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Marketing of fire suppression systems: customer value and institutional aspects

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1. INTRODUCTION

The security and safety sector has been one of the focus points when planning of the growth of the business in Europe and Finland during the past decade. Especially integrated solutions of products and services which increase the safety have been considered to possess great business potential in many work groups and projects. More traditional security and safety products will expect intense expansion in the emerging economies. (Kupi & al. 2010)

Despite the attractive possibilities of the security and safety sector the market entry can be challenging for a new companies. While the credibility and reliability are very fundamental substances in the market the old and familiar can be a tough challenge to overcome, even with significantly higher performance or lower costs. There are also more influential factors in the buying process than with the majority of industrial products, for example, authorities – fire and construction - , inspection providers, insurance companies and effective general opinion inside the sector. In addition, one important phenomenon is the nature of a security and safety product as a purchase; from one point of view it has value only when it is needed and if everything goes well, the value is very abstract. This may be a very influential factor especially in times when the economic situation of customers is difficult.

The author has been representing fire suppression systems of Salgrom Technologies Oy since 2012. The main product line of Salgrom Technologies is fixed condensed aerosol systems. Suppression units are consist of solid composition that creates extinguishing aerosol by chemical combustion reaction. In addition, Salgrom Technologies provides a range of other fire safety products and services. A part of those are provided directly and the rest by network partners.

Aerosol suppression systems have been a rather unknown phenomenon for the market up to recent times. Hence Salgrom Technologies has practically introduced a new product type for the market. During this process there have been various issues and challenges which are not very general or do not make as strong impact to the marketing decisions and sales as with the majority of product launches. This work investigates those issues and

gathers information about these special features. Furthermore, it intends to provide some managerial advices for how to react to them.

The investigation will be processed along with the theoretical background of customer value, where one focus point is in value creation in networks. Other perspective of theory is the institutional entrepreneurship, which studies effects of persons or organizations to the existing institutions. This literature has been chosen according to previous knowledge of the author on the topic and suggestions from the adviser of the study. The utilized theoretic literature has been focused and redirected along with the proceeding of the work.

The topic of this research is marketing of fire suppression systems especially in the early part of the life cycle of a supplying company or a product line. Although the empirical part of the study concentrates on fire suppression systems, this work is constructed in a such way that it will provide relevant information considering the whole safety system marketing and for some parts the whole security and safety business.

1.1 Background and objects of the research

The primary reason for to plan the study of this topic was the author´s interest concerning the logic of fire suppression system market; to understand it better and maybe to create some better practices for acting in the market.

After having started to investigate the topic, found out that there is a larger trend for the scientific and institutional approach concerning the safety and security system business. For example the VTT report ”Growth areas and opportunities of the security and safety business in Finland” (Kupi & al. 2010) has rised many topics for further investigation which this study also studied. One of them is: in which kind of market situation or how a product that has special safety features can be priced higher than the one of the competitors? Or, in which kind of market situation or how safety is a sales argument or brings a competitive advance, even if it would not affect to pricing? And how could technology and service networks be formed flexible enough to respond to the customer´s needs?

1.2 Research problems

The research problem to which the study intended to find answers was: what special characteristics should be considered in marketing of fire suppression systems?

The sub problem was: how do institutions affect the decision making of customers and how the supplier can affect to that process?

1.3 Literature review

Customer value has been one of the most studied research fields during the last decades among the marketing literature. Lindgreen and al.(2012) have written about development of value literature. They present different definitions that researchers have created for value and customer value. One of these original definers is Woodruff (1997). He also presents his customer value hierarchy model. Anderson and Narus (1998) offer methods for concrete value assessments and how to communicate value to customers. Value literature has used distinction between orientations towards value of goods or services and service integrated offerings. Vargo and Lusch (2004) have studied value of service intensive offerings and appointed service-centered dominant logic. Grönroos (2011) has also studied service logic. He emphasizes value creation along with the service process, i.e value-in-use. Henseler and Roemer (2013) have studied lack of customers´ willingness to change suppliers and reasons that cause that even if their received value would increase with change. Keränen and Jalkala (2014) have researched customer value assessment and defined different strategies for it. Wikström (1996) writes about value creation in relationships and networks. Anderson, Håkanson and Johanson (1994) have also discussed business networks and value chains.

The most applicable value literature found for this study is the work of Mervi Murtonen, Markus Jähi and Arto Rajala (2012) who have edited collection of research papers concerning customer value in security services. Murtonen has also produced the theme in her doctoral thesis (2013). They study, for example, the nature of the security services from the perspective of value-in-use, i.e. how value is created during the service process. They compare also value perceptions of the customer and the supplier.

Pacheco & al.(2010) have widely discussed institutions and present two main lines of the research behind the theories of institutional entrepreneur. Williamson(2000) presents one way to categorize institutions. Garud & al. (2002) have done research about a company´s struggle to push their own IT technology as the common standard of the field.

1.4 Theoretical framework

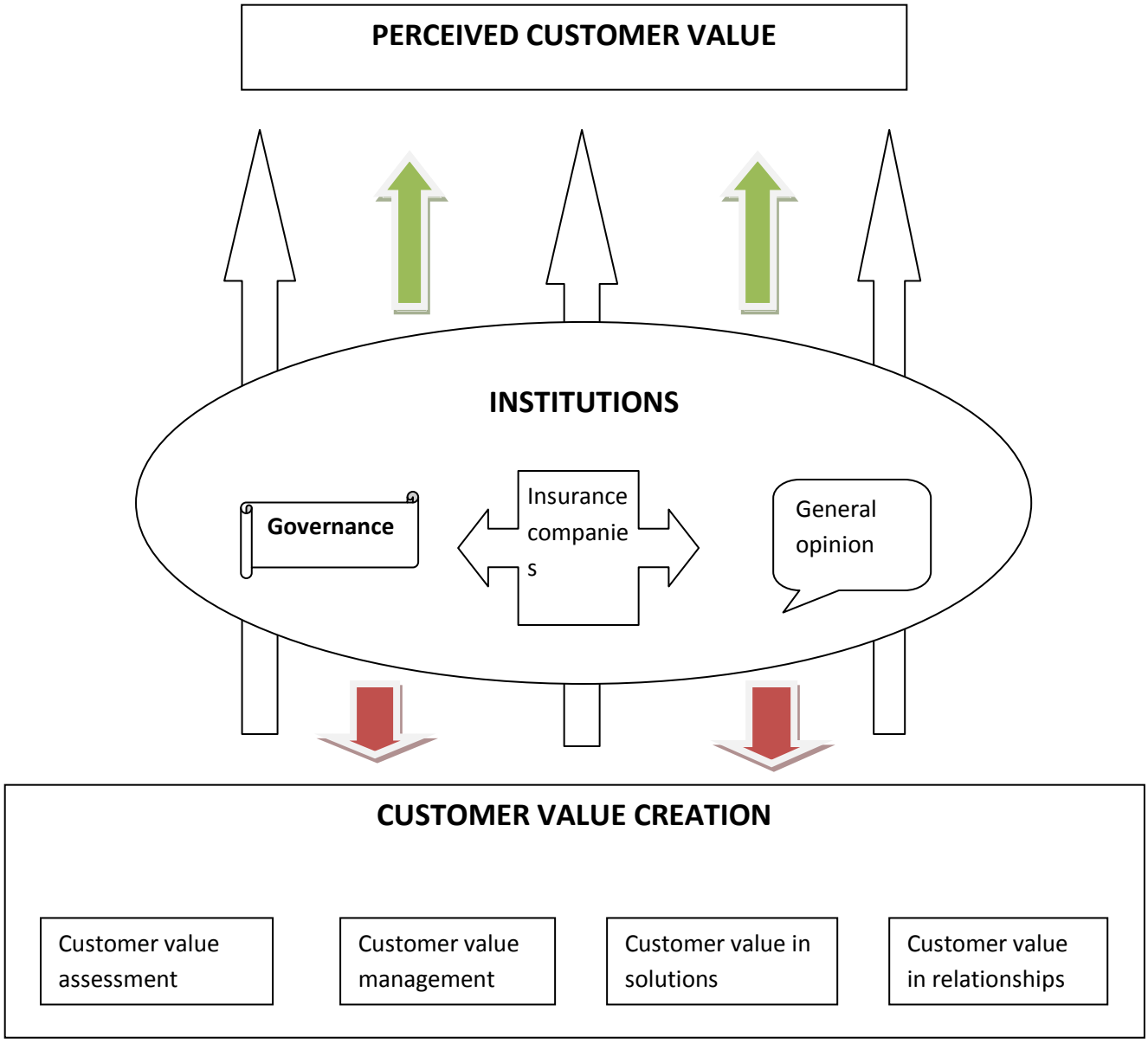

Figure 1 Theoretical framework

The theoretical framework of the study is presented above. It illustrates the suppliers' intension to create value by their actions and how institutions affect this process by providing rules and influencing opinions. Institutions are affecting both directions; they slow and bind actions but also enable and accelerate them (Garud & al, 2002).

1.5 Research method

This is an explorative study. It intends to gather new information and understanding about the investigated field. It follows mostly social constructionism. The researcher is part of the studied field, human interests show a big role in it, and the explanations intend to increase understanding of the phenomenon. The study is theoretically oriented but it does not intend to test and prove any theory. (Koskinen & al. 2005)

The writer acknowledges his position as a subjective actor in the field studied and that some of the asked questions mainly have their meaning in gathering information for the business. On the other hand, the study will be executed as objective and general as possible inside its limitations.

The study is qualitative research and the information is gathered by a semi-structured questionnaire. Structured questions and answers would have constrained respondents too much. Against the advice of Koskinen, the questions were mainly chosen according to the topics of the theoretical framework and they were in order of these topics. This was made to clarify the structure for the researcher and because it was estimated that it would unlikely affect the answers, as the questionnaire is relatively small-scale. Some questions were asked more directly in order to gather information for the marketing.

There were three different kinds of questionnaires according to the three groups of the respondents; end customers, re-sellers, and integrators. This was because the topic was to be observed from all of these perspectives and the study to be able to compare perceptions of different parties. The respondents were mainly selected from existing or pursued customers and partners. Few individuals were not contacted before, but they were from companies which were. Questionnaires were sent to 10 end customers, 17 re-sellers, and 12 integrators.

The gathering of information was executed during three weeks; hence it is a “cross-cut” sample. The fact perspective (Koskinen & al. 2005) concerns collected information; it is a view of respondents about the topic and reflects their subjective attitudes and preferences. Concerning the most of the questions, this is exactly what is needed, because the related action in real life is also based on their subjective thoughts. Questions related to institutions represented somewhat sample-perspective in an organization research tradition(ibid.) as they present organizational cognitions whereas respondents’ views of them are related only to that perspective.

Some background information about the field of fire suppression systems is gathered from literature sources; reports of public actors of the market, statistics of rescue sector and insurance company publishing’s.

Analytical induction is basically used in deduction (Koskinen & al. 2005). Because of the variation and limited size of the sample all the exceptions may not be explained exclusively. The grounded theory was considered as a tool, but it was discarded for the same reasons.

1.6 Structure of the study and limitations

The first text chapter (chapter 2) describes the market of fire suppression systems in Finland and actors in it: sellers, buyers and third parties.

Chapters 3 and 4 are the literature parts of the study, where first is written about customer value and then about institutions and institutional entrepreneur.

Chapter 5 presents analyzed data from the questionnaires. These findings are reflected to the theoretical literature and information about the market of fire suppression systems received from secondary sources. Some hypotheses are made.

Some managerial implementations are provided in chapter 6, and finally in the last chapter, some conclusions are made and further research topics are suggested.

2 MARKET OF FIRE SUPPRESSION SYSTEMS IN FINLAND

In this chapter is first described the nature of the security and safety market in general and later on, more accurately, the structure of safety system market in Finland. The size of the market and different parties, which are involved in the functions and decision making in the market, are also discussed.

During the years 2008 – 2012 fire departments have conducted about 12 000 – 15 000 fire related alert missions per year. Error alerts are excluded from the figures. About 6000 of these have been building fires and 2200 – 2500 vehicle fires. (Pelastusopisto, 2013) Electricity is a reason for about 2500 fire related alert in Finland in a year. (Lepistö & Valkeinen, 2013)

2.1 Security and safety system market

The picture above – translated from a picture in an article of Kupi & al. – illustrates the actors and parties of security and safety business in Finland. The same presentation describes well also the more focused field of fire safety systems.

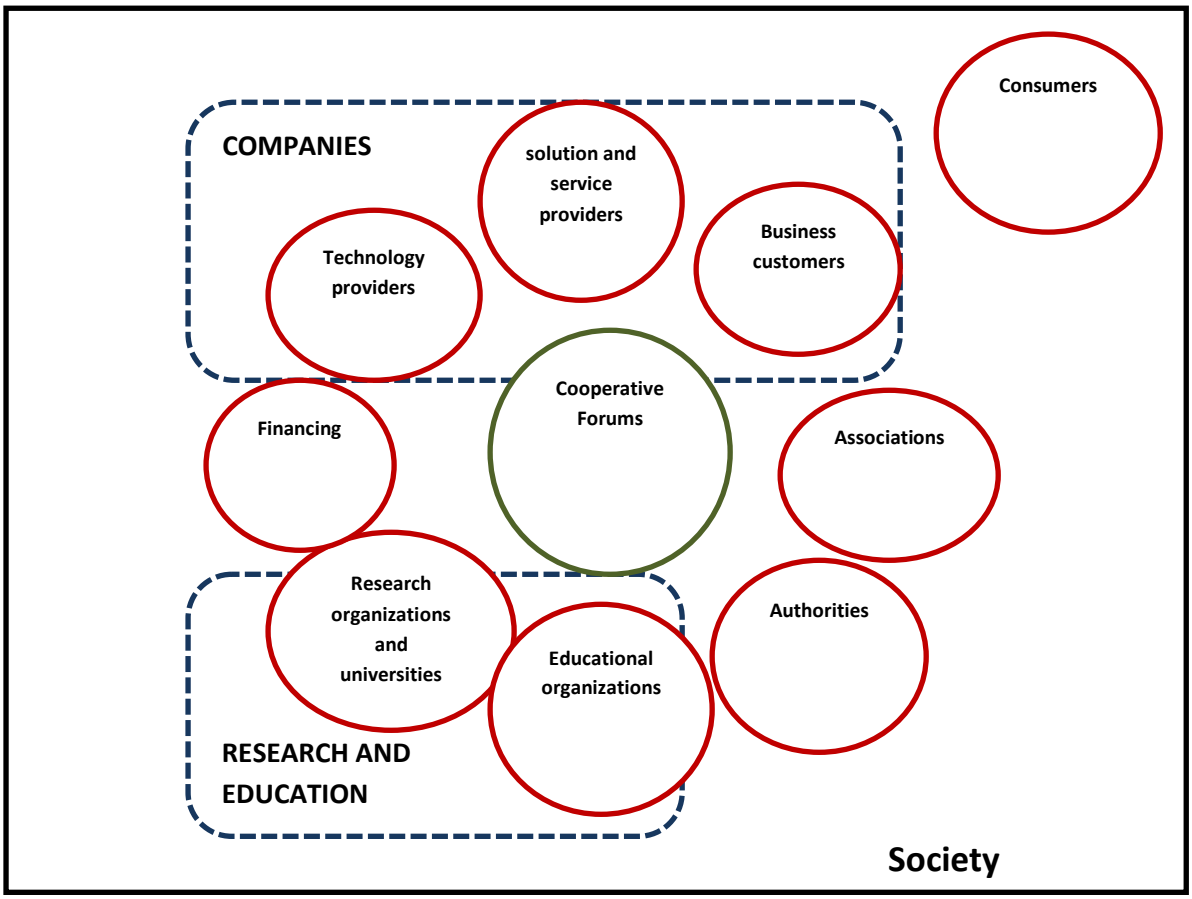

Figure 2 Security and safety system market in Finland (according to Kupi & al. 2010).

Security sector can be defined wider than traditionally understood security business companies. Suppliers acting in various sectors of economy can adapt security and safety as a competitive element of their products and services. Cross-sector vertical networks can create much greater business of security and safety than a group formed inside security business. (Kupi & al.2010)

Security and safety business has been one of the focus points of EU when searching for new growth sectors for European economy. In 2009 started a program called “Towards more secure society and increased industrial competitiveness”. Many Finnish actors have participated to its projects. Tekes had a project of the same theme called “Turvallisuusalan liiketoiminnan kasvualueet ja -mahdollisuudet: Tulevaisuuden klusterit Suomessa(SecLi)”[Growth and possibilities of security business: clusters of future in Finland].

Security and safety business can be divided into three main areas, which are individual, corporational, and national security and safety. Customers are also categorized into three segments: trade and industry, public sector and real estate, and consumer markets. Subjects to secure have been determined to people, environment, property, knowledge, and reputation. (Kupi & al.2010)

2.2 Marketing channels of fire safety systems

In Finland fire safety systems are mostly marketed by system providers, safety stores, and construction companies. In system providers there is quite a heterogenic scale of companies, from international technology companies to small, specialized actors, and from “traditional” water sprinkler constructors to IT sector suppliers which sell fire suppression systems as options to their projects.

Safety stores have some purchase and marketing chains. Members of chains have mutual sourcing and marketing communication tasks but otherwise they act very autonomously.

HILMA(Finnish public sourcing portal) is a relevant channel mostly for water sprinkler systems. Other technologies, for example gas and aerosol fire suppression, are often used by private companies or they do not exceed value limits of public purchases.

2.3 Related Institutions

Since fire safety has a lot of public and collateral effects, there are many instances involved in acting and decision making processes. Third parties from the view point of business are rescue- and construction authorities, inspection organizations, associations of public and customer side organizations, insurance companies, testing- and approval institutions, standardization organizations, universities etc.

These institutions define much of the framework of fire suppression systems; what should be protected and in what circumstances; what is the accepted risk level, and what are the approved or recommended ways to protect targets. Part of their effect is regulatory and part informal affecting to opinions and available resources.

2.4 Salgrom Technologies Oy and aerosol fire suppression systems

Salgrom Technologies Oy is a fire suppression system provider. It was established in 2011 and its main functions are located in Oulu. Salgrom Technologies provides fixed condensed aerosol systems for total flooding room protection and smaller target suppression solutions for cabins, engine rooms, conveyors, and production lines. Suppression units consist of solid composition which creates extinguishing aerosol by chemical combustion reaction. In addition Salgrom Technologies provides special fire alarm systems and fire suppression systems based on HFC-227ea liquefied gas. It also merges other fire safety related systems and services to wider offerings with network partners.(Salgrom Technologies Oy)

Aerosol extinguishing technology has its origins in the Soviet Union. It was developed for the space- and military industries in order to create extinguishing technology which is as harmless as possible for technical equipment and human beings and is compact for its

size. During the Cold War the technology was utilized only behind the Iron Curtain but when the Soviet Union collapsed, it started to spread wider. The Russians licensed the technology for at least one producer and soon also copies emerged. Today there are about ten known versions of aerosol extinguishing units in the markets.(Salgrom Technologies Oy)

The most important extinguishing effect of aerosol extinguishing units is interfering with the chain reaction of a fire by obtaining its intermediate components, oxygen and hydrogen radicals. This type of extinguishing was relatively little researched and recognized until recent years excluding one exception, Halon 1301. Halon was a widely utilized fire suppression agent in technical spaces, but it was prohibited around year 2000 because of its ozone depleting abilities.(Vaari, 2004) Since then alternative technologies and compounds have been researched and developed with accelerating pace.

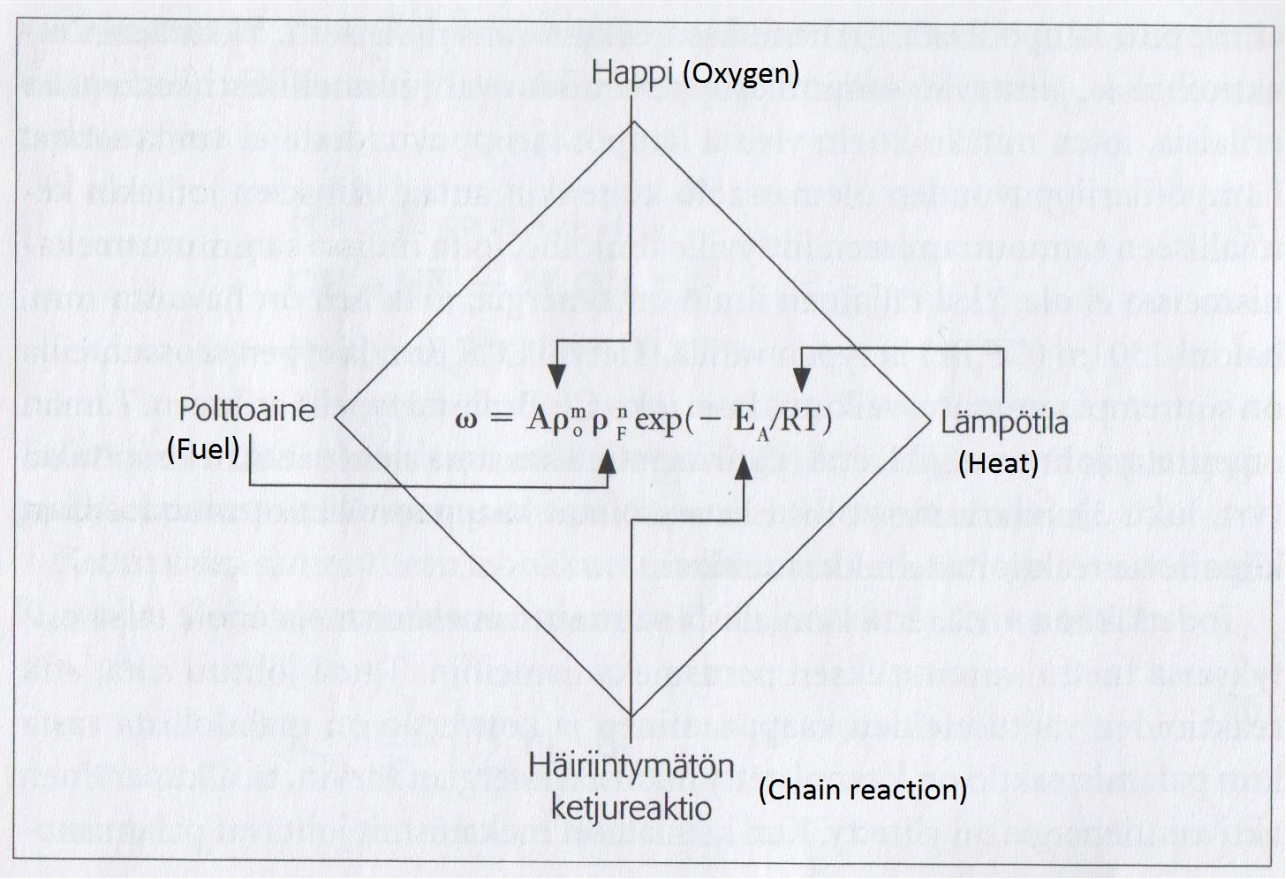

Figure 3 Tetrahedron of fire. There is also the equation of velocity of the chemical chain reaction that is needed in order to maintain a fire. (Vaari, 2004) The main effect of the Salgromatic- aerosol fire suppression systems is to disturb the chain reaction.

Salgrom Technologies sells its Salgromatic- product line through multiple distribution channels. The utilized channels are direct sales and representing executed by area representatives, country distributor in Germany, local re-sellers, integrators who sell systems as a part of their offerings, and different kind of brokers. So far the majority of the sales have cumulated from direct sales.(Salgrom Technologies Oy)

The most important customer segments of Salgrom Technologies are process- and manufacturing industry, energy sector, communal technic departments, and machinery industry. Most general protected target is an electricity- and automation room of a production plant. (Salgrom Technologies Oy)

Personal selling has got a big role in marketing of Salgromatic- systems. The majority, almost all of the customers have not heard about aerosol fire suppression before. Therefore it has been considered – and assured - to be important to create knowledge and confidence towards the technology in face-to-face conversations. Because of the wide scope of solutions enabled by fixed aerosol suppression, the systems have been marketed also for customers who have not utilized automatic fire suppression before, and especially this segment would be impossible to reach without personal selling. (Salgrom Technologies Oy)

Other marketing efforts have been training and supporting re-sellers, lobbying for different related organizations, and presence in expositions. Web pages have been the most important part of marketing communication assisted by video material in YouTube. The use of commercials has been quite limited, consisting of occasional adverts in related journals. (Salgrom Technologies Oy)

The components of Salgromatic- systems have various approvals around the world but Salgrom Technologies has executed tests for its own solutions. Systems passed tests of Swedish SP for motor room environment and the approval process of German VdS is proceeding. The acquiring of approvals is a challenge for a young company as they cost relatively much, and one approval does not always work in all cases since a different target or instance requires a different approval. (Salgrom Technologies Oy)

3. CUSTOMER VALUE

Customer value has been seen as a very important aspect in business research for the last decades. It is essential to be able to show to a customer the value of the product or service which one is selling (Anderson & Narus, 1998). The concept of customer value is one way to understand how companies create, communicate and deliver value to customers (Keränen&Jalkala, 2014). Especially when the company is not competing only in pricing, it has to know well what the customers value and what they would value (Anderson & Narus, 1998). Although the customer does not always buy the offering with the most value; the decisive factor may also be for example the lowest price, personal benefits or loyalty for some supplier (Lindgreen & al.2012). Henseler and Roemer have also noticed that customers are inactive to switch suppliers even if they could receive more value measured by traditional value concepts (Henseler & Roemer, 2013). Maas and Graf have defined five dimensions of customer value; company value, product value, service/employee value, relationship value, and social value (Maas & Graf, 2008). Some applications related to customer value are customer value-based selling, customer value-based pricing, and customer value management(Keränen&Jalkala, 2014).

Value has been presented in literature at least from the 1960s when authors like Keith were studying value as a measuring of optimal situations between costs of production and gained outcome. Miles researched value in context of competition and suggested that the same object can possess different kinds of values depending on the valuer. Later Levitt wrote about “Augmented product concept” according to which products have to have different levels that provide increasing value levels for customers. For example Kotler and Lovelock have continued Levitt´s work and defined value levels and broadened the framework. Customer value research concentrated mainly to consumer market from the 1960s to 1990s. One of the most studied areas of value research was economic value of customers i.e. how valuable some customer or group of customers is for the company. Lately value research has separated into two streams of study which are value of the goods and services and value of relationships. (Lindgreen & al.2012).

Researchers have created various definitions for value. For example perceived value is formed from the difference between the perceived benefits of the product and the costs of buying and maintaining the product. (Lindgreen & al.2012). Anderson and Narus define value as: “Value in business market is the worth in monetary terms of the technical, economic, service, and social benefits a customer company receives in exchange for the price it pays for a market offering.” Value always forms in some context and even without a competing offer there is an alternative, for example own production (Anderson & Narus, 1998). They consider value and price as different factors thus a change of the price does not affect the value of the offer. Some researchers do not measure value in monetary terms. For example Wilson and Jantra use economic, strategic and behavioral dimensions. (Lindgreen & al.2012) Non-monetary benefits can be increased trust and comfort, or decreased risk and spend of time and effort (Keränen & Jalkala, 2014). Although some researchers emphasize that all elements of value should be measured in monetary terms (Anderson & Narus, 1998). Woodruff sees that one common feature for value definitions is that value is more a perception of a customer than something determined by the supplier, and that it is trade-off between what the customer gets and what gives away (Woodruff, 1997); this can also be sacrificed time or effort in addition to price paid.(Lindgreen & al.2012). In his customer value hierarchy model he compares desired and received values in context of goals, consequences and attributes. And as he further defines “customer value is a customer´s perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer´s goals and purposes in use situations.” The hierarchy model includes both desired and received value and its base is in a customer´s learned perceptions, preferences, and evaluations. It takes account the using situations and consequences which are linked to the product. (Woodruff, 1997) Customers’ perceptions of value can change over the time (Keränen & Jalkala, 2014).

Recently the main focus of value research has shifted from the value of products and services towards the value of relationships. The previous center of studies was in value creation of a supplier from the perspective of a customer. However, during the last decade there has been more discussion about value creation in business relationship context. One topic has been relationship benefits over relationship costs in value creation. Concepts of joint output and joint value have been presented and the importance of interaction

between supplier and customer in value creation is highlighted. The point of view of services in value creation is discussed also. (Lindgreen & al.2012) Economic activity has shifted from goods-orientation to service-orientation and tangible assets have been overcome by intangible assets, like skills, information, and knowledge. Interaction, connectivity and ongoing relationships have become essential. Research has moved its focus from static products to dynamics, evolutionary development and complex adaptive systems.

Vargo and Lusch write about service-centered dominant logic whose important characteristics are customized offerings and that value is created as much as possible in co-production with the customer. They also highlight the meaning of shared resources in networks and encourage companies to learn to be simultaneously competitive and collaborative. (Vargo & Lusch, 2004) Grönroos also writes about service logic or perspective and he emphasizes value creation during a using process, value-in-use. He sees service as a mediating factor in value creation processes. Service logic includes an idea how value creation and marketing, purchase and usage are intertwined phenomena. In addition to the features of the bought product, things like keeping of timetables, how the maintenance is succeeding, how invoicing is handled, and how the problems in quality or service are dealt with are part of a customer´s value creation. In contacts between a supplier and a customer there exists actions which customers execute, and it should be one focus point of supplier to make these actions easy, and to support a customer's way towards a good outcome, for example purchase. A company that has adopted service logic takes a lot of responsibility for the support of a customer in its everyday functions, and by providing a range of service activities it helps customer to create more value out of core product or core process. The core customer process is supported by the core of the supplier´s offering as the customer´s business is supported by the extended offering. (Grönroos, 2011)

Previously mentioned dimensions of customer value are good tool for categorize different forms of value. Company value defines perceptions of customers about brand and image of supplier. It is especially important in early stage of customer relationship. Product value consists performance, quality, customization, assortment, and price-performance ratio of the product. Service/employee value is human capital of company; expertise, know-how

and commitment of employees of the supplier. Relationship value holds emotional elements, like trust, sympathy, and friendship, of relationship between personnel of supplier and customer. Maas and Graf found honesty, openness and trustworthy very important features in value forming of financial service and author of this study claims that this can be applied with safety systems also. Social value relates to appropriate attributes of supplier and contact person of the supplier. For instance social (Maas & Graf, 2008)

3.1 Customer value assessment

As implementing value-based strategies it is very important to understand the assessment of the value. Assessment measures the effect of the supplier's offering to the customer´s benefits and costs. (Keränen&Jalkala, 2014)

Keränen and Jalkala write that value assessments have traditionally measured quality and functionality of product-centered offerings. These are simple to realize but have some shortages; they do not work well with complex and service intensive offerings, they concentrate only on one point of time, and they are tactical by their nature and do not offer long term information of the offering´s value-in-use life cycles. Often this assessment is too difficult for suppliers – especially for those who make hybrid offerings - and they lack the capabilities to measure the life cycle costs and risks of their offerings. (Keränen&Jalkala, 2014)

Customer value assessment is often thought to be responsibility of the sales function in companies. But as the value is created in use by many activities, should the assessment of value be a process to which every function of the supplier who delivers something to the customer will take part. (Keränen&Jalkala, 2014)

Anderson and Narus provide one assessment method in their article. They recommend field value analyses – which are also called value-in-use or cost-in-use studies – as a method for creating customer value models. The information for the analyses is gathered from customers by very wide and specific surveys. Questions concern technical, economic, service and social elements related to offering. The survey should be

comprehensive and cater the entire life cycle of the offering. For example, while measuring the cost of downtime of production, one should take in to account all the expenses generating from scraps, discards, disposal, maintenance labor, and cleaning in addition to the lost production. Then one needs to observe how these elements of the offering affect or would affect the customer. The customer´s management does not always possess full understanding about the value elements of the offering. For all the elements should be given monetary values. This can be challenging for example for in-tangible elements, like peace of mind. Hence they are commonly presented in a qualitative way separated from quantitative analysis. One solution is to leave these elements as a "value placeholders" in analysis, to show that they make difference but to leave the accurate monetary amount open. In the analysis it is often necessary to make some assumptions without exact data but these assumptions have to be made very consciously because the customer may disagree and the analyzer has to know the base of the assumption. (Anderson & Narus, 1998)

Supplier should validate the analysis by creating more assessments about other customers in the same field. With multiple assessments it is also possible to investigate how the value of the offering changes along the customer´s applications, capabilities and usage. Having more examples gives better understanding of how similar the perceptions of the individuals are (Anderson & Narus, 1998) and creates averages about estimations.
Keränen and Jalkala have determined three strategies for customer value assessment. These strategies are: emergent sales value strategy, life cycle value management strategy and dedicated value specialist strategy. (Keränen&Jalkala, 2014)

The emergent sales value strategy is often executed by sales function. It concentrates on some individual phases of the assessment process and the focus is in the collection of success stories and value calculations. In these strategies suppliers measure effects of their offering from the perspective of improved productivity, increased efficiency, and immediate cost savings. Normally companies that follow this strategy do not have a long-term plan for data collection nor assigned persons or tasks for value assessment, but the sales persons collect information occasionally. In this strategy, the assessment of value potential occurs in most cases when the form of offering is decided i.e. while deciding what the supplier should offer for the customer. Long-term surveillance of customer value is

generally weak because sales persons have their mind in new cases and no one continues the work. Checking the status of a project and customer satisfaction is often difficult because of the lack of comprehensive data accounts. (ibid.)

The life cycle value management strategy focuses on all the phases related to the offering. Service and research and development units also have an important role in the assessment process. Service gathers information about the outcome of the offering and provides it for R&D which uses it to create better offerings. The object of the strategy is to optimize the product and service development by using value assessments. The companies, which utilize the life cycle value strategy, have proactively determined how and when they execute value assessment and have assigned resources for the task. They have decided who collects the information and how it is communicated to other units. Some companies pay incentive fees for extra tasks that support this strategy, for example writing success stories.(Keränen&Jalkala, 2014)

In the dedicated value specialist strategy the company has a cross-functional value specialist or a team of specialists who concentrate on the value assessment. They identify value potential, measure baseline and document the realized value. The main target of the strategy is to bring customer value management to the business model of the company and help value based pricing. Value specialists can use methods like benchmarking or return of investment and total cost calculations in order to measure and demonstrate potential and realized customer value. Since the value specialists often have to have deep understanding of the customer´s processes, excellent industry expertise and good consultative skills, appropriate persons are not very easy to find.(Keränen&Jalkala, 2014)

Keränen and Jalkala advice companies to develop assessment methods and strategies that combine in-depth investigations of perceived customer value and accounting-based measures and take into account both emotional and financial elements of value. It is essential to understand how different perceptions and views the purchasing organization has towards the offering during its life cycle and how the offering contributes to the customer´s own value-creation process. (Keränen&Jalkala, 2014)

3.2 Customer value management

Successful assessing of customer value does not guarantee that it will cumulate success in sales. The supplier has to know how to communicate value potential to the customer, support value creation during the life cycle of the offerings, and keep this process going so, that the quality endures and develops over the time.

To demonstrate value in sales process the companies have created customer value models which are detailed presentations about the measureable benefits they can provide for the customer (Anderson & Narus, 1998).

The marketer should create sales tools based on value assessments and value database. A widely used tool is value case history. In value case histories the supplier documents the benefits that their offering has provided for the customer. These benefits are defined after some time of use of the offering and described history can be used while selling the same type of offering for another prospect or with a new trade for the same customer. (Anderson & Narus, 1998)

The supplier can use their knowledge of the value of their offerings in various ways to increase competitive advantage. They may be utilized in R&D; to create new applications, features and services, and to improve new offerings over all. Value history helps to maintain customers as the supplier can with it demonstrate proven benefits and create new improvements and show deep understanding of customer's processes. (Anderson & Narus, 1998) By value case histories the supplier can better form total-cost-solutions.

The supplier can demonstrate its performance to the customer regularly. It may be wise to collect data account about deliveries and costs, and to present to the customer what kind of progress has been accomplished.(Anderson & Narus, 1998)

According to Pawar, extended life cycle offerings, such as performance-based contracts, need very good cooperation between the functions of the supplier (Keränen&Jalkala, 2014).

3.3 Customer value in solutions

As stated earlier, more and more specified offerings have been entered to the markets during the last decades. Henry Ford's statements about greatness of standardized products do not apply in many cases anymore. As the complexity of the products and the offerings increase, suppliers have the growing interest about what attributes customers value and how this value is created most efficiently.

It may be profitable for the supplier to offer flexible market offerings, so called "naked solutions with options". Naked solutions are offerings that only consist of those features which every customer in their target segment values. Naked solutions are sold as cheap as possible and when the customer values some additional elements, they are summed to the core offering and hence the customer pays for those elements they value. With a flexible offering the supplier can better monitor that they do not offer applications or services that are expensive to produce but have little use for the customers. Those elements of an offering are called "value drains". (Anderson & Narus, 1998)

To assess the amount of the customer´s value for some new attribute the supplier can ask it directly from the customer. These questions should be made for all related activities, like field management or design and general management and sourcing. (Anderson & Narus, 1998)

3.4 Value creating networks

During the recent decades a great amount of companies have formed so called "deconstructed" firms and value-adding partnerships in which the task of a company is to make some special part of the product or service. The final result is a combination of value-adding of partner companies of the value-added chain. (Anderson, Håkansson, & Johanson, 1994) In modern marketing literature it is a common idea that value is created and delivered through the relationship between the supplier and the customer. Value emerges from interaction over a long time period and parties learn from each other as the cooperation advances (Keränen&Jalkala, 2014).

In the early 90s the concept of networks in business and value-adding was still very scattered and young. Some definitions had been made, for example, a network can be considered as a set of connected firms or as sets of connected relationships between firms. According to Anderson & al., these definitions did not include individual relationships and hence they processed this aspect. They also investigate relations between firms in context of the firms' environment; relationships do not occur in a vacuum but instead, surrounding environment affects the relationships. (Anderson, Håkansson, & Johanson, 1994)

Business relationships can be characterized through actors, activities and resources. Anderson & al. also separate primary and secondary functions in business relationships. Primary functions are the effects two parties cause to each other, whereas secondary functions – or network functions - are indirect effects to the relationship caused by other parties. Secondary functions are formed from chains of activities, constellations of resources and shared network perceptions of more than two companies. (Anderson, Håkansson, & Johanson, 1994)

While relationships in business network develop and new parties join in the network, it may have stabilizing or destabilizing consequences. It is difficult to determine boundaries of a network but one relevant factor is the network horizon, the subjective understanding of a company about which actors belong to the same network. This horizon changes over the time and across business activities. (Anderson, Håkansson, & Johanson, 1994)

The customer does not always make a buying decision based only on the value of the product or service. The supplier's reputation, location or innovativeness can be decisive reasons. Another important feature can also be long-term expectations for the relation; if the supplier is expected to be an appropriate partner also in the future and offer continuity to the processes, it may have an effect to decisions. In this kind of long-term relations and networks more value can be created through relational exchanges than transactional exchanges.(Lindgreen & al.2012) Wikström defines that the suppliers have shifted their role from producers of products and services towards creators of systems of activities that work to improve a value creation of a customer. A supplier complements resources of a customer and value is created as cooperation. (Wikström, 1996) Relationships possess

value when they make income and deliveries predictable and when learning and adaptation between parties results in new innovations. Partnerships and networks last if the supplier can deliver value continuously and gets benefits from the customer. (Lindgreen & al.2012)

3.5 Security and safety systems and customer value

The intention during this study was to find some literature that would study customer value from the perspective of “insurance” product; perceived customer value of products and services that will execute their core value only in the case that something goes wrong. This perspective seems to be new and the topic is very little studied.

Among the marketing literature linked to the financial sector there was one article to be found (Maas & Graf, 2008) with this kind of problem setting i.e. how the customer assess the value of the whole insurance; does he or she want to pay for it or not and how much? There are a lot of risk management calculations and methods for different environments and industries (Jin & al. 2014; Lundqvist, 2014) that demonstrate in probability scenarios and monetary terms what the relation between possible risks and received compensations is. But there are very few studies which link this straight to customer value. Customer value literature of the finance sector concentrates on minor side phenomena of value of products and services, for instance attached mobile services, giveaways, and other extra services. (Puustinen, Saarijärvi and Maas, 2014) These are attributes that differentiate finance services or products from each other, but not those which determine whether to buy it at all.

According to Maas and Graf risk, uncertainty, trust, and personal relationships are especially important factors in financial services industry. A buyer of an insurance can’t normally know what is the outcome of the trade at the end. Benefits are accumulated over the time, and planning can´t be done in short term. Reliability, security, trust, and confidence are critical to success and their importance is high, especially in the early part of the business relationship, and in times when catastrophes are realizing. Created

perceived customer value can be easily lost by wrong outcome.(Ibid.) This all can be applied with safety systems also.

Literature about credence goods was browsed in order to find relevant research concerning the dilemma; how customer can know does he or she need the product? The concept of credence good studies the asymmetric share of information about the product between the supplier and customer. I.e. the customer has to relay on what supplier or specialist has told about the product. (Nelson, 1970; Emons, 1997) This is an important factor in the safety system business, as in any specialist business, and especially in those, that are securing safety and lives of the people, but it does not directly relate to the perspective of this study.

Mervi Murtonen describes the problems of defining and communicating the value of the security services. She emphasizes the in-tangible and subjective nature of the security. She argues also, that acquiring of security services is often a necessary but inconvenient purchase. (Murtonen, 2013)

4. INSTITUTIONAL ENTREPRENEURSHIP

Among the researchers, there has been a long-term debate about structure-agency comparison i.e. how significant agency, the individual and conscious ability to make decisions, is in determining behavior of humans, and what the role of social structures is in delimiting and shaping the individual choice (Rigg and O´Mahony, 2013).

The topic described above is studied here first and the institutions in general. Then follows a description about the institution types that are related to the fire suppression system market. Finally, there is a chapter about processes which strive to change institutions.

4.1 Institutions

Understanding how institutions rise and form helps to realize why people work in and according to them in present situation. It is also valuable to know how institutions can be made when new technological, geographical, and cultural imperatives emerge. Institutionalized rules, taken-for-granted facets of social and economic life have great impact to how people frame issues, make choices, and pursue behaviors. (Garud & al, 2002)

Institutional economists agree that institutions are based on both written rules – like constitutions, laws, and property rights – and informal elements like conventions and codes of conduct. Institutional economists do not have comprehensive categories for institutions (Pacheco & al.2010), but Williamson provides four levels of social analysis (Williamson, 2000) which helps to define the environment of institutions. The levels are social embeddedness, institutional environment, governance, and resource allocations and employment. Social embeddedness consists of norms, customs, traditions etc. Institutions of this level change very slowly. Different kinds of embeddedness are cognitive, cultural, structural, and political embeddedness. Williamson explains the slow change of these institutions by their evolutionary and spontaneous origins. Institutions of this level may be used to protect a society against external values. The second level is institutional environment. Structures of this level are partly informal and partly formal. Examples of formal rules are laws and property rights. Actors who are forming rules have the advantage to make rules that are good for them. Governance is needed to reduce conflicts and realize mutual gains. The fourth level emphasizes the changing element of institutions and re-allocation of institutional resources. As a conclusion; the first and second levels of analysis describe the rules of the game, the third how the game is actually played (Pacheco & al.2010), and the fourth the change itself. The study of the forming of institutions in all levels should recognize human behavior as promoter, its cognitive, self-interested, foresighted and incomplete nature. (Williamson, 2000)

The institutional theory categorizes three main types of institutions: practices, standards, and policies. Practices are formed in any organization and by time they can evolve to more formalized institutions. Standards are voluntary sets of rules which can guide the development of industries. Standards can affect for example through trade associations and “industry watchdog groups” or outside stakeholders like activists. Studies have shown

that efforts to incorporate industry standards can make unintended effects and be utilized to hide problems. Policies mean government policy. Institutional entrepreneurs can affect the policies through corporate or trade association level acting. (Pacheco & al. 2010)

Research targets of the institutional theory have for example been private arrangements and conventions, changes in professional practices, and the sponsorship of common technological standards. The level of institutional forms can be individual-, company-, industry-, or state-level. (Pacheco & al. 2010)

Institutional economics studies economic, political, and social institutions and their impact on the economic behavior and working of markets. Institutions are considered as an important driver of economic activity and development.

4.2 Standards, approvals and associations

Technologies need a defined institutional space with rules that guides the production, distribution, and consumption of the technology. The term of the technological field describes the context of relationships in which these actions are realized. The institutional environment of the technological field includes public policy regimes, regulatory instruments, mechanisms for venture capital financing, sources of legitimacy, and norms of community interaction. (Garud & al, 2002)

Technological standards are important elements of this technology´s institutional space. They represent rules of how different components of technological systems work together and provide utility. Often the standards have to be made before the customers can evaluate and compare technologies in marketplace. Hence standards offer a framework for product-market. (Garud & al, 2002)

Garud argues that many technology developers hesitate to develop new innovations if they fear that new abilities do not fit to the frames of the standards. He writes about the common standards of ICT sector but the same topic concerns many other technology

areas, too. Standards enable and bind actions at the same time. Garud defines this as a "structurational" property of standards. (Garud & al, 2002)

4.3 Institutional entrepreneur

An institutional entrepreneur is an agent who mobilizes resources in order to change or create institutions for their favor. They define, legitimize, combat, or co-opt rivals in order to get to their object. They support collective action and plans to establish continuity of interaction with other actors in order to create new institutions (Garud & al, 2002). One definition of an institutional entrepreneur is "self-interested agent that sponsors institutional change to capture economic benefits". (Pacheco & al. 2010)

Work of institutional entrepreneurs is especially needed when new innovations do not fit to the previous limits of these institutions. Struggles inside the institutional environment of the technology can occur between technological fields or within them. By shaping common standards companies can embed attributes of their products to a part of the forming standards. This may provide decisive competitive advantage. (Garud & al, 2002)

Gathering a coalition to support a new standard is essential but it may be difficult. Companies may fear a constraining effect of the standard. Also different interests and complicated motives and relations – cooperation and competition - make it difficult. This dilemma of actual or future competitors to work for the same purpose where one party can get more benefits than others, Garud defines as coopetitional property of standards. (Garud & al, 2002)

Previous competing standards possess inertia as institutions and also actors whose operations are enabled by the old standard strongly resist to new initiatives. One way to lower this resistance is to share the new technology for a larger group of actors which will form coalition behind the new standard. (Garud & al, 2002)

A coalition that supports the new standard may lose its members during the creation process. Reasons for departing from the coalition can be political – for example an

intention to be a “mole” in the group, convert the purpose or destroy it – or a strategic change of the course. Different actors of the coalition try to integrate features that serve their interest into the developing standard. This intends to cause fragmentation in the standard. For a sponsor of a new standard it is usually important to keep the structure of the standard uniform. This may lead other actors to believe that the sponsor has too strong hegemony over the standard, if the sponsor pulls all the strings. (Garud & al, 2002)

Changing of institutions even in case of technological standards is a political and cognitive battle, which may be messy, manipulative, instrumental, conscious, and devious. The creation and maintenance of a standard requires political and social skills. (Garud & al, 2002)

There are two main streams of research that study phenomenon of institutional entrepreneurship: the institutional theory and the institutional economics. (Pacheco & al. 2010)

In the institutional theory the institutions are seen as socially constructed rule systems or norms which produce routine-like behavior. Individuals or individual actors intend to form and sometimes destruct these institutions in order to support their own objects. Institutional entrepreneurs notice over aged institutions, design new institutional arrangements, and start to act to reform those institutions. They challenge existing rules and manners and intend to institutionalize alternative practices which they support. An institutional entrepreneur is seen as an institutional innovator or an agent of institutional change. Motivations for the change can be economic pressures or political and social forces which consider existing institutions obsolete.(Pacheco & al. 2010)

According to the institutional economists the institutions are always developing and changing. The change can be driven by proactive and self-interested human action. The theory of institutional economics argues that institutional entrepreneur is alert to gain economic benefits from new institutional arrangements. (Pacheco & al. 2010)

5. FINDINGS

In this section are discussed both the empirical findings based on questionnaires and other information related to the security and safety system business in the light of the research literature presented in this study.

There was received 19 + 1 answers to the questionnaires; 7 from end customers, 6 from re-sellers, and 6 from integrators. One integrator informed that they do not have used nor have planned to use fire suppression systems, hence he does not possess the required information. 6 of the end customers had purchased automatic fire suppression systems during the past five years and 5 of the integrators had provided suppression systems in their projects or products, and the sixth respondent had offered such. All of the re-sellers – excluding one water sprinkler provider - that answered assessed that the automatic fire suppression systems play a small role in their business, but three of them saw it as a potential and growing segment in their operations in future.

5.1 Fire suppression systems and communication of value

The original research problem - what special characteristics should be considered in marketing of fire suppression systems – focused during the research project towards the question: what could be done (better) in marketing of aerosol fire suppression systems to achieve more sales? Here are first interpreted the answers of the re-sellers related to this topic, then fallows an interpretation of the data received from the integrators, and finally a comparison of it to the data from the end customers.

The variation of the re-sellers' answers concerning the challenges of selling fire suppression systems over all was wide. Difficulties were seen in lack of safety culture in companies, incapability to make purchase decisions, general economic situation or technical argumentation, and convincing customers of the reliability of a system. One respondent, who acts mostly in water sprinkler business, appointed the problem of inadequate or purposely misleading bid specifications, hence competitors are involved in

bid-creation process. A challenge with aerosol systems for all was the lack of awareness of market and field about the technology.

According to the answers about sales speech only two of the respondents communicate value creation of suppression itself for customers. These respondents tend to offer risk analyzes and assess how much a possible fire will cost, in terms of fixing, and re-building, and stoppage losses. One another respondent highlights emotional safety and unstoppable guarding. Others communicate “secondary” value, for example cost efficiency and physical features compared to other technologies. All of the respondents prefer to receive assistance of the system provider in marketing and sales, half in selling and half in creating offers.

Although every integrator respondent saw safety as an important factor in their marketing, only two of them present fire suppression attributes in their marketing, and none of them presents numerical figures about the benefits of systems. One company counts “price tags” for other safety features, in other words scenarios for failures in safety, but with fire hazards they have seen it unnecessary so far. Four of the respondents answered that the supplier could assist to determine these benefits. Two of them thought that the supplier of fire suppression systems could take part in customer appointments in projects which require major suppression systems. Two others saw that the supplier could possibly participate in marketing, at least by providing appropriate marketing material.

Value-in-use has an extended meaning in case of safety systems, because a major part of their value of will only realize if something goes wrong. In context of service logic the supplier of a safety system delivers value by good service processes, and part of value is formed, for example, by increased peace of mind and fulfilling the safety regulations, but a significant part of the value can be seen as a potential value which does not ever emerge if everything goes well. Most of the respondents do not communicate this part of the value to the customer.

5.2 Information and institutions

Next are presented the notions of the diffusion of information about systems and participation of the institutions to this process.

Five of the six re-sellers consider the suppliers as the most important origin of information about automatic fire suppression systems. Also the internet is mentioned. One answers insurance company and one fire authority.

Five of the six integrator respondents answered the internet to be their source of information about systems when they have planned purchase. Two of them mentioned also colleagues, and four system suppliers. Only one mentions fire authorities.

All of the end customers search and receive information about systems from suppliers, half of them from the internet, and one also from an insurance company. Only one mentioned fire authorities and this was the respondent who had not purchased systems so far.

When asked in whose expertise the respondents trust concerning automatic fire suppression systems, only five of them all answered fire authority, three insurance company, three credit rators and testing companies, and two Tukes.

Two of the integrators pointed out a problem of comparing different fire suppression technologies. They have basically found information only from suppliers and claim that information presented is not well comparable.

Hence it can be concluded that most of the information which these actors in market use when they make decisions concerning fire suppression systems is provided by individual suppliers, and that there is no such institution that would be generally trusted as an expert and a mentor of the topic.

5.3 Networks of safety sector

Salgrom Technologies has made a lot of informing and lobbying to spread knowledge and favorable atmosphere among related institutions, like fire authorities and insurance

companies. Effects of those parties to the market are both regulatory and informal, as customers converse with them and partly form their opinion by received information.

As mentioned earlier, acquiring sufficient approvals can be a challenge for a young company. Therefore, it could be useful to cooperate with other actors in order to share the expenses. The more different parties would be supporting the acceptance of a new technology, the faster would be the market entry and the growth of sales.

The institutional acceptance of new technologies in safety system market can be quite challenging. As implementing Garud´s definition of “structurational” and “coopetitional” properties of standards in context of the gathered information “structurational” elements can be found at least on the side of the customers who wish to maintain and construct their systems as simple as possible, i.e. they do not want new kind of procedures for the use of the systems. Coopetitional elements can be found various from field of fire safety systems. For example the easiness of old technologies for dealers and third-party-specialists, risks – psychological, social or economic - risen from the suspicion towards the new technology, and existing relationships inside the sector. On the other hand, the logic of the sector may strongly support the success of once accepted technologies.

All the re-sellers considered cooperation and cooperative offerings important inside the safety business. One new actor wrote that their strategy has been very cooperative from the beginning, and one of the others answered that their cooperation has been growing little by little. The rest of them had not noticed change in the amount of their cooperation. One of them – a water sprinkler provider - had marketed automatic fire suppression systems as a part of a marketing network. One had done so in a small scale and others not at all.

While pursuing a new standard, other parties of the coalition may fear the position of the sponsor if it holds too many resources in the process, if the sponsor for example provides most of the information.

5.4 Evaluation of validity and reliability

As Bogdan and Taylor (1975) write, the researcher has affected to the sample and results of this study also. The previous experiences and the need raised from the objects of the business have guided the selection of the questions. And the author has had some pre-assumptions about what respondents could answer to the certain type of the question.

The respondents were mainly persons who have been in somewhat meaningful business contact with the company represented by the author. Hence they do not represent a general sample but a selected target group.

Answers of the respondents are their subjective thoughts. As the questions are open ended there can be many ways to answer them. This is needed for to get useful information, but it can mean also, that the answer is only a part of the truth for the respondent. In one situation is possible to answer some part of the phenomena and when same question is asked again, the answer can concern other part of the topic. Hence repetition of the research could reveal different results.

6. MANAGERIAL IMPLICATIONS

Here is suggested some advices for companies which market automatic fire suppression systems or are bringing new suppression technologies to the market. The advices are constructed on the basis of the findings and literature presented above. Tools for the marketing and communication of value are provided first, and later support for the work with the institutions while establishing a status for a new technology.

It would be good for the marketer of a new type of fire suppression systems to create value and cost databases and value case histories. It would be demonstrative to be able to show to the customer as accurate as possible how much smaller the realized costs have been in comparison to previous or parallel technologies. Also comparing of the perceptions of the customers and personnel of the supplier about the offered and delivered value time to time would be useful, for to find possible gaps between them.

The author recommends to gather information about the costs of the fire-based catastrophes, and to compile presentative material of them. These presentations would be good to use while selling to customers who do not yet use any kind of suppression yet. It may seem scaring but nevertheless it is pointless to be afraid of negative response because these customers are likely to be such who will not buy anyway.

The suppliers of fire suppression systems could try to link themselves more deeply to the supplier networks of customers that provide offerings that could include additional safety systems. The easiest targets are probably those products and offerings, with which end customers have used to use automatic fire suppression systems already, and they only buy systems now separately. For example energy companies use fire suppression systems in the electricity rooms of the production plants, but not many of the providers of those plants offer the suppression systems.

A company that pursues to form new technological standards in fire safety system business could actively share its technology with the other actors in order to reach possible support in the forming of a coalition behind the new standard. The company could, for example, internationally assist newcomers free of charge or for lowered fee to get started with the same technology in purpose to gain more resources for the processes of standardization – testing, approvals, and shaping the general opinion inside and outside the business -.

On the other hand, it is important to maintain the developing standard uniform enough. Otherwise it can fragment, and for example some solution with lesser competence, for example, can get a better market position than the solution of the sponsor if the other party plays its game better in the forming of the standard.

7. CONCLUSIONS AND SUGGESTIONS FOR FURTHER RESEARCH

The study provided useful information and understanding about perceptions of actors in the fire safety system market. There found some same elements from the answers of the respondents than were described in the earlier works of the field. Also some new aspects emerged.

It is essential to be able to determine and communicate the value of the offering for the customer, but assessment is not a very easy task with fire suppression systems. On one hand, the value of costs compared to other suppliers can be measured with systematic work, and in addition, calculations and statistics about the costs caused by fire hazards are possible to construct and present. On the other hand, the value of intangible benefits, like peace of mind, and the analysis of exact risk compared to costs are much more difficult to determine. The latter could be a recommendable area of further research. Insurance companies have calculation tools for this kind of risk analysis but theoretic literature about this kind of potential customer value was very limited.

Although the importance and volumes of automatic fire suppression grow, the research shows, that there are very few or none such specialists in Finland, who would know the technology and development of fire suppression systems in a comprehensive way, and could objectively consult the users and providers of these systems. And if these specialists exist, the audience does not know how to find them. Hence it would be recommendable to create this kind of authority that would provide the needed information.

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Appendix

The questions of the surveys:

End customers

1. Your position in the company?
2. Your role in the purchase or use of fire suppression systems?
3. Have you purchased fire suppression systems during the last five years?
4. Does your company have automatic fire suppression systems? If it does, are they voluntarely acquired or demanded by a fire authority?
5. As how important do you see the development of fire safety in your company? Have the attidudes related to fire safety changed during the last ten years?
6. How strong is the impact of the economical situation of the company on the purchasing of fire safety systems?
7. How do you assess the importance of the purchase of fire suppression systems?
8. How do you compare different fire suppression systems to each others? Which features you assess and in what priority?
9. What are the most important features of fire suppression systems from your company perspective and which features fire suppression systems should have?
10. From which sources do you acquire information for the purchase of fire suppression systems?
11. In which institution´s expertise do you trust while purchasing fire suppression systems?
12. From which kind of supplier would you prefer to acquire fire suppression systems; from solution provider, fire safety store, service provider as a leasing contract, something else?
13. Would you consider the leasing contract a good option when acquiring a fire suppression system?

Dealers

1. Your position in the company?
2. Who has the main responsibility for selling fire suppression systems in your company?
3. What is your most important customer group? And in case of automatic fire suppression systems?
4. How important part of your business are fire suppression systems?

5. Which elements do you highlight in your sales speech on fire suppression systems?
6. Do you present numerical figures about the features and benefits of fire suppression systems you are selling to the customers? For example cost savings in financial terms?
7. In your opinion, what are the most challenging elements in selling fire suppression systems?
8. In your opinion, what are the most challenging elements in selling aerosol fire suppression systems?
9. Which would you consider to be the most important ways to get information about fire suppression systems?
10. In which institution´s expertise do you trust in case of fire suppression systems?
11. Do you receive enough information for selling Salgromatic- fire suppression systems?
12. With which topic would you most need the support of the system provider when marketing and selling fire suppression systems?
13. Have you sold or marketed fire suppression systems as a part of a marketing chain or network if the system provider is excluded?
14. Are cooperation and integrated offerings important in fire safety business?
15. Has your cooperation with other safety sector companies increased or decreased in recent years? Why?

Integrators

1. Your position in the company?
2. Your role in the purchase of fire suppression systems?
3. Have you provided automatic fire suppression systems as a part of your offering? If not, have you considered it?
4. Are(would be) fire suppression systems a regular part or option in your offerings?
5. How important do you consider the perspective of safety in your marketing?
6. Do you present the fire safety abilities of your products in your marketing? And do you use numerical figures to show benefits made possible by the safety abilities?
7. Could the system provider assist more with defining of these benefits?
8. Can(could) you utilize safety abilities in your pricing?

9. Which features of fire suppression systems you see the most important from the perspective of your company? Which features should the fire suppression systems have?
10. From which sources do you acquire information for sourcing of fire suppression systems?
11. In which institution´s expertise do you trust while purchasing fire suppression systems?
12. Have you received enough information about fire suppression systems from system providers? What could be done better in this communication?
13. Could the system provider take part to marketing towards end customers? How?
14. From which kind of supplier would you prefer to acquire fire suppression systems; from solution provider, fire safety store, service provider as a leasing contract, something else?
15. Does your own or end customer´s organization execute maintanance of fire suppression systems or should the system provider do it?