

The importance and the needs of exercise amenities during hotel stay

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<p>This thesis aims to find out what are the exercise needs and wishes of hotel guests; what exercise amenities are desired, are guests willing to pay or travel to them and do the amenities affect guests' hotel-choice. The main objective of this thesis is to give improvement ideas for the commissioning company, based on the findings of the research. The theoretical framework focuses on introducing the nature of hotel room as a product, the importance of additional and support products, factors affecting hotel-decision and people's exercise habits.</p> <p>The research of this thesis includes two parts: handing out questionnaires in the case hotels and benchmarking with "best practices". The survey was implemented in May 2016 in S-Group hotels in Turku. Inspired by the results of the survey the researcher decided to do benchmarking to reinforce the research.</p> <p>The main findings of the research are that the exercise amenities offered by the hotel are important for many and they also affect the hotel-choice. It seems that the more people exercise regularly and the more hotel nights per year one has, the bigger role exercise amenities offered by the hotel play when choosing a hotel. The exercise amenities and possibilities desired during a hotel stay are very much in line with the most popular exercise forms in general: gym, jogging/walking, swimming, group exercise classes and ball games are the most desired.</p> <p>Suggestions for the commissioning company are given based on the results of the survey and the benchmarking. The main suggestions are to inform clients better of already existing exercise amenities and possibilities, make a mobile application to help clients find the best walking and jogging routes, offer equipment rental/lending for guests and help the guests to find exercise sites in town more easily.</p>	
Keywords hotels, exercise amenities, sports, hotel-choice	

Table of contents

1	Introduction	1
1.1	The objective of the thesis	2
1.2	Outline of the content	2
2	Literature review.....	4
2.1	Hotel room as a product.....	4
2.2	Hotel decision	7
2.2.1	Distribution channels.....	7
2.2.2	Product comparison	8
2.3	Exercise habits.....	11
2.3.1	Exercise habits in everyday life	11
2.3.2	Exercise needs in hotels	13
3	Research methodology and data collection	15
3.1	Case company Turku Cooperative Society	15
3.1.1	Radisson Blu Marina Palace	15
3.1.2	Original Sokos Hotel Hamburger Börs and City Börs	16
3.1.3	Original Sokos Hotel Seurahuone	16
3.2	Research methods.....	17
3.2.1	Survey.....	17
3.2.2	Benchmarking	18
3.3	Research process	19
4	Results	21
4.1	Survey results	21
4.1.1	Background information	21
4.1.2	Overall experience and satisfaction of the current exercise possibilities...23	
4.1.3	Willingness to pay for and travel to exercise site	24
4.1.4	Importance of exercise facilities and exercise needs during a hotel stay ..25	
4.1.5	Respondents' improvement suggestions	29
4.2	Benchmarking	31
5	Discussion.....	34
5.1	Result analysis.....	34
5.2	Improvement ideas and suggestions	35
5.3	Reliability and validity of the research	38
5.4	Suggestions for future research	39
5.5	Evaluation of the thesis process and self-assessment	40
	References	42
	Appendices.....	46

1 Introduction

A comfortable bed to spend the night is just one part of a hotel stay. Therefore, people often consider more than just the core product when deciding where to spend the night. Due to stiff competition one can win over customers by different ways, as an example by offering them what they want, by exceeding their expectations and by being better than the competitors (Puusa, Reijonen, Juuti & Laukkanen 2013, 133–144). In a market where each hotel offers almost the same, the final hotel decision could be made due to a factor that seems quite insignificant. In the modern world, the Internet and endless amount of product comparison websites enable consumers to easily compare and to narrow down the options to find the most suitable hotel. This helps the consumer to get what he wants but also makes the competition and transparency grow. Each little factor needs to be taken into consideration to captivate the attention of the consumer and make him want to purchase your product.

The idea to study how exercise possibilities affect people's hotel-choice and what kinds of exercise amenities are desired during hotel stay was emerged by the authors own experiences. Physical training has always been part of her life and during her own hotel stays she has noticed big differences on hotels' fitness rooms and exercise possibilities. She has realized that when the exercise services have met her requirements, the whole hotel stay has been more pleasant and she is more eager to return to the same hotel. She always looks up for hotel gym and other sports related services when making a hotel-choice and often ends up choosing the hotel with good exercise amenities. Even by paying attention to the sports amenities, she has often been let down with the poor quality of them. Her work experience in a hotel reception and her exercise enthusiast friends have affirmed her that many others find these possibilities essential during their hotel stay as well.

Doing sports is not important only for the writer of the thesis, but also for many others. Studies show that many people constantly work to improve their health (Verheälä 2000, 212). According to a national research 90% of 19–65-year-old Finns do sports more than twice a week and even 55% claims to exercise over four times a week. Almost 50% of Finns practice three or more different kinds of sports. In general people are exercising more than before, nonetheless there are still people who do not exercise at all. (Suomen Kuntoliikuntaliitto 2010, 6–7.) According to the exercise habits it seems that good exercise possibilities in a hotel might affect customer satisfaction and bring added value to the core product. It is very clear that eating healthy and exercising is trendy as social media and other medias are flooded by healthy lifestyle publications about food and exercise. By

taking into consideration the needs of these sports enthusiasts and regular exercisers a hotel could get competitive advantage.

1.1 The objective of the thesis

This thesis aims to get insights on what kinds of exercise needs and wishes customers' have during their hotel stays and to find out how they value these possibilities when purchasing a hotel room. It is studied whether different customer segments value the exercise amenities in a hotel differently and whether different backgrounds effect on the attitudes towards exercise possibilities in hotels. This study also aims to find out if costumers are willing to pay for these amenities and how much.

In addition to find out general information about people's attitudes and desires towards exercise amenities in hotels, the goal is to give improvement ideas for the commissioning company, Turku Cooperative Society. Therefore, the current situation is evaluated and improvement ideas for the commissioning hotels are asked from the respondents. Small benchmarking is done to find out how hotels that have good reputation of their exercise amenities have implemented them. The main objective of the thesis is to give the commissioning hotels improvement ideas based on the survey and the benchmarking. The study still aims to be relevant not only for the hotels where the study was implemented but other hotels as well. In conclusion, the thesis aims to answer the following research questions:

- What kinds of exercise amenities people wish for during their hotel stay?
- Do exercise amenities offered by the hotel affect people's hotel-choice and are people willing to pay for and travel to them during their hotel stay?
- Are there differences in the attitudes and desires towards exercise possibilities in hotels between customer segments or different backgrounds?
- What is the current quality of the exercise amenities in the commissioning hotels and how they could improve their exercise facilities and services?

1.2 Outline of the content

This thesis is structured in a traditional way and it consists of five main chapters. The following chapters are: 1. Introduction, 2. Literature review, 3. Research methodology and data collection, 4. Results and 5. Discussion.

The thesis starts with an introduction to the research subject and the reasons why this topic was chosen. It presents the research questions and clears the delimitation of the study. The thesis continues with the theoretical framework where the concept of a hotel room as a product is explained and the role of support and additional products and services are explained. The theory continues by explaining the hotel room purchasing process and factors affecting it. Final part of the theory framework concentrates on understanding people's exercise habits during their everyday life and possible desires to exercise during hotel stays. Theory framework includes the research hypotheses.

On the third part of the study the commissioning company Turku Cooperative Society and the four hotels where the survey was carried out are briefly introduced. The four hotels are Radisson Blu Marina Palace and Original Sokos Hotels Seurahuone, Hamburger Börs and City Börs. Methodological choices are introduced and the data collection process for the survey and the benchmarking are narrated. Both the survey questions and the data analysis process are introduced.

Both the results of the survey and the benchmarking are then disclosed in the fourth chapter of the study. In the final chapter the writer discusses the results and gives improvement ideas for the case hotels. She evaluates the limitations and trustworthiness of the study and the whole thesis process itself. She also gives some suggestions for future research.

2 Literature review

This chapter presents the theoretical framework for the study. Concepts of core product, additional and support products and services in lodging industry are explained. Customer's hotel room purchase process and factors that may affect it are introduced. People's everyday life exercise habits are discussed and their possible desires to exercise during a hotel stay are presented.

2.1 Hotel room as a product

There are some special features that concern hotel accommodation business as the product sold is not typical tangible product. Some parts of it are tangible and other parts are intangible. The core product itself, the hotel room is somehow tactile but, but the whole hotel stay has many intangible parts. Service is always intangible and each service situation is different, therefore the possibility for quality variation is higher. The quality is perceived by the customer and because of product's intangibility and humanity the quality can be perceived differently. Hotel rooms are also perishable; if the room is not sold today the income of that night is lost forever. (Puusa & al. 2013, 129–133)

According to Philip Kotler (1994, 432–433) a product can be divided into five levels. These levels are core benefit, generic product, expected product, augmented product and potential product. Everything starts from the core benefit, which in hotel business would be “rest and sleep”. This is the main purpose why the product is purchased and why the company is in the market. The generic product is the tactile product, which in a hotel would be the room given to the guest. After the necessary generic product, there may be additional features, products or services that help in the differentiation and makes the company's offer distinguish from the competitors' offers. These additional benefits form the augmented part of product.

In sense of the product provider, -designer and -marketer it is important to understand what are the expected and potential products. The expected product consists of the attributes and conditions what the buyers normally expect. In hotel, these would be as an example clean room, comfortable bed, towels, TV and quietness. Understanding customers' expectations help the service provider to meet the expectations and give the customer what he wants. Potential product is about the future product: everything that could be augmented or transformed in the future. (Kotler 1994, 432–433.)

Nowadays most of the hotels meet the basic expectations of the buyers, so that the customer can concentrate on other needs he would like to have and then choose the most convenient choice. This has led to a competitive market where the hotels mainly compete on the augmented part of the product. However, the more augmented products are available in general the more expectations the customers end up having. As an example, today's hotel guests expect phone, shampoo, free Internet access and so on. Each augmentation still costs money to the company and makes it either harder to compete or rises the general market price of the product. Not all the customers need these amenities and are not willing to pay for them. Some companies have decided to provide only the basic product for those and offer it for lower price. In other than low-cost companies the competition still takes place on the product augmentation-level. (Kotler 1994, 432–433.)

It's important to meet the customers' needs and expectations, but even more remarkable would be to delight them and give unexpected surprises. To be able to exceed the expectations the hotel needs to know their customers and provide something they wouldn't expect. (Kotler 1994, 433–434.) This delight can be anything from unexpectedly good treatment to providing them something they didn't expect, such as surprise aperitive. If the service provider is always able to be one step ahead, the customers will be happy.

When buying a hotel room the service package includes the core product and some amount of support and additional products and services. These support and additional products and services form the augmented product level where the company differentiates from its competitors and brings added value to the core product. They can be necessary for the company's operations or just additional services that aim to make the basic service package more appealing. The main purpose of support and additional services is to fulfill customers' secondary needs. Additional services are needed for customers to use the core service. They can also be called facilitating services, as they facilitate the use of the core product. This in a hotel could be for example the hotel reception service. Support services are also auxiliary services but not required to be able to use the core service. The main functions of support services are to increase the value of the core service and/or to differentiate from competitors. (Grönroos 2007, 185–186.)

It may not always be easy to separate support and additional services as in one hotel the same service can be additional service and in another it can be support service. The main difference is that the additional service is necessary for the service package and the whole business operations while support services only bring something extra to the service package. As an example, in a business hotel in city down town pool is a support ser-

vice while in a SPA hotel it is additional service. The core product can always be used without the support services while the additional services are needed for the core product. Support products and services in a hotel can be anything from restaurants to water boiler in a room. (Grönroos 2007, 185–186.)

The competition among hotel chains and hotels has increased the amount of support and additional products. (Verhelä 2000, 99–100) As Kotler (1994) explains, in the era of transparent competition and very equal supply in the hospitality field, the competition mostly happens on the augmented product level. This means that also the amount of sports facilities has increased in hotels. Common sports services at a hotel are gym and a swimming pool. Some hotels also offer sports services in cooperation with other companies; such as aerobic or zumba classes. Sports services can be an excellent way to increase the customer satisfaction as they are thrilling and give a good feeling for the exerciser. It is also proven that people are eager to try new things while travelling, which makes it easy to combine travelling and exercising. There is no specific type of customer who would exercise while travelling as everyone from families to business travelers and the retired do it. (Verheälä & Lackman 2003, 126–127)

Support products and services may bring added value and make the core product more attractive. Studies show what additional and support products and services make customers' stay more satisfactory. Most significant positive effects on customer satisfaction have free high-speed Wi-Fi Internet, air conditioning, non-smoking hotel, babysitting, fitness center with gym, free parking, dry cleaning and wheelchair access. Casino and gambling seem to have the most negative affect on customer satisfaction. (Radojevic, Stanisic, & Stanic 2017, 148.) It has been noticed that guests overestimate the likelihood to use the hotels' amenities (Chekitan, Hamilton & Rust 2017, 6).

Although having many extra services may attract people, the profitability of having these services needs to be taken into consideration. It was recently studied how complimentary bottled water, in-room Internet access and fitness room affected on return visits and the return on the investment. From these extra services bottled water seemed to have the strongest effect on both return visits and revenue even though it doesn't necessarily affect the initial hotel-choice. In-room Internet service has a strong effect on initial purchase and it also has a positive return on the investment. This study didn't notice fitness center to boost repeat purchase decision neither high return on the investment, but the nature of fitness room as an additional service is very different compared to the two others and thus it may explain the low short-term return on investment. With an infinite time horizon, it still

seems that the internal rate of return for a fitness center can be greater than 20 percent. (Chekitan & al 2017, 5–7.)

- Hypothesis 1. Customers pay attention to exercise amenities when planning to stay in a hotel.

2.2 Hotel decision

Different features may affect hotel decision depending on the purpose of the visit and other personal reasons. Nowadays there are many distribution channels and product comparison websites that help to find the best suitable option, but these channels may also lead the customer astray. To make the comparison process successful, there needs to be easy access to the information. Factors affecting the hotel-choice and things that customers value may be similar for people in the same customer segment. It is important to understand what kinds of differences there might be in purchasing a hotel room for example for business and leisure travelers. Understanding customer behavior would help the hotel revenue managers to design appropriate pricing policies (Liu, Guillet, Xiao & Law 2014, 154).

2.2.1 Distribution channels

Traditionally there were only a few ways to buy a hotel room, either straight to the hotel by calling or visiting and through a travel agency. This has changed due to the technological revolution. Nowadays in addition to the traditional ways of booking, different OTAs, merchants and wholesaler have brought out their options while the hotels take reservations through email and online booking at the brand website. (Coleman 2010.) Also, people are now more individualistic than before, and therefore many want to design their own trips in detail. The new technology has enabled people to design and book trips by themselves. (Verheälä 2016, 212.) The way to book a hotel room and compare options has changed, as smartphones and other electronic devices have become a common device for the booking.

Although the booking options have brought many positive things such as easier and faster ways to book a room they have also challenged the hotels and the customers. First, the retailers such as travel agencies were traditionally paid a commission of about 10 percent of the price but as the process of booking has changed also the way to pay the commissions has changed. Some hotels for example pay more for those who bring more customers to the hotel. (Coleman 2010.) Secondly, keeping the price, availability and infor-

mation parity in all the distribution channels has become harder (Carroll & Siguaw 2003, 46). The amount of different booking channels has increased and the prices change every day due to revenue management. Maintaining consistent rates across all channels ensures customers to repeatedly look to book a particular chain and it makes the price less important in the booking decision (Thompson & Failmezger 2005, 5).

If the distribution channels give unclear or unequal information about the hotels services it may cause confusion among clients. As the information affect the hotel decision it should be current and informative. Some clients may get confused, especially those who are not familiar with accommodation business, if the prices vary in each distribution channel. Some people can take advantage of that by shopping around and finding the best rate. It has been proven that calling to the hotel is the best way to ascertain room availability. The reason for the better availability may be explained by modest over booking targets set by the revenue managers. It is easier to control the over bookings at the hotel as they know the situation and the nature of the other bookings for the same day. Calling to the hotel does not assure the best available rate though. Booking through hotels own web page has been proven to offer most consistently the best rate. (Thompson & Failmezger 2005, 6–13.)

2.2.2 Product comparison

When travelling to a new destination that one is unfamiliar with and needs to book a hotel room, one must explore options to make a decision. To make a hotel-choice one first needs to decide what attributes and factors are required from the lodging place and then get the information on which place meets requirements the best. Each customer may have different needs depending on their personal preferences and the purpose of the visit. The same customer may value different things and act differently depending on the situation; whether he/she is traveling for business, leisure or hobby and with whom he/she is traveling with (Verheälä 2016, 212). It can be still noted that customers with same purpose of the visit may value similar things (Tsai, Wu & Chen 2015, 160–163). To get the information, people may use for example meta-search websites, online customer and professional hotel reviews, recommendations by colleagues and business associates, recommendations by friends and family, search engines, hotel website blogs and travel books. People value these sources of information differently and it has been noticed that people with different purpose of visit pay attention to different sources of information (McCarthy, Stock & Verma 2010, 13–18).

In a competitive market, it is important to know what factors affect potential customer's hotel-choice, to win the competition. Factors that affect hotel decision depend on the guest's needs and desires. Each customer may have different requirements but often the purpose of the visit shapes the visit and the needs. Therefore, guests with the same purpose of the visit may have similar needs and factors that affect hotel decision. Two of the biggest customer segments are business and leisure travelers and it has been studied whether there are differences between these two groups on making their hotel choice or not.

Earlier study from the 80s shows that the main factors people paid attention to when choosing a hotel are clean, comfortable, well-maintained rooms, convenient location, prompt and courteous service, safe and secure environment as well as friendly and courteous employees. Leisure travelers seemed to be more concerned about the room price and security factor than business travelers. Even if exercise and recreational facilities were not the main factor when choosing a hotel, it is mentioned that 32% of midprice travelers still expected the hotel to have them and used them. Luxury travelers found it even more important as 83% expected them, although 39% used them. (Knutson 1988, 84–86.) Tsai & al. (2015) represent in their study that other studies from the 20th century are very much in line with Kuntson's (1988) study; cleanliness and location are the main criteria for business travelers while security, personal relationship and room price are for leisure travelers.

Recent studies have revealed some changes in what factors and attributes travelers consider when choosing hotels. Tsai & al. (2015) reveal the importance order of five factors considered when choosing a hotel for business and leisure travelers: core service, room amenities, general amenities, convenience and ambiance. Each factor included more than one attribute. The general amenities play the biggest role for both business and leisure travelers, including fitness center, exercise and recreational facilities. From these attributes business travelers seem to value more recreational facilities and leisure travelers fitness center and exercise facilities. Business travelers value second the most the convenience, including booking operation, express check in and check out and location where as leisure travelers the core service, including security and safety, meeting facilities, promptness of service and room price. Room amenities: the cleanliness of the room and the access to Internet and computer seem to be more important to business travelers than leisure travelers. The ambiance including attractiveness of interior design and entertainment lounges are prior to room amenities to leisure travelers whereas this factor is the least important for business travelers.

Yavas & Babakus (2005) are very much in line with Tsai & al., they included more attributes among the 12 Tsai & al. had; all room amenities in good working condition, ease of adjusting room temperature, quietness of heating/air conditioning, 1-h dry cleaning/ironing and room comfort. Still the order of these factors is exactly the same for business travelers: 1st general amenities, 2nd convenience, 3rd core service, 4th room amenities and 5th ambiance. For leisure travelers, the three first factors were in the same order: 1st general amenities, 2nd core service and 3rd convenience, only ambiance and room amenities settled the other way around. These studies did not investigate any willingness to pay for these attributes and factors.

The main factors seem to have remained similar throughout the years, but the importance of general amenities has clearly risen for both business and leisure travelers. No clear reasons for this have been investigated but a conjecture for this change could be that for long, factors such as cleanliness and well-maintained rooms have been regarded to affect the selection of accommodation. Therefore, all the hotels have focused on improving that and now the hygiene of most hotels fulfill travelers' requirements and they can emphasize on other things. It has even been studied that for example cleanliness is not determinant of room price and doesn't lead to price variation between hotels (Zhang 2011, 976). This could also be explained by the fact that the main competition nowadays takes place in the additional and support product and service level because of increased competition. The current trends and changes in lifestyle can be part of this change as well.

To find which hotel meets the customer's requirements the best, some research needs to be done. It is noted that most business travelers choose the hotel recommended by the company, although many use search engines or online travel agents for their hotel search. Contrary to business travelers the leisure travelers value the recommendations of friends and colleagues the most, as they are the most important source of information, followed by travel related websites, search engines, and OTAs. All travelers still seem to turn more to such sources as the brand website, OTAs, and TripAdvisor after the first gathered information. For most travelers, the last information sources before booking seem to be the brand websites or OTAs, where they can also book their room. (McCarthy & al. 2010, 13–18.)

Customers may also view the pricing policies differently, which may affect the hotel-choice as well. Nowadays international hotel chains work all over the world in very different kinds of markets. Therefore, it should be known whether they could have the same pricing policies everywhere, or whether they should design pricing policies more locally. Chinese and

western tourists' attitudes towards reservation rule type, advance requirement, refundability, and changes allowed have been studied. Chinese respondents gave the most importance to refundability, then price and advance requirement. In contrast, the Western respondents valued the most price, and after that refundability and advance requirement. Still, both the Chinese and Western respondents gave the least value to the rule type and changes allowed. (Liu & al. 2014, 153.)

Customers online behavior on hotel comparison website has been studied to reveal what criteria is the most important when searching for a hotel. In a study where leisure guests had to choose a hotel with a real online tool in Las Vegas, the most popular criteria chosen were non-smoking, swimming pool, high-speed internet, hot tub, fitness center and room service. To form the final hotel-choice people used comparison, pictures, reviews, star-ratings and sort by price. Hotel selection process typically consists of two-stages, first forming the main criteria and then deepen the knowledge before the final selection. (Jones & Chen 2010, 89.)

- Hypothesis 2. Exercise amenities provided by the hotel affect people's hotel-choice.
- Hypothesis 3. Leisure travelers value fitness center and exercise facilities more than business travelers.

2.3 Exercise habits

It is important to understand people's exercise habits in their everyday life to be able to understand their needs while they are travelling. This chapter aims to summarize people's everyday exercise habits. How often do they train? How and where do they train? The concentration is on Finns but other nationalities are also briefly analyzed.

2.3.1 Exercise habits in everyday life

Suomen Kuntoliikuntaliitto Ry with SLUry, Nuori Suomi Ry, Finnish Olympic Committee and The City of Helsinki initiated a national research about Finns exercise habits that was conducted by TNS Gallup Oy. This research was done with 19–65-year-old adults in 2009 and 2010. This research gives valuable information about Finns' exercise habits.

Comparing to the beginning of the 2000s people exercise more. Back then 84% claimed to exercise more than twice a week and already in 2009–2010 90% claimed to exercise more than twice a week. Women exercise more than men. 60% of women claim to exercise at least four times a week while only 49% men say the same. There is not big difference between women and men in the amount of different exercise methods done. 21% concentrate on only one sport while 25% do four or more different sports. Among those who do sports, the form of doing it has become more intensive and strenuous. (Suomen Kuntoliikuntaliitto 2010, 6–8.) Although the national study gives a very positive image of the Finnish exercise habits, there are studies that affirms that one fifth of Finns are completely passive during their free time (Terveyden ja hyvinvoinninlaitos 2012, 1).

The most common places to do sports are sidewalks, cycle paths, hiking routes, gyms, roads, sports halls, gymnastics halls, swimming baths etc. (Suomen Kuntoliikuntaliitto 2010, 14). Almost all of the 15 most common places to do sports in Finland are maintained by the city or are available for everyone. Even if the places to do sports were available for everyone, one needs to be aware of them. The residents have the time and are more likely willing to use the time to look for them, as they could keep using them for longer periods. A hotel guest may not want to put the time to search for these sports amenities, especially if they travel a lot and change the city often. Often the information about exercise places is written on the Internet in the native language of the country which complicates the search for most foreigners even if they tried to look up for the places. If this information was easily accessible for the clients it could help them to find the right places.

The variety of the most popular sports done in Finland is huge, the top 25 includes many different sports. Sports done in the streets such as walking, running, riding a bike and inline skating seem to be very popular. Winter sports like skiing, downhill skiing, ice hockey, ice-skating and snowboarding all make it to the top 25 sports. Ball games such as floor ball, badminton, soccer, volleyball, tennis and golf are all very popular. Other sports that are on the top 25 most popular sports in Finland are gym training, swimming, gymnastics, dancing, yoga, horse riding, orienteering, sailing and bowling. Some sports have constantly gotten more popular in the past years. These rising sports are golf, ice hockey, climbing, snowboarding, canoeing, boxing, horse riding, floor ball, dance and gymnastics. Two sports, gym training and running have become drastically more popular in only few years. (Suomen Kuntoliitto 2010, 16–17.)

According to a study done in 2013 41% of Europeans play sports or do other exercises at least once a week. In general men do more physical activities than women, especially young men. People in the Northern part of the EU seem to be more physically active than others. Especially Swedes, Danes, Dutchmen and Finns are very active. 70% of Swedes and 68% of Danes claim to exercise at least once a week. According to the study done to all EU citizens, 66% of Finns claim to exercise at least once a week, which is less than in the national study where the amount of Finnish respondents was higher, but still it is one of the highest percentages in Europe. The respondents who never exercise, were mainly from the Southern part of EU. The main reasons to exercise are to improve health and fitness, relax and have fun. The most common places to do sports are parks and outdoors in general and home. People also often exercise on their way from one place to another, by bicycle for example. (European Commission 2014, 4.)

2.3.2 Exercise needs in hotels

Sports amenities provided by the hotel vary a lot, some hotels offer well equipped gym, group exercise classes, swimming pool, golf, tennis courts and much more, while others may not offer anything. There has been little research done on what people desire from the sports amenities and what amenities they expect the hotel to have. Health and wellbeing are trendy, and this can be seen in people's travel destinations and content of the trip (Verheälä 2016, 212). It is important to know would they be willing to pay for the amenities and how much they actually use them during the stay.

It has been found out that 46 percent of guests expect to work out in the fitness center of the hotel during their stay, but only 22 percent end up using it. There are differences between upscale and luxury hotel guests' expectations, as the price goes up the more people say they will use the fitness center, although the actual use of it doesn't go up as much. This phenomenon doesn't apply only the fitness center, but all the additional amenities in general; people overestimate their use of most amenities. This applies to both business and leisure, frequent and infrequent regardless of paid price. (Chekitan & al. 2017, 6.)

Some hotels provide in-room fitness amenities which can include a variety of fitness amenities to use privately and conveniently in their own room. These amenities can include both technology and non-technological products and services. When people scaled from 1 to 5 (1=Not important at all, 5=Very important) how important the in-room fitness amenities are for them when selecting a hotel, leisure traveler graded it 2.24 and business

travelers 2.49, which would mean it is moderately to slightly important. The more time guests spend in their rooms the more pay-for-use products and services they use. Therefore, with the right in room amenities hotels could increase their revenue or even charge higher rates for their rooms. (Bilgihan, Smith, Ricci & Bujisic 2016, 128.)

- Hypothesis 4. Scandinavians value the exercise amenities more than others.
- Hypothesis 5. People would desire to do a great variety of sports during their hotel stay, especially gym and running.
- Hypothesis 6. People give importance to exercise amenities even if they end up not having time to use them.

3 Research methodology and data collection

This chapter introduces the commissioning company and the four hotels where the survey was implemented. The research methodology and the survey questions are explained. The data collection process is summarized for both the survey and the benchmarking.

3.1 Case company Turku Cooperative Society

The survey research of this thesis was implemented in the four hotels owned by Turku Cooperative Society; Radisson Blu Marina Palace, Original Sokos Hotel Hamburger Börs, City Börs and Seurahuone. Despite the same owner, the sports facilities and possibilities are different in each of these hotels. Anyhow all the four hotels are located within 1 kilometer in the Turku down town.

Turku Cooperative Society is one of the regional cooperatives of S Group. S Group is a Finnish network of companies that operate in retail and service sectors with over 1,600 outlets. The owners of S Group and the cooperatives are the “co-op members” who are also customers of the S Group. (S Group 2016a.) By paying a membership fee anyone can become a co-op member and start using the benefits that belong to the co-op members. These benefits are as an example bonus and payment-method benefits and discounts in different outlets of S Group. (S Group 2016b.) SOK Corporation is in a way the central company of the cooperatives and is the responsible for the strategic guidance of S Group and leads the development of different chains. In the past years SOK has also expanded its supermarket trade, travel industry and hospitality business to the Baltic countries and Russia. (S Group 2016a.)

The operations of S Group are based on four main values. These values are following: “We exist for the customer”, “We take responsibility for people and the environment”, “We constantly renew our operations” and “We operate profitably”. The vision is to become a trade group that would offer superior benefits and ease from your own store by 2020. Some of the main strategic targets are to improve profitability and increase customer satisfaction. The aim is to adapt to customers’ needs and develop the ties between cooperatives and co-op members. (S Group 2016c.)

3.1.1 Radisson Blu Marina Palace

Radisson Blu Marina Palace is located in Turku down town by the river Aura. The building itself was built to be a hotel in 1973 and since then it has been operating as hotel. As

Radisson Blu it opened its doors in 2006. The building name Marina Place has remained the same during the years although the hotel chain has changed, therefore it is very known, especially among people in Turku.

The hotel has 184 rooms, standard-, river view-, superior-, business- and suite rooms. The hotel offers excellent meetings and events facilities to host events for over 400 persons, one restaurant and a sauna area. The rooms were renovated in the beginning of 2017. Marina Palace has four bikes for hotel guests to hire and a fitness room. Part of the time of the hand out of the surveys the fitness room was under renovation.

3.1.2 Original Sokos Hotel Hamburger Börs and City Börs

Two Hotels; Original Sokos Hotel Hamburger Börs and City Börs cooperate in everyday bases, and so are often perceived to be the same hotel. The hotels are located in the heart of Turku, right by the main market square. The story of the hotels go back to 1894 when Oscar Waldemar Aspelund opened a restaurant Hamburger Bierhalle on the facilities. By 1897 the restaurant had become a restaurant with full rights and got the name Hamburger Börs. In 1904, the accommodation was added to the services and 14 rooms were provided for the guests. From there on the hotel has expanded to over 300 rooms in total.

The hotel has 3 normal restaurants, one private restaurant, Bar & Café and a big nightclub. Meetings and events can be arranged for up to 200 people. At the time of the survey the hotel offered a small fitness room and 14-meter pool at its own premises. Guests were also allowed to use services at a nearby gym, Fitness Center Loisto. Fitness Center Loisto closed its doors soon after the survey and it has been placed by another fitness center in town, Motivus center.

3.1.3 Original Sokos Hotel Seurahuone

Seurahuone started its hotel operations in 1928. In the beginning, it was a high profiled hotel in the downtown of Turku. During the years, there have been two major renovations, the last one in 1987. Turku Cooperative Society has owned the hotel since 1971. Nowadays the hotel has 131 rooms; standard-, superior- and sute rooms. After the last renovation, the hotel's decoration theme is a mix of American, Oriental and Italian.

The hotel has one restaurant and three meeting rooms that are suitable for 2–14 persons. At the time of the survey, guests had only one option to exercise: in the Fitness Center

Loisto. Now Seurahuone guests have a small exercise room at the hotel and the possibility to use Motivus Center.

3.2 Research methods

This study was made by handing out questionnaires in four hotels in Turku. The survey was answered by 143 persons and the obtained information inspired the researcher to do benchmarking of the good hotel examples the respondents gave. Therefore, this study includes survey and small benchmarking part. The benchmarking was done of two hotels in Finland that came up in the survey and two hotels in the United States picked by the researcher.

3.2.1 Survey

The first research method for this study was survey. The questionnaires can be found in the Appendix 1 and 2. The same questionnaire was both in paper and electronic version, so that everyone would find a comfortable way of answering. The data was collected by questionnaire that had different kind of questions; some of which provided quantitative and others qualitative data. First three questions defined the respondents' background information, questions four to seven analyzed what kind of hotel guests they are and question eight clarifies their exercise habits. Questions nine and ten found out how much the respondents know and what they think about the hotels' current sports supply. The final six questions were designed to get customers insights on how much they value the sports amenities and how these amenities could be improved.

Most questions on the survey were either multiple-choice questions or multiple-choice questions with the possibility to clarify their response or give completely new aspect that the researcher hadn't thought when designing the questionnaire. Questions 11, 12, 14 and 16 were open-ended questions where the respondent answered by own words. Usually multiple-choice questions provide quantitative data and the information can be easily formulated to numerical form, while open-ended questions provide mostly qualitative data (Hirsijärvi, Remes & Sajavaara 1997. 198–199). On this survey, the data of some open-ended questions was possible to formulate to numerical form.

The advantage of survey data collection is that it's very standardized which means that each respondent gets the exact same questions and is treated the same. With survey research, it is easy to reach large number of respondents and the data can often be easily

analyzed with information technology. The challenge of surveys is to get people to answer, to commit and take the survey seriously. The questionnaire design plays a big role as incomplete or weak questions and answer options may lead to misunderstandings. (Hirsijärvi & al.1997, 195.)

The target group of the survey was all hotel guests in four hotels in Turku. Although the study concentrates on exercise habits and needs, everyone in the hotel was included, not only the ones that exercise regularly, to get a realistic overall picture. Four different hotels were taken to find out whether the attitudes and opinions vary in different hotels and to get more reliability for the study.

Based on the literature and earlier research some hypotheses were made for this study:

- Hypothesis 1. Customers pay attention to exercise amenities when planning to stay in a hotel.
- Hypothesis 2. Exercise amenities provided by the hotel affect people's hotel-choice.
- Hypothesis 3. Leisure travelers value fitness center and exercise facilities more than business travelers.
- Hypothesis 4. Scandinavians value the exercise amenities more than others.
- Hypothesis 5. People would desire to do a great variety of sports during their hotel stay, especially gym and running.
- Hypothesis 6. People give importance to exercise amenities even if they end up not having time to use them.

3.2.2 Benchmarking

Some survey respondents pointed out other hotels where the exercise amenities meet their requirements and they would consider as exemplary. Due to these great responses, the researcher decided to do benchmarking to get an idea what kinds of exercise amenities these hotels have. Benchmarking means evaluating the products, services and/or work of organizations that represent "best practices" and compare them to own operations to improve own business. Benchmarking has achieved popularity among managers as other companies' actual achievements are used to set own goals, therefore they could be considered quite realistic goals. Benchmarking can be internal or external. Internal benchmarking compares units, branches, divisions, or locations within the same organization. Whereas external benchmarking means comparing themselves with other organiza-

tions. These external companies can be anything from best-practices to direct competitors depending on the objectives of the benchmarking. (Wöber 2002, viii–3.)

A crucial element of benchmarking is to select the right comparison partners (Wöber 2002, viii). Two of the chosen organizations in the benchmarking are Sokos Hotels as they were mentioned in the surveys, in a way benchmarking with them could be considered as internal benchmarking. The main focus of selecting the organizations for this benchmarking was still to find the best examples, therefore it would be benchmarking with best-practices, in this case internal and external. The researcher picked out two other hotel examples in the world that she found on online articles. The criteria was that the benchmarked hotels had to be similar city hotels suitable for both business and leisure travelers. Therefore, resorts and sports hotels were not included. One respondent had mentioned sports hotels in Italy and Austria, but they are not part of this benchmarking as their operations differ so much of the case hotels'. The two hotels that were chosen by the researcher, above of being mentioned in articles as fitness friendly, have exercise program already in the chain level, which means these amenities should be well designed.

3.3 Research process

The researcher chose the topic based on her own experiences while travelling and working, as she thought exercise possibilities may be more important to guests than what hotels realize. She chose the four hotels in Turku as she has worked in one of them and it seemed like a good combination for the research. She contacted the hotel managers and got an agreement from them to take part in the research. The questionnaire was looked over by the managers and the time for the survey distribution was chosen together.

The initial strategy was to give a questionnaire for each customer on check-in during one week in May 2016. That way the questionnaire would've reached large amount of people both business and leisure travelers. As it was regarded that it's hard to get people to answer, the plan was to distribute it widely. For the same reason customers were given two ways to answer the questionnaire: either to fill out the given form and return it to the reception or to fill out an online Webropol-questionnaire on the Internet. Therefore, everyone would have a comfortable way of replying.

Not everything worked out according to the first plan, as it was very hard to commit and motivate the reception to give out the questionnaires. This is why after the first week, the amount for respondents was very low. It was agreed with the hotel management that the

data collection time would continue by one week and the researcher herself would go to the hotels to hand out the surveys to the customers. This change turned out to be a success; quickly over 140 answers were received.

After receiving 143 responses in total the collected data was analyzed. The data was entered to excel for the analysis. All the quantitative questions that were put in numerical form and the open-ended questions that gave qualitative data were analyzed separately to give more information on customer thoughts. The researcher tried to find out, while analyzing the results, whether there are differences in the responses between different groups; such as different hotels, men and women or age groups.

As the respondents gave examples of hotels where exercise possibilities meet their requirements, the researcher was inspired to do benchmarking to see what other hotels offer for the guests. Therefore, the two hotels mentioned in the survey and two international hotels chosen by the researcher were included to represent "best practices". Both international hotels have an exercise program on the chain level and so it can be proven the exercise possibilities are for sure taken into consideration.

4 Results

This chapter presents the research results. First the respondents' background information and exercise habits are introduced. After that the respondents' knowledge and thoughts about the hotels' current sports supply are discussed. Final part of the chapter concentrates on how much value they give to the sports amenities and what kind of sports amenities they would desire and how they would improve the current sports amenities at the case hotels.

4.1 Survey results

Total number of respondents was 143 of which 41% were women and 59% men. Most replies were gained from guests in Marina Palace and least from Seurahuone. 50% of the respondents were Marina Palace's guests, 31% Börs' guests and 19% Seurahuone's guests. Almost all the respondents replied by returning the original survey to the reception as only 6% replied by online questionnaire.

Over all the respondents had replied very well as almost everyone had answered to every multiple-choice question. Some of the open-ended questions did not have as good response rate as the multiple-choice questions, although they were also answered very well. Therefore, all the responses could be included in the analysis.

4.1.1 Background information

Over 50% of respondents were 31 to 50-year-olds. 18% of the respondents were under 31-year-olds and 15% were 51-60-year-olds. Only 7% of the respondents were over 60-year-olds. The age structure of the respondents was very similar in each hotel and it represents quite well the real age structure of the clientele of these hotels.

19 different nationalities were present in this study. 77% were Finns and 23% other than Finns. 27% of the other nationalities were Scandinavians, 48% other Europeans, 9% North Americans, 6% South Americans, 6% Asians and 3% Africans. All the nationalities that were presented were Finns, Swedish, Norwegians, Danish, Icelandic, Russian, German, British, Irish, Belgium, Austrian, Polish, Spanish, Italian, American, Mexican, Argentinean, South-African, Korean and Chinese.

Most (47%) respondents exercise 3–5 hours a week or (29%) 6–10 hours a week. Only 15% doesn't exercise at all or at least less than 3 hours a week. 9% of the respondents

claim to exercise weekly more than 10 hours or even over 15 hours. According to the results of this study the exercise habits do not vary much between Finns and other nationalities.

49% of the respondents were travelling for business, 21% were attending a meeting or a congress and 29% were leisure travelers. 2% had mentioned the purpose of the visit as "other" and the reasons were cram school and sports tournament. The purpose of the visit of the respondents were quite similar in each hotel, only Börs had a little more business travelers and less leisure travelers than the other two hotels.

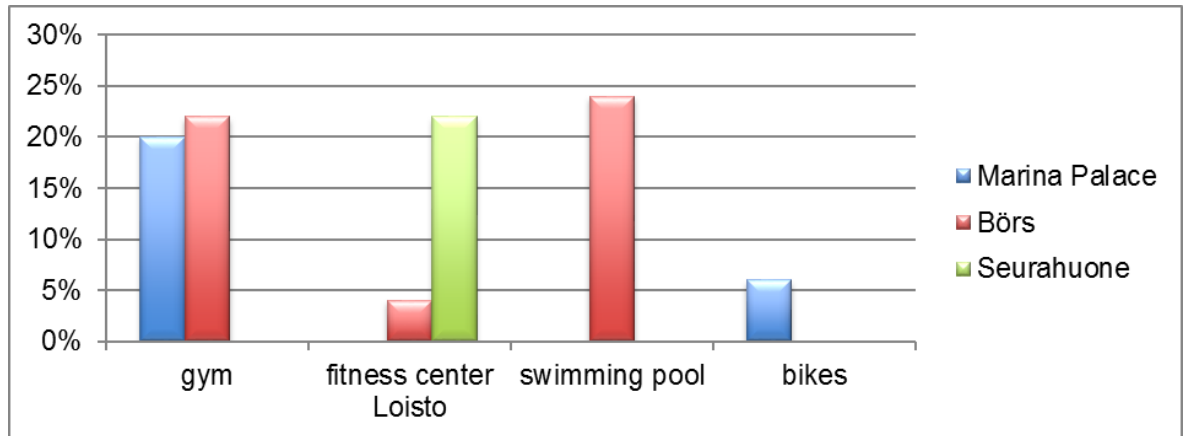
77% of the respondents had at least one membership card. S-etukortti card was the most popular membership card, 64% of all respondents own it and as it is basically used only in Finland it should be clarified that 84% of Finns own it. Every fourth of the respondents have S-card, and the percentage rises up to 34% when only taken into consideration the Finns. Club Carlson membership is an international membership card valid in all the Rezidor Group hotels and from these three hotels accepted only in Marina Palace. 22% Marina Palace respondents have the Club Carlson card.

60% of the respondents stay from 0 to 20 nights a year in a hotel and the rest 40% stay more than 20 nights a year. Most respondents (33%) stay in a hotel from 6 to 20 nights a year. 7% of the respondents have over 60 hotel nights a year, which means they stay in a hotel at least every sixth night; more than one night a week. The respondents in Börs stay relatively the most nights a year in a hotel and the least amount of overall hotel nights have the Seurahuone respondents.

More than half of the respondents stay in the hotel where they responded to the questionnaire less than once a year. Still 10% said they do come every year at least once and 31% that they stay in the hotel a few times a year. 5% stay in the hotel 1–2 times a month and 2% stay in the specific hotel every week. Seurahuone and Börs had relatively more regular customers' responses than Marina Palace.

4.1.2 Overall experience and satisfaction of the current exercise possibilities

Table 1. What exercise amenities hotel guests have gotten familiar with during their hotel stay?



26% of the respondents had used at least one of the offered exercise facilities. Over all the facilities were used as much by the guests in all the three hotels. Hotel swimming pool was the most popular facility. After that hotel gym and then Fitness Center Loisto. The Fitness Center Loisto was more use by the guests in Seurahuone than in Börs. It could be explained by the fact that Seurahuone didn't have own gym in the hotel facilities. Some respondent had clarified the reason they hadn't used the facilities: due to busy schedule on their trip, they were out of order or they didn't even know there was a possibility to use these facilities. The bikes were used only by 9% of Marina Palace guests, but many of those who had used them valued highly the possibility.

Table 2. What grade hotel guests would give for the hotel's current sports amenities on a scale of 0 to 5, five being the best.

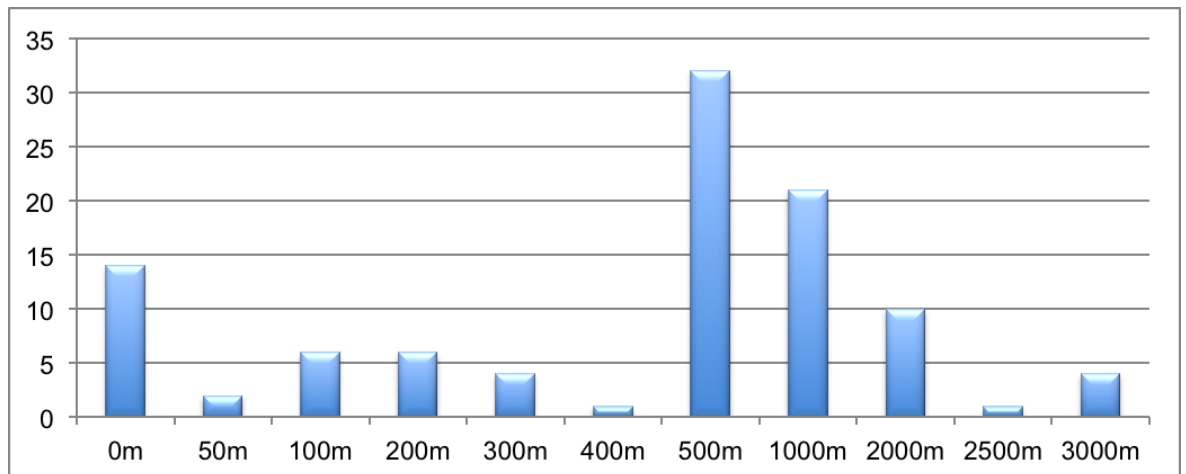
	Marina Palace	Börs	Seurahuone	All
Average	2,65	2,95	2,73	2,78
Median	3,00	3,00	3,00	3,00
Deviation	1,32	1,10	1,28	1,23

As only every fourth respondent had used some of the exercise facilities, not everyone answered the question how they would rate the current sports amenities. Those who could give their opinion, graded the overall average to be 2,78 on a scale of 0 to 5, five being the best. There were no big differences between the hotels as the median was 3 in all the hotels. Börs was graded to have the best sports amenities by an average 2,9 then

Seurahuone 2,7 and the last one was Marina palace with an average grade of 2,6. It could be said the current sports amenity presentation is satisfactory but there seems to be a lot missing for clients to see it as excellent and something that would attract their attention.

4.1.3 Willingness to pay for and travel to exercise site

Table 3. How far hotel guest would be willing to travel if the sports facilities were not located at the hotel.



From 143 respondents 114 answered the question how far they would be willing to travel to get to the sports facility. From those 114 responses 101 were put in metric system and 13 respondents expressed their willingness to travel in other ways. The study shows that people are willing to travel up to 3 kilometers to reach the exercise site. The overall median is 500 meters and the average distance 740 meters. Only 14 respondents claimed they are not willing to travel at all. Those who explained their willingness to travel in other ways explained such as: 5 to 10 min walk, couple hundred meters, next block, couple streets/blocks, within a few blocks, walking distance or short way by taxi. One explained how the distance depends on which sports facility she/he would be going to; to any place she/he could go up to 1km but if it was a swimming pool she could go even further. One respondent said the place would need to be easily reachable by public transportation, about 20min.

It seems that there are slight differences in willingness to put extra money on exercising during a hotel stay between different age groups, the three hotels as well as women and men. 22% of all the respondents are willing to pay, 27% maybe willing to pay and the rest are not willing to pay for sports amenities used during a hotel stay. Younger people seem to be more willing to pay for sports amenities as between the ages 31 to 50 over 50%

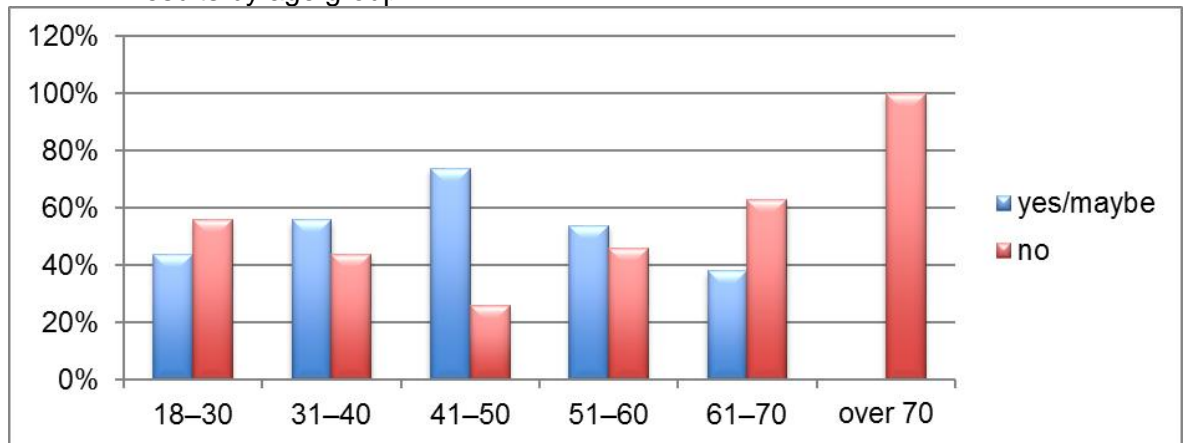
were willing or maybe willing to pay and from then on, the willingness to pay drops clearly. Younger than 31-year-olds are less willing than 31 to 50-olds, but still every fifth respondent was willing to pay and 28% maybe willing to pay. When considering the absolutely or might be willing to pay answers, it can be noticed that Marina Palace guests are the most willing to pay extra as every fourth guest would absolutely pay and other fourth of the guests would maybe pay extra. From the two Sokos Hotels, guests in Börs would be a little more willing to pay for exercise possibilities than guests in Seurahuone. Overall it seems that men are more decided whether they would or wouldn't pay than women. Women's willingness to pay depends more on the situation and how they see the value they would get to the money. Some of the reasons when the respondents who answered maybe willing to pay are; if it was instructed sports class, something new, the service was high-quality, bikes were great, the service requires payment or the hotel stay was longer than one night.

Those who claimed they would be willing to pay for exercise possibility, were asked what they think is a suitable price for that. The question was an open-ended question so no options were given. 39 respondents gave an answer in form "euros per session", from those 72% said something between 5 to 10 euros, 23% over 10 euros and only 5% less than 5 euros. Some respondents were willing to pay up to 50 euros, obviously depending on the service. Those who explained the price in other ways said: the price should be the normal fee, 50% of the normal fee, cheaper than the normal prices, same price level with the services provided by the city "not Elixia prices", instructed sports classes more than just a gym etc. One respondent also said he/she would be willing to pay 100 euros to include some group exercise class to a meeting package.

4.1.4 Importance of exercise facilities and exercise needs during a hotel stay

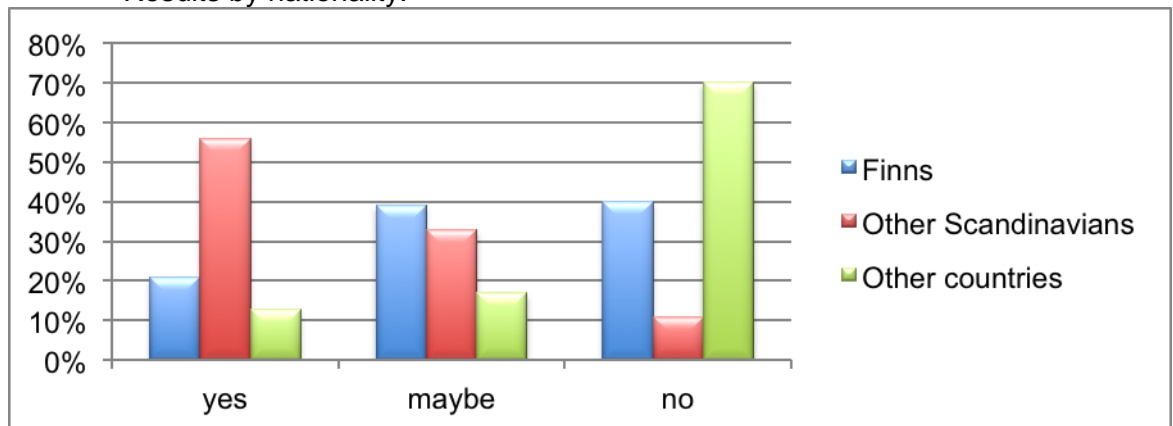
21% of the respondents said the sports amenities provided by the hotel affect their hotel decision, 36% said it might affect and 43% said it doesn't affect their hotel decision. The differences are not big between the three hotels; only guests in Seurahuone pay attention to sports facilities a little less than the guests in the other two hotels. Anyhow there are some clear differences between different age groups, nationalities and customer segments. Also, the amount of hotel nights a year and the amount of exercise people do normally seem to affect how much they pay attention to what sports amenities hotels provide.

Table 4. Do sports amenities provided by the hotel affect your hotel decision?
Results by age group.



74% of the 41 to 50-year-olds claim that the sports amenities provided by the hotel affect or might affect their hotel decision. A bit more than half of the 31-40-year-olds and 51-60-year-olds say the sports amenities provided by the hotel affect or might affect their hotel decision. The youngest and the oldest age groups in the study pay the least attention to what sports amenities the hotel offers.

Table 5. Do sports amenities provided by the hotel affect your hotel decision?
Results by nationality.



In the theory framework, it was presented how studies show that people in the northern part of Europe exercise more than in the southern part of Europe or possibly people in some other parts of world. This study didn't find out the same when only considering the amount of exercise people do per week, but when considering how much the exercise amenities affect hotel-choice this study seems to be in line with the theory. 62% of Finns and other Scandinavians claim that the sports amenities provided by the hotel affect or might affect their hotel decision when only 30% of people with other nationalities claim the

same. Taking into consideration that most guest in these three hotels are Finns and Scandinavians, it should be noticed how important these possibilities are for them.

Table 6. Do sports amenities provided by the hotel affect your hotel decision?
Results by reason for visit.

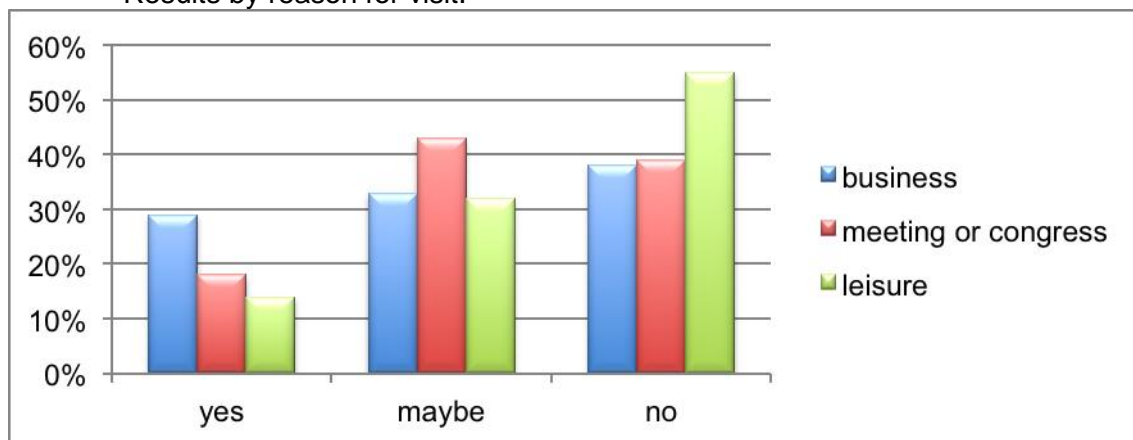


Table 7. Do sports amenities provided by the hotel affect your hotel decision?
Results by nights spent in a hotel per year.

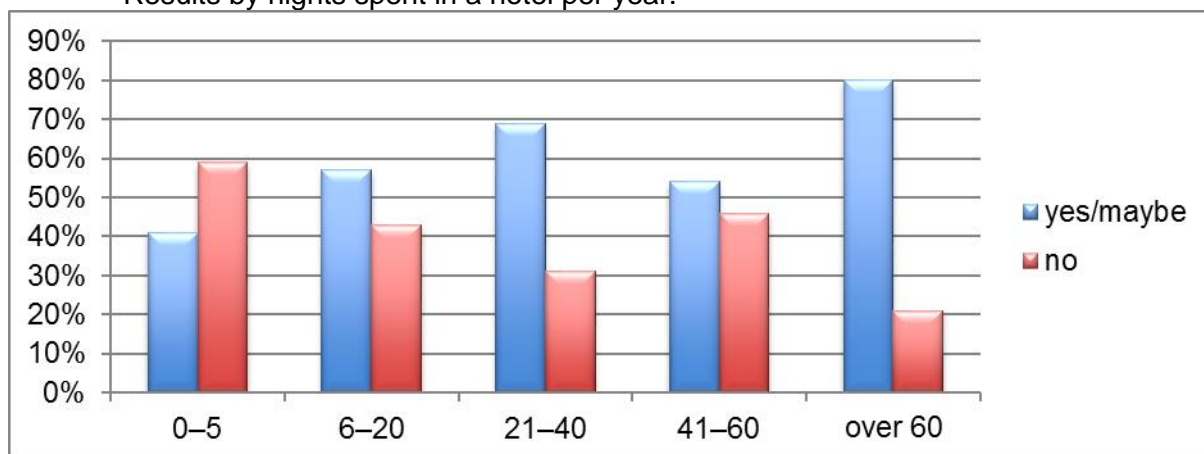
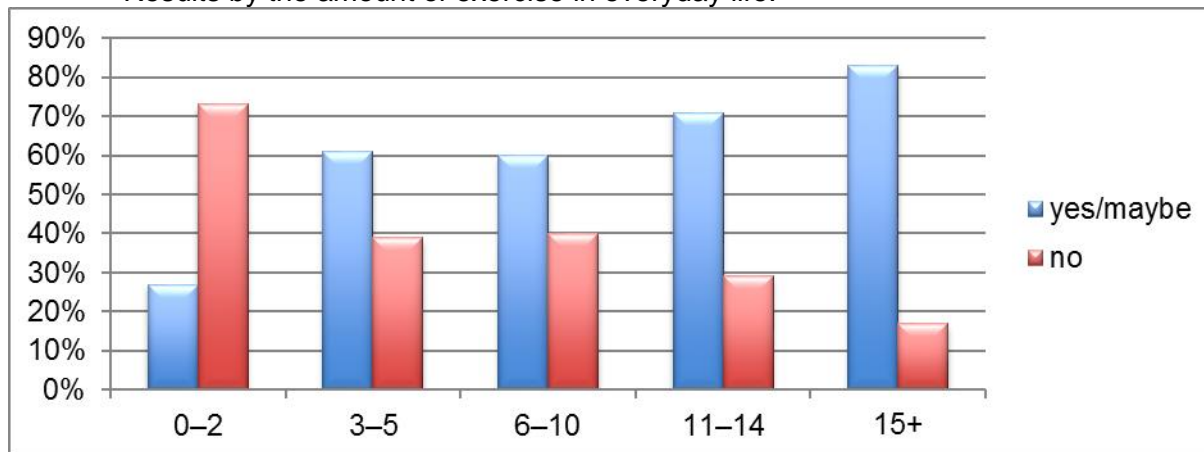


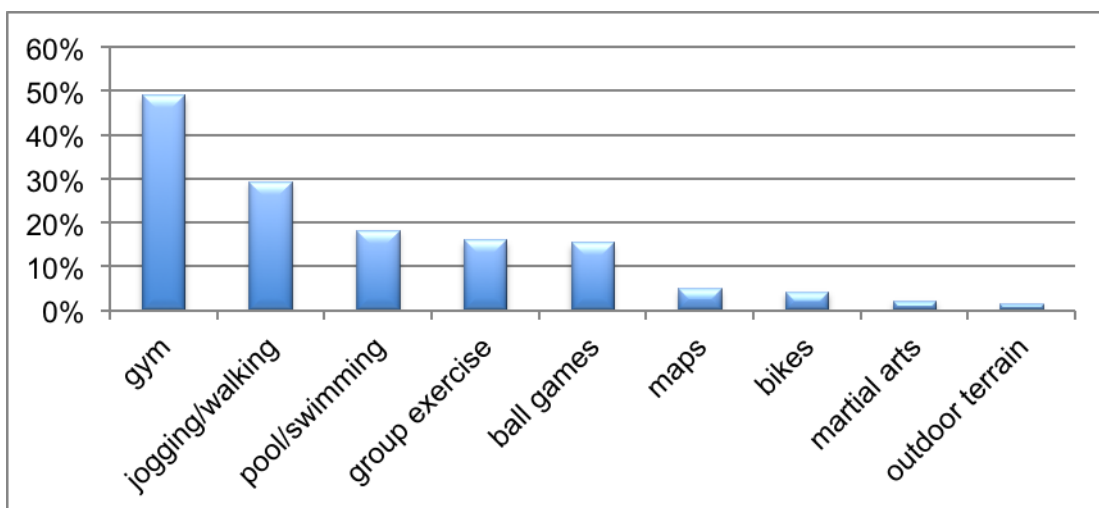
Table 8. Do sports amenities provided by the hotel affect your hotel decision?
Results by the amount of exercise in everyday life.



The results of this study show that it is more important to business, meeting and congress travelers to have possibilities to exercise during their hotel stay than to leisure travelers. One of the respondents said that he/she absolutely pays attention and gives big value to sports facilities provided, as “beer offerings do not interest people who travel for job”. It also seems that the more nights people stay in hotels per year, the more need for these possibilities they have. The study shows that also the amount of exercise people normally do is linked to the importance of exercise possibilities. The more people exercise normally the more they value the exercise amenities when choosing a hotel.

Some of the respondents clarified why the sports amenities provided by the hotel affect or might affect their hotel decision. The respondents clarified the importance of the sports facilities may depend on the travel destination, purpose of the visit, travel company, duration of the trip, if they know they will have time to use them and if they have in advance planned to exercise. One of the respondents mentioned how the location and value for money are the priority number one factors, but exercise possibilities are always a great extra. Couple of respondents said that if they already know the sports amenities are good and there is something they like, it affects their decision. One respondent said, having a gym is an essential requirement for him/her to choose a hotel, as he/she always chooses a hotel with own gym even if he doesn't always use it. It was also mentioned that if some of the facilities are closed, there should always be information on the hotel website about it. One respondent said he/she is not choosing Radisson Blu Marina Palace next time he/she comes to Turku, as this time there was false information on the website.

Table 9. What kinds of sports hotel guest would wish for during a hotel stay.



In the survey, there was no options given in the question what kinds of sports amenities they would wish for during their hotel stay, so everyone was free to answer anything or not answer at all. Almost half of all the 143 respondents wished for a gym during their hotel stay. Walking and jogging were the second most popular as 29% wished for that, couple of respondents also replied just outdoor terrains. About every fifth respondent wished for a possibility to swim. Group exercise classes such as dancing, yoga, spinning and water aerobics were quite popular as 16% wished for those. Ball games were almost as popular as group exercise classes as 15% of all the respondents wished for them. Different ball games such as tennis, basketball, squash, pingis/table tennis, badminton, bowling, billiard and golf were mentioned. People also wished for maps, bikes, martial arts and night running. Some of the respondent specified what kind of equipment they would wish for in a fitness room: weights, kettleballs, a punching bag and a wrestling doll.

4.1.5 Respondents' improvement suggestions

Some of the respondents used the opportunity to express their ideas and feelings on how these three hotels could improve their sports amenities. There were all kinds of improvement ideas from extending the variety of options to ways to improve the current exercise possibilities. Many of the ideas could be quite easily implemented. It can be noticed from their comments that the possibility to exercise during a hotel stay can be very important to some people.

Whereas some of the respondents told how they are fine with the current situation, some of the Marina Palace guests showed their anger because of the closed gym. For someone it was clear decision not to come back to Marina Palace because of miss leading information on the web site. It was also mentioned that there should be a possibility to use some other gym outside the hotel in this kind of situation. During the renovation guests in Marina Palace were allowed to use Fitness Center Loisto, but apparently, he/she hadn't heard about it. This shows how important exercise possibilities as support service can be for some guests and it should be taken into consideration. The results also showed that Marina Palace wasn't the only hotel where the guests hadn't gotten enough information, as there were comments on how before this survey they didn't know about these exercise options, and also there were questions where they could find more information about the possibilities. So, there could be a lot improvement done on informing the guests better.

The respondents wished not just better information on the hotels' own exercise options but also information about the exercise possibilities in the city. Guests in all the three ho-

tels wished for maps with good, different length route options for walking, jogging and biking. Different types of routes were wished; routes in the nature, the best scenic routes and sightseeing and history routes with information on different attractions on the way. The maps could show the best exercise areas, such as Kupittaa and Ruissalo, that may be difficult to find for people who are not from Turku area. The maps could also have some tips on other great exercise places in town, for instance best swimming pools in town.

The importance of a good gym came up in the improvement ideas section as well. There were both ideas: better gym in the hotel and a contract with some better gym in town for customers to use. Guests in all the three hotels mentioned both ideas. While some people wished the hotel gym to be more spacious, the main focus on the comments was still on the quality and variety of the equipment in the fitness room. Examples of two hotels whose gyms meet the requirements were given: Solo Sokos Hotel Pavilionki Jyväskylä and Solo Sokos Hotel Tornio Tampere.

Among some improvement ideas for the gym, the customers wished for some group exercise classes arranged for the customers such as yoga, pilates, stretching, dancing and some aerobic classes. Exercising in groups seems quite desired, as one respondent would even like to run together in a group. Meeting and congress arrangers would also like to have a possibility to have a guided exercise classes during their events. Some of the respondents wished for more activity possibilities such as table tennis or billiard. These amenities could easily be provided for hotel guests either right at the hotel or places nearby the hotel.

The respondents would like to have a swimming pool in both Marina Palace and Seurahuone. Börs guests were happy to have a swimming pool but wished for some improvements there too. One respondent mentioned how he/she enjoys having a pool but would wish for some information on what is the most convenient way to use it in the specific hotel: whether to change in room or in the pool area. He/she also said how the swimming suit is often forgotten so it would be nice if there was a possibility to pick one up at the hotel for 7–8 euros.

Marina Palace is the only hotel from these four hotels to offer bikes to their guests and guests in the other two hotels would also like to have the possibility to borrow bikes. Even if Marina Palace guest do have the possibility to borrow bikes, it was mentioned that the

hotel should inform better about this, especially during summer time “like now”. It was also mentioned that there should be some children’s bikes available as well.

Over all it seems that the focus on the improvement ideas is basically to inform the guest better about the current exercise options, and to help them to find the best possible options in town to meet their desires. It was mentioned that at least in Italy and Switzerland there are hotels that are especially profiled on activity and sports, whereas this is completely lacking in Finland. This respondent pointed out how the best thing after a long day at work is exercising, and this shouldn’t be forgotten by hotels. She/he mentioned how good exercise possibilities and facilities are way more important than the hotel’s “Hyvä olo” services–Spa services.

4.2 Benchmarking

Table 10. What exercise amenities the benchmarked hotels offer for their guests?

	1	2	3	4	5	6	7	8	9
TORNI		x		x	x	x		x	
PAVILIONKI		x		x	x			x	x
TRUMP	x	x	x		x	x	x	x	x
HAYATT	x	x	x	x	x	x	x	x	x

1. Brand fitness program
2. Hotel Gym
3. Swimming pool
4. Bikes
5. Personal Training
6. In-room-fitness
7. Maps
8. Equipment rental
9. Group exercise classes

Solo Sokos Hotel Torni is located in Tampere, Finland. The hotel offers a gym, bikes and some in-room-fitness possibilities. The Torni Gym was designed in cooperation with the founder of FitFarm and a fitness-coach Jutta Gustafsberg. The gym is designed to meet

the needs of all guests. On top of great variety of equipment at the gym, the guests can rent by 10 euros a “wellness-bag” including training mat, rubber band and an iPad with training programs. All training programs in the iPad are designed to be done especially in Tornio Gym with the existing equipment there. (Sokos Hotels 2017a; Sokos Hotels 2017b).

Sokos Hotel Pavilionki is located in Jyväskylä, Finland. The hotel has a 100m² gym in the top floor with great equipment for even advanced training. The hotel is in cooperation with a personal trainer Michael Ormshaw, he visits the gym once or twice a week to be available for the hotel guests. (Sokos Hotels 2017c.) He gives group exercise classes twice a week and offers personal trainer services for the guests. S-card guests get a discount and Premium S-card guests get an even bigger discount on his services. (Sokos Hotels 2017.d) In Pavilionki guests can also train in their own rooms with yoga and functional training equipment given from the reception (Sokos Hotels 2017c). Hotel guests can get bikes and Nordic walking poles for their use as well (Sokos Hotels 2017e). In addition to great variety of exercise possibilities in the hotel, they have a special section on their website for exercisers to guide them to the best exercise spots in town (Sokos Hotels 2017f). The fact that Jyväskylä has a hotel that takes well into consideration the exercising clientele may not be coincidence. The University of Jyväskylä is the only university in Finland that has a faculty of sport and health sciences. This could mean, that in area there are many sports and health conscious people both living and traveling.

Trump hotels have a special program for guests that want to maintain their workout regime while traveling and to guarantee a certain level of exercises possibilities no matter where they travel. The program is called “Travel Fit”. It includes possibility to get equipment like yoga mats, stretch bands and light weights to their own guest room. For those who need work out inspiration, there is a possibility to get iPads with music and the fitness rooms include training cards with easy-to-follow workouts that are developed especially for Trump hotels by Technogym. If guests forget their workout gear they can get fitness apparel and footwear from the hotel. If someone desires to workout outside, maps of local running paths are available for them. (Trump Hotels 2013.) Trump International Hotel & Tower Chicago was the specific hotel taken into more detailed observation. Above of what the Travel Fit program guarantees, the hotel guests in Chicago have available a swimming pool, personal training sessions, Polar Body-Age Assessment and a great variety of group exercise classes from yoga to children’s Zumba classes. (Trump Hotels 2017a; Trump Hotels 2017b.)

Hyatt Hotels and Resorts have a special program for fitness-conscious business and leisure travelers for them to maintain their workout regimes while traveling: "StayFit@Hyatt". This includes the latest cardio and strength equipment, exercise programs, and knowledgeable staff on-site. Hyatt hotels have 24/7 Stay Fit Concierge to help guest and provide them with anything from workout wear to GPS watches. All the hotels provide their guests that go out for a walk or a run Fitness GPS Forerunner Armbands to help them monitor their heart rate, course and distance. These GPS armbands have digital maps and they help the guests to navigate back to the hotel. All Hyatt hotels update their cardio and strength equipment every three to five years in cooperation with Life Fitness®, therefore guests can always work out with the most up-to-date equipment. All StayFit@Hyatt facilities have good air and ventilation systems, lighting and audio/visual components. Above of everything else StayFit@Hyatt provides the guest amazing yoga possibilities in cooperation with YogaAway: yoga classes, private consultations, well-designed yoga videos and corporate group sessions all offered at convenient times for business travelers. (Hyatt Hotels & Resorts. 2005.) This benchmarking took a closer look to Hyatt Regency Jacksonville Riverfront in Florida. The hotel offers everything that's included to the Stay-Fit@Hyatt together with swimming pool and bikes for the guests. (Hyatt Regency 2017.)

5 Discussion

This chapter discusses the results and gives improvement ideas for the hotels based on the survey and the benchmarking. The limitations, reliability and validity of this research are discussed and suggestions for future research are given. Also, the whole research process and self-assessment are discussed in this chapter.

5.1 Result analysis

First, the respondent structure was quite good, the number of men and women respondents was quite even, all ages and quite many nationalities were presented. More importantly the structure reflects quite well the normal clientele in these hotels. Different purposes of visit were well presented, so the study really gives a good idea on how hotel guests see and value sports amenities and what kind of needs they could have. The responses were gotten not only from exercise enthusiasts but also from people with all different physical training backgrounds, thus the study represents very well the clients' exercise needs during a hotel stay.

In the theory framework, it was presented that there could be some differences in exercise activeness between Scandinavians and for example Southern Europeans, but this was not shown in this study. However, sports amenities provided by the hotel play bigger role in Finns' and Scandinavians' hotel decision and Finns are most willing to pay for them. It seems that the Finnish respondents represent very well the real activeness structure of Finns as 14% of the Finnish respondents claim to exercise 0 to 2 hours a week, and based on the theory 10 to 20% of Finns do not exercise. All the exercise possibilities that respondents wished for during their hotel stay were also very much in line with the theory as almost all the 25 most popular sports in Finland were mentioned by them. Basically, the only exceptions were the winter sports. This could be explained by the fact that the study was made in May and those may not have been the first things to come on the respondent's mind. In the theory, it was claimed that gym training and running have increased a lot in the past years, and clearly those including walking were the most popular activities respondents wished for during their hotel stay.

The results show that the more frequently one stays in a hotel the more attention they play to exercise amenities provided by the hotel when making a hotel-choice. These results can be explained by the fact that travelers who stay in hotels often and during their every-

day life, want to be able to complete their normal routines also on the go. Also, if one exercises regularly, it is understandable that they would want to exercise while travelling.

The current situation with the exercise possibilities in these three hotels is not alarming but either anything to brag about, as the average grade given is 2,78. It can be understood that the current exercise possibilities do not attract customers to choose these hotels and they don't bring much extra value nor they help the hotels to stand out from their competitors. With some small changes the situation could be changed and the hotels could step from average to excellent and hence raise their attractiveness. The well-designed new exercise room that was being renovated in Marina Palace has for sure improved the exercising costumers' satisfaction there.

The results also show how important role the support products and services can play. Of course, each customer values different kind of support products and serviced depending on their needs. A family may value the most a children's play room while a pet owner the possibility to take their pet with them. Therefore, exercise facilities can be rather important for some. This study shows they are more important for those who exercise a lot and for those who stay in the hotels often and therefore for many business travelers. Since these hotels accommodate huge amount of business travelers this should be well taken care of. The study also shows how people are willing to pay a decent price for a good support product if it's worth it and they have the need for it.

5.2 Improvement ideas and suggestions

Based on the results from the study some improvement ideas and suggestions are given to the case hotels. All the improvement ideas and suggestions are designed to be feasible and it was taken into consideration that no big renovations or huge investments are needed for them.

First of all, the information has to reach the customers better and it has to be up to date, even on the website. There is a lot of information given on check-in but the information about exercise possibilities shouldn't be left out. At least every customer should be informed where to get information about these possibilities if needed. The information should be available in the room both in hotel info paper leaflet and on the in-room TV. Hotels often have some "info corners" and advertisement leaflets in other parts of the hotel, so this information should be there as well. If the hotel offers bikes for its customer, the bikes should be placed somewhere on sight, for everyone so notice them.

Above of good flow of information, there should be more of it, not just about the possibilities in the hotel and the co-operational gym. The recommendation would be to make a map with good different type and length routes for customers, as for people outside Turku these routes and places can be hard to find. These places could be for example "Koroisten lenkki" about 10km starting point being Turku downtown, Paavo Nurmi stadium with 1,5 km jogging route, some stair running in town such as Samppalinna and Kuuvuori stairs, where the customer would also get to find beautiful viewpoints. Some longer routes for biking, such as the unique Ruissalo, were foreign customer could get a glimpse of the Turku archipelago.

The most convenient way to make these routes would be by creating a mobile application so that each customer could choose the most suitable route for them. The application would also help them to stay on the map while on the way and find their way back to the hotel. In this kind of a mobile application, different kinds of sightseeing routes that the respondents wished for, could also be easily implemented, as the information of each attraction could be included in a practical way. Just by clicking the sightseeing, the information would show up. If this application was used in all S group hotels in Finland it could reach popularity more easily. To make sure it adds value only for S group hotels and is not used by others, the username and the password could be valid only during the stay. The price of making this kind of an application would depend on its design and availability in different operating systems. Nowadays many mobile applications can be made at reasonable price.

As the guests wish for many other exercise options, there should be an easy way for customers to find them. The hotels can enjoy the great exercise possibilities offered in town for anyone and help the customers find them. As the study shows, many customers are willing to travel to the exercise and activity places. Any contracts are not necessarily needed with the exercise places, as many guests are willing to pay for the possibility, if the price is reasonable and the product has good quality. Right in Turku downtown there are many options that the customers could be interested in such as bowling, indoor mini-golf, snooker/pool, mini curling, table tennis, foosball, all kinds of group exercise classes and so on.

Turku is surprisingly small and within three kilometers there are many exercise spots. These spots are for example Kupittaa area, Turku Sports Park, Saippua Center, Sports Center Alfa, Manhattan Sports Center etc. Turku Sports park offers Paavo Nurmi track

and field stadium, tennis and beach volley pitches, basketball courts and a frisbeegolf track. Samppalinna outdoor swimming pool is located right next to Turku Sports park. Kupittaa area offers indoor multifunctional sports hall, bowling and shooting range, outdoor soccer and beach volley pitches, baseball and petanque fields, street basketball and panna soccer arena, BMX track, skateboarding area, an ice skating/rollerskating ring, an outdoor swimming pool and more. Dance classes from Cuban salsa to voguing, crossfit, thai boxing, tekwondo and badminton are offered in Saippua Center. In Sports Center Alfa there is possibility to do for example judo, karate, boxing, wrestling, table tennis and gymnastics. Manhattan Sports center offers indoor badminton, tennis, squash, racquetball and floorball. All these are available within the three kilometers that is maximum distance that the respondents said. Only a bit further, but still easily reachable, there is the city's biggest indoor swimming hall in Impivaara.

Some of these possibilities in town don't acquire any equipment and some places offer equipment rental, so they are practical for hotel guests. Some of the options do require you to bring your own equipment such as volleyball, basketball, soccer or Frisbee, therefore this equipment could be available at hotel reception for hotel guests. Other sports gear could be available to rent or borrow at the hotel as well, in case the customer has forgotten his/her own or it didn't fit to their luggage. This equipment rental would include bikes as well. Turku is a nice city to get to know by bike and everything is easily reachable by bikes. The distance to travel to other exercise sites could be longer if they had the possibility to go there by bicycle.

The gym seems to be the most important facility that guests wish for as almost 50% of the respondents wished for it. Already, since the survey, Marina Palace gym has taken a step to better and Seurahuone has built a small exercise room with treadmill, exercise bike and some weights. Fitness Center Loisto was changed to Motivus center after Loisto closing its doors. This is already great as guests have some possibilities right at the hotel and much more within a small distance. Motivus center is a very good gym with even group exercise classes, so this opens up a lot of options for Börs' and Seurahuone's guests. The new gym in Marina Palace was designed by sports professional and the same could be done in Seurahuone and Börs, so that all the most popular and necessary equipment can be found and the exercise room is up to date.

To improve the exercise possibilities right at the hotel, it should be thought what can the guests do in the exercise room and could there be something done in the guest's own room. Some people who exercise would be able to do their routines without guidance, but

many would still wish for it. Therefore, I think there should be a possibility to have some guided gym training, functional training, yoga, stretching etc. One great way to do this without having to hire a person in the hotel, would be by having recorded classes that clients could watch both in the exercise room and in their own room. For exercises such as yoga and pilates one needs a peaceful environment, so client's own room could be better than the exercise room. In addition to having guided exercise classes on room TV, there could be a possibility to borrow the needed equipment to the room, so that one wouldn't need to carry their own equipment with them. This would be particularly important to implement in Marina Palace as Marina Palace guests don't have the option to use Motivus center.

Some exercise possibilities should be available for meetings and events guests, as wished in the surveys. During a long meeting, even a small exercise break could be refreshing. These exercise classes could be anything from short chair exercises to zumba classes depending on the wishes of the guest. For example, Marina Palace is already offering "brain food" to keep the meeting and event guests' minds fresh and exercise could be a great addition to that.

The results also show how swimming is very important for the hotel guests, so it should be offered somehow for them. Of course, the best option would be to build own swimming pool to Marina Palace and Seurahuone, but it would be a huge investment. Other opinions could be by doing co-operation between the hotels so that guests in Marina Palace and Seurahuone who really wish for swimming possibility, could use the swimming pool in Börs. Or by simply guiding the guests to the city swimming pools; in the summer time to the big outdoor swimming pool Samppalinnä that is located only about 500 meters away and then in the winter time the guests could be directed to the best swimming pool in Turku located in Impivaara 3,5 kilometers away from down town or to Turku swimming hall located near university less than 2 kilometers away. Whether the swimming pool is in the hotel or the guests would need to go elsewhere, there should be information where they are able to swim and how everything works in the swimming site. Among other exercise equipment that hotel guests could get, there should be a possibility to borrow or rent swimming suits, towels and slippers.

5.3 Reliability and validity of the research

Reliability and validity measure the credibility of the study. Reliability means how well repeatable the study is and how consistent the results would be if it was repeated. The re-

search should be able to perform identically again and it should generate the same results every time. Validity means how well the used methods measure what was intended to measure. Both are needed to have reliable, credible and valid results. (Hirsijärvi & al. 1997, 231–233.)

Both the validity and reliability of the survey are quite good. In relation to the reliability, the number of respondents in total was good and both genders were well presented. Having distributed the surveys in several hotels increases the reliability of the study, although Marina Palace was clearly best represented. The survey could easily be repeated in the same or other similar hotels and give the same results, especially in Finland, as the study was carried out in Finland and most respondents were Finns. Therefore, the results are also the best generalizable in Finland. The time when the research is done could affect the results as the structure of the clientele of these hotels change towards summer compared to winter. As other researches with exactly the same approach has not been done, the results can't be compared, which affects the reliability of this study.

Regarding to the validity of the research, what was meant to be measured, was actually measured and the survey gave answers to the research questions. With a survey, there is always a possibility to misunderstandings as the questions and the answers are not explained in person, which could have slightly affected the results. In this study, there were no clear signs of any misunderstandings in the responses though. The benchmarking of this study is not necessarily another method to study the same phenomenon, therefore it doesn't increase the validity of this study. Still by noticing that "best practices" are doing most of the things that were wished by the respondents, confirms that the results of the survey are close to the reality.

5.4 Suggestions for future research

As healthy lifestyle seems to remain trendy, this subject should be further studied. This study concentrated on four city hotels, all located in the same city in Finland. Therefore, it would be recommended to expand the study to other parts of the world and to different kinds of hotels. The leisure travellers of this study all had a "city vacation" and the results could have been different, if the destination and the nature of the trip was different, such as a hotel stay in holiday resort. Many holiday resorts already have excellent exercise amenities, but it could be further studied what guests really wish for in those places.

Other features of well-being during a hotel stay could be added to find out what role features such as spa and healthy food options play. It was mentioned by one respondent that exercise amenities are far more important than spa services, but is this the opinion of most? So-called super foods are often talked about and many people try to make “better choices” in their lives and for example Radisson Blu is offering “brain food” for its meeting and events guests. The importance of these healthy food options for guests could be included to the study.

Regarding to different exercise amenities, it could be further studied what kinds of exercise amenities are the key factors to the hotel-choice and whether the needs of the same person vary depending on the reason and the length of the stay. Each exercise amenity could also be separately studied: what makes a good hotel gym, which type of bikes are desired, what kinds of a swimming pools are required etc.?

5.5 Evaluation of the thesis process and self-assessment

The theses process resulted to be as demanding as expected, but completing the whole work took more time than expected. The topic decision was quite hard for the researcher although it was clear from the beginning that it was going to be done at the hotel where she worked. The idea to work with exercise amenities at the hotel came up from the researcher’s own experiences. The final approach and focus were still formed while designing the survey and writing the theory framework. The final work resulted to be quite clear, coherent and good. Anyhow, in the future the researcher would use more time in the beginning to have a clearer vision of the work to make the writing process smoother.

The actual working process started in April 2016, although on the idea level the thesis process had started already in September 2015. The survey was conducted and part of the theory framework was written in the spring 2016, but the rest of the work was completed in the spring 2017. This delay and gap between starting and finishing was due to the researcher’s busy schedule studying another university degree in Turku University and working at the same time. The researcher hadn’t realized how full time demanding a project this big can be, and so working and studying another degree didn’t allow her to have enough time to complete the thesis. Therefore, she arranged an empty period at the Turku University to complete this thesis. She learned that in the future with similar big time-consuming projects she will reserve more time for them right away to stay better in the schedule.

The writing process itself was nice. Forming the theory framework was quite demanding at times, as no previous studies from the same topic have been done. The questionnaires were so well replied that the results and discussion part was enjoyable and untroubled to write. Analysing the results even inspired the researcher to add a small benchmarking to the work. Therefore, it could be said the survey was quite well designed. Still, while analysing the results the researcher did realize other better ways to ask the same questions to make it easier to analyse them. In the future, she would plan better before handing out the surveys, how to analyse each question and how to find connections between the questions. This would help the analysing process to be easier to carry out.

Overall the thesis presented great learning opportunities both with the topic and the process itself. Especially, this thesis project will help the researcher on how to carry out big projects in her current master studies and her future career. The researcher got familiar with both survey and benchmarking methods and learned the advantages and disadvantages of these research methods. Thus, she is more prepared to carry out another research and finding the right research methods to study other subjects. For certain, she will have use in the future for everything she learned during the process.

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Appendices

Appendix 1. Questionnaire in English

Dear guest at Radisson Blu Marina Palace,

Hotel guests have different kinds of needs and wishes. Understanding these needs is very important so that the hotel could serve its guests better. Doing sports is a big part of everyday life for many people and thus, sports amenities are often desired when travelling.

I am a Hotel, Restaurant and Tourism Management student at HAAGA-HELIA University of Applied Sciences. The aim of my thesis is to develop the sports amenities in the S group's hotels in Turku area. I wish to get insights on customers' exercise habits and exercise needs during their hotel stays. I would kindly ask You to fill in the survey on the Internet or return this form to the hotel reception.

Link to the survey on Internet:

www.bit.ly/marinapalaceeng

Thank you for your time!

Best regards,

Anu Hietarinta

Survey

1. Gender

male

female

2. Age

18–30-year-old

31–40-year-old

41–50-year-old

51–60-year-old

61–70-year-old

over 70 years old

3. Nationality

Finnish

Swedish

other, what? _____

4. Purpose of the visit

business

meeting or congress

leisure

other, what? _____

5. Do you have some of the following membership cards?

S-etukortti card

S-card

Club Carlson

no, I don't

6. How often do you stay at Radisson Blu Marina Palace?

weekly

1–2 times a month

a few times a year

once a year

less than once a year

7. Approximately how many nights do you stay at any hotel in a year?

- 0–5
- 6–20
- 21–40
- 41–60
- over 60

8. How much do you exercise normally?

- 0–2hrs a week
- 3–5hrs a week
- 6–10hrs a week
- 11–14hrs a week
- over 15hrs a week

9. Have you gotten familiar with the sports amenities that the hotel offers during your stay?

	Yes	No
hotel gym	<input type="checkbox"/>	<input type="checkbox"/>
bike rental	<input type="checkbox"/>	<input type="checkbox"/>

10. Which grade would you give for the hotel's sports amenities at the moment on a scale of 0 to 5, 5 being the best?

11. What kinds of sports amenities would you wish for during your hotel stay? (e.g. gym, jogging, yoga, tennis etc.)

12. If the sports facility is not located in the hotel, what would be the maximum distance to the sports facility?

13. Would you be willing to pay for sports amenities used during your hotel stay?

Yes

No

Maybe

14. If you answered yes to the last question, what would be a suitable price for the sports service?

15. Do sports amenities provided by the hotel affect your hotel decision?

Yes

No

Maybe

16. How do you think Radisson Blu Marina Palace could improve its sports amenities?

Arvoisa Radisson Blu Marina Palacen asiakas,

Hotelliyöpyjillä on erilaisia toiveita ja tarpeita. Näiden toiveiden ymmärtäminen on hotellille tärkeää, jotta asiakkaita pystytään palvelemaan entistä paremmin. Liikunta on monelle ihmiselle tärkeä osa elämää, ja siksi liikuntamahdollisuuksia kaivataan myös matkalla ollessa.

Olen restonomiopiskelija HAAGA-HELIA ammattikorkeakoulussa. Teen opinnäytetyöni Turun alueen S-ryhmän hotellien liikuntapalvelujen kehittämiseksi. Tavoitteenani on selvittää asiakkaiden liikuntatottumuksia ja liikuntatarpeita hotellivierailujen aikana. Pyydän Teitä ystävällisesti täyttämään kyselylomakkeen joko internetissä tai palauttamaan tämän lomakkeen hotellin vastaanottoon.

Linkki netissä täytettävään kyselylomakkeeseen:

www.bit.ly/marinapalacefi

Kiitos vastauksestanne!

Ystävällisin terveisin,

Anu Hietarinta

Kyselylomake

1. Sukupuoli

mies

nainen

2. Ikä

18–30-vuotta

31–40-vuotta

41–50-vuotta

51–60-vuotta

61–70-vuotta

yli 70-vuotta

3. Kansalaisuus

suomi

ruotsi

muu, mikä? _____

4. Matkan tarkoitus

liikematka

kokous tai kongressi

vapaa-aika

muu, mikä? _____

5. Omistatteko kanta-asiakkuuksia?

S-etukortti

S-card

Club Carlson

En omista

6. Miten usein yövytte Radisson Blu Marina Palacessa?

viikoittain

1–2 kertaa kuukaudessa

muutaman kerran vuodessa

kerran vuodessa

harvemmin

7. Miten monta hotelliyötä Teillä keskimäärin kertyy vuodessa yhteensä?

- 0–5
- 6–20
- 21–40
- 41–60
- yli 60

8. Miten paljon keskimäärin harrastatte liikuntaa?

- 0–2h viikossa
- 3–5h viikossa
- 6–10h viikossa
- 11–14h viikossa
- yli 15h viikossa

9. Oletteko majoituksenne aikana tutustuneet hotellin tarjoamiin liikuntapalveluihin?

	Kyllä	En
hotellin oma sali	<input type="checkbox"/>	<input type="checkbox"/>
pyörien vuokraus	<input type="checkbox"/>	<input type="checkbox"/>

10. Minkä arvosanan antaisitte Marina Palacen tämänhetkisille liikuntapalveluille asteikolla 0-5, viiden ollessa paras arvosana?

11. Millaisia liikuntamahdollisuuksia kaipaatte hotelliyöpymistenne aikana? (Esim. sali, lenkkeily, jooga, tennis jne.)

12. Mikäli liikuntapaikka ei sijaitse hotellin omissa tiloissa, mikä on mielestänne maksimi etäisyys liikuntapaikalle?

13. Olisitteko valmiita maksamaan hotelliyöpymisen aikana käytettävistä liikuntapalveluista?

Kyllä

En

Mahdollisesti

14. Mikäli vastasitte edeltävään kysymykseen myöntävästi, mikä olisi sopiva hinta liikuntapalvelulle?

15. Vaikuttavatko hotellin tarjoamat liikuntapalvelut hotellin valintaan?

Kyllä

Eivät

Mahdollisesti

16. Miten Radisson Blu Marina Palace voisi mielestänne kehittää liikuntapalveluidensa tarjontaa?
