what are the market objectives of Uniteam Denmark?

Q6) does Uniteam Denmark's products have a unique factor compare to its competitor products

Q7) how large is the company's resource

Q8) do you have old marketing analysis made by Uniteam Denmark or Uniteam Norway?

Q9) can you provide us the sales data for competitor's products in the last five years.

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We asked these questions to Uniteam Denmark for some reasons, for instance, it was our attention to get the market target consumption trends, needs and wants when we raised the first question. In addition, cost, budget, and prices would give us a clear impression of Uniteam Denmark's position in the market.

The company's unique factors (if any) would also identify us the company's core competencies.

11.1 Strengths and Weaknesses.

An organization is living thing of its environment. Its very survival and all of its perspectives, resource, problems and opportunities are generated and conditioned by the environment. Thus, it is important for any organization to monitor carefully the relevant changes taking place in its environment and formulate strategies to adapt to the changes. In other words, in order for an organization to survive and benefit in the future, the strategists/researchers must understand the challenges of the profoundly changing political, economic, technological, and social environment.

As you can imagine, businesses do not perform well by accident. Good performance occur in a business because the people directing its affairs interact well with the environment, capitalizing its strengths and eliminating its underlying weaknesses, therefore, assessing of strengths and weaknesses becomes an essential task in the strategic process.

In this chapter a framework will be presented for identifying and describing the Uniteam Denmark's strengths, weaknesses, opportunities and the threats (SWOT). These frameworks provide a systematic plan for

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an effective assessment of the performance and strategic moves of the marketing side of Uniteam Denmark according to the information available.

Strengths, weaknesses, opportunities and threats are relative phenomenon. For instance, strengths today may become weaknesses tomorrow and vice versa. Therefore, the analytical framework found in this paper must be used with care in the future. Before, we go deep into the SWOT analysis, we will explain the strengths, weaknesses, opportunities and threats mean.

11.1.1 Meaning of Strengths and Weaknesses.

Strengths refer to the competitive advantages and distinctive competencies, which the company can exercise in the market place. The distinctive competence of an organization is more than what it can do; it is what it can do particularly well¹¹. In contrast, weaknesses are constraints that hinder movements in certain directions, for example, in a situation where a company (like Uniteam) is in developing marketing strategy, the business should among other things, dig deeply into its skills and competencies and chart its future in accordance with these competencies.

11.1.2 Studying the Strengths and Weaknesses of Uniteam.

One hardly finds in any academic work on the subject of strengths and weaknesses, because companies should make targeted efforts to identify their competitive strengths and weaknesses. This is of course far from easy. However developing a competitive strategy depends on having a complete perspective on strengths and

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weaknesses, nevertheless, success requires putting the foot forward.

With regard to the strengths and weaknesses, the following factors can among other factors lead Uniteam to gain the competitive advantage of the market, if Uniteam keep on its eyes for improving them.

leader style

Quality Policy

Quality control/management

Employee attitudes

Technical skills

New product ideas

Knowledge of consumer's needs

These factors require depth analysis, However, some of the notable information required to analysis these factors is not available for us. These factors include technical skills, new product ideas and also the employee technical skills. Nevertheless, We will examine the remaining factors in turn with regard to Uniteam's position, but some of the remaining factors like leadership style and Customer-needs was be presented in the previous section. Finally, we will figure out the strengths and weaknesses of Uniteam towards these factors.

11.1.3 Quality Policy:

The quality policy of Uniteam is based upon the customer's demand and expectations, therefore, Uniteam's quality policy is to give its customers right quality, right price, right time and right place. The quality system of Uniteam is shaped to hit quality goals within

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the framework of the proposal or the expected orders. In order to achieve this, all Uniteam's personnel are responsible for conducting their tasks according to the documented routines and instruction. Regarding the continuous improvements that Uniteam is applied to its products as a whole and quality in particular, a measurement of quality is to be predetermined and authorized.

11.1.4 Quality requirement for Uniteam DK's Containers.

Among other things, the quality of containers is a fundamental factor to succeed in the container market, therefore, Uniteam has to put more effort to the quality. Quality reflects into many different areas, namely, Responsibility of the management, design, delivery terms, flexibility of the product, such as traceability, and so on.

Quality involves the entire industrial business process, beginning with product design and continuing marketplace¹ controlling and testing the product during and after the production time, employee training, customer services and alike.

11.1.5 Responsibility of the management

As Uniteam is not fully decentralized, the top management (head quarter in Oslo) gives the responsibility in which each person is in charge of. Managers are responsible to make follow ups in order to make sure if the requirements are in the right order, therefore, the suitability and the efficiency of the quality system are ensured through annual revisions of

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the results of internal audits, their use and conformity with the existing standards. Consequently, the group management's revision is documented and stored in the quality records for future aspects¹².

Finally, container quality include safety locks, flexibility, absence of any foreign adore, easy to lock etc.

Although we have less information about the weaknesses of Uniteam Denmark yet there are many factors that show the weaknesses of Uniteam Denmark. For instance, financial figures shown that Uniteam Denmark are very weak in terms of the finance. In addition we have seen that Uniteam Denmark's credit maximum is 500 000DKR according to compass database.

With regard to the manufacturing we have no that much idea or enough information of how Uniteam Denmark's facilities, capacity, ability to deliver on time is and so on.

Organizationally, there are many inconsistencies within Uniteam, furthermore, as we said before Uniteam Demark's employee are very few and this shows that they are less responsive.

In the marketing point of view, there are many more factors that explains how good is the company's marketing including, prices, market share and sales forces effectiveness. Regarding these factors Uniteam's position seem very weak because as we have seen before Uniteam is less competitive in terms of prices.

Furthermore, there is only one person assigned to sales department which also shows the ineffectiveness of the sales department.

11.2 External Factors (opportunity and Threats)

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All of today's business, there are both internal and external factors that shape the successes/failures of that particular business. Today's markets are quite hostile and complex for almost any product and services, therefore, to avoid any pitfall, companies should closely monitor the changes of the external factors that can influence their business. In this chapter we will investigate the impact (if any) that a change of the external factors could have in Uniteam's container business.

Before we continue let's list the possible external factors that can either directly/indirectly influence Uniteam's container business.

- ➔ Technological Environment
- ➔ Legislation and business regulations
- ➔ Danish and Global Trade Trends

11.2.1 Technological Environment

For any business line, new technologies pop up as the time goes by, this implies that there could not be any guarantee for a stable technology. In relation to that, increasing R&D is a familiar phenomenon today. Successful businesses therefore, in order to seek a better technology pay much attention to their R&D budget, where an increase of a certain percentage of the R&D budget each year become almost habit for many businesses. In addition, companies with mature businesses watch closely if there is any technological advances that either achieved or going to be achieved by one of their rivals. This forces many of companies to struggle to be a first mover rather than left behind.

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Regarding Uniteam DK's level of technology, it is observable that Uniteam DK enjoys having an unlimited access of its parent company's sophisticated technology (Uniteam Norway). However, one can not rule out that other container manufacturer either in Denmark, Norway or else where can come up with a new idea, which could eventually effect the current container business situation in general and in Uniteam DK in particular. In the container business, technological change can occur in many ways, it could be a manufacturing related technology, which could facilitate the overall manufacturing process of containers. it could be a technology that can reduce the amount of raw material used to produce a container. For instance, introducing an affective and more less costing way of producing containers e.g. using less amount raw material etc., will certainly effect the container market in general and at least Uniteam DK's market share. It could be a new alternative technology for container. Although the probability of this to happen and substitute products totally dominate the role of containers is very small, yet, we can not totally deny that this could either partially or totally one day in the future happen. Clearly, all those above-mentioned ways of exploring new ideas toward the container business can undoubtedly be an advantage for the discovered company. But it will in contrary be disadvantage for rest of the team ie. (Container companies).

On one end, Some theories suggest that in the long run the rest of the team (all the other companies except the one that explored the new technology) will enjoy using the new technology as free riders. But on the other end, there is plenty of opposition as to the validity of that theory. As a result, we decided to suggest that in order

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to explore more about this theory and its validity and implications, we will need a full-scale separate research.

Finally, it is quite imaginable after reading the above sections that for Uniteam DK to achieve both of its short and long run business goals, that Technology is one of the core external factors that Uniteam DK should pay an attention to.

11.2.2 Legislation and business regulations

Legislation and regulations can be described as the most important artificial (human made) factors that existed and will exist during the human existence.

Unlike the intention of some other legislation and regulations, there are three common reasons for legislating and regulating a business¹³. Although there could always be a margin of difference from one country to another, from one region to another, again, The fundamental concepts of those Three reasons are the same for any government. Those three standard reasons are:

- (a) to protect customers from unfair business practices
- (b) to protect the interests of the society from uncontrolled business behavior
- (c) To protect companies from unfair competition.

The major purpose of business legislation and/or enforcement is to charge businesses with the social costs created by their products or production process. Legislation affecting business has steadily increased over the years. The European Commission has been active in establishing a new framework of laws in the following areas; Competitive behavior, product standards, product liability, commercial transactions and so on for the 15 member nations of the European Union.

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Therefore, it is quite clear that any business can be vulnerable for a new legislation either from national or international level. For Uniteam DK it could be that Danish/EU lawmakers suggest or implement a new legislation that can change the course of the container business in Denmark. For instance, if the Danish government/EU issue a new law that restricts the ways that containers ship/transport commercial goods. This will affect the whole container markets and possibly will change the market share of each container company.

The new wave of environmental legislation has come in the beginning of 90's and will as expected continue. The steel market in particular there has been a handful of new international legislation. Since containers are made of steel, this legislation will probably effect the container companies.

Finally, for Uniteam DK to succeed its business goals they must also think of the any new legislation at any level.

11.2.3 Danish Trade Trends

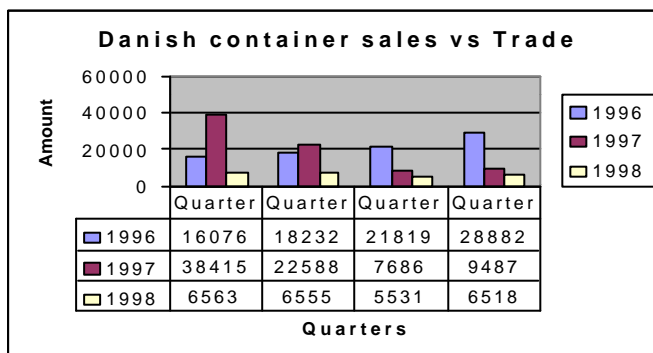
This factor influences not only container industry but also almost every existing industry, Because the activity of each industry depends on the state of national economy.

Export is one of the most influential factors that can threaten the overall container business in Denmark and else where, Because the activity of the most companies dealing with containers depends very much on the export level. Therefore, it is observable that this industry is vulnerable for Danish export decline. On the other hand, since export is among the other economic indicators can not stand along, it is indeed imaginable that there are

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some interdependence between the export and the other economic indicators. If that is the case, then Danish container industry is also obliged to watch closely the behavior of those other factors as well. For instance, export depends on among the other things the exchange rate of the national currency vis a'vis others, similarly, the exchange rate depends on the domestic interest rate where the domestic interest rate (assuming open economy) depends on the foreign interest rate. As a result, a boom in export can lead Danish container industry into high activity and the vice versa. The below figure will illustrate the interdependence between the trade trends and the Danish container market fluctuations.[R1][R2]

Figure: 13 Danish Container sales vs trade trends



Source: Danish Statistics Office

The container market in Denmark was throughout the years fluctuating. Ups and downs of the container market in Denmark can be seen from the above figure. The causes of those fluctuations come from many sources, as we said earlier, one of the main factors that was behind these fluctuations is the total export trade, i.e. the more the export trades is, the more the container sells and vice versa. Nevertheless, we will in this respect show graphically how the container sells in Denmark functions with the total export trade.

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Figure 14. Danish Total Trade

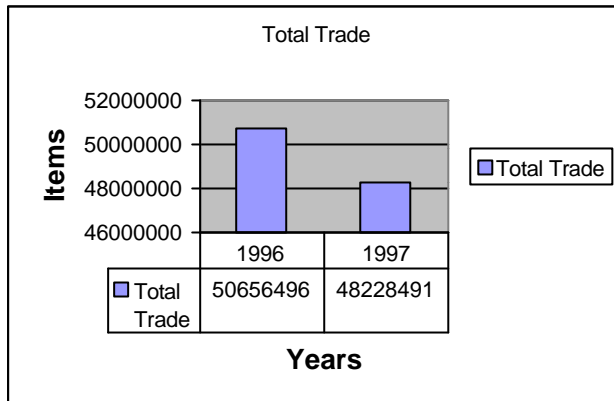
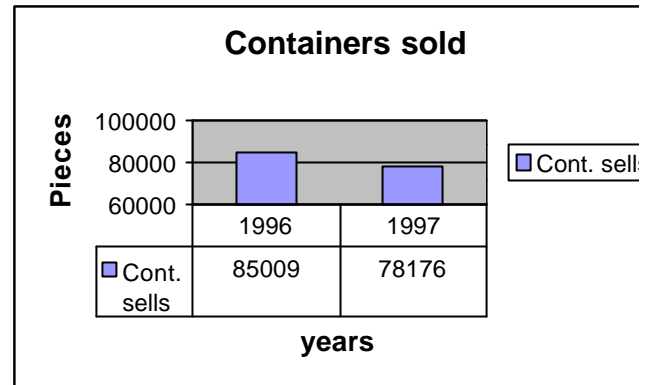


Figure 15 Danish Container Sale



Source: Danish Statistics Office

The two above figures (2& 3) show the trends of the Container sells and total export trade of Denmark respectively. As you can see, both figures have the same pattern of trends, in other words, the total export trade of Denmark was higher 1996 compare to 1997.

Similarly, the container sells show the same trends as the total export trade indicate, therefore, it is clear that among other things the container sells depends on the total trade.

To be more specific, the total export trade is decreased 5% from 1996-97, whilst, the container sells decreased 8%, this shows that there are other factors that affect to the container trade. The small percentages that the container trade does not fluctuate with the export trade might include the internal trade of containers among the domestic firms and/or among the domestic firms and the authority.

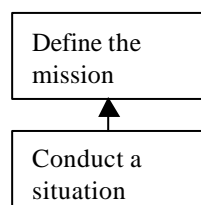
12.0 Strategy Formulation:

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Marketing strategy is one of the most important element of business strategy. The first and of course most essential component of industrial marketing strategy is to make *Market selection*. This means, that you as a supplier/seller have to choose what market to serve. Therefore, in this respect Uniteam has chosen to serve the Danish NGOs. The second important step of any marketing program is *pricing*. The above said two important factors are in common to all companies that produce and/or sell a product or a service. A part from that, there are plenty of strategies companies choose among, depending on the nature of their product and their overall marketing strategy action plan. Among those strategies are: Spending Strategy, Competitive Strategy, Distribution Strategy, Product Strategy, Target market Strategy, personal selling/service/operation strategies, steal market share strategy and many others.

However, before we formulate any strategy, we must recall the existence of some essential steps one has to follow in order to be able to select a strategy. The below figure shows those steps.

Figure 16: Strategic Planning Process.



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Step 1.

Step 2.

Step 3.

Step 4

Step 5.

Step 6.

Source: Business-to-Business Marketing.

The steps in the above figure made us clear the process of formulating a strategy. Starting from mission defining down to the implementing strategic plan. Since we already done some of the required analysis in our earlier chapters of this report and since Uniteam DK has already specified their target customers, it is then clear that the main objective of this section is to summarize the main points of those earlier chapters and pickup a right strategy.

12.1 Summing up the earlier analysis

Defining the Mission: following question are to be answered before defining any clear mission¹⁴.

Who are the company's' customers?

What are the customer's needs?

How should the company serve to those needs?

The answer of the first question was according to this paper pre-determined by the Uniteam DK. However regarding second question it was a part of our task to

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figure out the needs of the pre-determined customers (NGOs). The results of our earlier telephone interview with some of our customers can as we believe at this stage give the reader an impression of how we investigated the answer of that question. Finally, the answer of our third question is a part of the task of this section. In other words, the essence of this section is figure out how Uniteam DK would satisfy the needs of its customers.

Situation Analysis: first of all let us bring the attention of the reader that the quality of the earlier SWOT analysis are questionable, this was due to the fact that we could get the right input to produce a genuine SWOT analysis.

The results we found from those analyses pointed out the possible strengths and weakness of Uniteam DK as well as the external factors that can influence the course of the Uniteam Business. The major points we highlighted were Uniteam DK has high capital requirement, less competitive prices, less employee, however, Uniteam DK enjoys highly sophisticated container quality of Uniteam Group. In relation, opportunity and threats, Uniteam Group have high competence when it comes to the container technology, consequently, Uniteam DK can have that advantage. On the other hand, on of the notable threats that can face Uniteam DK is the trade trends both domestic and abroad.

Setting company Objectives: As mentioned in the report the sales manager of Uniteam DK also clarified this point to us by saying " Our Goal to be a Market leader". Therefore, we will leave this section here.

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Formulating the company Strategy: this stage is undoubtedly the backbone of this chapter, therefore, we will try to elaborate it as much as we can. According to previous analysis and readings, we now determine the suitable strategy for Uniteam DK, which can possibly enable them to reach their goals in the long run, and in the short run keep them in this market. Based to our understanding as well as our deep examination of overall Uniteam DK's problems, we believe *Steal Market Share Strategy* would be in the short run the best strategy Uniteam DK could apply. Where as in the long run Uniteam DK must choose another strategy. The implication of this strategy is quite simple and the cost associated with it is relatively small compare to many other strategies. This is so because, to build a market often requires for example a huge promotion spending.

This strategy is useful when the product is mature with minimal growth (**FOOTNOTE**) i.e. view customers entering the market because of high initial capital and technology requirement. Hence the Danish container market. This strategy among the other things also requires that the seller must convince his potential product users that his product is superior to that of the competitor.

Now lets raise the following fundamental question. How can Uniteam DK apply this strategy? And can reach its goal?

Although the answers of the above questions are not easy, We believe if Uniteam DK follow the proceeding suggestions, then they will have the possibility of both applying the strategy and thereafter reach their goal.

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Pricing; Price is a critical element in the marketing strategy of the industrial market and it should always be viewed in the context of marketing strategy. a firm must set a price for the first time when it produce or acquires a new product. However, since prices interact with nearly all other elements of the marketing mix determining it alone without shaping the other elements (such company structure, costs, etc.) would be less effective. Therefore, it is probably wrong to view the price as an independent element of marketing strategy, rather one should also in the strategy formulation process give the other important factors into account. Even though, Sales manager of Uniteam DK pointed out that container prices are often negotiable in general and in particular in Uniteam DK, We still witnessed that the price level of Uniteam DK is quite high compare to those of competitors. Therefore, we strongly recommend that Uniteam DK should work out to lower its prices.

Uniteam DK can do this in many ways, one of them is to be cost efficient. If Uniteam DK always keep in mind reducing its costs then their prices will surely be lower.

In this way Uniteam DK can steal the competitor's market share.

Service; although Uniteam DK orally claimed that they have high level service, we did not throughout our research find the service level they claimed. This strategy is intended to show Uniteam DK the necessity of establishing a right service policy. According to our telephone interview findings we learned that Customers (here Danish NGOs) expect high level service from their potential suppliers. Since Uniteam is

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one of the suppliers in question they must if they want penetrate the market offer high level of services. For instance, Uniteam DK must be able to provide its customers the repair or the maintenance they demand make as many follow-ups as they can. They must also offer extra services such as free storage warehouses. This will enable them to steal the market of others and attract customers (NGOs). Finally, we must say, communicating your customer in a fast and a efficient way is also a kind of service that today's customers demand. This will also enhance the awareness of your product.

Our final conclusion of this chapter is; if Uniteam DK applies the above said strategies, then we to the best of our knowledge and believes think that Uniteam DK can succeed its business objectives.

13.0 Conclusion

This last section will summarize the main findings we revealed in this paper.

In this study we have tried to find a solid solution for an existing problem for Uniteam DK.

During the process, we have looked the Danish container markets in general, there, we learned some fluctuations caused most likely by some macroeconomic factors, which made clear the interdependent between the Danish Container market business and some national economic indicators such as Trade.

Moreover, As we realized that we were dealing with a industrial marketing, we applied Business-to-business theory. The major findings included the importance of understanding the theory, its complexity, and finally the awareness of its benefits. We also defined the characteristics of the theory, in which companies like

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Uniteam DK should when planning their business pay much attention to. We observed that Relationship marketing is also the key to success, especially, when a company is engaged with an industrial marketing. This means that it is important for firms to establish a good customer relation.

One of our major tasks was to investigate the demand for containers to NGOs through telephone interview. We have during the instigation found that the NGOs has the need for containers with certain requirements including good service and cheap lower prices.

According to the Alignment theory we analyzed in the report, we have found that the uncertainty of Uniteam is high. We also found that despite the uncertainty, competition itself was very intensified.

In the SWOT analysis, we among other things detected the current strengths and weakness as well as the opportunity and the threats of Uniteam DK. In the analyses, we discovered that Uniteam DK have more weaknesses than strengths. Among the weaknesses are; Uniteam DK has less competitive prices, Uniteam DK is also according the analyses less customer service oriented, and finally, Uniteam DK requires an additional capital.

In relation to the strengths, we learned that the containers Uniteam DK sell or rent is produced by its parent company (Uniteam Norway) who has a high level of technology, which is an opportunity for Uniteam DK. We have to also emphases that we during the analysis noticed that a threat like new legislation against the container business and/or the other container related businesses could be foreseeable.

The other major section we concluded our study was the strategy formulation section. In this section we went

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through some important strategic formulation steps, which finally allowed us to select a particular strategy for Uniteam DK. The strategy we have chosen for Uniteam DK in short run was *Steal market Strategy* followed by some suggestions for accomplishing this strategy. However, in the long run things can change and therefore, Uniteam should also change its strategy accordingly. Among the suggestions were that Uniteam DK ought to reduce the price through cost efficiency and also conduct a right customer service policy. Finally, we have to admit that the quality of this paper would have been different than its now, if we would be able to get the right input we needed.

15.0 Appendices

- 1 Orgcon Output
- 2 Emails from the competitors
- 3 Faxes
- 4 Letters received/sent to Uniteam DK

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16.3 Interviews

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2 Anna Maria, Folkekirkenødhjælpe, Department of
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3 Environment office of Aarhus Count
4 Mearsk line in aarhus

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[R1]

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[R2]