

The thesis is devoted to the influence of shared service centres on customer's satisfaction which is shown on Maersk Estonia, Ltd example. The attention was focused on customers' retention and satisfaction. The problems of the research are related to not optimal from the point of view of customer orientation container shipping line's internal process and job management. If an organization is not able to fulfil customer's needs, the customer will be dissatisfied. The target of the current thesis is to prove that advanced solutions provided by shared service centres can perform majority of operational arrangements in container shipping lines' subsidiaries, by that ensuring high level of customers' satisfaction.

To prove the statement qualitative methods have been used. The author has conducted a customer satisfaction survey, calculated the Net Promoter Score and summarized the survey data in cross-tabs. Maersk Estonia, Ltd has been chosen as the research object. During the research it has been stated that reassigning part of concrete activities to shared service centres leads to better use of workflow and thereby concentration on customers' needs. Information about expectations of customers and actions to meet these expectations help to improve their satisfaction. To achieve the objectives, it has been proposed to rearrange organizational workflow by increasing the section of activities and segments of customers handled by shared service centres. At the same time strict control over the process is required and feedback received from the customers is the best indicator of the significance of improvements.