Development of the Log Out Zone concept for Radisson Blu Espoo

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Successful hotel management includes such important tool as noticing current trends of the industry, and making them part of the business. The main trends of current years are well-being and experience management. Radisson Blu Espoo hotel has used those trends to create a theme for the hotel, which has been named as Log Out Zone. It includes different services spaces and activities, with help of which customers can relax and re-energize.

The aim of this thesis is to analyse the perception of the hotel's customers of the log out zone theme and based on the findings make suggestions for development for the current and future projects. The theoretical framework of the thesis covers such concepts as importance of experiential management in the hospitality industry, current trends, loyalty programs and etc. All the theory themes were selected to explain, why it is important to create a certain theme or a concept in the hotel. The empirical part of the thesis and the questionnaire were created to cover all the part of current and future projects of the Log out Zone, in order to analyse which project are the most popular and how LOZ is beneficial for hotel's services.

Based on the research, it can be said, that Log out Zone is very attractive concept for clients, which has potential to make a memorable stay and some of the project were very popular or could be very popular. It has also shown the weak parts of the theme, based on which the suggestions for development has been made.

The conclusions made regarding the research are only valid for the Radisson Blu Espoo hotel and cannot be generalized for further organizations.

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1 Introduction

Current trends of the hospitality industry are all about customer's well-being and making a memorable experience. Successful organization should always take a close look to those trends and develop their services accordingly in order to keep the competitive advantage and attract more customers, and more importantly create strong bond with the existing customers. Radisson Blu Espoo hotel has been trying to develop such a concept, taking the trends of well-being and experiential management as main parts of the project. The hotel theme has been created, which has been named as Log Out Zone.

Log out zone is the concept, which will create a specific theme in the hotel. This concept will help to differentiate, take advantage of slightly remote location and create a unique experience for the hotel guests. There are quite many different projects and activities have been developed for Log out zone, some are already being implemented in the hotel, some are still scheduled to be implemented in the near future.

The themes covered in the theoretical framework have been chosen to explain, why such projects as Log out zone would be beneficial for the hotel business. Hospitality trends, experiential management, importance of differentiation and as well loyalty programs and consumer behavior will be discussed. Also the in-depth description of the Log out Zone concept and its services will be described.

Authors have decided to conduct a survey among the customers in order to see, what kind of perception they have about log out zone, how they feel about existing related services and what of the coming project would be the most interesting for them. After analyzing the results of the survey, the suggestions for developments will be made, and as well suggesting that some of the project will be eliminated, if needed, in order to concentrate more on the successful services.

The main aim is to find, which of the Log out Zone projects need to be developed and whether the whole concept can help to create the memorable stay for the hotel guests.

2   Consumer behavior

One of the most challenging problems that the management team of hotel facing is to understand continuous change of consumer behavior, because customers' preferences, wants and needs change more frequent. For instances, in ancient time, there were not any other purposes of travelling than for example religious likes a yearly major pilgrimage to Mecca in Arabia and the social travelling suchs as visiting relatives and friends. The growth of trade between western and eastern developed the model of modern hosipitality in Silk Route, where business travellers are provided with food, accomodations and water for their beasts of burden. The importance of noticing the .related links between leisure and business is that business guests possibly becomes leisure guests after getting off the work, and they are often accompanied in using the hotel's facilities with their workmates. Hence, the purpose for understanding better consumer behavior is to maintain customer service to satisfy the guests of today. (Swarbrooke, 2007, 29–31)

2.1   External factors

Customer does not purchase the service without considerations, which can be divided into two factors: External and Internal. (Reid and Bojanic, 2006, 87–92)

In accordance with the Hospitality Marketing Management written by Reid, External factors influence consumer behaviors are culture, socioeconomic level, reference groups and household. All of these factors influences indirectly and directly in decision-making. (Reid and Bojanic, 2006, 88)

Culture is a characteristic and knowledge of certain group of people that can be defined separately by social habits, languages, religion, cuisine, possibly art and music. Hotelier should take cultural difference into consideration as business is attempted to reach an international market. For example, the families in Europe usually take vacation that probably last two to three weeks, however, the families in American prefers to take a series of mini vacation that might extend three-day weekend. (Reid and Bojanic, 2006, 88)

Spending power of the customer is determined by his socioeconomic level. The hotelier must recognize the comparative socioeconomic level and target them directly with the appropriate marketing method. For example, upscale and higher-ranked hotels usually put their effort on promotion to those in upper income groups, who are willing to spend 25% of annual income on vacations. (Reid and Bojanic, 2006, 89)

A reference group is defined as a group that influences decisions of a person or a group and it is divided into 3 different type of reference group: comparative, status and normative. Consumers in comparative group are usually used to make comparison of their feeling and perceptions with other. For example, an individual consumer will ask for consultation from other about the products before making decision. A status function is served in reference group. For instance, when a person is trying to become a member of group, he imitates the other member's behaviors. The consumer behaviors are governed by the norm and values in the normative group. However, the norm and values in this reference group can be changed due to the change of time. (Reid and Bojanic, 2006, 89)

Household is acknowledged as people living together in one house. Every single household has its habits, norms and values. A research of hospitality has indicated that opinions among a household's member are usually shared. For example, parents usually decide to dine out, but children decide which restaurant to go (Reid and Bojanic, 2006, 91).

2.2 Internal factors

Together with external factors, internal factors are regarded as roles that affect consumer behaviors. However, exact influences caused by internal factors are not noticeable as external factors and there are not even well understood and studied. Although, a number of studies have been made, it is still complicated to indicate what internal factors are. (Reid and Bojanic, 2006, 91)

The meaning of need is defined, as a lack of something is wanted. Motive can be explained as something drives a person to act in a certain way. The relation between needs and motives can be simply stated as for example, needs drive motivations, which drive the behavioral purpose, which eventually lead observable behaviors. For instance, an employee needs a hotel room for business trip aboard (need), hence, they are motivated

to seek out a hotel where they will be accommodated (motives). (Reid and Bojanic, 2006, 91–92)

2.3   Needs of business customers

In the recent years of economic downturn, the hospitality industry has struggled. Hotels had to adjust their operations and marketing, in order to maintain their business success and respond to the decreased spending of the customers. This is especially seen in the vacation travel, but the hotels can still rely on the business customers. Despite many companies have limited the travel budget, some travel is till inevitable. Thus, attracting business customers has become more important and more challenging, due to increasing competition.

Finding out the wants of the business travelers is key to developing successful connections. A company called Hotel Management Groups or HMG Hotels, leading hotel management company in California has distinguished several major needs of business clients, such as suitable hotel amenities, location, convenience, connection and value.

As customers have become more conscious about spending and what they are actually paying for, every little freebie and nice add-on have become very appealing to almost all type of the travelers. Business travelers tend to spend more time away from home and the amenities can create a difference between good hotel experience and a bad one. Now as competition tightens, some of the amenities are now expected as a standard fare. Almost all business travelers expect comfortable desk and a chair, free breakfast is quite popular, and other conveniences as coffee pot, hair dryer or a brand shampoo and soap. What makes this important, is that guest has all the necessary items and tools to prepare for the day ahead.

Location is something that hotel cannot change, but even a slightly remote location from the center can be made to an advantage. Of course business customers would prefer a location in a close proximity to their office or a business meeting, but hotels has to make sure, that it is easy for the guests to find the way to the destination point and that it is convenient. Business travelers are often weary; thus convenience is very importance for them. A hotel with attached bar, restaurant, gym and pool will be in a priority, because people appreciate that they do not have to go far for a few extra comforts. Hotels should

think of themselves as the middle man, trying to connect travelers to the things they need while they are away from home.

Lastly all the mentioned above things build up into the value. It is not necessarily so, that business travelers do not want the lowest price possible, but what they are looking for is value for money. More importantly they are more likely to pay for a ready package, than paying for extra-services on the spot. Making a clear package which shows all the included services, provides a value that stands out.

2.4   Needs of leisure guests

Leisure guests are the ones, who look for rest, escape from their daily routine and enjoy their time off. This type of customers is mostly showing interest in hotel's main features, like facilities, the room itself and entertaining services. Leisure travelers are more price sensitive, because they are the ones who what to take the most out of the things offered. Unlike business customers, leisure guests are more attracted to the views and what the hotel has to offer. They have more time to use different facilities like restaurant, spa or gym, or take part in any other entertaining activities that might be organized by the hotel. Depending on the segment group and the aim of the travel itself, like enjoying a pampering spa services or being in the heart of a city and being able to explore the surrounding, the location of the hotel might not be that important, like for business guests. (Bodea, Fergusson, 2014)

Gaining a better understanding of customer needs and preferences can enable the delivery of personalized services that will help increase customer satisfaction, lower service costs and improve guest loyalty. Ultimately, personalization can result in the development of specialized services – delivered according to current preferences – for which guests will be willing to pay a premium. Further, to break through the consumer perception that hotel brands are all the same, hotel providers must implement solutions that provide unique insight into guest preferences and apply this knowledge to deliver increasingly differentiated and delightful services. (Murphy, 2014)

3 Loyalty Program

Regardless a word-of mouth recommendation, location of the hotel, a continuous good service experience and quality-price ratio, the loyalty programs have been proved to be an effective way to attract new customers and to motivate re-visits (Nagy, 2011). American Airlines launched its frequent flyer program, known as Advantage, was the very first loyalty program of hospitality industry in 1981. Before starting to establish own loyalty program in the early of 1980's, hotel was only invited to cooperate a partnership with airline companies on their frequent flyer program until the actual gained advantages by airline companies was exposed. The loyalty program of accommodation industry was launched by The Holiday Inn Group in 1983. Marriot Hotel Corporation's program was the first, which not only awarded points for accommodation, also awarded all of expenses that customer spent in the hotel (Laskarin, 2013. p112). The functionality of loyalty program in accommodation industry is operated as similar as frequent flyer program. Awards are accumulated with the continuous purchases accounting to the amount spent. The quintessential redeemable rewards that hotelier usually provides to the guests are value-added benefits such as early check in and late check out, free room upgrade, welcome-gifts and guaranteed room availability.

The following table (Table 6.1) will describe two of the hotel loyalty programs. The criterions for evaluating Pros and Cons were based on the key factors like the range of benefits, the size of the hotel network, how quickly to earn points for a free nights or for exchanging extra services, also the number of ways that customer can use earned points for the added benefits such as transferring points to mileage account of airline company or to use points for car renting (US News Travel, 2015). The reason for choosing these two loyalty programs is because Marriot Rewards was rewarded as the best loyalty program by U.S News and World report. Secondly, Club Carlsson is used in Log Out Zone of Radisson Blu

Membership Program	Pros & Cons	Membership Level	Participating Hotel Brand
Marriot Rewards	+ No blackout dates when redeeming free nights on standard rooms + Over 3,800 participating hotels worldwide + Hotel stays, flights and rental cars by using rewarded points - Inactive points will expire in two-year period - Redeeming room in high category hotel cost a large amount of points - Marriott's top-tier membership level is hard to access	basic member, Silver Elite, Gold Elite and Platinum Elite.	Ritz-Carlton, Courtyard Marriott, Renaissance and Residence Inn
Club Carlson	+ Over 1000 hotels + Rewards can be coverted for redeeming free stays and flights - The availabilities of member's benefit vary in all Carlson Rezidor hotels - Redemption is not possible if room is booked from third parties	Red, Silver, Gold and Concierge	Radisson, Radisson Blu, Quorvus Collection, Park Plaza, Country Inns & Suites By Carlson properties

Table 6.1. Source: US News Travel, Best Rewards Programs, 2015

3.1   What advantages can loyalty program provide for hotel

The main purpose of establishing a hotel loyalty program is obviously to encourage the guest to purchase a service repeatedly to the hotel for reducing an unnecessary marketing

cost. In accordance with the research, the cost for attracting a new customer is five to eight times more than keeping an existing customer (Second Opinion Marketing, 2015).

The second aim is to bring better revenue to the hotel. Peppers has emphasized that loyalty program is a waste of money and time because it is overused. In 2011, each household of USA has 18 different of loyalty programs cards in average. Additionally, maintaining the loyalty program including promotions and operations reduce the profit of the company (Peppers, 2012). However, a research made by The Centre for Hospitality Research 2013-2015, based on 50000 hotels in the North America has evidenced that once customer joined to hotel's loyalty program, they would re-visit the hotel more frequent up to 49% more on average. Additionally, the same study indicated that loyalty program assists in increasing room revenue by 57%. As mentioned above, hotelier uses loyalty program for lessening marketing cost. Hotelier might efficiently use loyalty program to manage its administrative work of valuable customer databases, which can be used to understand the habits and preferences of the past, current and potential customers of the future campaigns (John, 2015). According to the article named 'The Argument against Hotel Loyalty Program', posted on the Cloudbed.com, the cost for placing and offering various rates, marketing associated with yet accessible customers in different platforms and the commission taken from OTA and Traditional travel agency is exhausting hotelier business. To avoid this costly expense, hotelier can drive direct bookings by using loyalty program, which can target the loyalty member with special rate and package that were accordingly offered for customers (Gaggioli, 2015).

3.2   Effectiveness of the loyalty programs

Report written by Loyalty Lab in 2011 has shown that due to ineffective rewarding system such as shortage of appropriate rewards or the strict requirement needed to gain rewards, there is approximately 20%-40% of loyalty program members actively collect points and redeem rewards. The meaning of this passive attitude is that hotelier is losing opportunities to earn extra incomes from their 60% of loyalty program member, that probably causes a huge financial loss for the corporation (Johnson, 2015). To solve problem, an effective format for loyalty program so-called ladder system is used. The purpose of using ladder system is to guarantee that customers have equal availabilities to be awarded regardless of the frequency of their visits and the point's level. The hotelier

should take an active interconnection between program and customers into consideration encouraging members to check their balances or to redeem rewards more often. In accordance with the survey by Loylogic 2010, 58% of the guests preferred using Internet, 20% favored mobile, 11% selected in-store, 4% chosen SMS. The figure showed that an availability of an effective loyalty program must be existed on-offline for accessing information and redeeming rewards (Nagy, 2015)

Due to the difficulty for redeeming a free flight, frequent flyer program has become less attractive and user friendly in comparison with the hotel's loyalty programs. The improving benefits play significant roles to affect the customer's decision prior to making reservation. The primary reasons in deciding where to be accommodated is location, followed by price, past experience and loyalty program. Market Metrix has created a measurement program called 'Loyalty Program Effectiveness' for evaluating the accomplishment of loyalty programs of hotel industry. The measurement indicated the percentage of the guests, who regarded the loyalty program of the hotel as the most important factor in selecting hotel. As shown in the Table 6.2, in 2011, Hilton HHonours was the most effective loyalty program as 39,2 % of the guests answered that the loyalty program was a main reason in choosing where to be accommodated in their trip.

Table 6.2 Loyalty program effectiveness in 2009-2011.

Hotel Chain	2009 (in%)	2010 (in%)	2011 (in%)
Hilton	34,6	35,8	39,2
Starwood	31,8	35,4	37,7
Marriott	35,0	36,2	35,2
Choice	26,8	24,8	26,0
Intercontinental	25,8	23,6	25,4
Hyatt	17,0	21,3	21,0
Wydham	16,5	14,9	13,5
Overall in industry	**32,7**	**34,5**	**35,5**

Barsky, 2015.

Starwood Preferred program has recorded+5,9%, which is the greatest achievement among the industry from the period 2009-2011. At the same time, the overall percentage of industry increased by 2,8% on avenges within two years.

3.3   Managing tiers of customers

The research written by Valerie Zeithaml and his colleagues from the University of North Carolina introduced a pyramid structure for labeling four different tiers such as Platinum, Gold, Iron and Lead. The bottom and the widest level was represented by the Lead-customers, who are not profitable to serve because they demand more than they spend, and they are sometimes being harsh customers by complaining the company to other. Customers in Iron-level are beneficial, however, they don't seem to be interested in any special offers from the company. The third tier consists of Gold customers, who obviously are heavy users, but nevertheless they are not loyal to the firm, because they prefer to purchase products from multiple providers rather than concentrating on one firm only. Platinum-level customers can be described as a revenue generator. They are loyal and have a willingness to spend a lot of money on the new things provided by the company (Zeithaml 2001, 124 –125).

As mentioned in previous paragraph, the levels in Zeithaml's scheme are relatively equal to many membership rewards program. Since the platinum customers are profitable to the company, hence, it is indisputably to have them as more as possible. However, it is seemingly difficult to have more of them. Robinson has indicated that service providers should put their best efforts on gaining more Gold- customers by gathering them from below tier such as Iron. A successful loyal program management should promote more heavier in order to increase the frequency of purchasing activity from Iron-customers (Robinson 2001, 6)

3.4   Different types of Customer Loyalty program

Professor Barry Berman of Hofstra University has created a categorization of customer loyalty program in 2006: 1) discount off on all or selected items; 2) one free when buy n units; 3) rewarded points and 4) relationship with frequent offers. In Type 1, customers get discount off on any selected items. Since each member receives the same offers re-

gardless of their purchasing records, employee working in cashier is obliged to offer a membership card if customer are not member or forget the card occasionally. Also, this type of loyalty program does not encourage repeat purchase due to the shortage of database about customers, the ease of enrollments and the large high proportion of participation, hence, this cannot be executed as a real membership for some companies (Breman 2006, 124–125).

Type 2 is named as one free when buy n units. This is a typical reward program that usually occupies in those companies such as coffee shop and fast food chains. Customer is often offered a card that gets a special mark after each purchase. After reaching the certain amount of purchases, the customer is able to get a free products or services. However, due to the ease of administrative operation as competitor may effortlessly copies and matches the similar offers. Hence, revenue is not significantly generated. Secondly, since the rewarded products are properly the same items as have been purchased, therefore, it may not motivate customers to purchase other products or likely change their purchase behaviors. The third weakness of this type is that the service providers have no communications with customers due to the shortage of customers' profiles (Breman 2006, 126).

Type 3 is categorized as Rewarded points type and it is fully relevant to the loyalty program that airline and hotel rewards program are using now. Dissimilar to type 1 and type 2, a detailed customer' databases are necessary for following purchasing history and redeeming rewards. Memberships programs in type 3 usually cooperate with other services providers such as airlines, hotels and car rentals companies for speeding to accumulating points and for furnishing the variety of reward products.

The last type, relationship with frequent offers is similar to type 3 that based on the points. In this type of program, customers can be provided with a special or tailored-made rewards based on the purchase history. Since the detailed customers' profile can be used advantageously, therefore, type 4 is also regarded as an important tool for marketers in planning their marketing strategy (Berman 2006, 126)

4 Differentiation

Differentiation in marketing is the process of development of offered product features, which would set apart them from the competitors. In other words, creating a more appealing offer for the consumers and thus by winning a bigger market share and attracting more buyers. Successful differentiation process should contain the following steps: creating a sound name of the product.

According to Connolly (2015) some of current trends in hospitality can be characterized by such words as unique, authentic, craft, experimental and etc. It means that customers are looking for something that is somehow "different". It is not something new, that by trying to differentiate your business and services, you can attract more clients and provide unique and memorable experience for the customers. To start with, you need to think of list of products or characteristics of the hotel or the communities that can impact on the customer service in the good way. It is better to keep the circle of identification as narrow as possible, but in case facing some difficulties, it is possible to expand to the state or even the country. Imputing a story background to the business or products can always mare a product more interesting and appealing.

As an example the easiest way for the hotel to add some authentic experience is to integrate some local food and drinks to the restaurant. Healthy eating is not a trend anymore it is a lifestyle change that is being increasingly embraced by the customers. However, the most important aspect in providing all the differentiated services and products is the engaged and experienced staff. Because the employees are the ones, who create and provide the service and experience for guests, without the proper training and knowledge the differentiation policy will most likely fail. (Olsen, Connolly, 2000)

4.1 Experience Economy

In this chapter the theoretical approach of the customer's experience will be covered. In recent years, as the consumers have gotten all the basic needs covered, they seek to have something more valuable – positive experiences. As the companies start to notice the importance of the experience creation, a new trend is emerging – experiential hospitality.

Pine II and Gilmore (1998) suggested that experience and be accounted as an economic

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Table 6.3. Economic distinction

Economic Offering	Services	Experience
Economic Function	Deliver	Stage
Nature of Offering	Intangible	Memorable
Key Attitude	Customized	Personal
Method of Supply	Delivered on demand	Revealed over a duraction
Seller	Provider	Stager
Buyer	Client	Guests
Factors of demand	Benefits	Sensations

Source: The Experience Economy (Pine II and Gilmore, 1998)

Business can increase the value of their product or service by "adding a memorable experience". Experiences happen as a result of living through the situations. Decision making processes related to tourism and hospitality are to significant extent driven by hedonic and emotional aspects. Experiences also being stimulations to the sense, heart and mind, can connect the connect the company and the brand to the customer's lifestyle. While customers may quite often be rational in their choices, they are just as often driven by emotions. Hotels that want to balance their offerings with the sensual experience, might take a close look at the ambience of the surrounding and analyse the optical, auditory, olfactory and gustatory stimulations. (Gretzel and Fesenmaier, 2003) In order to guarantee guest's satisfaction, all these areas need to be orchestrated properly.

Tourists are more and more often looking for information which enables them to "experience" the destination instead of getting facts about "how the destination is". These trends for tourism implies that travel has become a means for finding personal fulfilment, identity enhancement and self-expression (Cho and Fesenmaier, 2001) And, perhaps even more important, travellers have become especially concerned not with just "being there" but with participating, learning and "experiencing the there" they visit (Pine II and Gilmore, 1998).

4.2 Experience in hospitality

Emotions build more vivid and long lasting memories and are more important that some sensory input. This can create a great competitive advantage for the guests of the hotels. As an example, a newly married couple strengthens its relationship during their honeymoon stay, or a customer, who was aiming to just to relax, leaves the hotel completely renewed. (Cruz, 2011)

How the hotel can create such personalized and exceptional experiences for every guest? It is very important to create such relations with the guest, which will allow the employees to know the needs of the guest they are assisting. Employees can adjust the offered services to the guests, so that it can generate the stimuli that can create positive emotions, which can be perceived as unique, own and remembered experiences, thus satisfying the need to reach the emotional state that guest sees as a great value for him.

There are different stages of creating a loyal customer through the experiential management. The most difficult part is the pre-arrival stage, when the hotel needs to be able to grasp attention of different market segments and be able to interest guest with the visuals of the information offered online, or other booking channels. The most important feature, which can assist in the mentioned above tasks, is the design of the web pages that is interactive and experiential, so that the guest can see that the hotel is committed to meeting the needs and desires of the guest.

Next stage is the guest staying at the hotel. The main goal is to provide guest with the environment where he would feel confident enough to share his inner world and express his desires, so that employees will be able to adjust the services accordingly, so that the guest will feel gratified and surely will collaborate with the hotel, stretching links and relationships. The feeling of being emotionally understood is very important on this stage.

The final stage is the post-stay of the guest. A satisfied customer most likely will perform following two actions: hotel promotion and guest's return to the hotel. Both of the stages are very important to the business, cause in first place, sharing positive experience about the stay will attract more customer and then there is a certain link already created with the guest, which not only make the guest loyal, but also give the customer a knowledge of how to communicate his needs to the hotel and ensure that all of his wants are met

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during his stay. This is the main positive booster of customer's loyal behavior. (Cruz, 2012)

4.3 Emotional connection

The concept of emotional hospitality is nowadays widely spread in the tourism, spa and wellness industry. Quite many businesses have concluded that emotional approach is the part of success and such service attitude starts with empathy. Emotions are the touch points that can spread empathic energy if finding them correctly with the guests. Providing such service attitude requires the ability to ask the right questions, listen carefully and pro-act upon opportunities. Recently the demand and expectations from the guests are increasing, so the service providers have to make sure that not only guests feel something, but how they make the customer feel. (Raison d'Etre, 2014) Below is the table as an example of guest satisfaction and his emotions.

Emotional Experience	
Completely engaged; exceptional emotional experience Pampered, Special, Indulged	5
Positively engaged; positive emotional experience Delighted, Appreciated, Individual	4
Engaged; minimal emotional experience Respected, Understood, Content	3
Dissatisfied with emotional engagement Disinterested, Disconnected, Disappointed	2
Extremely dissatisfied with emotional experience Ignored, Stressed, Frustrated	1
Scale: 5 = extremely satisfied, 1 = extremely dissatisfied	

Table 6.4 : An example from LQA on measuring the feeling of a spa treatment. (Raison d'Etre, 2014)

The benefits of emotionally engages customer are numerous. It has been reported that such customers are at least three times likely to recommend the hotel, more likely to return and much less price sensitive. This brings the emotionally engaged customers on the higher level than just satisfied customers. So how a company can create such service level for guests?

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According to Diane Berenbaum (2013), first of all, a company has to put the customer at the forefront of every action. Every employee has to think from a customer's perspective, when providing a service. They have to ask themselves such questions as "If I were a customer, how would this feel for me? Did the inquiry was solved quickly and easily? And so forth." Companies should consider changing the processes and systems keeping the customers in their mind. To help employees to understand the customer's experience better, trainings can be organized, where staff becomes the customers themselves. (Sommerville, 2007) Another important thing is to help the employees develop empathy towards the guests and as well carefully listen to them, in order to truly understand their wants and needs and to help them achieving their goals.

In today's world of hospitality, loyalty matters. Focus more intently on the sentiments, the desires, the emotions of guests that will drive that loyalty, better reviews, repeat guests, referrals, and in turn profitability. Focus on employees too to ensure they feel like delivering exceptional service to guests! *"People may forget the things you say, people may forget the things you do, but people will never forget the way you make them feel."* (Angelou, 1993)

4.4   Design and atmosphere creation

Successful architectural and design solutions create a special "spirit" of the hotel, a unique aura surrounding the guest and giving him a sense of inner peace. The success of the desired atmosphere creation might affect whether the guest will want to stay at the hotel again. Interior - is a structure, decoration and equipment of internal and external spaces of various buildings. The interior can seriously affect a person, so important to take care not only about guest's physical, but also psychological comfort, because the layout of the premises, their colours, lighting, furniture, accessories and decorative elements of decoration of walls, doors, window frames have a great influence. It is necessary to take into account the concept of the hotel and its purpose when planning the interior of the hotel.

There are several steps to modify and improve the atmosphere in a desired way. The right use of lighting is a powerful tool in the design, with help of which it is possible to highlight some important areas, create specific mood and milieu. Smell is another way to affect the impressions of the guest. It is more that obvious that the smell has to be pleasant, but playing with various smells can influence the guests' mood very easily, there is

even such thing as aromatherapy. For example, to create a bright and refreshing mood citrus notes can be used. It could be a light smell in the lobby or aroma of the bathing items, like soap.(Volkov, 2003)

Another important tool in atmosphere creation is music. Music has an enormous impact on the brain of the person, it not only affects the mood, but also helping to reduce stress, anxiety and reduce the cortisol levels. (Landau, 2012) Choosing the right type of music for a certain time of the day can help the guests to set the mood for the day, be more productive or create a romantic feeling. The melody should not disturb the customers from their chores, it should be suitably loud and should not interrupt the communication.

As mentioned earlier, the interior and the atmosphere of the hotel plays a substantial role in the attraction of the customers. Right designed interior is an ensemble in which all elements are connected by a single concept. Creating a cosy milieu, comfort and mood by using different tools like lighting, smells, music and so on, should help the business to make a memorable experience from the hotel visit and inspire a guest loyalty. (Ismaev, 2003)

4.5   Worldwide well-being trend

There is a certain trend in the hospitality, which has been growing in the past year related to a consumers becoming more and more concerned about their well-being and health. It is not a surprise, given the new, always-on work model; the stress is becoming overwhelming and difficult to take control of. Hotels are taking note of these facts and creating different wellness programs, which are good for the business and the customers as well. Recent study has shown that more and more hotel groups are rebranding around new healthy food, fitness and sleep. (Hueltenschmidt, Olsen, Vishwanath, 2015)

There is variety of ways of adding the wellness elements to the business. Some of them are for instance wellness design, where the hotel can integrate some smart features to the room environment like productivity-enhancing lighting, air purification, hypoallergenic surfaces and etc. Others can include spacious gyms with variety of fitness classes or yoga, faster, but also healthier custom food and beverages or different wellness activities.

As this trend continuing to grow, more and more hotel guests will come to mind that well-being is incredibly winning and welcoming. Even though it is not so bit at the moment, it can create a great differentiation tool and serve as a competitive advantage for the business. (Trends report, 2014)

In 2013, the Oxford Dictionary added the term "digital detox". The concept is very versatile and every person opposes "digital slavery" in their own way. The first to fight with a virtual life, paradoxically, started IT-companies. In the offices of Google, Twitter, Facebook around the world have established a special room for meditation. For the summer vacation, hundreds of successful people around the world from a completely different business spheres come in special camps and hotels free from informational environment. Logging in with any digital devices at such resorts is strictly prohibited. All Entertainment in such places is built only on interpersonal communication and simple human pleasures such as swimming in the lake, picking mushrooms and berries, reading books, enjoying the evening by the campfire. Luxurious hotels as well offer such programs, where on the first day customers are asked to switch off the gadgets.
According to forecasts of Digital Detox, the trend will be relevant to 2030 and the number of places where you disconnect from the virtual reality, will increase by several times. (Starostina, 2015)

5 Innovation

To preserve a competitive ability and defend a position in the market, an innovation is vital for all companies no matter which industries they are involved in. The meanings of the words invention and innovation have been confusing many people. Invention is a process that converts ideas or concepts into practical use (Otterbacher 2008, p.342). Tidd (1997) has emphasized that the word innovation is originally from the latin word 'innovare', which means to create or produce something new (Otterbacher 2008, 342).

Professor Schumpeter (1934) was a pioneer to develop a theory of innovation, as he indicated, an innovation is a new way of doing things with a better or unique combinations for creating new opportunities for supplementary valued added (Gyuracz-Nemeth, Friedrich & Clarke 2013, 644). Additionally, Schumpeter classified innovation process in to 5 different areas that company can operates (Sledzik 2013, 90):

–   Revealing a newly created or developed product

–   Introducing of new production process that never proven in the market

–   Opening a new sales market in where competitors of the industry have not occupied yet

–   Obtaining a new supply source from where raw materials or semi-finished goods come from

–   Renewing the organization of the company

5.1   Innovation in the hotel industry

The innovation in hotel industry is always ignored and is considered as worthless, not only due to the conventionality, also caused by the conservative capital forecasting, which promises a return of possibly more than 25 years. Allegro and de Graaf (2008) have found that a outsider might have a better perspective view about the operation than insider, who already has the existing criterions (Gyuracz-Nemeth, Friedrich & Clarke 2013, 646).

5.2   The benefits and challenges of innovation

According to Ottenbacher and Gnoth (2005), the most considerable benefit that a successful innovation can help the business to be or become more competitive. Every products need to go through a life circle from which a better or a developed is going to replace eventually. Additionally, Cooper and Kleinschmidt (1995) proved that an successful innovation introduced by a company during last few years can generate significant sales to company up to 40% and probably gain around 46% of company's profit more (Ottenbacher 2008, 340).

The one of the challenge that company is facing in hospitality industry is the high failure rate. Cooper (2001) indicated that the failure rate of product innovation is between 25% and 45% regardless of industries. Griffin (1997) pointed out that the average success rate for new service project is 58%, which means merely 40% was eliminated from the mar-

ket. Hence, an innovation ends up in failure might cost waste of money, times and human resources (Ottenbacher 2008, 341).

6   Importance of employee training

The level of competition has been steadily increasing in the hospitality industry. Every year, new hotels are being built and hoteliers are forced to continuously seek for new ways to enhance the competitiveness of their enterprises. Many factors affect the competitiveness of the business, and one of the foreground is ability to innovate. Hotel should promptly and adequately respond to environmental changes and innovations in this case are the cost-effective solution. Continuous creation of innovation forms the flow of potential changes, and they, in turn, lead to real change in the hotel business. Innovation is the basis of the competitive potential of the hotel, and provide its sustainable development. The ability of the hotel to innovate depends on its innovation potential. Innovation potential - a collection of all the resources needed to implement innovative activities (development, deployment and diffusion of innovation) for the economic, organizational and other kinds of benefits.

Every innovation begins with an idea, and ideas are generated by human beings, that is, employees of the hotel. Therefore, an important part of the innovation potential is the creativity of employees. (Dubina, 2009)

Employees are one of the most important keys to obtaining desired profits for the accommodation business. Hotel should not only seek to develop the offered product but also the quality of the service provided. In this case, the staff training is essential, because it makes the employees more confident, skilled, motivated and loyal, and thus be able to provide the best service possible. "Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management." (Sommerville, 2007)

When a training is lacking, there is likely to be an atmosphere of tension and crisis and conflict all the time because nobody is quite sure how the job is done or who is responsible for what. Service suffers, customers complain or just don't come back. The solution for such problems is efficient training of the employees, which will aid them to gain necessary skills and stay updated with the fast-changing work environment. Employers

need to train their employees to be ambassadors of the company. (Walker and Miller, 2010)

In hotels seeking to offer the "the ultimate hotel experience, employees have to be the experts that are able to not only to manage the information exchange, but also to match customers to experiences. Employees at all levels of the company are the ones who create or deliver the value. To achieve the best possible matches between clients and experiences, the employees are supposed not only know the hospitality business but also a strong awareness of the world outside the hospitality operations, meaning that employee is able to determine and understand the guest's problems and find right solutions for them. (Olsen and Connolly, 2000)

There are three main components that a person requires in order to do a job effectively: knowledge, skills and attitudes. Each of these can be developed or improved by effective training, however each component requires a different approach. Knowledge can be shared though lectures, talks, films, etc., but there is no benefit if it cannot be applied on practice. Thus second component – skills, can only be achieved though having the knowledge how to do things and applying it in life. The third component, a person's set of attitude, is the most challenging to change. Training techniques in this filed may include discussions, case studies and role playing. Creating a training, that would help employees to perform better and learn new required skills might be a difficult job, but in order for the organisation to function at the maximum level, it is an essential thing to implement. (Boella, 2000)

7 Radisson Blu Espoo and Log Out Zone concept

Hotel Radisson Blu Espoo was chosen as a target hotel for this Log-Out Zone development survey. Hotel Radisson Blu Espoo is under the operational management of Sokotel Ltd. together with another 4 Radisson Blu hotels and 15 Sokos Hotels in Finland. In February of 2011, Sokotel Ltd, the subsidiary company of SOK (Suomen Osuuskauppa) has sold Radisson Blu Marina Plaza Turku to TOK (Turun Osuuskauppa) and in the autumn of 2015, Sokotel Ltd. has stopped an operation of Radisson Blu Vaasa and started running accommodation business under the brand of Sokos Hotel. However, the number of Radisson Blu is increasing, as Sokos Hotel Tammer in Tampere and Sokos

hotel Aleksanteri in Helsinki are switching to the brand of Radisson Blu in 2016. The franchise business was bought to Finland since 1991 (Employee Handbook 2014, p.6). Rezidor Hotel Group, which is operating around 430 hotels or more than 95000 rooms under its development and is employing nearly 40000 workers in 4 brands with a distinct definition including a luxurious class of Quorvus Collection, upper class Radisson Blu, a life style Radisson Red and midscale Park Inn by Radisson in 75 counties (Rezidor, 2016).

Radisson Blu Hotel Espoo is a 209 rooms 4 star hotel, perfectly situated along the Otaranta waterfront in Espoo, Finland's second-largest city. The hotel room types include Standard room, Superior room and Junior Suite. All the rooms offer following basic amenities: cable TV, coffee and tea provisions, free high-speed wireless Internet, satellite TV, hair dryer, iron and ironing board, mini bar, super Breakfast Buffet. More upgraded rooms include such features as TV entertainment package, Nespresso coffee machines and sea views.

The hotel offers its guests a surf & turf style restaurant Ranta and a lobby bar, modern meeting rooms, bicycle rental, free of charge parking facilities, along with such wellness services as three top-floor saunas and an indoor pool.

Radisson Blu Hotel Espoo is ranked #1 among 15 hotels of Espoo, according to tripadvisor.com.
The hotel is situated in the very centre of the Otaniemi education, research and technology area, which is the largest concentration of research labs, institutions and high-tech businesses in the Northern Europe. There is a bus connection to the centre of Helsinki in a short walking distance from the hotel; and it takes 40 minutes drive to Helsinki - Vantaa International Airport. On top of that the hotel is on the shore of Gulf of Finland, and since there is no busy traffic going on nearby, it is very peaceful and quite around there.

Due to the convenient location, the hotel has two main large target groups: business and leisure. Customers range depending on time of the week and season. On weekdays most guests are business customers, since the hotel is surrounded with offices and business centres, while on weekends they consist mostly of leisure guests. Also during the

summer, when it is a peak tourism time in Finland and the businesses slows down, it becomes a good location for the relaxing stay for the leisure travellers. Some of the amenities of the hotel are reorganized in order to meet needs of the leisure clients. Same happens during the Christmas and New Year times, the hotel continues functioning and a lot of Russian tourists enjoy a specially designed program.

7.1   Log Out Zone Concept

The Log Out Zone is the specified service, with help of which customers can relax and re-energize by experiencing with variety of spaces and activities. The idea of Log Out Zone is to provide hotel's guests with areas, frameworks and spaces that can assist guests log themselves out after hard working day and give a feeling of being at well-being resort or club.

The hotel has a tendency of being an unforgettable place to accommodate. The ultimate function is to bring the wholesome service for the guests throughout the whole stay. Hotel Radisson Blu Espoo is determined to be out of the established concept of what it is and what it should look like.

THE LOG OUT ZONE
Target position:
Radisson Blu Hotel Espoo is a club where you can also dine and accommodate.

Meaningful Easy to understand Genuine

"Hallmark"
=hotel in the club

"The old travel"

"The new travel"

"Amenities"
=club in the hotel
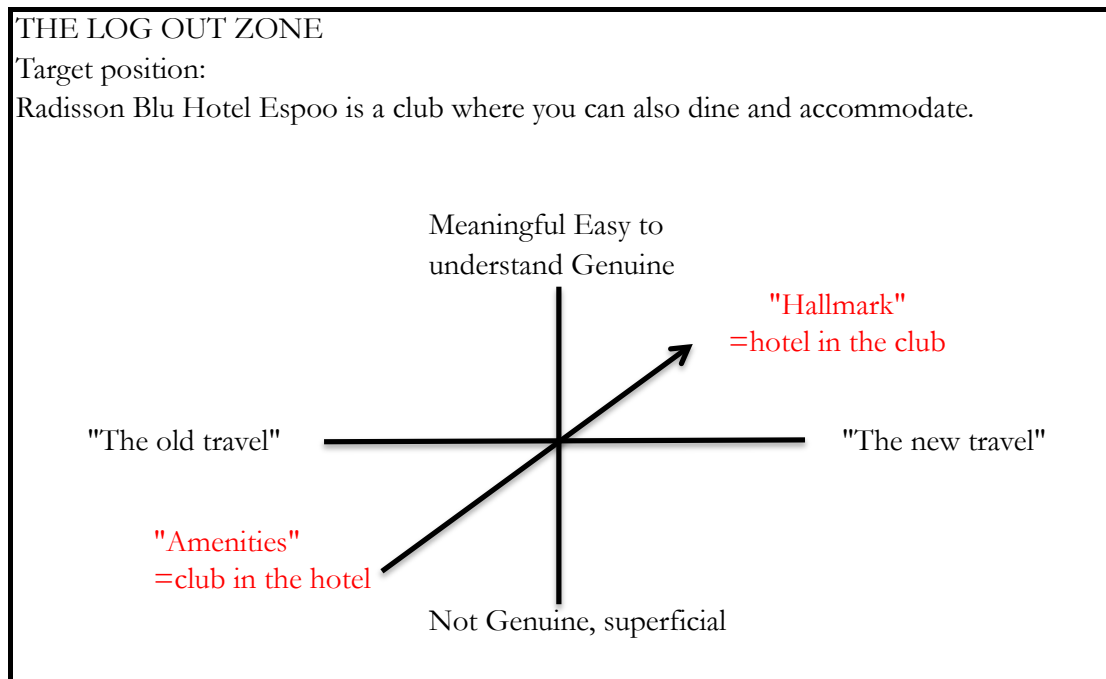
Not Genuine, superficial

Table 7.1 (Strandberg, 2013. LOZ)

23

7.2   Reasons for the concept and competitive advantage

In accordance with the forecast of Top 10 Global spa & wellness trends in 2013 (Spafinder Wellness, 2013, pp 1–5) the future tasks of hotel are to serve up a health-focused guest experiences and "wellness everywhere". The tasks are already displayed in all of the hotel's core missions: The four pillars: eating right, exercising, productivity and rest. The Spafinder Wellness has also published the top 10 forecast for Global trend of Spa and Wellness in 2015 as followed: Forest Bathing, Cannabis: New Spa & Wellness Connections ,Wellness Traditions from the Islamic World, Industrial Revolution: Blue Collar Wellness, Wellness Homes, Communities & Cities, My Fitness. My Tribe. My Life, Spa On Arrival (& En Route), Hyper-Personalized Beauty, Gut Reaction , Beyond the Stars. (Spafinder Wellness, 2015)

The researcher David Rock 2014 strongly believes that the effects of brain-wellbeing are playing significant roles on human's efficiencies and innovations. Marie Lund, the Swedish journalist has published a list of 7 good ways for cerebral well-being in Option 3/2014 as followed:

"*Getting a good sleep, exercising regularly, focusing on the certain issues, hanging out with others, having fun, doing nothing and not thinking. Log-Out Zone aim to be the answer for all these things mentioned above.*"

In the worst case the guest in the business trip does not even know how to differentiate the hotels and chains where they have stayed. Hence, the customer experience is a task to be remembered and momentous. (Strandberg, 2013)

The goal of Log-Out zone can be described from the business perspective and the point of view of the image. From the business perspective: overbooking, which would possibly allow a premium price during the weekdays. However, the occupancy at weekends is far behind from targeted goal. Hence, with the new service concept, the sales of margin of the weekdays or weekends would be increased.

From the point of view of the image: Creating such service level that during and after the visiting, the guests are pleased to think: I am empowered, I did, I achieved more, and I got out of which I wanted and I learnt something new.

The core products like accommodation, dining service and meeting & events are the basic core of hotel service. Value-added products including Blu Dream products, Super breakfast and Brain food are service packages, which are attached to the service concept. The so-called Image-dimension product is the Log-Out Zone-concept.

- Core product.
- value-added product.
- Image-dimension
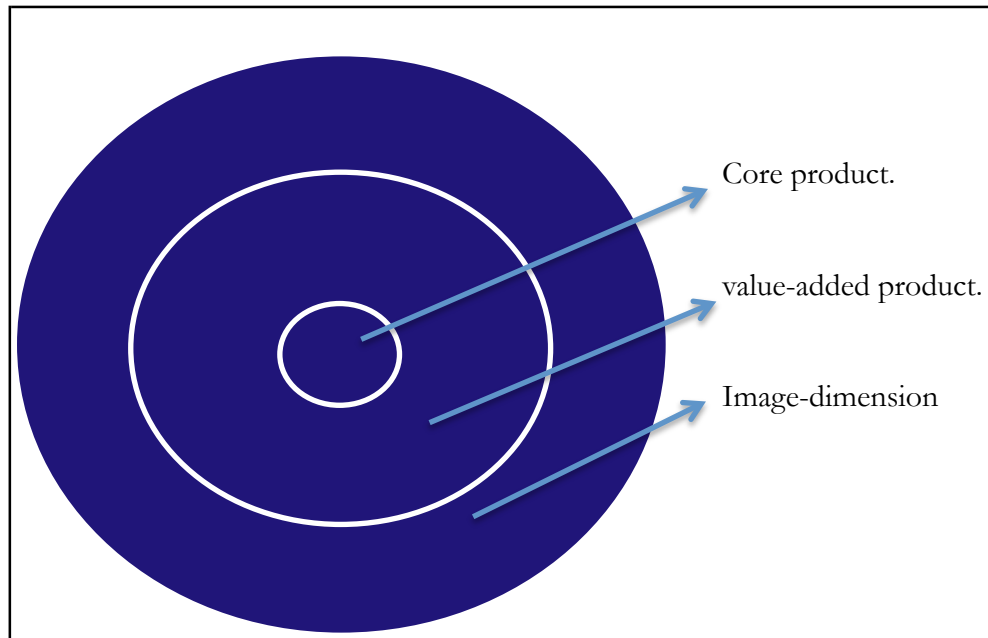
(Tom Strandberg, 2013)

In this case, the level of hygiene is the Radisson Blu-level accommodation or conference service, the customers wait for the existing competitive advantages of Radisson Blu Espoo, for instances, the international concept of accommodation products, breakfasts, restaurants and meeting & events (Blu Dreams ®, Super Breakfast ®, Brain Food ®, as well as Experience the Meetings) and make comparison with Log-Out Zone-concept. However, the concept of Log Out zone cannot be sold as mentioned above. Log Out Zone must be particularly enshrined as an additional Image-dimension of service for customers.

The property will firstly add the service concept to the product by designing physical product elements of Log-Out Zone such as a logo, which is equivalent to the other concepts, logos, and which can be used with a variety of materials of Radisson Blu Hotel. Secondly, create new products such a Log-Out of the ecosystem, which will be co-operated with the companies (Microsoft and Haltia); events (Slush); sport activities (Firmaneppis, Business-rantalentis).

An absolute competitive advantage can be found from the international concepts of Radisson Blu that authenticate itself to the concept of the Log-Out Zone and conjure the services up with the core products (accommodation, dining, meeting arrangements) with the point of view of customers

Since the service concept of Log-Out Zone occurs in all situations; hence, one of the competitive advantages of Log-Out zone is availability. The sustainability of Log Out Zone is considered as the second advantage, because the concept will be developed constantly. The third advantage is the attitudes of the employees, as the staff feels happy to work with the new and prestigious service concept. (Strandberg, 2013)

7.3   Potential customers and development

The comments of customer's needs can prevent the so-called the 'hotel boredom'. To convert the comments of customer's needs to the action, certain way of communication can be executed, which can be described as 'the new way of travelling and meeting''. The barriers of purchases are formed in the retreated innate desires of customers. The barriers can obviously be removed by building a number of different ways to get the desired customer's experiences. The change in the purchasing process is seemingly slow. Only the so-called 'early adapters' are those customers, who are instinctive and have willingness to experiment with or even try innovating the project development together with the management team of the hotel. The large proportion of customers are called as 'later adopters or followers, which are only progressively illuminated by the new concept. There will be no first experience and learning from which can be used and endorsed if the story doesn't repeat. Hence, Radisson Blu hotel is committed to maintain and develop the service product even over the saturation points of an organization.

It is necessary to know the mindset of targeted group in order to apply a proper way to sell. The primary target groups can be divided into two: the hotel's guest and participants of the meeting and events. The Log-Out Zone for the hotel's guests is called a 'new way to travel', which is related to consumer psychology. Despite the business and image, the objective of Log-Out Meeting and Events is to not only get more and better services and experiences, but also let participants feel energized. The secondary target group is

combined with the resident of targeted area and the leisure customers to, which Log-Out Zone can be sold in everyday life.

The location of Radisson Blu Espoo supports the idea of a Business Resort. The employees and guests of the Aalto University and those companies operating in the business area nearby are able to test and practice in Log-Out Zones. The Hotel Manager is responsible for recommending and introducing the product and inspiring those companies or organizations. The staff of the hotel should be motivated to promote the concept of Log-Out zone and its products.

The concept requires expertise in all areas: A " guru" is needed for the improvement of sleeping, eating, mobility, and productivity. Regarding food and beverage, one of the partner is the Partrik Borg, who has been involved with Brain Food ® and Super Breakfast ® concepts; sleeping with the products produced by Finlayson; the co-operation with sport activity such as Ranta Marathon and World Championship of Fencing.

With the help of a continious monitoring including customers satisfaction index, online travel site likes Tripadvisors and oral feedback of customers that can produce more satisfied experiences for customers. In addition to monitoring, a group for development should be created and formed the management team and staffs of the hotel and partners.

Keep making a spectacular service. The guest has to specifically see, familiar and experience with the products; all of small detail things should be regulated accurately; speak more and use the term of Log-Out Zone; the use of simple, inexpensive and more innovative elements such as labels and posters; use of the article of various experts, who write about visits in their blogs.

7.4   Existing projects of the Log out zone

The concept of Log-Out Zone has started since 2013 after the introduction made by former General Manager Tom Strandberg. The guests of hotels can definitely enjoy the Image Dimension Product as mentioned above: Log-Out Club membership, Log-Out Hours, Log-Out Table, Log-out Run and Log-Out meeting.

Log-Out Club

The Log-Out Club was specially created for customers and guests, who are working for the companies in targeted area. People of the local residence are definitely also welcomed to join the club. The membership is free of charge and more benefits are to be given such as 4 euros discount off the entrance fee of the Unisport Gym. In addition to the discounted price of gym, member of Log-Out Club can book a weekend-accommodation for only 70 euros, which includes fundamental products, and special services such as Late check-out to 18 o'clock and complimentary upgrade upon the availability of the hotel.

Log-Out Hour

The purpose of the Log-Out Hour is to arrange a short break for customers to refresh their mind after a hard workday before dinner and late evening work. The Log-Out Hour are organized in the lobby bar at 17-19 o'clock from Monday to Thursday. The guests are provided with a wine in special price and some snacks which are free of charge.

Log-Out Table

The Log-Out Table is also called as 'chance to eat together', which is arranged from 19-21 o'clock on every Wednesday in Restaurant Ranta, the only restaurant in the hotel. The restaurant of the hotel is not specific if customers can only order the foods among the limited alternatives of the certain menu. However, a chance to have a different from the normal one can occur on the Log-Out Table. The Executive Chef, who is responsible for designing a unique set dinner, which includes appetizers, main dishes and dessert. The decision in using raw material in the menu is based on the best of the seasons. The second selling point of this activity is to get maximally seven customers gathering with each other on the Log-Out table regardless if they know each other or not. The seats of Log-Out table can be booked in the reception or directly in the lobby bar. Hence, receptionists are obligated with recommendations of Log-Out Table.

Log-Out Run

A running is arranged at 7:30 o'clock on every Wednesday and is hosted by an employee of management team of the hotel. After a half an hours of running, the guests are crowned by a hot sauna and a refreshing swimming pool as well as breakfast.

Log-Out Meeting

Log-Out meeting is a developing product, which is based on the original concept of Radisson Blu Hotels. The Log-Out meeting is designed for meeting's participants easier to aim their goals of the proposed meetings. Despite providing the fundamental facility of the meeting, the Log-Out Meeting also offers a Brain Food® menu. The Brain Food® menu is created by two chefs, whose menu ensures the ideas and productivities of the participants will not disappear immediately after the first break. The hosts of the meeting may also request a special sport activities packages such as physical execrises course during the breaks and a hot yoga after the meeting.

Meet the Management

Meet the Management is the event organized once a month, where one or several representative from the hotel management socialize with the guests in the lobby and offer them some free drinks and snacks. The main idea of this event is to get to know the customers, ask for their feedback and create some sort of link between the management and clients.

7.5   Projects under development

The hotel's management team would like to use every space in the hotel to complement the services and products in Log-Out Zone. The possible developments are taken into consideration as followed: Yoga Log-Out Zone Room; Nature Log-Out Zone Room (Back to the Nature); Library Log-Out Room and Play Log-Out Room.

Yoga Loz Room

The Yoga Log-Out Room is in connection with the Rantasauna, the private sauna room with terrace on the fifth room of the hotel. The guests either practice yoga themselves or have a training guidance from professional yoga teachers.

Nature Loz Room (Back to the Nature)

The Nature Log-Out Zone room will be built in the lift lobby of the third floor. The aim of room is to providing an atmosphere, where customers can sit down and listen a relaxing music after a hard working day. The room is equipped with the sponsored products from Halti, a company designs and produces sport equipment in Finland.

Library Loz Room

The best location for building Library Log-Out Zone room is in the lift lobby of second floor. Customers can peaceably read magazines and newspapers on the armchair and sofa. Since this is a project co-operating with Microsoft, which sponsors the computers and printers. Hence, it is possible to print out documents.

Play Loz Room

A room is currently working as Business center in the lobby, but it will be transformed and re-designed for the purpose of creating some entertaining moment for the guests. Similar to Library Log-Out Zone room, hotel will manage the Playroom by using the sponsored product such as TV-game console from Microsoft.

Sport Loz room (GYM)

A small fitness room will be placed in the current mini lobby of the second floor. Exercise equipment such as weight and running machine will be available. The guest can follow a guidance of fitness training from the screen of television.

8 Research process

In this chapter, the research process and both of the analysis of collected data and results are explained. In the beginning of this chapter the description of research method will be presented. Then the content of the questionnaire will be explained, giving the reasons of why the questions were chosen. After presenting what are the research questions, problems and objectives, the details of data collection and analysis will be stated.

8.1 Objectives and research methods

The main aim of making this project is to analysis the possibility of developing service and activities for Log-Out Zone, the newly created service concept of Radisson Blu Espoo. The business environment of hotel industry in Finland has become extremely challenging as the nights spent and arrivals have dropped by around 3,2 millions in Finland during 2012-2015 (VisitFinland, 2016). The industry has been influenced by factors such political uncertainty, slow global economic growth, similarity and boringness of services and products (Samoroo, 2014). Unfortunately, Radisson Blu Espoo hotel itself was unable resolving negative influences caused by these factors; hence, hotel has instantaneously decided to improve and renovate their services concept and products.

Quantitative research method was used mainly in this thesis. This type of method can be described as numerical representation of observations for the purpose of describing and explaining the phenomena that those observations reflect. Survey research, which was selected by authors, uses sampling and questionnaire design to measure characteristics of the population with statistical precision. It provides estimates from sample that can be related to the entire population with a degree of certainty. (Creswell, 1994) The analysis of result is completed with the measurement of collected data statistically through questionnaire or survey. The other strength of using quantitative method is because the gathering data can be easily handled and transformed to chart with the use of functions in Excel.

The authors of this thesis also used Qualitative research method to deepen the measurement of the research and finding alternative perspectives. In contrast to Quantitative

research method, which is related to statistical data numerically. Qualitative does not rely on statistic data, however, the validity of collected data is seen as valuable or possibly more worthy as quantitative method (Brotherton, 2010, p 173). The questionnaire was decided to use as a tool for this research named Development Of Log Out Zone (APPENDIX 1). The research questions were composed in English only and were decided to use Likert scale format that the respondent can answer Not To All to Very Well/Good. The questionnaire was created on basis of the theoretical and consists of six different parts such as Log Out Zone Concept, Log Out Club, Lounge, Social Log Out, Sport Log Out, Future Development and conclusion. All parts include from one to multiple questions concerning what the opinions of the guests about the Log Out Zone are, and in order to broaden the understanding of how guest perceive the LOZ, some open questions were added, where it is possible to write all types of thoughts and comments related to each part of the survey. These types of comments were optional, and participants were not obliged to complete all of them.

The first part is Log Out Zone Info, where the concept of Log Out Zone was introduced briefly. In addition to description, the respondents were asked to answer the questions about the awareness of Log Out Zone's theme in the hotel and one opening question is of what are their opinions of Log Out Zone Concept.

Log Out Club- part of the questionnaire introduces the general information about the club. In addition to an introduction, this part consists of 3 questions measuring the guest's awareness of the possibility to join Log Out Club and its offer, the willingness to join Log Out Club and is Log Out Club and whether its offers interesting for the guests.

The questions in Lounge part were designed to measure the satisfactory index of the Club Lounge, which is located on the 4th floor. The respondents were to ask that how satisfied are they with the range of offered products such as snacks and drinks in the Club Lounge. The open question of this part is what kind of products they would like to have in the lounge.

The Social Log Out part contains the questions about the social activities, which are arranged from Monday to Thursday. The questions were designed to examine that if these events make the guest Log himself/ herself out of the hard workday as things supposed

to be happened in Log Out Zone of Radisson Blu Espoo. The questions include such topics as the availability of information about these activities and how interested would they be in participating in Log Out Table, Log Out Hours and Meet The Management. After answering the first four questions, the respondents were asked to answer the suitability of timing.

Sport Log Out includes sport activities such as Log Out Run, Bike To Work, Aqua Aerobics and Hot Yoga. Since activities are arranged in the morning and probably before customer heading to work, hence, this part of the questionnaire was written to examine that if these activities are found interesting and useful for refreshing the customer's mind before a workday. The answers of Aqua Aerobics and Hot Yoga are specifically seen as higher valuable reference, because these two activities must be arranged and hosted by professional trainers, thus, hotel might take another options to replace these two activities in case they are not favorable.

Future Projects part is divided into two sections: GYM and Nature, -Library and Play rooms. The aim of the gym part is to find out the profitability of building a fitness room in the hotel. The trend of the hotel industry expresses that gym can help in generating a strong added value not only to the guest's stay, also to business for the hotel. In gym part, there are totally 2 Likert scale questions regarding the probability that a guest would use the fitness room during his/her stay in the hotel and how presence of gym would affect his/her satisfaction from the stay. The last is a multiple choice question that respondents can choose different options such as multi-gym, treadmill, cross training, exercise bike and barbell bench press. The part of Nature,-Library and Play rooms is created for measuring the probability that the guest would use his kind of space for work and hang-out purposed. Secondly, to examine the attractiveness of these 3 specially designed rooms and to find out which one of them are the most attractive from the views of the potential users: the guests. The colour pictures of the room's concepts are attached to the questionnaire and are given to the customers.

The purpose of the conclusion is to finalize the general opinions from the respondents about the Log Out Zone after answering these questions ahead. For instance, did Log Out Zone create memorable experiences from their stay, do the events and activities

affect their choice for accommodation when travelling in Helsinki next time. And one opinion question of what currents and future products do they find the most impressive.

8.2   Data collection and analysis

In the beginning of the summer, the initial version of the questionnaire was firstly delivered to the employees of Radisson Blu Espoo, who were asked to answer the questionnaire with the point of view of the guests. The reason of requiring employees to answer the questionnaire was to collect opinions and to ascertain the accuracy of the questionnaire. The final version of questionnaire was given to the hotel's guests in the beginning of September and was available for delivering for 6 weeks. The authors of this thesis, who are working in reception of Hotel Radisson Blu Espoo were responsible for the delivery and the collection of the questionnaire. Approximately 70 questionnaires were delivered and 52 were returned.

The analysis started after gathering the data and transferring it into the Google Form, which is one of the features of Google Documents provided by Google for assisting students to create a survey forms or questions, compile data for educational purpose (University of San Jose State 2014, 16). The information of the respondents such as age, purpose of the stay and quantities of the stays were the first things to be analyzed. To explain data correctly and accurately, the authors decided to build them into a chart.

9 Findings

In this chapter the results of the customer survey are described and discussed. The sub-chapters consist of representing the findings of each part of the questionnaire and showing charts for more clear understating of the results. The findings are then analyzed and summarized, so that it is easier to draw a conclusion in the later chapters.

9.1 Background Information

52 of 70 questionnaires were returned from the respondents. The background information is introduced in terms of purpose of the stay, age, frequency of staying in the hotel.
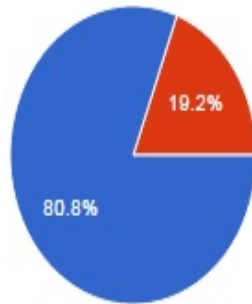
Age group
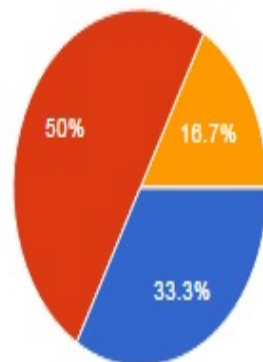
20-35	16	30.8%
36-50	24	46.2%
51-65	8	15.4%
66 or older	0	0%

There were 4 different groups that respondents could choose to which they belong. 30,8% of respondents are 20-35-years-old. 24 respondents are 36-50-years-old. 15,4 %, which is 8 respondents, are 51-65-years-old. However, 4 of total respondents have not answered the questions.

Purpose of Your stay

Business	**42**	80.8%
Leisure	**10**	19.2%

42 respondents came to Radisson Blu Espoo for business related and 19,2 % of respondents were leisure customers. This as well quite effectively represent the proportion of actual business and leisure customers in the hotel, where there are more business clients compared to leisure guests.

Country of Origin

There are 52 respondents from 17 countries participating in answering this questionnaire. Two of them come from Netherland. Six from Belgium, Denmark, Hungary, Norway, Italy, Spain, two arrive from Estonia, both Finland and Germany has 7, 2 Koreans and 2 Austrians, 4 origin from Poland, both Sweden and United Kingdom has 5, Russian has 6 and 2 from USA. However, 2 didn't answer this question.It shows that the clientelle of the hotel is quite international.

How often do you visit this hotel
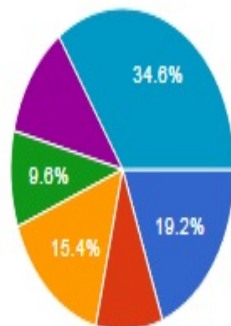
1-2 times a year	10	19.2%
1-2 times in a half year	5	9.6%
1-2 times per 3 month	8	15.4%
1-2 times per month	5	9.6%
1-2 times a week	6	11.5%
first time ever	18	34.6%

As asking the frequency of stay in the Radisson Blu Espoo, 19,2 % of respondents was accommodated 1-2 times a year. 5 persons had 1-2 nights in a half-year. 8 of them stayed

1-2 times per 3 months, 11 persons visited 1-2 times per month/ week. 34,6 %, the greatest number of respondents, has never visited in Radisson Blu Espoo.

9.2   Log Out Zone

How aware are You of Log Out Theme in the hotel?

1: 1	**11**	21.2%
2	**16**	30.8%
3	**11**	21.2%
4	**7**	13.5%
5: 5	**7**	13.5%
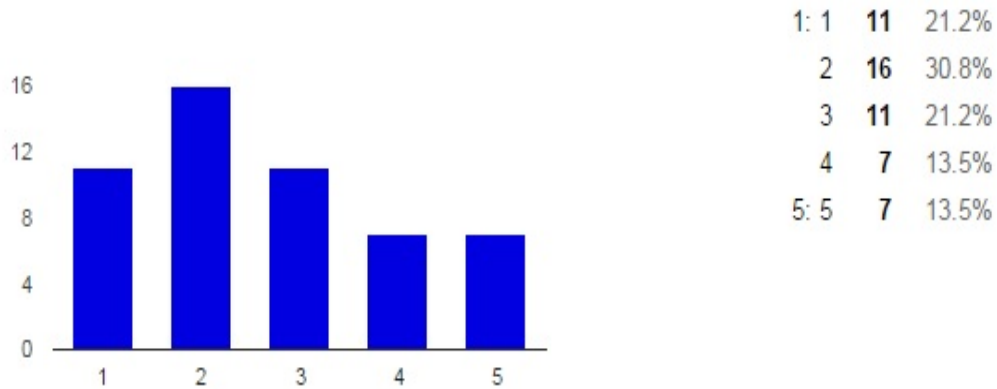
When asking about the Log Out theme, combination of LOZ's products and services such as posters and carpet with the Log-Out Zone logo both outside and inside the hotel. 11 persons answered that they are not aware of it at all, 30,8% slightly, 11 respondents are moderate. 14 of them are well and extremely aware of it.

When looking back at the question, of how often the guests were staying at the hotel, despite that about 35% were visiting the place for the first time, the majority of respondents were to returning guests, of which more than a half are to some extent were frequent customers. From those respondents were only about 15% who were fully aware of the Log Out Zone theme in the hotel.

What is your opinion about LOZ as a concept?
This is one of two open questions in this part of the questionnaire. The opinions of respondents, who answered about Log Out Zone, are not varied from each other. There is only one respondent who states that the concept was not noticed. The most popular answers are Good, Great or Fine. In addition to it, respondents regard concept as excellent, relaxing, refreshing, very positive and welcoming.

As seen from the results, still even most of the customers have not noticed the theme of Log Out Zone in the hotel, which has been being promoted for year. This means, they

are not aware of Log Out Zone theme mostly. There can be several reason for not being aware of it such as shortage of marketing and promotion, limited time of customer for listening the idea and concept, being uninterested, and other customer behaviors.

The customers, who commented of the concept of the log out, seem to have a positive attitude towards it and some sort of interest. The concept does bring good associations despite the fact that it might not be so obviously presented in the hotel.
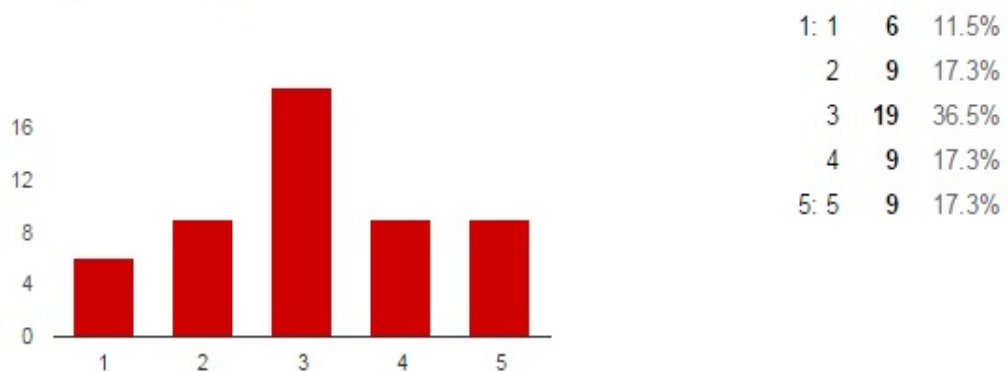
9.3   Log out Club

How aware are You of the possibility to join Log out club and its offers?

|			
1: 1	19	36.5%
2	18	34.6%
3	7	13.5%
4	5	9.6%
5: 5	3	5.8%
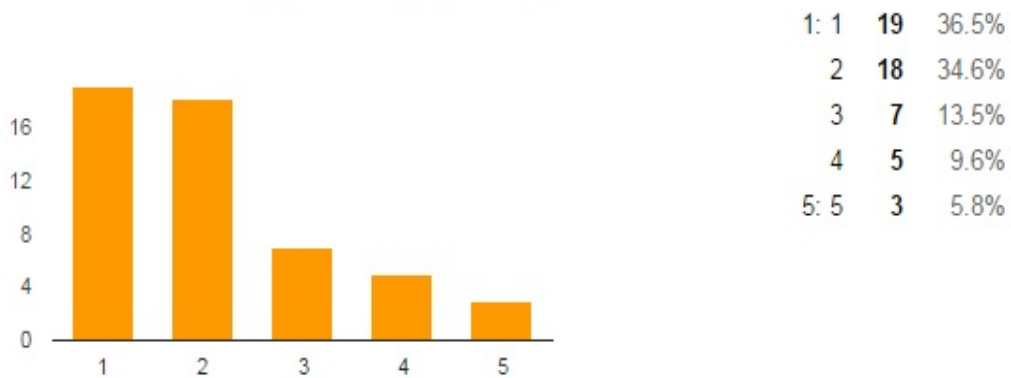
8 respondents are aware of possibilities for joining Log Out Club and its offers remained good or very good. 7 found it fairly. 71,1%, of the respondents, which is the majority, was not aware or well aware of it.

How willing are You to join LOC?

1: 1	6	11.5%
2	9	17.3%
3	19	36.5%
4	9	17.3%
5: 5	9	17.3%

Totally 28,8% of respondents is not willing or less willing to join the Log Out Club. 19 of them feel good with it, 18 respondents think that they are comfortable and excited to join it. Logically, due to the fact that the information about the log out zone can be hardly obtained, guests are somewhat hesitant about joining the club, because the process of becoming a member is unclear and the guests do not what any complication and ambiguous offers.

Do the offers of LOC seem interesting to You?

1: 1	2	3.8%
2	10	19.2%
3	19	36.5%
4	12	23.1%
5: 5	9	17.3%
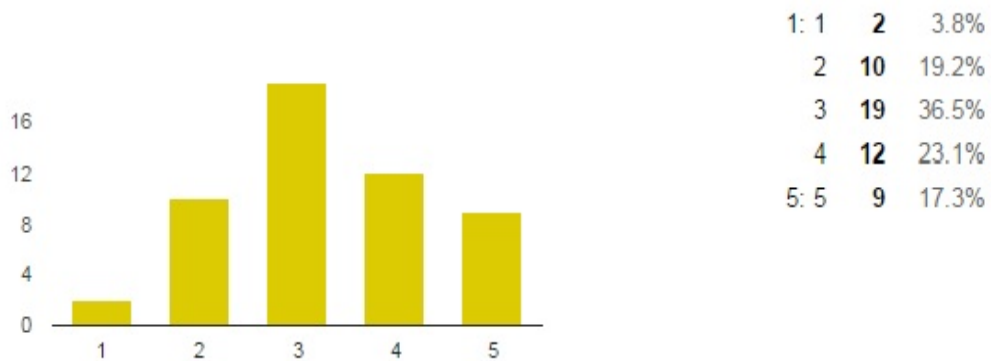
2 persons are not interested at all in the offer of Log Out Club. Meanwhile, 55,7% of respondents was found not well interested or fairly well. 12 guests have positivity toward it and 9 respondents are strongly interested in it

According to the survey, it is unfortunate that most of the customers are not aware of the possibility to join Log Out Club and its offer. The low rate of joining Log Out Club can be caused by different factors such as shortage of information, unattractive benefits, unsuitable activities and timetable about Log Out Zone. A few of people are staying neutral, this tells that there are room for stimulating their interests to join Log Out Club.

The result of this part indicates that only a few of the guests have no interest at all to join to the Log Out Club and fortunately, this is not a big proportion of the guests. However, it is necessary to find out the reasons that why they are not willing to join a free of charge membership program. First of all, the guest is not willing to join the club due to the primary requirement: Club Carlsson Program, the hotel's loyalty program of which the guest is trying to avoid due to the complexity of enrolment and the continuous marketing purposed e-mail. Secondly, the guests belonging to this unwilling-to-join segment also

seem not to understand the differences between joining and not joining the club due to deficiency of information.

The offers of Log Out Zone obviously interest most of the guest. The simplest reason for that it is because of the special rate for member during weekend is absolutely lower in comparison with the normal rate of weekend. The rate is found more reasonable if the guest extend their stay through the weekend. Secondly, a free late check-out until 18 o'clock and room class upgrading upon availability are playing a significant role in interesting the guests.

9.4   Lounge

How satisfied are You with the range of offered product (food and drinks) in the lounge?

1: 1	11	23.4%
2	16	34%
3	9	19.1%
4	8	17%
5: 5	3	6.4%
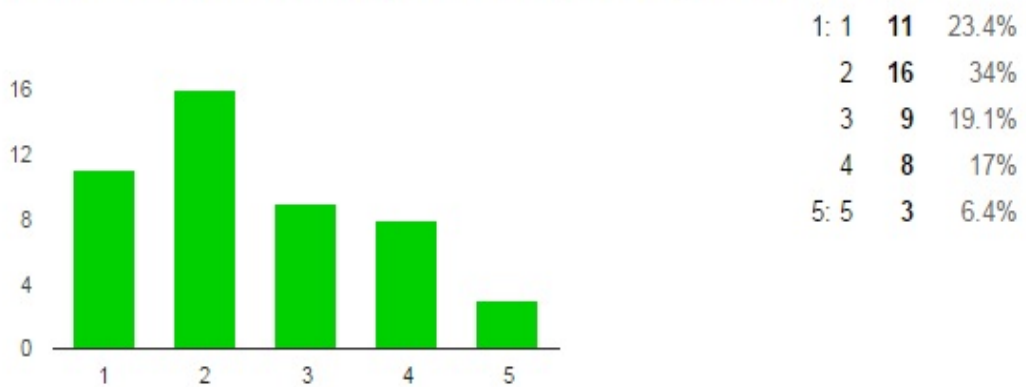
Superior Lounge is complementary for guest living in superior-class rooms and it is located on the 4th floor. 27 are dissatisfied or somewhat satisfied with the products. 19,1 % of the returned answer indicates that it is neither satisfied nor dissatisfied. 11 respondents are somewhat satisfied and very satisfied. 5 respondents of questionnaire have not answered this question.

What kind of products (food and drinks) You would like to have in the lounge?

In an open question of the survey, the respondents were supposed to give recommendations of what kind of products they would like to be offered in the lounge. The most popular answer has been providing a more variety of snacks in the club lounge. Other

items such as sandwiches, coffee, tea, more variety of fruits, chips, donuts, eco food, blueberry soup, or even wine and beer are also mentioned. It is important to remember that not all guests have an access to lounge.

The Club Lounge is a specially designed and is primarily used by the guests living in the superior-class room. The majority of the guests who answered this question are not satisfied with the limited range of products provided in the Club Lounge. Despite the limitation, the reason they are not satisfied with the products is that they think the products including juices, peanuts and candy, are quite basic and not so appealing. In addition to it, the products offered in the lounge reflect more or less the level of luxuriousness of the lounge. Therefore, in their opinions, it is in vain to book a superior-class room because of the Club Lounge's products, which can be easily got from the bar.

The guests actively participated into making a wish list for the Club Lounge. The most needed products are different of snacks, fruits, coffee and tea. Wines and beers were mentioned but this is impossible to execute it due to the law of Finland as providing a free of charge alcoholic drinks in public area are absolutely illegal and also, being as a responsible company, hotelier must keep alcoholic drink from children. Sandwiches are similarly one of the favorite items of the guests.

9.5   Social Log Out

How easy is it to find information about these events?

1: 1	12	24%
2	20	40%
3	9	18%
4	7	14%
5: 5	2	4%
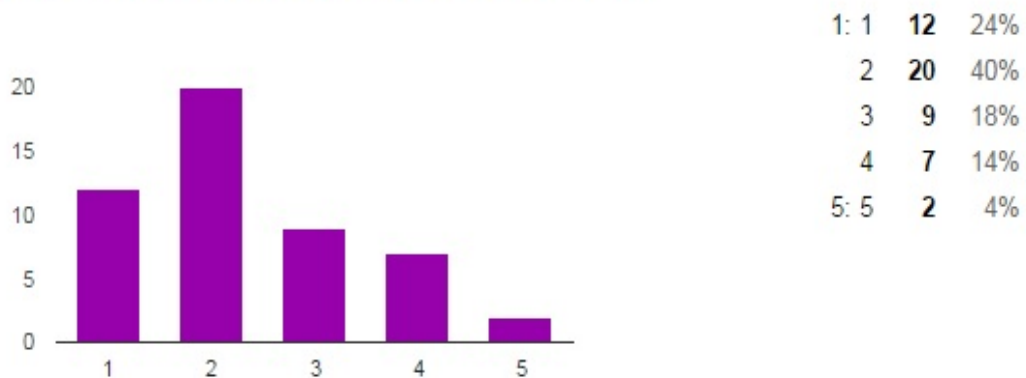
18% of respondent answered the question about the easiness of finding information about these events that it is easy and very easy. 9 persons find it fairly easy. 20 respond-

ents find it difficult and 12 respondents think that it is very difficult to get these information.

How interested would You be in participating in Log out Table?

1: 1	8	15.7%
2	12	23.5%
3	14	27.5%
4	13	25.5%
5: 5	4	7.8%
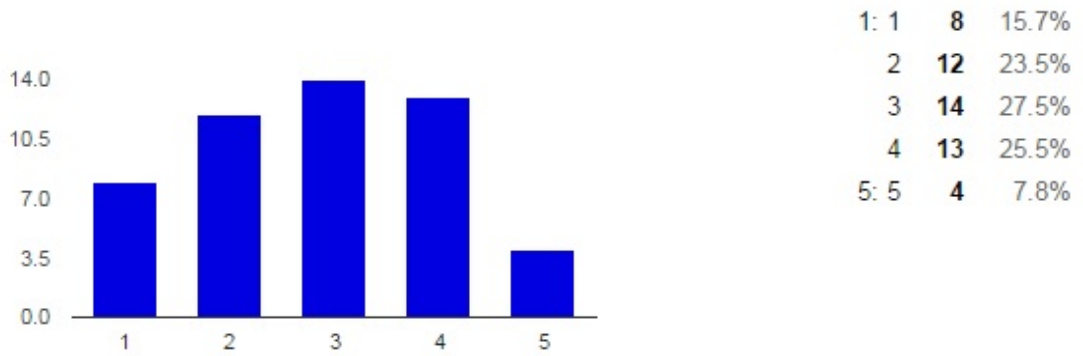
The chart shows that 8 respondents are uninterested in participating in Log Out Table. 51% of answerers find it slightly and moderately interesting. 13 respondents say that it is very interesting, 4 guests find it extremely interesting. One has not answered this question.

How interested would You be in participating in Log out Hour?

1: 1	7	13.5%
2	5	9.6%
3	11	21.2%
4	15	28.8%
5: 5	14	26.9%
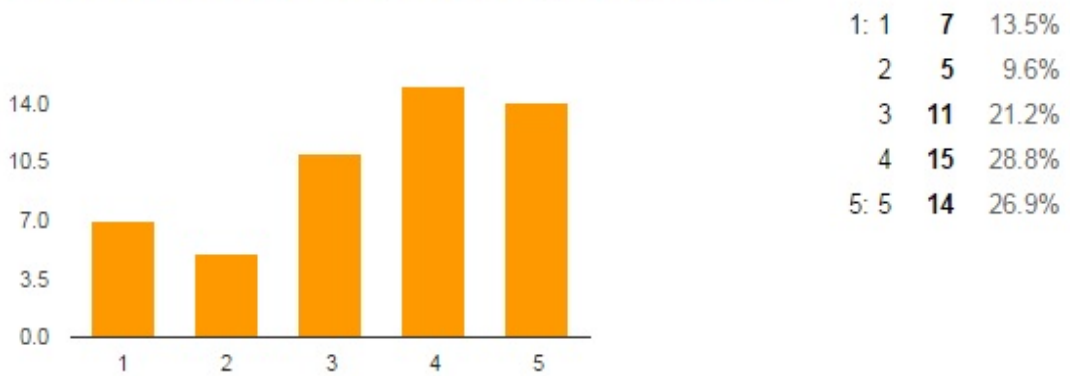
According to the chart, a Log Out Hour is very or extremely interesting for 29 of 52 respondents. 13,5%, which is equal to 7 persons, is not interested in Log Out Hours. 11 respondents consider that is fairly interesting.

## How interested would You be in participating in Meet The Management?

1: 1	13	25%
2	7	13.5%
3	21	40.4%
4	6	11.5%
5: 5	5	9.6%
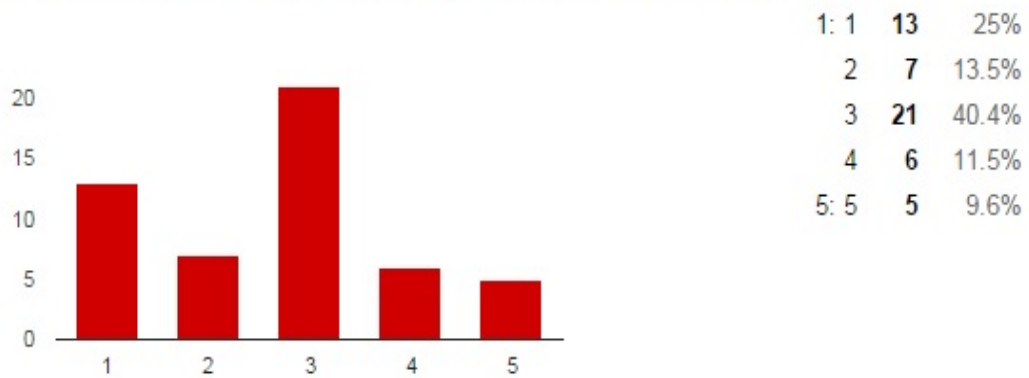
For the question about in participating in Meet the Management, barely 20% of respondents indicate that the event is very and extremely interesting. 21 respondents find it fairly interesting and 38,5% of respondents is not interested at all and slightly interested.

If you are willing to participate in Social Log out, how suitable is the day and time for You?

|			
1: 1	16	30.8%
2	12	23.1%
3	14	26.9%
4	7	13.5%
5: 5	3	5.8%
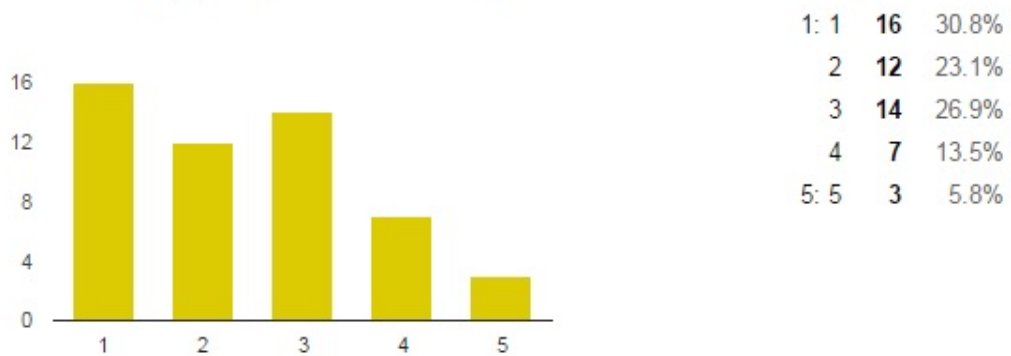
For the question about the suitable time for Social Log Out, 16 respondents said that it is very poor, 23,1% of respondent find it poor. 21 of 52 respondents indicate that the timing of Social Log Out is fair and good. Only 3 respondents find it very good.

From the point of view of customers, the information about the events of Social Log Out is too difficult to find. This means, Social Log Out is not sufficiently promoted inside and outside of hotel. The survey indicates that most of the guests are interested in Log Out table. One of the reasons is special price of the menu with special 3 courses, which is designed by an executive chef in purpose every week. However, there are some guests are not interested in it at all. The reasons that they are not interested in Log Out Table simply are unsuitable timetable or menu. About the unsuitable menu, everybody

has preferences of what on the menu, hence, this is matter of tastes. Also, since it is only arranged once a week and it is too early for a late-arrival guest, therefore, the timetable of Log Out table does not gratify the guest much in accordance with the survey. A large proportion of the guests do have willingness to participate in the Log Out hour that is arranged every day from 16-19 in lobby bar. It is a good sign that they enjoy spending time with a glass of drink and snacks in the hotel. For the guests, a concept of Meet The Management sounds interesting. Excluding the unbefitting timetable of each event, the concept of Social Log Out is basically good according to the guest's opinions. This is not complicated to explain that most of the guests travel for business and this is understandable that they emphasize the importance of managing time during the stays.

9.6   Sports log out

How interested would You be in participating in Log Out Run?

1: 1	15	29.4%
2	4	7.8%
3	13	25.5%
4	16	31.4%
5: 5	3	5.9%
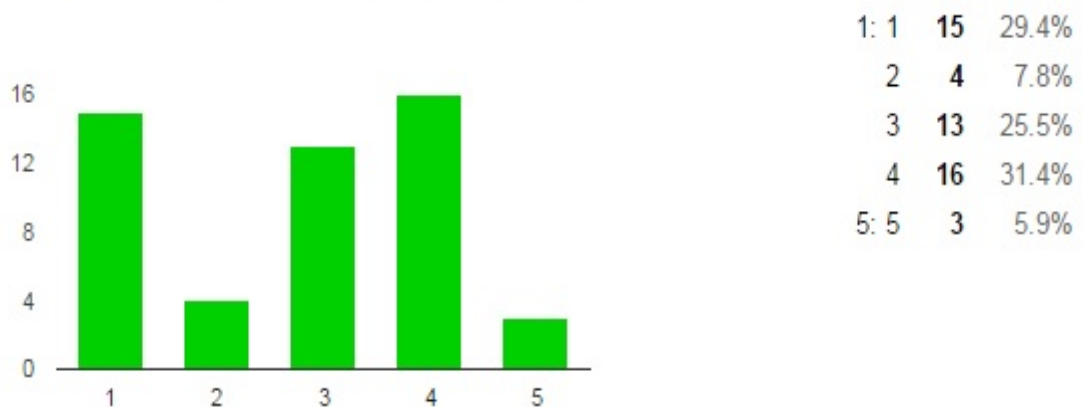
Concerning the question about participating in Log Out Run, 37,2% of respondent thinks that this is not interesting or slightly interesting. Around 25% finds it fairly interesting. 19 respondents say that they are strongly interested and extremely interested in it.

How interested would You be in taking Bike to Work?

1: 1	11	21.2%
2	3	5.8%
3	10	19.2%
4	21	40.4%
5: 5	7	13.5%
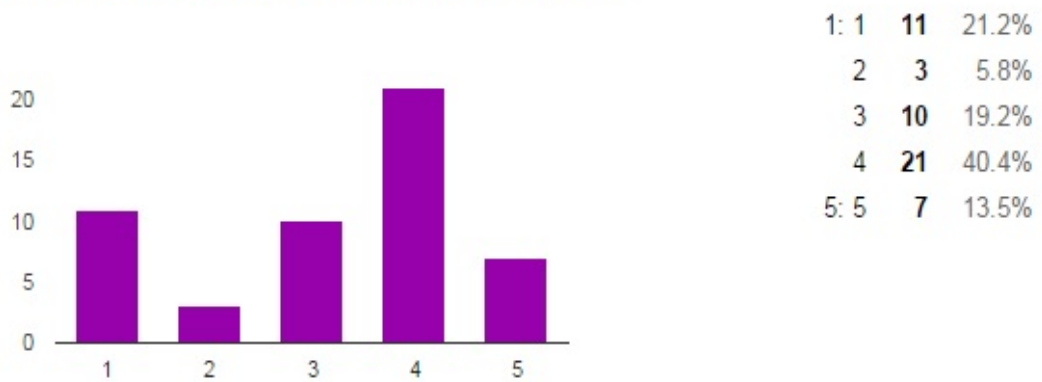
Over 21 respondents think that Taking Bike to Work is strongly interesting. 11 respondents are not interested at all, 3 of them are slightly interested. The majority of respondents finds the event fairly and strongly interests them.
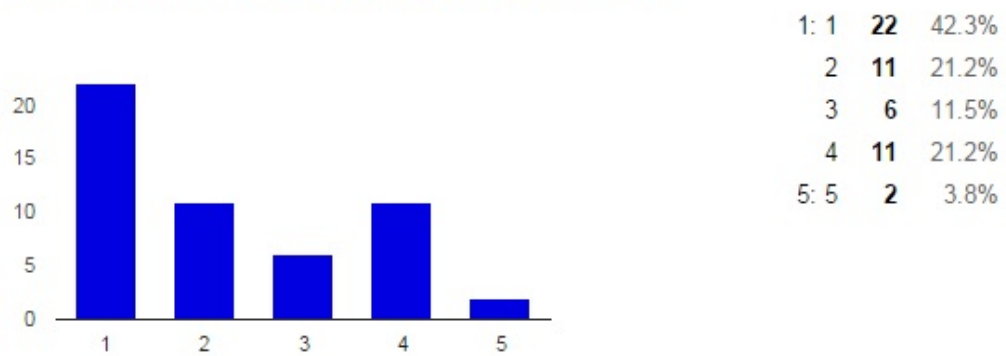
How interested would You be in ordering Aqua aerobics?

1: 1	22	42.3%
2	11	21.2%
3	6	11.5%
4	11	21.2%
5: 5	2	3.8%

Concerning the question about ordering Aqua Aerobics. 42,3% states not interested at all, 11 respondents find it slightly interesting. 6 persons feel fairly interested. 21,2% strongly interested and 2 respondents are extremely interested.

How interested would You be in ordering Hot Yoga

1: 1	17	32.7%
2	11	21.2%
3	10	19.2%
4	11	21.2%
5: 5	3	5.8%
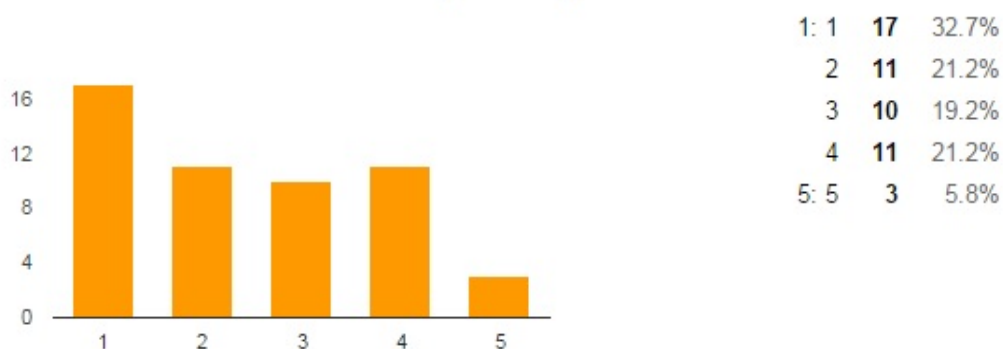
Fairly half of the respondent express that they are not interested at all or slightly interested in Hot Yoga. 19,2% of them feels fairly interested, 11 persons stated that they are strongly interested and 3 respondents are extremely interested.

The given opinions about Log Out Run are extremely varied from each other's. The guests are either interested in or not interested at all. It is not complicated to analyze the result of why they are not interested. The reasons are that the guests might not have habits to run in the early morning and not properly have a long stay in the hotel. The guests, who have interest in, might need a guide to lead them running, because the event is hosted by one of the management team member.

Taking a bike to workplace nearby instead of taking a taxi is a good idea for long-stay customers because it can help not only in reducing emission of Carbon dioxide (CO2), also help in saving budgets of trip and keeping fit by riding a bike. For instance, a short-stay guest prefers to walk in the morning, because they are supposed to leave for airport directly from the workplace rather than coming back to hotel first to return the bikes back.

Concerning the ordering Aqua aerobic and Hot Yoga, the survey has not given a reason to be optimistic. Barely total 5 guests are extremely interests in both events. Besides high price, the inconveniences on organizing a professional training and locations such as sauna and swimming pool at the certain time on the same day might reduce guests' intention of ordering these events. Additionally, the numbers of participant are limited in these events due to the size of location.

9.7   Future projects

What is the probability that You would use gym during your stay in the hotel?

1: 1	7	13.5%
	2	6	11.5%
	3	7	13.5%
	4	17	32.7%
5: 5	15	28.8%
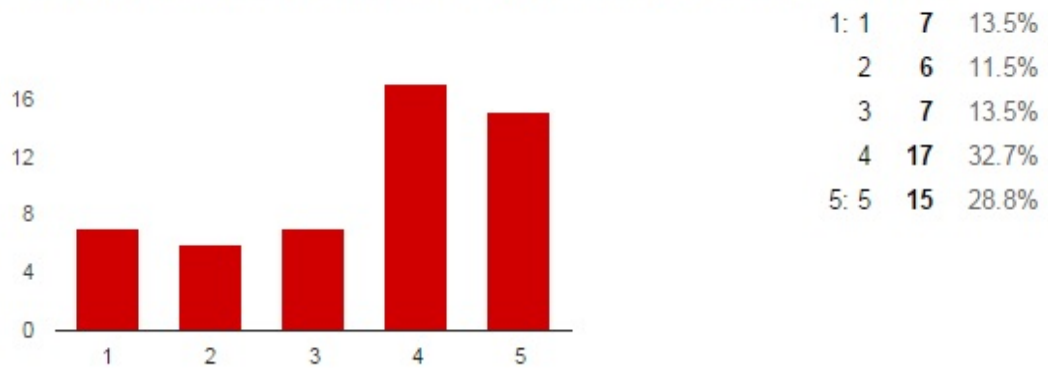
About the probability of using gym during the stay, 32,7% and 28,8% say that they will probably and definitely use it. 7 respondents definitely won't, 6 probably will not use the gym and 7 of them are moderate.

How presence of gym would affect Your satisfaction from the stay?

1: 1	6	11.5%
	2	6	11.5%
	3	7	13.5%
	4	14	26.9%
5: 5	19	36.5%
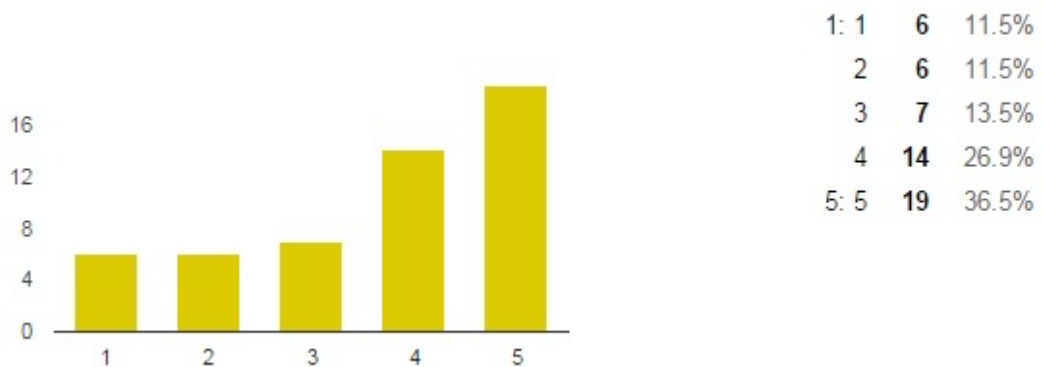
Most of the respondents say that they would be extremely satisfied, 12 people would be very dissatisfied and somewhat dissatisfied. 13,5% would not be affected and 14 respondents would be somewhat satisfied.

What kind of equipment would You like to have in a gym?

Multi-Gym	21	48.8%
Treadmill	16	37.2%
Cross training	11	25.6%
Barbell bench press	7	16.3%
Exercise Bike	15	34.9%
Other	2	4.7%
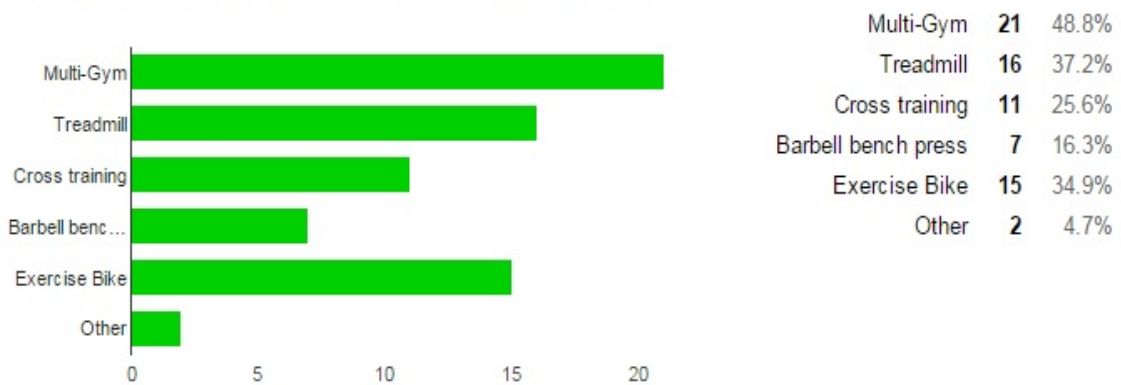
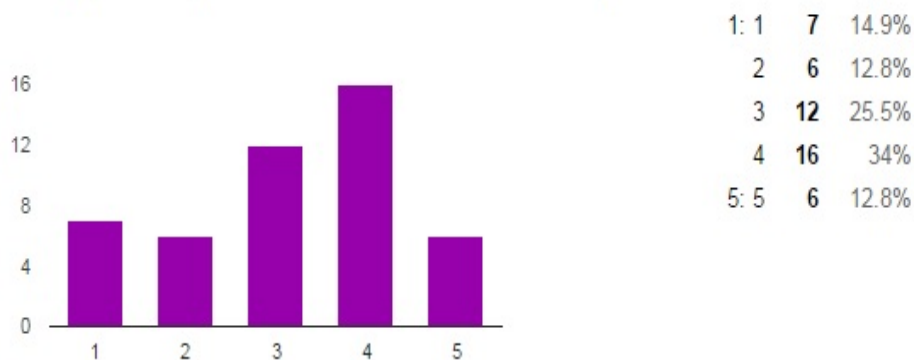In this question, some of the respondent may choose one or more equipment of which they prefer to train in gym. The result is shown in favorability order as Multi-Gym, Treadmill, Exercise Bike, Cross Training, Barbell bench press and other.

What is the probability that You would use this kind of spaces for work and hang-out purposes?

1: 1	7	14.9%
2	6	12.8%
3	12	25.5%
4	16	34%
5: 5	6	12.8%

Concerning the question about the space for work and hang-out purpose that 7 and 6 respondents will definitely and probably not use the specially designed space. 25,5% of them finds it fair, 16 and 6 respondents state that they will probably and definitely use them. However, there are 5 person didn't answer this question.

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Which of the concepts do You find more attractive?
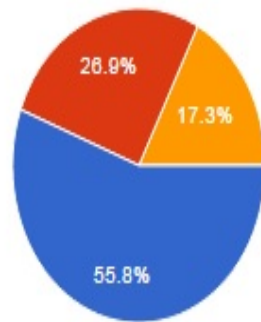
|		
Nature Room	29	55.8%
Library Room	14	26.9%
Playroom	9	17.3%

The majority of respondent finds Nature Room as the most attractive among the special space. Library room was considered as the second attractive voted by 26,9% of respondent and 9 support Playroom.

In accordance with the survey, the guests have indicated that they would absolutely use the gym during the stay. Meanwhile, nearly same number of guests admits that the presence of gym would make an influential factor increasing their satisfaction with their stay. Nevertheless, it is undeniable that the guests use the sauna and pool rather than having an exercise in Gym, especially domestic customers. Since the guests are not professional body builders or relevant, who need a heavy training everyday, therefore a multi-Gym, a treadmill and an exercise bike are dominantly favored followed by cross training and barbell bench press. The three special rooms look seemingly charming in evidence as most of the guests would probably spend time to work, to listen music, to read books or to hand-out with colleagues and friends. The nature room with relaxing music is dominantly found as the most attractive among these rooms by over 55 percent. On the other hand, a Play-room with TV game is not the first choice can be affected by the mentality of age group and genders.

9.8 Concluding part of questionnaire

Now that You have gotten a general image about LOZ, do You think it might create a memorable experience from Your stay?

1: 1	1	2%
	2	9	17.6%
	3	18	35.3%
	4	18	35.3%
5: 5	5	9.8%
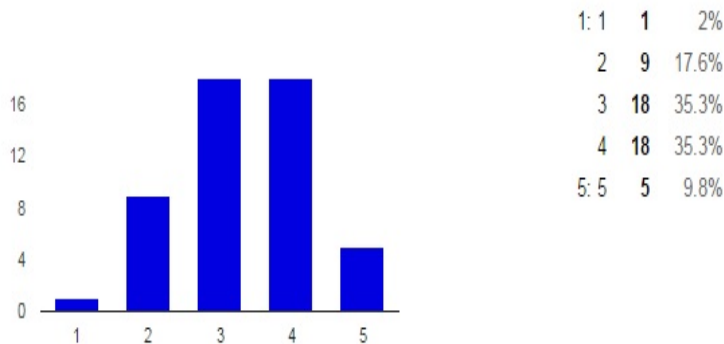
Most of the respondent thinks that Log Out Zone might create a fair and good memorable experience from the stay. 9 persons and 1 person find it poor and very poor. 5 of them say that it will create. However, one didn't answer this question.

Being aware of all the events and products, do You think it will affect Your choice for accommodation, when traveling to Helsinki?

1: 1	2	3.8%
	2	9	17.3%
	3	21	40.4%
	4	15	28.8%
5: 5	5	9.6%
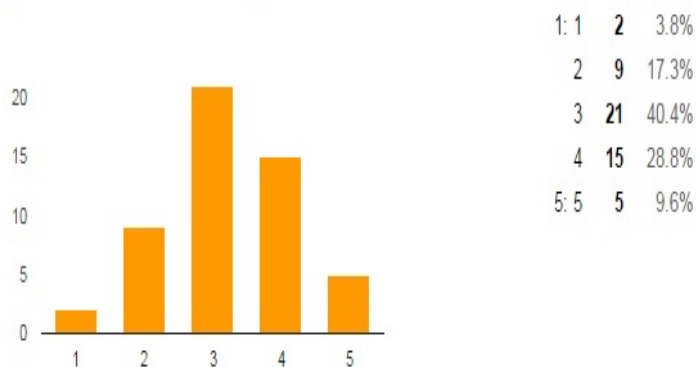
When asking about if Log Out Zone affects their choice for accommodation when travelling in Helsinki, it appears that 2 respondents answer absolutely not to be affected, 9 probably won't be affected. 21 are moderate, 28,8% probably will and 5 will definitely be affected.

Concerning the general image about Log Out Zone, a large proportion of the guest implies that the new service concept would have created a remarkable experience due to different kind of activities. The atmosphere close to the hotel is peaceful and quiet and it is assisting customer to log out of a hardworking day with other activities than surfing

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the webpages on Internet. Unfortunately, the outcome of creating a Log Out Zone does not influence in making decision prior to booking the room when traveling to Helsinki. The answer can be found from the pie chart of Purpose of your stay from which points out that over 80% of customer come for business. The two major requirements in deciding a business trip are location and price. Hence, these additional activities are excluded from their priorities.

10 Discussions and Conclusion

This chapter will cover authors suggestions for Log Out Zone development taking into consideration the outcome of the research. In first place the general suggestions will be explained, and also a discussion for the future projects will be stated.

The summary of findings has indicated that the Log Out Zone's concept and Log Out Club are not recognized and introduced properly. Most of customers are interested in Social Log Out. However, the guests have found some of activities of Log Out Sport not as appealing. Concerning the Future Projects, the gym and the Nature Room are the most attractive among all of the plans. The guests have found that Log Out's activities are interesting enough and can create memorable experiences from their stay; however, the concept is not a core factor to influence them in booking accommodations when travelling in Helsinki.

In general, there is room for development the current activities and future projects, as the customer survey has shown. In connection with increasing guests' awareness of Log Out Club and its activities, the hotelier might use the support of technical products, for instance, placing tablet computers with the contents about the Log Out Zone, Log Out Club and its offers and activities and the benefits for joining Club Carlson Loyalty Membership club in specifically designed slides would be helpful to promote and market to the guests during arrivals and departures. In addition to promotion, the latest information about activities of coming weeks such as the starting time of Log Out Run and the menu of Log Out table should be delivered to the members in time, preferably on Sunday's afternoon. Considering adding more activities for leisure customers during the summer, co-operations with other companies running tourism related business could be taken in account. For instance, a special package includes accommodation and a cruising at Espoo's archipelago from which the terminal locates in the waterfront of the hotel and is operated regularly from May till September every year. In addition to it, a Log Out member might receive a small welcome-gift such as a plate of fresh fruit or a coupon for drinks offered by hotel.

Additionally, the power of social networking should be taking into account, when trying to raise awareness of the Log out Zone and its activities to the guest. The easiest and

cheapest way is to start posting regularly in hotel's Facebook pages with the information about the coming events, inviting guest to join Log Out Run, or Log out Table. Also Instagram has been a very powerful tool for marketing, and refreshing pictures of Log out zone will be a good way to attract the customer's attention to the concept.

Since being log out club member allows the customer to get an upgrade to the superior rooms, guest get an access to Superior Lounge as well. The results of questionnaire showed the high need to develop the lounge and products offered there. There should be added more types of different snacks, preferably local ones (Finnish local food), which will be interesting for foreign guests and appreciated by Finnish, a machine for making coffee and tea, English newspapers and magazines, better tables and chairs so that the guests can be more comfortable spending time in the lounge. Additionally, the Club Lounge should be detached from the lift lobby of the fourth floor by building a glassed wall or possibly a curtain if a strict budgetary doesn't allow it.

Concerning the development for Social Log Out, the front desk employees might use the tablet computer mentioned above to emphasize more actively about the dinner and other activities to the guests during the check-in process. Also restaurant staff has to be more active in spreading information as well. The Log Out Hour can be arranged not only from Monday to Thursday, but also at weekend from 3 pm to 7 pm. The purpose for arranging and starting this activity hour ahead of normal schedule at weekend is to attract more early-arrival guests to spend more time for hanging out in our lobby bar instead of going out of the hotel. In accordance with the questionnaire, the Log Out Table is obviously one of the favorites activities. Hence, the suggestion for its development is to organize it from Tuesday to Thursday instead of Wednesday only. Secondly, the extra arrangement of Log Out Table on Tuesday and Wednesday is also based on the occupancy of the hotel, the more guests visiting in the hotel, the more guests dining in hotel's restaurant.

Some projects of Log Out Sport should be developed as well. Starting with Log Out Run, which should considerably start from 7 o'clock instead of 7.30 o'clock due to the tight schedule of the guests in the morning. The general working day starts from 8-8:30 o'clock, hence, few of the guests would prefer to rush to work after running and morning sauna. Additionally, the guests might form a group without running with the staff on

Tuesday's morning and still have a free sauna for private use after the event. In case of running is too strenuous for certain customers, Nordic Walking Sticks are available for rent from the hotel.

Building a training room would unquestionably raise the customer satisfactory index and hotel image to the upper level. Henceforth, a gym must stay on the list of Future Projects. The initial proposes for building a Playroom is to build a recreational place for customers to relax and to build a partnership with Microsoft, however, Playroom didn't interest the guests. The consequence of not winning the guests' favors is to be terminated from the project. The substitution for this planned project can be the renewal of the Business Center in which the guests print documents and feel free to use computer to surf Internet. A cooperative partnership with Microsoft still exists even renewing a business center, because the operating system and other computer related machineries such as printer and scanner are sponsored and will be overhauled by Microsoft.

As the Nature and Library spaces have been quite popular with the guests, these projects have to be implemented. The suggestion is to invest in the Nature room first, because it reflects the concept of the Log Out Zone in the best way, also it is very closely related to the area of the hotel and the image of Finland itself, where the beauty of nature is broadly present and maintained. Also having some relaxing background music, such as bird sounds, can help the guests to relax and concentrate on work. Library room might still be arranged alongside, but with a smaller budget, employees or community can bring own books, journals and etc.

Lastly, despite some of the projects are still being under development or paused, it is still possible to create a more recognizable Log Out atmosphere in the hotel by the means of small details, manipulation of current design and addition of some small details, such as candles that create intimacy, fresh flowers that bring refreshing smells and brighter colors, decorations to the lobby, better composed playlists with music helping either to energize or relax, depending on the time of the day. The atmosphere of the surroundings, whether in the room or in the common spaces should reflect and support the concept of the Log Out Zone, and it is the easiest way to achieve that and it is also essential to take all these small details into consideration.

10.1 Log out staff training

Human resources plays a huge role in the hospitality industry and their creativity like any other resource should be managed. In order to start involving staff in the process, it is important to inform about the importance of innovation in the hotel's activities. In addition, each employee must be aware of the hotel's mission, its goals, objectives and challenges. The transparency of this information will direct the ideas of employees in the right direction and will serve as a filter of ideas, will help create an atmosphere of trust in the hotel, as well as motivating employees to take initiative. (Dubina, 2009)

As it was clear from the research that the information of the log out zone is not so easy to find, in this case staff plays an key role in spreading information about the LOZ activities and services. It is important to make sure that all staff, restaurant and reception, and even housekeeing has a deep knowlegde about the LOZ concept and provided services. By deep knowlegde it is meant not only the general idea and infomation about the events, but also why it is offered and how it should be offered to the customers. In order to employees to obtain such knowlegde, there should a trainging implemented. However, it is not enough to just hold a meeting with the discussion about the Log Out Zone information and activities, because the staff has to know the best way to present the LOZ to the guest.

To achieve such deep understaing, it is suggested to make an interactive training, where employees will step in the shoes of customers and experience the activities of the LOZ themselves. Such play role might help to better understand the needs of customers and thus it will be easier for employees to offer and adjust the services accourdingly.

A discussion of ideas and sharing should be implemented on staff meetings. Such meetings should not be carried out frequently, since it is important to gather enough ideas before discussing them. The optimal time interval for meetings can be a month. Finally, the training system at the hotel should be modified. It should be aimed not only at improving the professional skills, but also workshops to develop creativity, emotional intelligence and general knowledge.

10.2 Conclusion

A successful hotelier should take the trends of hospitality into consideration such as well-being, creation of unique experiences of the customers, innovation and differentiation. A Well-Being for the guests means not providing only physical materials such as bed & breakfast, also need to fulfill the mental requirement, therefore, hotel management team should make the guests feel themselves at home. The importance of interactions between hotel's management team and the customers cannot be forgotten. To update hotel's social network such as Facebook and Instagram more frequent and to arrange a cocktail event once a month likes Meet The Management will make the guests to understand more the operating transparency in the hotel. Likewise, this is a good method to deepen the customer's relationship due to continuous change of the customer behaviors. A Log Out Zone is a good tool for not just differentiating from the competitors, but also for creating a memorable experience for the guest. The hospitality industry has become more challenging than ever before in Finland. In accordance to the result of the research, the guests find the development attractive and fascinating and it means that it is worthy to invest in developing.

10.3 Reliability and validity of the research

The reliability is a measurement procedure that assesses the repeatability and the accuracy of the research's result. The validity means the ability of research tool or method to measure what is supposely to be discovered.

The validity of this study is acceptable, because it covers all the parts of the Log out zone concept and the desired conclusions can be very easily drawn from the results. The response rate has been quite high, nearly 75% and the sample was large enough to cover all different groups of customers relating to age group, purpose of the stay and the frequency of the visiting. 95% of respondents has answered all the required questions covering the quantitative side of the questionnaire. Open questions of the survey were not compulsory and were added to provide some practical information from the customers as well as get some more detailed feedback, which could be helpful in making the suggestions for development. The outcome of result gives the general image of customer's perception of Log Out Zone. Reliability of the research is good, despite some of the open

questions were not answered. An explicit outcome of the research can obviously be used as reference for developing Log Out Zone in future.

10.4 Suggestions for further studies

This thesis only provides a suggestion for the possible development of Log Out Zone and the customers survey for deepening developments for implemented projects are inevitable in future. Additionally, this is possible to develop the similar concepts of other Radisson Blu hotels by other authors due to expansion of the hotel's brand. The possible developments for other Radisson Blu are The Stage For Your Story of Plaza Hotel Helsinki, In the Heart Of The Action of Royal Hotel Helsinki, Helsinki State Of Mind of Seaside Hotel Helsinki, The Scene For Grand Stories of Grand Hotel Tammer Tampere, License To Thrill of Marina Palace Hotel Turku and The House Of Opportunities of Hotel Oulu.

11 Concluding remarks

The authors Anna and Kei have both been working at Radisson Blu Espoo for quite some time already, and of course all type of developments and innovation are very important for us, because as employees we want to be a part of successful organization, provide the best service possible and be proud of our work. Our management has faced numerous obstacles due to crisis in the industry and thus some projects have been delayed. With our thesis we want to help our employers to choose few most important projects and provide assistance in implementing them. As well, we would like to provide more detailed information regarding customer perceptions.

The idea of creating a log out theme for the hotel has been there for rather long time. We like this idea very much and are willing to help our employee to implement this idea successfully. We would like to see this from the customer's point of view, which will help us to see, where the development is needed and which of the coming project will be the most interesting for the customers. In current hard situation in hospitality industry the budget for certain enhancement is rather cut out, so it is important to select some of the most interesting ideas and concentrate on them.

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APPENDIX

Questionnaire

Development of Log Out Zone

We are the students from Haaga-Helia University of applied sciences and this is a part of our bachelor thesis research.

With this survey we would like to discover the opinion of hotel's customers about the concept of Log Out Zone.

The questions concern various conceptions about products and events related to LOZ. Answer by circling the number which best corresponds to your opinion. There some open questions, where we ask to You write your opinions and thoughts.

The question corresponds with my opinion

Satisfaction: 1 = not at all; 2 = not well/good; 3 = fairly well/good; 4 = well/good; 5 = very well/good

We appreciate your contribution and thank you very much in advance!

Purpose of Your stay: Business   Leisure

Age group: 20-35   36-50   51-65   66 or older

Country of origin:_____

How often do you visit the hotel?

    a.   1-2 times a year   b. 1-2 times in a half year   c. 1-2 times per 3 month   d. 1-2 times per month   e. 1-2 times a week
       f. first time ever

Log Out Zone is a concept that provides hotel's guests with areas, frameworks and spaces that guests can log themselves out of hard working day and feel being at well-being resorts or clubs					
How aware are You of Log Out Theme in the hotel?	1	2	3	4	5
What is your opinion about LOZ as a concept?					

Log out club					
The membership is absolutely free of charge and more benefits are to be given, such as discount for entrance fee to the Unisport Gym. In addition, members of the Log out club can book a weekend accommodation for only 70 euros, special services such as late check-out until 18 o'clock and free room class upgrade, depending on the availability of the hotel.					
How aware are You of the possibility to join Log out club and its offers?	1	2	3	4	5
How willing are You to join LOC?	1	2	3	4	5
Do the offers of LOC seem interesting to You?	1	2	3	4	5

Lounge					
Superior Lounge is complementary for guest living in superior class rooms and it's located on the 4th floor					
How satisfied are You with the range of offered product (food and drinks) in the lounge?	1	2	3	4	5
What kind of products (food and drinks) You would like to have in the lounge?					

Social Log Out					
Log out Table is an event that customers of hotel can get together to have a dinner at 7:30pm with a special 3 course menu on every Wednesday. LO Hour happens every day from 16-19 pm with the specially priced wine in lobby bar. Meet the Management is a cocktail event where the management team of the hotel has an interaction with the guests on the last Thursday of the month.					
How easy is it to find information about these events?	1	2	3	4	5
How interested would You be in participating in Log out Table?	1	2	3	4	5
How interested would You be in participating in Log out Hour?	1	2	3	4	5
How interested would You be in participating in Meet The Management?	1	2	3	4	5
If you are willing to participate in Social Log out, how suitable is the day and time for You?	1	2	3	4	5

Sport Log Out					
Log Out Run, Bike to work, Aqua aerobics and Hot Yoga					
LO Run happens at 7:30 am every Wednesday host by staff. The use of bicycles is free of charge for the guests to bike to work. Aqua aerobics and hot yoga can be ordered the guest and can be arranged by professional trainers					
How interested would You be in participating in Log Out Run?	1	2	3	4	5

How interested would You be in taking Bike to Work?	1	2	3	4	5
How interested would You be in ordering Aqua aerobics?	1	2	3	4	5
How interested would You be in ordering Hot Yoga	1	2	3	4	5
Future Projects					
GYM					
What is the probability that You would use gym during your stay in the hotel?	1	2	3	4	5
How presence of gym would affect Your satisfaction from the stay?	1	2	3	4	5
What kind of equipment would You like to have in a gym?					
A. Multi-Gym B. Treadmill C. Cross training D. Exercise Bike E. Barbell bench press					
Nature, Library and Play Rooms					
The aim of rooms is to provide an atmosphere, where customers can sit down, listen a relaxing music and play a TV game after a hard working day and if needed work even more					
What is the probability that You would use this kind of spaces for work and hang-out purposes?	1	2	3	4	5
Which of the concepts do You find more attractive?					
A. Nature Room B. Library Room					

C. Playroom

Conclusion					
Now that You have gotten a general image about LOZ, do You think it might create a memorable experience from Your stay?	1	2	3	4	5
Being aware of all the events and products, do You think it will affect Your choice for accommodation, when traveling to Helsinki?	1	2	3	4	5
Which products or events did You find most attractive?					

Opt. comments: