

DEVELOPMENT OF BREWERY TOUR EXPERIENCE

Case: Pyynikin Brewing Company

Peltonummi, Reeta

Bachelor's Thesis
School of Tourism and Hospitality Management
Degree Programme in Tourism
Bachelor of Hospitality Management

2019

Matkailu-, ravitsemis- ja talousala
Matkailualan koulutusohjelma
Restonomi

Tekijä	Reeta Peltonummi	Vuosi	2019
Ohjaajat	Ulla Kangasniemi ja Petra Paloniemi		
Toimeksiantaja	Pyynikin Brewing Company		
Työn nimi	Panimokierroksen tarjoaman kokemuksen kehittäminen Case: Pyynikin Brewing Company		
Sivu- ja liitesivumäärä	62 + 9		

Pienpanimot ovat hiljattain lisänneet suosiotaan Suomessa, mikä on johtanut pienpanimotuotteiden markkinaosuuden kasvuun. Panimokierroksilla pienpanimot voivat sitoa asiakkaat tiiviimmin brändiinsä ja tarjota autenttisia ja ainutlaatuisia kokemuksia. Siitä huolimatta, että maailmalla panimoturismi on paikoitellen menestyksestä, tieteellinen tutkimus aiheesta on vielä vähäistä. Tämän tutkimustyön tavoitteena olikin selvittää, mitä elementtejä menestyneet panimokierrokset sisältävät sekä miten on mahdollista kehittää panimokierroksista arvostettuja matkailupalveluita.

Tutkimustyön toimeksiantajana toimii Pyynikin Brewing Company, ja tutkimuksen tulokset toimivat kehitysehdotuksina yrityksen panimokierrokselle. Työn teoreettinen tausta koostuu palvelumuotoilusta, asiakaskokemuksesta, panimoturismista sekä viiniturismista. Tutkimus toteutettiin kvalitatiivisena tutkimuksena, jossa menetelminä käytettiin haastattelun analyysia, havainnointitutkimusta sekä asiakaskyselyn analyysia. Haastattelulla kerättiin tietoa toimeksiantajan nykyisestä panimokierroksesta ja havainnointitutkimuksella kierrokseen sisältyvistä elementeistä Kyrö Distillery Companyssa ja Nokian Panimo Oy:llä. Lisäksi asiakaskyselyllä koottiin yhteen toimeksiantajan nykyisten asiakkaiden mielipiteitä panimokierroksesta.

Tärkeimmät tutkimustulokset osoittivat, että asiakkaiden aistien, erityisesti näköaistin, käyttö kaipaa tehostamista kokemuksen aikana. Jotta asiakkaille olisi mahdollista luoda mieleenpainuva kokemus, oluen valmistusprosessin visualisointi, siinä käytettävien ainesosien havainnollistaminen, oluiden makuja täydentävien ruokamaistiaisten lisäys kierrokseen sekä maistelualueen kehittäminen ovat tarpeen.

Tulokset tuottivat laajan kattauksen kehitysideoita toimeksiantajalle heidän panimokierroksensa kehittämistä varten. Lisäksi ne ovat myös muiden pienpanimoiden käytettävissä heidän panimokierroksiensa kehittämiseksi.

Avainsanat panimokierros, panimoturismi, asiakaskokemus, palvelumuotoilu

School of Tourism and Hospitality
Management
Degree Programme in Tourism
Bachelor of Hospitality Management

Author	Reeta Peltonummi	Year	2019
Supervisors	Ulla Kangasniemi and Petra Paloniemi		
Commissioned by	Pyynikin Brewing Company		
Title of Thesis	Development of Brewery Tour Experience Case: Pyynikin Brewing Company		
Number of pages	62 + 9		

Craft breweries have recently increased their popularity in Finland, which has led to craft brewed beverages expanding their market. Brewery tours offered by these companies have the possibility to connect the customers tighter to the brand while they offer consumer authentic and unique experiences. Although worldwide there are successful brewery tourism locations, literature concerning the elements included in successful brewery tours is limited. Thus, the aim for this research was to find answers to which aspects are included in successful brewery tour experiences and how it is possible to develop brewery tours into valuable tourism services.

The commissioner of the thesis is Pyynikin Brewing Company and the research results were used to give development suggestions for their brewery tour. The theoretical framework consists of the concepts of Experience Design, Customer Service Experience, Brewery Tourism and Vinery Tourism. The primary data was gathered with qualitative methods in forms of interview, observation and survey. The interview was conducted to gather information on the current brewery tour of the commissioner, observations in Kyrö Distillery Company and in Nokian Panimo Oy to gather information on the elements used in beverage tours and the survey in Pyynikin Brewing Company to gather the opinions on the current customers of the commissioner.

The main results of the research implicated that the customers' senses, especially the sense of sight, need to be engaged better during the brewery tour experience. A visualization of the brewing process, illustration of the ingredients used in it, addition of snacks to complement the flavour of the beverages and customization of the tasting area are needed to create a memorable experience for the customers.

The results of the research brought encompassing development ideas for how the commissioner's brewery tour experience could be developed. Additionally, these development ideas can be used by other craft breweries to receive ideas on how to develop theirs.

Key words brewery tour, brewery tourism, customer experience, experience design

CONTENTS

1	INTRODUCTION	5
2	BACKGROUND OF THESIS	6
2.1	Choice of Topic.....	6
2.2	Background of Pynikin Brewing Company	7
2.3	Objectives and Purpose of Research	8
3	FRAMEWORK OF SERVICE EXPERIENCE DESIGN.....	10
3.1	Qualities of Service Experience.....	10
3.2	Nature of Experience Design	13
3.3	Customer Service Experience	16
3.4	Service Blueprint as Tool for Experience Development.....	20
4	FRAMEWORK OF BEVERAGE TOURISM.....	22
4.1	Boom of Brewery Tourism	22
4.2	Wine Tourism as Vanguard	24
5	RESEARCH PROCESS OF THESIS	27
5.1	Research Methods of Thesis	27
5.2	Current Situation of Pynikin Brewing Company's Brewery Tour	29
5.3	Observations and Survey as Basis for Service Development.....	31
5.3.1	Observations on Brewery and Distillery Tours	31
5.3.2	Collection of Customer Feedback	32
6	RESULTS AND ANALYSIS OF RESEARCH	34
6.1	Observation Results.....	34
6.2	Survey Results.....	36
6.3	Development of Brewery Tour	50
6.3.1	Values and Needs of Customers.....	50
6.3.2	Development Suggestions for Pynikin Brewing Company	51
6.3.3	Visualization of Development Suggestions	55
7	CONCLUSIONS AND IMPLICATIONS.....	57
	BIBLIOGRAPHY	60
	APPENDICES.....	63

1 INTRODUCTION

Craft brewed beverages have recently increased their popularity in Finland among the consumers, which is leading to companies which produce these goods to slowly acknowledge the possibilities brought by brewery tours as tourism services (Jylhä 2016, 8; Luostarinen 2018). Already in the United Kingdom, the United States and Australia the craft brewery sector has increased popularity due to their ability to offer experiential tourism services as part of their product offering (Cavaliere, Kline & Slocum 2017). At their best, craft breweries can offer authentic and unique experiences by offering their customers a way to explore the authenticity of the host culture through their brewery tours (Plummer et al. 2005, as cited in Cavaliere et al. 2017, 17). However, the theoretical literature concerning the elements included in successful brewery tours is limited and does not offer the craft brewery companies insights into how their brewery tours can be developed into successful experiences for their customers. Thus, this research concentrates to find answers to which aspects are included in successful brewery tour experiences and how it is possible to develop brewery tours into valuable tourism services.

The theoretical background of the thesis consists of experience design, the qualities of service experiences and the baseline of brewery tourism. As the literature concerning brewery tourism offers little information on the elements included in brewery tours, literature of vinery tourism was added to the research to receive a wider knowledge on the elements used in beverage tourism in general. The primary data was collected with qualitative methods and interview, observations and collection of customer feedback were conducted to gather insights of the customers' expectations and ideas for the service development. Pyynikin Brewing Company acts as the commissioner of this thesis and the data collected through this research was implemented to give suggestions for the development of their brewery tour experience. The results of the research are presented after the methodology and the commissioner will receive the final development suggestions based on these.

2 BACKGROUND OF THESIS

2.1 Choice of Topic

The market of craft brewed beverages has been booming in the past few years and internationally, especially in the United States, it plays a notable role also in the tourism business. As consumers have showed their interest in locally produced goods in specific areas, the tourism value of craft breweries in those areas has also started to rise. (Cavaliere et al. 2017.) Craft breweries offer a way to explore the authenticity of the host culture and attracts visitors, who seek for authentic and unique experiences (Plummer et al 2015, as cited in Cavaliere et al. 2017, 17). Also, in Finland the craft brewery market has more than doubled in the past few years and the tourism value of them has been noted especially in some areas of Finland (Jylhä 2016, 8; Visit Pori 2018). However, the research conducted of the field remains lacking and especially the aspects involved in successful brewery tour experiences have collected very little research.

Within Pyynikin Brewing Company the number of visitors attending the brewery tours has increased every year and the potentials and the possibilities brought by the tours has not remained unnoticed. Luostarinen, the tour guide of Pyynikin Brewing Company, states that also in Finland the stakeholders are acknowledging the possibilities of the combination between tourism and their production and informs that he would gladly see that happening also in their brewery. (Luostarinen 2018.)

The author pays personal interest to the localness of goods, especially craft brewed beers, and the ways the goods are produced. Design of memorable and enjoyable experiences has also been extremely interesting for the author during her studies, so the combination of these two topics seemed like the perfect match for the research topic. For this reason, the author chose to do the research about the qualities of successful brewery tours in craft breweries and give suggestions for the commissioner how the brewery tour could be developed even further. Hopefully, the boom of craft beverages continues to increase and in the future

the tourism value of craft breweries is noted also in Finland and marketed more clearly to the tourists, who seek to experience the authenticity of the location while they travel.

2.2 Background of Pyynikin Brewing Company

The commissioner of the thesis is Pyynikin Brewing Company, which is a small craft brewery located in Tampere, Finland. It started its operations in 2013 and since then, their production has increased enormously each year (Pyynikin Käsityöläispanimo 2018a). In Finland, there are specific limitations to the production of craft breweries, and for one to call themselves a craft brewery, the production cannot be more than 15 million litres during a year (Pienpanimoliitto 2018). In 2016 the production of beer and cider in Pyynikin Brewing Company reached the limit of half a million litres (Pyynikin Käsityöläispanimo 2018a). As the company is a limited liability company from its business entity, the company is moulded by its stakeholders. The active stakeholders bring inexhaustible assets for Pyynikin Brewing Company and the voluntary work and the open conversation they have with their stakeholders has moulded the identity of the brewery. (Jylhä 2016, 62–63.)

The structure of the business consists of two different sections, the brewery where the beer production and the brewery tours are located and the restaurant Pyynikin Brewhouse, which was opened in Tampere in 2017. The restaurant as well has its own brewing machineries, which are used to produce special beers only for the restaurant to use. Addition to the restaurant services, Pyynikin Brewing Company offers tastings, renting of sauna and brewery tours for their customers. Once a month the company arranges open brewery tours for everyone interested to join, and other times they arrange the brewery tours from reservation. The open brewery tours include the tour around the brewery and tasting for several of their products. If the customers reserve a brewery tour for a group of people, they are available to customize the service to their own taste. The reserved brewery tours can include, addition to the tour around the brewery

and the tastings, sauna or different selection of catering offered to the customers. (Pyynikin Käsityöläispanimo 2018b.)

The brand of Pyynikin Brewing Company highly consists of craft brewing and use of natural and local ingredients in their products. The values of the company are concentrated on the fact that all their products are produced by hand work and by respecting the traditions of beer brewing. They want to offer the consumer a possibility to choose something different. (Pyynikin Käsityöläispanimo 2018a.) This is shown also in the diversity of the ingredients used in their products. Addition to the ordinary ingredients, such as coffee and vanilla, Pyynikin Brewing Company uses more extraordinary ingredients in some of their products, for example Marianne chocolates and rowanberries. The product offering is actively developed, which can be seen not only in the diversity of their product offering, but also in the numerous beers which have won beer awards internationally. (Jylhä 2016, 62–63.)

The brand image of Pyynikin Brewing Company is playfully connected with quality, locality and Finnish mythology, which can be seen in the company's operations and in the decoration of their products. The elves of Pyynikinharju are stated to help the business in beer brewing with their magic and serve as a visualisation tool of the brand. The motto of Pyynikin Brewing Company is 'Brewed with love', which enhances the artisan roots of the company. (Pyynikin Käsityöläispanimo 2018a.)

2.3 Objectives and Purpose of Research

The objectives of the research are strongly related to consumer experiences on brewery tours. As mentioned earlier, the research questions are connected with the elements of successful brewery tours as tourism services. This information is received through theoretical framework of experience design and beverage tourism and additionally observations, interview of the commissioner's tour guide and collection of customer feedback are implemented to receive a full-scale knowledge of successful brewery tour experiences. This knowledge will be

implemented to the brewery tour of Pyynikin Brewing Company in order to develop their tour into a successful tourism experience.

The trendiness boom of craft breweries has started to increase just recently and especially abroad the craft beverage tourism expands quickly (Cavaliere et al. 2017). Also, in Finland the brewery stakeholders start to acknowledge the value of brewery tours as tourism products (Luostarinen 2018). However, the tourism literature concerning brewery tourism is lacking and especially in Finland there is not much research conducted of it. This research is resulting to gather more information on brewery tours as tourism services. As the key results this research gathers information on customer's needs and motivations towards brewery tours, examines the elements included in them and provides new information on brewery tours in Finland.

3 FRAMEWORK OF SERVICE EXPERIENCE DESIGN

3.1 Qualities of Service Experience

Nowadays, the service sector has arisen as the product-driven markets have emerged into information-based, service-driven markets. For companies, this means that development of services is critical in the ongoing competitive market. (Fitzsimmons & Fitzsimmons 2001, 1.) According to Pine and Gilmore (1998, 97–98) the experiences represent the next step in the evolution of the service economy. They state, that consumers are no longer satisfied with only services, but desire experiences, which leads to more and more businesses responding by explicitly designing those. In order to understand broadly the transition to the experience economy, it is necessary to observe the characteristics and the qualities of an experience.

Fitzsimmons and Fitzsimmons (2001, 35) define experience in their book to be a broad term, which refers to any sensation or knowledge received during person's participation in different activities. Experiences are considered personal and they only exist in the mind of an individual (Pine & Gilmore 1998, 99). Thus, it can be stated that each experience is a set of information the consumer has noticed and stored in their mind along the emotional settings, which come from the process of receiving information and later modifying it through reinforcement (Farnham & Newbery 2013). Service experience is defined as a process within many factors, which offer quality or value for the customer (Barroso-Castro, Martin-Ruiz & Rosa-Diaz 2012).

Pine and Gilmore (1998, 102) sort experiences into four categories based on the active or passive participation of the customers. Figure 1 illustrates the four realms of an experience which are namely the entertaining-, educational-, escapist- and esthetical experiences. Entertaining experiences are the ones people use to entertain themselves with, such as watching movies or going to a concert, but tend to be those in which the customer mostly acts in a passive role. Educational experiences, such as attending a class, involve the customer's

participation but do not immerse the customer into the action itself. Escapist experiences can have the same educational aspects involved in them or can be as amusing as the entertainment experiences but require greater participation of the customers during it. Esthetical experience has the same aspects as the escapist one involved in it but does not require active participation from the customer. It is crucial to determine the realm of the experience the business wants to offer their customers and design the experience around that. (Pine & Gilmore 1998, 102.)

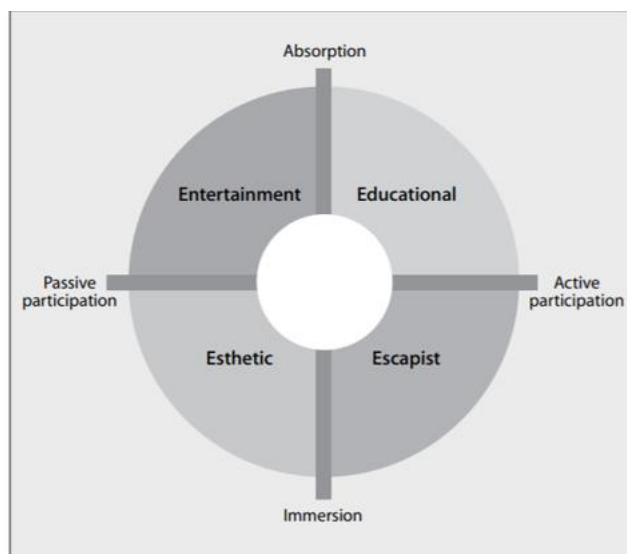


Figure 1. The Four Realms of an Experience (Pine & Gilmore 1998)

However, customers evaluate their own service experience and decide if the service is valuable for them or not. The service experience value is measured with the quality of the service and with the benefits the customers get from it. This consists of the interaction between the employees and the customer, the process of the service and the service cape. (Barroso-Castro et al. 2012.) In order to create a memorable experience, the element to focus on is the creation of value that the customers will care about, as it helps to create an engagement between the customers and the service provided by the company over time (Chen, Prebensen & Uysal 2014, 62). It is possible to create value for the experience by emphasizing of the aspects the consumers already value in the company and by enabling the customers to be a part of the context and the whole experience provided. According to Pine and Gilmore (1998), value-creation does not only

require a deeper consumer engagement during the service, but an increased focus on the experiences during the encounter between the business and the consumer.

The experiences are differentiated from products and services with three dimensions, which focus on the organization's influence over the customer's use environment, the customer participation and the social interaction during the experience. The customer's use environment refers to the context in which the customer consumes the service. While the customer's use environment during services are often fixed and the service providers try to influence the use environment in a fixed manner for all the customers, experience providers do not design their delivery to affect all the customers the same way. Experiences are designed with flexibility and understanding that the customers experience the same service experience very differently based on their already existing knowledge and preferences. This approach to the consumer's use environment creates the possibility for the customers to create their own unique experiences from the service experience process. (Fitzsimmons & Fitzsimmons 2001, 36–40.)

When designing memorable experiences, the customer should not be seen as a passive recipient but considered to be a part of the experience by allowing the customer to affect the process and make decisions concerning their own experience (Fitzsimmons & Fitzsimmons 2001, 36–40). If the consumers are enabled to have an active role during the experience, together with the service provider they can create unique, authentic and memorable experiences (Gnoth & Knobloch 2012 as cited in Chen et al. 2014, 95). Additionally, social interaction with the other customers and the employees is an important factor during the experience process. In the case of offering products and services the interaction with the employees can be minimal, but while offering experiences it plays a crucial role in how the customer experiences the situation. The interaction between the employee of the company and the customer makes the experience unique and memorable for each customer, even when the customer is engaged in the same type of activities repeatedly. (Fitzsimmons & Fitzsimmons 2001, 36–40.)

The experiences need to lead to a higher engagement with the consumer for the experience to be memorable for the consumer and successful for the business offering it (Farnham & Newbery 2013). It is hard to copy a successful experience, as it is a phenomenon created during the interaction between the company and the consumers. For this reason, the service experiences always need to be customized to meet the preferences of different customers. The customization happens during the interaction, as the employee is able to sense the customer preferences during it. A successful experience rests on the employee's ability to differentiate the customer preferences and act upon it during the service experience. (Fitzsimmons & Fitzsimmons 2001, 49.)

3.2 Nature of Experience Design

As stated in the previous chapter, experiences are considered multidimensional and have several aspects which influence the way how the experiences are consumed by the customers. In the earlier chapter, the focus was on which aspects differentiate the experience from products and services and what are the qualities of a memorable experience. In this chapter it is addressed, how to design successful experiences from the company's point of view and what needs to be taken into consideration when designing experiences. According to Schwartz (2017), experiences have become a major competitive edge for companies and consequently the strategic priority for different organizations. As Farnham and Newbery (2013, 62) state, experience design is a strategic framework which gives the company the possibility to create value for the service and by this engages customers. It is concerned to develop the holistic understanding of the interaction between the customers and products over time (Schwartz 2017).

Farnham and Newbery (2013) state that experience design is a systematic approach to how design and business consider opportunities, frame problems and evaluate solutions. The goal of the approach is to ensure that the customers experience the maximum value of the company and this way stay engaged to the business and the service. Experience design is an approach of design for all the

activities which influence the company's brand and the customer's value towards it. It is at its best a framework between the company's operations and design. Schwartz (2017, 46–47) illustrates in his model, as shown in Figure 2, the experience being emerged as the fusion of business, engineer and design. According to him, this entity is synced throughout the development lifecycle to assure a solid outcome.

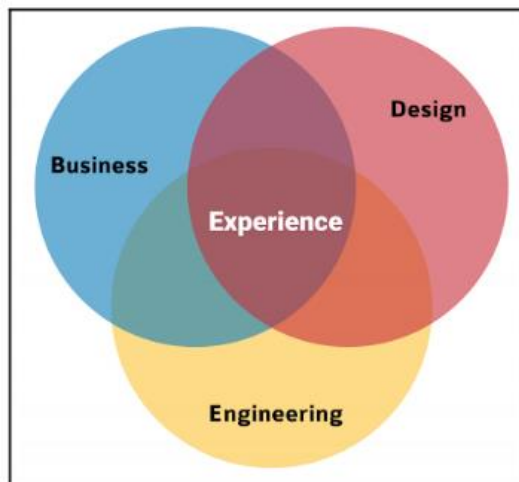


Figure 2. Experience Model – Role of Design (Schwartz 2017, 47)

Pine and Gilmore (1998, 102–105) have identified five key principles in experience design, which need to be taken into consideration in the design of memorable experiences. First of all, the theme of the experience needs to be determined and the service experience build around the theme. A well-defined theme creates customer expectations, which can be met if the theme follows the experience throughout. Secondly, the experience should include harmonized impressions with positive cues, which means that employees should make the customers feel welcomed with impressions, which harmonize with the theme. The impressions are the parts which fulfil the theme and the cues in them create the experience in the customer's mind. This is a key element in the creation of a unique experience.

Thirdly, it is needed to eliminate the negative cues, which contradicts or distracts the customer from the theme. These can be, for example, interrupting phone calls for a tour guide or over servicing and interrupting a customer during a meal in a

restaurant. If the customer gets to enjoy the experience without further distractions, it becomes a more pleasurable one. Fourthly, as certain goods have always been purchased for the memories they convey, a mix in memorabilia acts as one of the key principles in experience design. People tend to purchase a physical reminder of an experience if they enjoyed it. For this reason, the company which serves the experience should offer some goods, which the buyer attaches to the service they have experienced. Lastly, the customer's all five senses should be engaged during the experience. "The more senses an experience engages, the more effective and memorable it can be" (Pine & Gilmore 1998, 104). The sensory stimulants should at all times support and enhance the theme of the experience. However, not all the sensations are pleasant ones and some combinations do not work. For this reason, the sensations added to the experience need to be carefully designed in order to create successful experiences. (Pine & Gilmore 1998, 102–105.)

Experience design highly operates around the brand of the company and the customer value and satisfaction (Chen et al. 2014, 8–9). For this reason, the brand of the company from both the company's and customer's point of view needs to be determined and the changes in the design of the service need to consider which aspects the customers value in the service already (Chen et al. 2014, 74). The customer experience provided by the company needs to meet the expectations set by the brand, as otherwise the experience will be a disappointment for the customer (Ivens & Shaw 2002, 136–137). Thus, before any change in the design can occur, there needs to be an understanding of a current state of the service and an awareness of what happens in the company. Design of services and the experiences around them can be determined by using design tools and frameworks, which help both the business and the design while they solve approached problems. (Chen et al. 2014, 74.) As service experiences are intangible and originally invisible, visualization of the service concepts is the starting point of service analysis and design (Chiehyeon & Kwang-Jae 2018). Service Blueprint is one of these visualization tools used in experience design and acts as the visualization tool for the development suggestions of the

commissioner's brewery tour. An explanation for the choice of this design tool will be closer discussed later in this thesis.

The strategic stage for experience design considers all the components of a system in order to understand the requirements of the consumers and true impact of decision making. The business strategy for a company in the best case should be based on the value of the customers and the value, along with the customers, should be the core base of the strategy of the business. (Chen et al. 2014.) Especially craft breweries, as their operation is small-scale compared to bigger beverage companies, highly lean on the satisfaction of the consumers. The companies need to offer high quality products and take into consideration what kind of products the customers desire. The brand of the company plays an important role of the acknowledgement of the company and is used to distinguish the relationship between the business and the customers (Farnham & Newbery 2013). Experience design is focused on to keep the customers engaged around the values of the company and to create a framework through which the company can manage the problems of creation of value for the company and the engagement of customers (Farnham & Newbery 2013).

3.3 Customer Service Experience

Ivens and Shaw (2002, 6–11) state that the customer experience acts as the differentiator for the companies which offer services for their customers and acts as a source of long-term competitive advantage. They define customer experience to be "... an interaction between an organization and a customer. It is a blend of an organization's physical performance, the senses stimulated and emotions evoked, each intuitively measured against customer expectations across all moments of contact." This means that the customer experience is not only one of these aspects, but a blend of all of them. (Ivens & Shaw 2002, 6–11.) It is needed to take into account the holistic nature of the customer experience and to consider the needs and the wants of customers during the service (Constantine et al. 2012). The organization's physical performance is usually thought throughout, but there also is a need for better understanding of the

customer's motivations, the use of senses and the emotions evoked during the service in order to create successful experiences for the customers (Ivens & Shaw 2002).

Firstly, customer experiences are measured intuitively. Every person views the quality of the services offered for them differently and has different expectations towards them. The expectations are built from previous experiences, advertisement and what is said by others about the specific experience. The expectations set by the company itself through marketing should be done so, that the expectations are not set too high from the content actually offered for the customers, as this can emerge to disappointments. However, there are not only physical expectations towards a service but also emotional expectations, which is the concept of how the customer expects to feel during the service. (Ivens & Shaw 2002.)

While considering a service provided by a company, the core service encounter often has the main focus. However, the customer experience starts before the service is purchased and does not end to the customer consuming the service. (Ivens & Shaw 2002.) Bone et al. (2017) define service experience as the period during which all of the service encounters occur. Despite the core service being designed to fulfil the needs of the customers perfectly, if the pre- and post-core service encounters are being understated, the customer's service experience is lacking. With the holistic view to the service experience all the service encounters of the customer journey are spanned resulting to a strengthen relationship between the customer and the company. (Bone et al. 2017.)

As Figure 3 illustrates, the service experience consists of the pre-core-, core- and post-core service encounters. As stated previously, the core service often has the main focus when considering services and is defined to be the period when the primary service is provided to the customer. This stage includes the activities provided by the company, such as a stay at a hotel or a consumption of a meal at a restaurant. The pre-core service encounter is defined to be the period which appears before the core service and focuses on attracting and leading the

customers to engage with the company. (Bone et al. 2017.) This includes the expectations the customer has towards the service which are built through advertisement (Ivens & Shaw 2002). Before the core service encounter the customer searches for information for example from the online platforms and the company website, which can lead to the customer to contact the service provider and to make the decision to take part in the core service. The post-core service encounter occurs after the core service is offered for the customer and during it the customer assesses and acts on the experience from both of the previous service encounters. The actions from the customers include reviews, recommendations and feedback given from the service provided. It is needed to understand the value of the pre- and post-core encounters and influence those in a positive way to satisfy the customers and to engage them to the company. (Bone et al. 2017.)

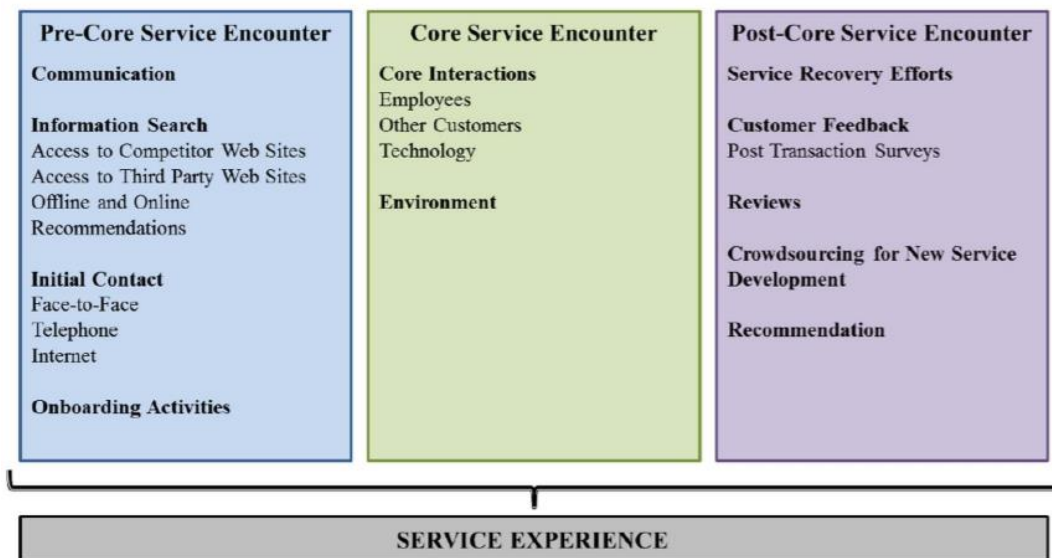


Figure 3. Service Encounters in Service Experience (Bone et al. 2017, 271)

When customer experiences something, the information passes through the emotional side of the brains before it enters the logical side. Thus, the emotions are the major differentiator and engaging the customers emotionally can increase the customer loyalty. (Ivens & Shaw 2002.) There are multiple ways how the company can engage the customer's emotions during a service, and storytelling acts as one of these. Storytelling is a powerful tool which stimulates visual images

and induces emotions. (Dennehy & Morgan 1997, 494.) Stories have always fascinated customers and have the power to engage the customers' feelings and emotions during an experience (Gummerus, Liljander, Lundqvist & Van Riel 2013). Middleton (2004) presents five different categories for stories to capture the imagination and the emotions of the customers in a memorable way, which are namely educational-, inspirational-, motivational-, warning-, and information stories. The stories told for the customer can fall into one or several of these categories and each category evokes different emotions in the customer. Thus, the company should plan the emotions which are encouraged to stimulate during the storytelling and the overall service. (Ivens and Shaw 2002, 47; Middleton 2004.)

Motivation is the driving force, which drives customers to take action. It is the desire to fulfil needs which the customers have consciously or unconsciously (Harper 2015). Every individual has primary needs, which refer to physiological needs such as a need for food, water and shelter, and secondary needs, which refer to psychological needs such as a need for power and affection. During an experience, the physiological needs of the customer need to be fulfilled before it is possible to fulfil the psychological needs. (Kashyap 2018.) As stated previously, it is important to involve the customers in the activities of the service in order to create satisfactory and memorable experiences. Motivation and involvement have a close relationship with each other, as involvement to the experience is possible when the experience is personally relevant for the customer. Involvement towards a service can mirror the extent of personal relevance in terms of the consumer's goals, values and self-concept. (Fitzsimmons & Fitzsimmons 2001, 96–97.) The customer's motivational drivers are complex and hard to see from the company's point of view. They differ depending on the type of the service and the difficulty is that sometimes even the customers do not know what their motivational driver is. (Ivens & Shaw 2002.) However, the understanding of the motivation is crucial considering the customer experience and thus, the motivational drivers for brewery tour customers will be determined later in this thesis.

3.4 Service Blueprint as Tool for Experience Development

Service blueprint is a well-recognized flowcharting tool to map service processes and is used in service design to see the experience as whole (Chen et al. 2014, 145). As service experiences are intangible and invisible from their nature, the visualization of the service is the starting point in the design of them (Chiehyeon & Kwang-Jae 2018). The service blueprint offers advice on how the service will be provided and can be described to be an extension of the customer journey map. As the customer journey map focuses on the interactions the customers have with the company throughout their customer lifecycle, the service blueprint does not concentrate on the motives or the emotions of the customers but illustrates all of the service touchpoints and allows to see the bigger picture of the service. (Interaction Design Foundation 2018; RealtimeBoard 2018.) Addition to the customer journey map, the service blueprint allows management to define the tasks of the service delivery, specifies the physical evidence and the support systems and helps to prescribe how the activities are shared by the employees (Chen et al. 2014, 240; Learning Space Toolkit 2018).

The service blueprint is an effective tool for the analyse of service processes which have high service content. The high service content can consist of for example intensive interaction between the customer and the person who delivers the service. (Pinto & Venkataraman 2018.) As the brewery tour mainly consists of the interaction between the tour guide and the customers, the service blueprint acts as an important tool when considering the customer path and the tasks shared by the employees during the service process. In this research, the service blueprint is an effective tool as it can be used to illustrate the re-design of the service and with its help it is possible to improve the customer experience (RealtimeBoard 2018). Additionally, the service blueprint makes it easier to determine the length of each aspect and touchpoint during the tour and it states the tasks and the responsibilities of the back-stage employees as well (Pinto & Venkataraman 2018). In this research the service blueprint will be used to illustrate the development suggestions for the service process of the

commissioner's brewery tour experience resulting from the research results of the thesis.

Before the creation of the actual service blueprint, the service process and the customers who experience it need to be identified. The second stage is to envision, how the customers see the service and how they respond to it. The next step is to envision the actions of the service delivery personnel, the employees who interact with the customers face-to-face and the ones who act on the back stage. Finally, it is needed envision all likely service scenarios and find the solutions for possible problems. These aspects are all crucial to the service and need to be taken into consideration before the illustration of the service blueprint can be conducted. (Pinto & Venkataraman 2018.)

The service blueprint consists of four different levels from which the first one represents the physical environment of the service (Pinto & Venkataraman 2018), which means the actual communication phases of the service, for example the webpages, the e-mails and the physical surroundings during the service (RealtimeBoard 2018). Level number two identifies the service process experienced by the customers, which means that the activities the customers participate in. Level three identifies the employees who interact with the customers and the tasks they are responsible for. (Pinto & Venkataraman 2018.) The direct result of these interactions is possible to see by the customer (RealtimeBoard 2018). The next level, number four, determines the responsibilities of the employees who work back stage (Pinto & Venkataraman 2018). These are the aspects required to produce the service, but which are not seen by the customers. The last level includes the support processes, which are crucial to the delivery of the service experience.

4 FRAMEWORK OF BEVERAGE TOURISM

4.1 Boom of Brewery Tourism

Beer brewing has always had a notable role in the Finnish culture. It is included in the national tales of Finnish people and beer is stated to have its own god in the Finnish culture. The first boom of craft breweries arrived in Finland in the 1990s and during the past few years the amount of craft breweries has more than doubled. (Jylhä 2016, 8.) At the time, a beginning for the boom of craft breweries and the products made by them can be witnessed, and it has started to reach the popularity of wine production. As in the past, beers were considered to be the beverage for a working-class man, nowadays it has become a sophisticated beverage which has been started to enjoy with the company of food especially in the restaurant services, both in cooking and as a drink with a meal. (Cavaliere et al. 2017, 11; Virstajärvi 2015.) As a result to the booming market of craft breweries, like the growth of wine tourism and the established wine destinations caused by it, a rise in craft brewery destinations has started to be seen (Cavaliere et al. 2017, 31).

According to Plummer et al. (2005, as cited in Cavaliere et al. 2017), brewery tourism is defined to be visitations to breweries, beer festivals and beer shows in which the major motivation of the tourists are beer tasting and experiencing the attributes of the beer regions. The craft brewery sector has increased their popularity especially in the United Kingdom, the United States and Australia over the past decade and one of the major drivers for this growth has been the ability for craft breweries to offer experiential tourism services as part of their product offering (Cavaliere et al. 2017). As stated by Plummer et al. (2015, as cited in Cavaliere et al. 2017, 17), the craft breweries offer a way to explore the authenticity of the host culture for tourists who seek for authentic and unique experiences. Food and beverages act as a significant part of the experience for a tourist and provide context to the understanding of the location. Thus, craft breweries offer a way for the tourist to experience the authenticity of the location by using senses. There are three different elements which define an authentic

craft experience, namely the story of the brewery, the geographic connections to the place and the physical space of the brewery. All these elements combined will provide an authentic experience for the visitors. (Cavaliere et al. 2017.)

The advantage shared by the craft breweries is to adopt tourism practises into their product offering and to provide brewery tours and tasting bars for the consumers (Dunn & Wickham 2015). The craft brewery owners have also realized that the beer served in a bottle is not the only value proposition of craft breweries and invest to the experience the customers have with their company. The brewery tours organized by the craft breweries are a great way to pair the craft beers and a unique experience and make the connection of the brand and the customer stronger. On a brewery tour the customer has an opportunity to learn more about the beer brewing process and feel more connected to the brand. The experience on a brewery tour must offer the customer a way to explore and connect to the place, and this will later result to the company's craft beers bringing back memories from the tour for the customer. (Cavaliere et al. 2017.) Brewery tours have fast caught the interest of the customers also in Finland. For example, Visit Pori, which promotes tourism in the west coast area of Finland, offers the consumers a brewery tour package which combines several craft breweries in the area (Visit Pori 2018).

As stated previously, the motivation and the expectations of the customers have a major part in the way the customers experience the service offered to them. The tourists of craft breweries expect quality, product variety and they want to connect to the location they visit. One of the strategies used on brewery tours is to leverage the experience of the local with incorporation of local ingredients and other local elements into the product. (Cavaliere et al. 2017, 82–86.) According to Murray and Kline (2015, as cited in Cavaliere et al. 2017, 81), the craft beer drinkers enjoy learning new insights of the beers they are enjoying, and many customers fancy the status of trying new and unique beers. The motivational factors for the beer tourists are, however, enjoying the craft brewery experience, enjoyment, socialization and beer consumption (Francioni 2012).

The challenge which occurs when craft breweries act as tourism destinations comes from the visuality of the location. Different to rural and enhancing locations of vineyards, craft breweries are located in the industrial sights and do little to enhance the visit, which means that the main motivation for visit is the quality of beer. Additionally, the visitors desire to explore and connect to the place, which means that another challenge for craft breweries is to offer the visitors an experience that is reflective of the location. Craft breweries should pay more attention to the brewery visitation and the tourism aspects of the brewery, as otherwise it may endanger the sustainability of the craft beer brand. The challenge concerning the brewery tours is to differentiate the service from a simple visit to the supermarket and consuming the beverages and attract the customers to visit the brewery by offering unique experience with the characteristics of the location. (Cavaliere et al. 2017.)

The trendiness of craft breweries has just recently started to increase, and this means that there is only little research done on brewery tourism. Even though the craft beverage tourism is expanding quickly and would offer a wide platform for investigation, the tourism literature concerning it is lacking. (Cavaliere et al. 2017.) Fortunately, there is a wide research done on other beverage tourism and in order to receive a wider knowledge of brewery tourism, beverage tourism will be integrated to the brewery tourism aspects later on.

4.2 Wine Tourism as Vanguard

Beverage tourism in people's minds mainly means wine tourism, so it is essential to gather knowledge and information of it as the baseline for brewery tourism research. Wine tourism itself is a significant component of both the wine and tourism industries, and for the tourism industry it brings attractiveness for the tourism destination and can be a motivating factor for customers to travel there. Wine tourism is defined as visitation to vineyards, wineries, wine festivals and wine shows. (Cambourne, Hall, Macionis & Sharples 2000.)

The demand for wine tourism consists of the motivations, the perceptions, the previous experiences and the expectations of the tourists. The motivations of wine tourists vary with the intentions to purchase the winery's products, the want to know more about wines and wine-making as well as the desire to enjoy the social aspects of wine tourism. The individual's tourism motivations often change throughout their life according to their past life experiences and stages in life. The perceptions of the tourists consist of their past experiences, preferences and information they have gotten throughout their lifetimes. The choice for the specific destination is affected by the previous experiences, for example by the customer service that has been received in the destination before. The preferences often reflect the individual's personality. Motivations and perceptions combine the individual's image of the destination and create the expectations for the experience. (Cambourne et al. 2000.)

There are eight factors which provide context to the wine tourism experience: authenticity of the experience, value for money, service interactions, settings and surroundings, product offerings, information dissemination, learning experiences and the lifestyle (Carlsen & Charters 2006). As stated previously, the whole tour experience can be divided into the four realms of an experience by Pine and Gilmore (1998); entertainment, educational, esthetical and escapist experience. Within wine tourism, the educational level of the experience seems to be one of the main motivations to visit a winery and the personal development is desired by the wine tourists when they attend a wine tour. The entertainment aspect as well plays an important role in the customer's motivations and usually draws great number of tourists to the destination. The esthetical experience in wine tourism refers to the immersion in a sensual environment and helps to create positive and memorable experiences for the customers. The escapist experience refers to the experience the tourists receive during the wine tour differentiating from the tourist's daily experiences. (Kirova & Thanh 2017.) These four realms of an experience define the brewery tour experience as well, and when creating brewery services these need to be taken into consideration.

Kirova and Thanh (2017) claim that the richest experience in wine tourism can be reached when the tourists are satisfied with different aspects from various dimensions. For example, the educational aspect, wine tasting, can be combined with the entertainment aspect, demonstration of wine-making. These aspects can be combined with consuming the wine scape, the esthetical aspect, through a vineyard hike which offers the escapist experience for the customers. These are the key attributes of a wine tourism experience and by offering these aspects to the customer the customer's needs of the experience are met and the customer satisfaction can be gained. (Kirova & Than 2017.) The breweries can use this same framework when designing brewery tour experiences, but the surroundings of breweries set some limitations and challenges for the esthetical and the escapist experiences. As the breweries are often not as esthetical as vineries, the entertainment, the educational and the escapist aspects of experiences need to have the full attention. The brewery tours need to help the customer with the personal development, while still being entertaining and offering the customers a chance to escape from their daily routines.

5 RESEARCH PROCESS OF THESIS

5.1 Research Methods of Thesis

The primary methods used for the research were qualitative research methods. Qualitative research is an approach, which allows to examine people's experiences in detail and so it enables to increase the understanding of the quality and the characteristics of the research object (Bailey, Hennink & Hutter 2001). It measures the results by the quality of them rather than the quantity (Noel 2009, 25). Qualitative research is the best research method to use when exploring new topics and when it is wanted to provide knowledge of people's beliefs, motivation and behavior (Bailey et al. 2011). However, as only a small group of respondents take part in qualitative research, the findings tend to be subjective, which makes it inappropriate to use the research results to predict the behavior of wider populations. Qualitative research methods can be used to obtain new ideas for service development, and for this research project the qualitative research methods provide the best possible research surroundings for setting the quality criteria for brewery tours and for examining the successful touchpoints of brewery tours. (Noel 2009, 25.) The primary data collection was divided in three different parts: interview, observation and questionnaire. Within the following chapters a more precise information of the data collection methods and the reasons for choosing these methods is stated.

First of all, Luostarinen, the tour guide of Pyynikin Brewing Company was interviewed in order to receive more knowledge of the aspects, which need to be developed in the brewery tour. Interview is the right research method to use, when the purpose is to produce knowledge of the attitudes, the opinions and the experiences of people about a certain topic (Koppa 2018). The tour guide was interviewed in order to have a full-scale information on the aims and the values of the brewery and to get knowledge of the target group and the customer segmentation of the commissioner's brewery tour. The interview for the tour guide was conducted and recorded in Finnish, then later transcribed and translated to English. It was from its structure semi-structured, as it enabled to receive a broad

range of opinions through the interview while the interviewee still discussed about the research topic and did not wander around with different thoughts off the topic (Koppa 2018). The questions were based on the theoretical framework of the thesis and the questions can be seen in their entirety in Appendix 4. The results of the interview are presented in the chapter, which concludes the current situation of the brewery tour.

The second part of the research was observation. Observation is a data collection method, which gathers knowledge of the research topic in the actual environment where the phenomena takes place (Koppa 2018). It provides an in-depth and rich understanding of a phenomenon, situation and the behaviour of participants in that specific setting (RWJF 2008a). Observation was needed for this research, as the already existing data of brewery tours is fairly limited and through observation the author received more wider knowledge of the elements included in beverage tours in Finland. The observation was structured and done as an insider, as it allowed to take part on the tour as a customer and see the tour as it is seen by the participants (Koppa 2018). The author already had knowledge of the elements of brewery tours, so as an insider observer the author was able to use this knowledge while absorbing new knowledge from the beverage tours. The data storage of the observations was done firstly with scratch notes to facilitate the author's memory of the field and then translated into fieldnotes, which provided a detailed description of the observation (RWJF 2008b). A permission was asked from the companies whose beverage tours were observed by the author.

The third and final research method used was a survey. It is an instrument, which asks consumers to answer to a predetermined set of questions. As the purpose for the research was to develop the brewery tour of the commissioner, it was crucial to include the opinions of the already existing customers to the research. Survey was chosen to be one of the data collection methods, as it gave the possibility for customers to share their experiences and give suggestions for improvements, but still determined the structure and the wanted topics for the customer feedback. Key issues to address while conducting the survey research

are the design of the survey, meaning the amount of the questions and the phrasing of them, the sampling of the respondents and the summarization of the data analyses (Noel 2009, 28). The collection of customer feedback was received through paper form surveys, which took place right after the brewery tour. The feedback was documented by form-filling, as it was given one-on-one from the customers and it was possible to collect data easier this way (Koppa 2018). More precise information on the conduction of the survey is presented later in this thesis.

5.2 Current Situation of Pyynikin Brewing Company's Brewery Tour

In order to have a clear vision of the tour, firstly the service process and the customers who experience it needed to be identified (Pinto & Venkataraman 2018). Within the case of Pyynikin Brewing Company, the service process for private tours start when the customers contact the tour guide, usually through email, and hear different options for the customization of their service experience. Most of the tours are private ones but additionally open tours are arranged once a month, for which the customers can attend freely without contacting the tour guide in advance. The brewery tour is operated in a few touchpoints, which include the product tasting while the tour guide explains about the brewery's history and beer brewing as well as a quick tour around the brewery. For private tours it is possible to customize them to include catering, sauna and it is possible to choose the number of beverages in the tasting. The target group is hard to define as it consists of people from different ages, genders and motivational drivers but the average people who attend the tour can be defined as young adults, who have beer as their hobby in one way or another. The customers are mostly local or somewhere else from Finland but within private tours for different businesses there are also international guests attending. (Luostarinen 2018.)

The second stage was to envision how the customers see the service and how they respond to it (Pinto & Venkataraman 2018). The atmosphere during the tour is relaxed and this enables the customers to freely ask questions from the guide, which is a huge part of the interaction during the tour. Luostarinen (2018) states

that "...mostly I try to customize it depending on what kind of group [of customers it is] and what are they focused on". Thus, the content of the tour with each group varies by the interests of the group. Storytelling is used in the service if the customers seem to enjoy it and mostly it is emphasized in the background stories of the products. It is stated by Luostarinen (2018) that "...the more humoristic people, so then it is possible to tell these exciting stories [about the mythology attached to the brand]". (Luostarinen 2018.)

The next step was to envision the actions of the service delivery personnel, the employees who interact with the customers face-to-face and the ones who act on the back stage (Pinto & Venkataraman 2018). Usually there is only one employee who interacts during the service process. The tour guide does the narration during the tour, gives out the beverages for the tasting and takes the customers to see the production in the brewery. If the group is larger than usually there might be another employee involved helping the tour guide. As mentioned earlier, the tour guide interacts with the customers while making their reservation, is there to welcome them to the brewery and interacts with the customers throughout the service process. If the customers have reserved a tour in English, there is another employee who acts as the tour guide. (Luostarinen 2018.)

The last step with having a clear vision of the current tour was to envision the possible development needs and find the solutions for possible problems (Pinto & Venkataraman 2018). The customer feedback has not been collected from the tours in Pyynikin Brewing Company before, so it is hard to envision the possible development needs from the customers' perspective. Locality is seen as an important value in the company but due to the lack of local ingredients available for beer brewing the locality needs to be emphasized in other aspects. What comes to the customers' senses engaged during the tour, especially the sense of sight and the visuality of the brewery need development. "Because the production rooms are hygiene rooms, we can't go there. One problem is that people can't see the bottling and canning process". Additionally, there are plans to develop the brewery tour area to be more pleasing with the lighting of the space. (Luostarinen 2018.)

5.3 Observations and Survey as Basis for Service Development

5.3.1 Observations on Brewery and Distillery Tours

The observations for the research were done by the author and were placed in Kyrö Distillery Company and Nokian Panimo Oy. These two companies were selected due to their good reputation as tour organizers, locations easy to reach for the author and their allowance to observe their tours. The allowance to observe the tours were gotten by mutual connections. Kyrö Distillery Company is a distillery, which organizes both open tours and tours by reservation (Kyrö Distillery Company 2019). Distilleries often have the same structure used in their tours as do breweries, but usually the historical nature of the distillery draws tourists alongside with the production itself (Cavaliere et al. 2017). The author took part on an open tour on 26th of January in 2019, in which there were also other customers attending. Nokian Panimo Oy however is a brewery, which organizes private brewery tours for their customers (Nokian Panimo 2019). Unfortunately, during the time the author did her observation research, there were no reserved tours for the customers so a private tour was organized for the author. There she was explained inclusively how the tours are usually organized, what is explained to the customers, how they are reacting and finally the author was taken to the tour around the brewery. The observation on Nokian Panimo Oy was arranged on 4th of January in 2019.

Naturally, the observations are impossible to conduct completely objectively, but the author tried to eliminate the subjectivity of the research by determining the aspects to observe beforehand and by observing the tours from the customer's perception (Ermakov & Nguyen 2014). The aspects to observe during the tours were the touchpoints included in them, the general atmosphere during the tour, the aspects emphasized in the narrations of the tour guides and the aspects used to engage the customers' senses. The companies, which were observed, knew the main target of the observation to be the elements of their tours, but did not know the details of it. During the tours the author collected scratch notes from the aspects she paid attention to and later transferred those into fieldnotes, which

included more detailed information of the tours. The reason for the observations was to gather information on the qualities of tour experiences to support the theoretical background, which otherwise would have been lacking.

5.3.2 Collection of Customer Feedback

The collection of customer feedback took place during two months, in November and in December of 2018. The forms were printed out and handed to the guide of the brewery tour, who gave out the surveys to the customers in the end of the brewery tour the customers attended. As it was not possible for the author to attend the tours in order to hand out the forms, the guide of the brewery tour briefly explained the topic and the author of the survey and encouraged the customers to openly answer to the survey. Due to the fact that most of the customers who attend the brewery tours are Finnish, the forms were conducted both in Finnish and in English. When the author received the filled in forms, the answers conducted in Finnish were translated to English and all of the responses were manually transferred to Google docs, which analysed the results automatically.

As it was not possible to find already existing templates of collection of customer feedback from brewery tours, the questions were based on the secondary data collected for the thesis. The questions of the survey included the background information of the respondents, the quality of the customers' experience during the brewery tour, the improvement suggestions and the values of the customers and the feedback from the tour. Majority of the questions, as can be seen from Appendix 3, were closed-ended and asked the respondents to use a rating scale to evaluate the tour and some were open-ended and asked the respondents to fill in blanks in the survey (Noel 2009, 28). Overall, the survey included 17 questions, from which 14 were closed-ended and asked customers to choose the most suitable options for them and 3 were open ended questions in which the customers could write down their answers freely. All the customers who attend the brewery tours were handed out the form and a pen during the period of two

months and they had the option to either respond to it or not if they wished. Concerning the ethicality, the survey was conducted anonymously.

6 RESULTS AND ANALYSIS OF RESEARCH

6.1 Observation Results

The total number of observations analysed was two, and the observations took place in Nokian Panimo Oy on 4th of January in 2019 and in Kyrö Distillery Company on 26th of January in 2019. The elements to observe were determined beforehand and were based on the theoretical background of the qualities of service experiences. While observing the author paid attention to the passive or active participation of the customers, the categories of experience stated by Pine and Gilmore (1998, 102), the theme of the experience, the offering of spinoff products and the engagement of customers' senses during the experience. Additionally, the customization of the experience and the interaction between the tour guide and the customers was observed.

First of all, the surroundings of the visitor spaces both in Nokian Panimo and in Kyrö Distillery were customized to make the surrounding more pleasing for the customers. Both had tables and chairs for the customer to sit down and in Kyrö Distillery the candles on the tables, the carpets on the floors and the dim lighting created a calm atmosphere to the space. In both companies the tour is customized depending on the interests of the customers, the questions they ask during the tour and on the interests of the tour guides involved during the tour. The touchpoints during the experiences seemed to follow a similar pattern, as first the customers were directed to leave their jackets and other belongings to the coat racks, asked to sit down to the tables and were welcomed to the tour by the tour guide. In Nokian Panimo the customers were explained the journey of the tour and advised on how to use the beer taps themselves. The customization of the tour in Kyrö Distillery Company was also shown when the tour guide gave an option for the customers on how long the tour would be. Next, in both observation targets the tour guides explained about the history of the companies and in Kyrö Distillery Company the history of the area was also told. On the tour in Kyrö Distillery Company the tour continued to the manufacturing spaces where the tour guide explained the processes of distilling. In Nokian Panimo the

customers were told about the beer brewing processes before entering the manufacturing spaces and the customers were taken to the tour after this.

Experiences are sorted into four different categories based on Pine and Gilmore (1998, 102) and during the observation it was examined in which categories the tours in the two companies could fit in. The experiences are sorted into entertaining-, educational-, escapist- and esthetical experiences based on the content of the experience and the active or passive role of customers during it. The both tours involved a lot of new knowledge shared for the customers about the company, the art of brewing and distilling beverages and the history involved in the company. The both tours also differed from the customers' daily routines and gave the customers a possibility to escape to the world of distilling and brewing. As the interaction between the tour guides and the customers in both companies was encompassing and conversational-type, the customers could take a more active role during the experience by asking questions and involving themselves to the conversation. Also, as in Nokian Panimo the customers are advised to use the beer taps themselves and choose the beverages they want to consume during the tour, it created a more active role for the customers. Nevertheless, the role of customers on the tours was passive and the content of the both tours had elements of entertaining, educational and escapist experiences.

The customers' senses activated during an experience has a huge effect on if the experience is memorable for them or not. As the visuality in the spaces of breweries is usually hard to create pleasing for the customers, the ways to engage the customers' senses was observed in the two companies. In Kyrö Distillery the visuality in the tasting room was extremely pleasing and created a warm and calm atmosphere. In Nokian Panimo the visuality was created with smaller brewery machines in the tasting room and with a board on the wall, which explained the journey of beer from the brewing process to the stores and was used to add visual content when the tour guide was explaining about the beer brewing. Both companies offered jars filled with the ingredients used in the beverage making processes for the customers to either see, taste or smell. The

tasting in Kyrö Distillery, which the customers could book in addition to the tour, was very sense-orientated and encouraged the customers to use their senses of smell, taste and touch.

There was no clear theme visible in either of the tours except for the obvious journey to the world of brewing and distilling. Both companies had a wide selection of spinoff products and the tour guides encouraged the customers to have a look at those after the tour. During the tastings both Kyrö Distillery Company and Nokian Panimo Oy had a beverage, which is not sold anywhere and is only available to taste during the tastings of the tours. This creates added value to the tours, as this way the customers receive more from the tour than they would, if they would be enjoying the companies' beverages for example at home. Overall, the tours in both companies were entertaining, knowledge-full and relaxing from their atmosphere, and it seemed that the customers were able to ask questions freely from the tour guides.

6.2 Survey Results

The survey conducted was divided in four different parts, which namely were the background information of the customers, the experience during the tour, the improvement suggestions for the tour and the feedback from the tour. As the forms were handed out to the customers in a paper-form, some of the respondents chose not to answer all the questions. This led to some of the questions having more responses than others. Despite this, the gathered results were encompassing and gave a large collection of information regarding the functions of the brewery tour. Overall 179 customers answered the customer feedback, from which eight were conducted in English and 171 in Finnish. The first part of the results presents the characteristics of the respondents, as it is crucial to know what the target group for the tour is in order to make improvements to it. The background information consists of the gender, the age and the nationality of the customers.

Figure 4 shows how the gender was distributed among the respondents. As a result, it can be seen that most of the respondents were male (79%) and the number of females who attended the tour was fairly low (18%).

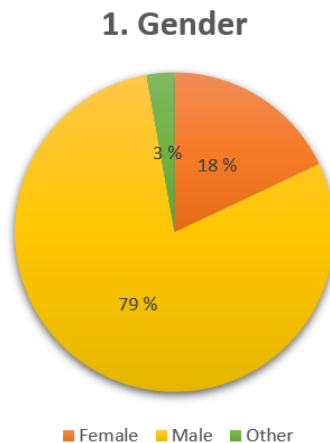


Figure 4. Gender Distribution (N=178)

Figure 5 below represent the age groups of the respondents. The age of the respondents was divided evenly between the age groups of 26–32-year-olds (33%) and 33–40-year-olds (34%), which together represent majority of the respondents' age groups. Surprisingly the smallest age group was 18–25-year-olds, which represents only 9% of the responses. As a result, it can be seen that customers from different age groups enjoyed attending the brewery tour, but mostly it interested adults aged from 26 to 40 years.

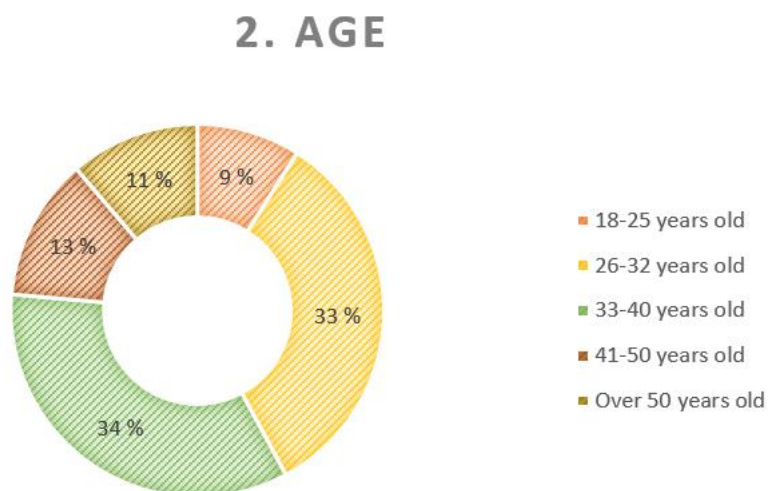


Figure 5. Age Distribution (N=178)

The last background information collected from the customers was their nationality. As Figure 6 shows, the majority of the customers come from Finland (153 respondents) and only a few customers who took part in the survey were international (7 respondents). The international respondents came from different parts of the world, mostly from India, Germany and Russia. However, the result was not surprising as the international customers attending the tour mostly come there within business visitations and not individually resulting from their own motivation to attend the tour.

3. NATIONALITY

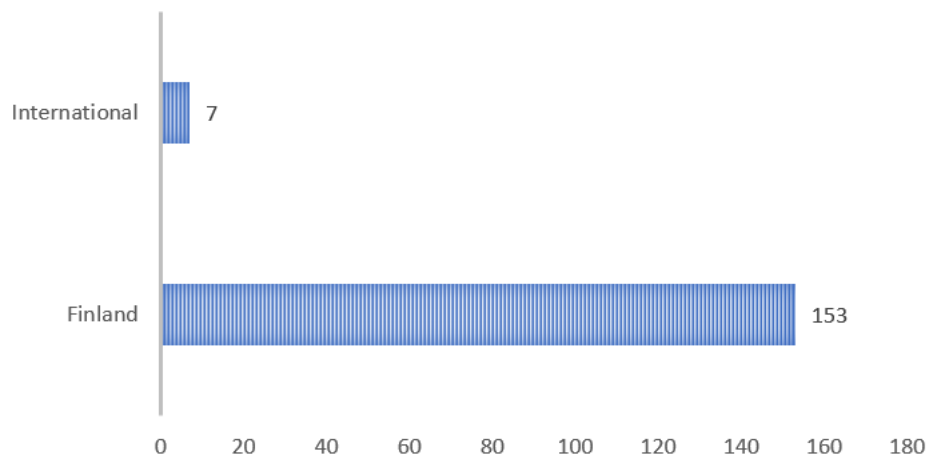


Figure 6. Nationality of the Respondents (N=163)

The second part of the survey focused on the customer experience during the tour. It was relevant to know if the customers had attended a brewery tour before in their life and if the brewery tour of Pyynikin Brewing Company had any differences compared to other tours. This section also focused on the motivations the customers had to take part on the tour, the quality of the experience and the expectations they had towards the experience.

As can be seen in Figure 7, for majority of the respondents (70%) this was the first brewery tour they took part on. Some of the respondents had visited the brewery tour of Pyynikin Brewing Company once before and majority of the respondents who had took part on brewery tours before in their life had been on a tour abroad (57%). Fairly less of the respondents had been on a brewery tour

in Finland before (43%), which can be seen from Appendix 1. The other brewery tours attended by more than one of the respondents were the tours of Guinness, Hartwall, Olvi, Nokian Panimo and Stadin Panimo.

4. IS IT YOUR FIRST TIME ATTENDING A BREWERY TOUR?

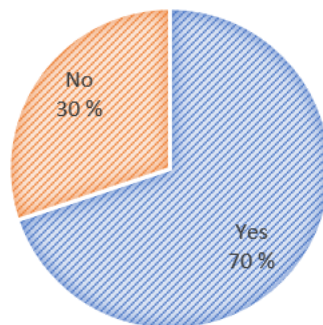


Figure 7. Visitation to Brewery Tours (N=179)

The respondents who had visited other brewery tours before were asked if the tour of Pynikin Brewing Company differed from the others they had attended. Majority of the respondents (73%) thought that the tour(s) they had attended before was different than the tour they attended in Pynikin Brewing Company, which can be seen from Appendix 2. The customers were given the option to explain how the tour had been different and most of the respondents explained that the tour in Pynikin Brewing Company was more relaxed, intimate and professional than the ones they had attended before. Some of the responses also concentrated on the number of beverages to taste during the tour and said that the tour in Pynikin Brewing Company had more beverages to taste and the tastings started already in the beginning of the tour contrary to the other brewery tours.

It was important to determine the motivations which led the customers to the experience. The options were based on the literature about the motivations of beer and wine tourists. The respondents were encouraged to select one to three options from the list and given the possibility to write their own opinion if they

chose the option 'other'. As Figure 8 illustrates, majority of the respondents were motivated by the tastings on the tour (78 responses) or attended the tour cause to business reasons (81 responses). As the responses were collected during the last two months of the year, the number of respondents who attended the tour due to business reasons is not surprising. Many of the respondents who answered 'business' as their motivation, also answered 'other' and explained there that they had a workplace health promotion -day or other get-together within their firm. Additionally, the category 'other' included bachelor parties and attending the tour in accompany of a friend.



Figure 8. Motivations to Attend the Brewery Tour (N=178)

Figure 9 illustrates the quality of the experience during the brewery tour. As a result, it can be seen that the majority of the respondents were happy with the experience. Over half of the respondents (56%) stated the experience to be excellent and almost another half (39%) stated the quality of the experience to be good, leaving only a few responses which stated the experience to be satisfactory (5%). A positive surprise was that none of the respondents stated the experience to be poor.

6. QUALITY OF THE EXPERIENCE



Figure 9. Quality of the Experience (N=178)

The next question focused on the expectations the respondents had towards the tour and if those were met during it. The question was an open one, which allowed the respondents to freely write down their thoughts and overall 122 respondents answered to it. As a result, it can be seen that the majority of the respondents either had no expectations towards the tour or stated that the tour had either met their expectations or exceeded them. The respondents had mostly only good words to say about the tour, but there were also some criticism concerning the lack of variety during the tastings, lack of visuality during the tour and suggestions for having the tour around the brewery longer and more encompassing. Some of the responses are shown in Figure 10.



Figure 10. Customer Expectations Towards the Tour

Figure 11 shows which senses of the respondents were engaged the most during the brewery tour. The question was implemented in the survey due to the importance of engaging all the senses from the customers in an experience and caught the attention of the author due to the secondary data collected for the research. The respondents were given the possibility to select several of the options. As can be seen, the sense of taste (156 responses) and the sense of smell (113 responses) were the ones engaged the most during the experience. In order to develop the brewery tour, it is crucial to find solutions to engage the other three senses of the customers exceedingly.

8. Senses which were engaged the most during the tour

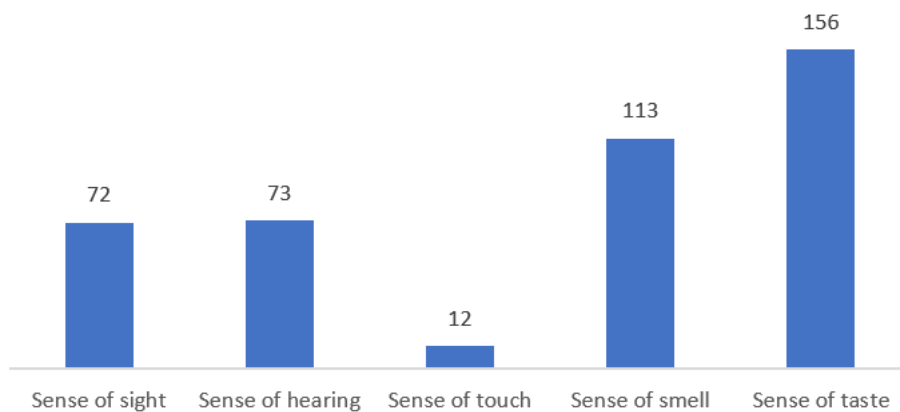


Figure 11. Senses Engaged During the Experience (N=177)

The last question of this section concentrated on how the customers see the content of the tour. The question was based on the knowledge the author had gathered from the literature concerning the content on brewery tours. All of the four aspects, which can be seen in Figure 12, are stated to be important during brewery tours. The respondents were asked to select one to three from the options and as can be seen, the information on brewing beer (39%) and the history of the company and beer brewing (28%) in the respondents' point of view were the most emphasized in the narration of the tour guide. However, the responses were pretty evenly divided to all four categories and it can be seen that all of the aspects were covered during the brewery tour.

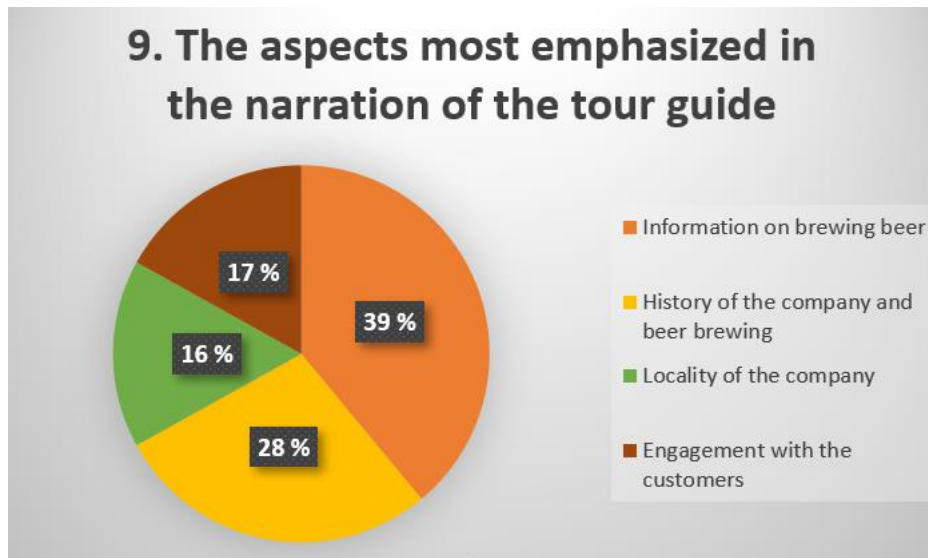


Figure 12. Aspects Emphasized in the Narration of the Tour Guide (N=177)

The third section of the survey focused on the respondents' opinions on the improvement of the tour. The five questions of this section covered improvement suggestion concerning food and activities at the tour, importance of localness and inside stories from the brand as well as the respondents' need to buy spinoff products from the tour.

As can be seen from Figure 13, majority of the respondents would like the opportunity to eat local food during the tour. Most of the respondents (71) thought that the local food would enhance the authenticity of Tampere during the tour and another bigger half of the respondents (51) thought that they would like to eat during the tour.

10. ROLE OF ADDING LOCAL FOOD TO THE TOUR

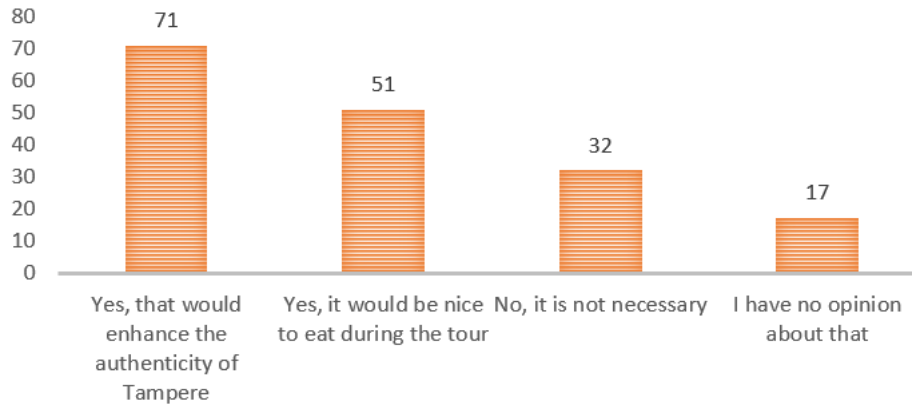


Figure 13. Importance of Local Food During the Tour (N=171)

Figure 14 shows the interest of the respondents on taking part on different activities during the tour. The results were rather surprising, as many of the respondents (57 responses) would not like to add any activities to the tour and explained that the tour is enjoyable as it is. Almost the same number of respondents (58 responses) would like to add local activities, such as public sauna, to the brewery tour. The respondents were also given the possibility to suggest other activities, and the most suggested activities were Rajaportin Sauna, which is a public sauna located in Tampere, adding music to the tour and taking a quiz during the tour.

11. CUSTOMERS' INTERESTS IN TAKING PART ON DIFFERENT ACTIVITIES DURING THE TOUR

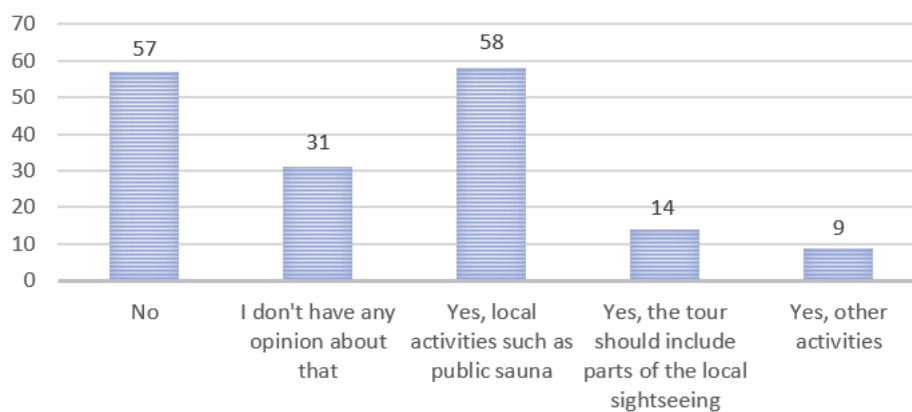


Figure 14. Respondents' Interests in Taking Part on Different Activities (N=170)

The secondary research methods for this thesis stated that customers who visit breweries and vineries often enjoy hearing stories of how the owners of the places ended up to where they are now, how long has the brewery or vinery been located at the specific place and if the beverages of the company have any interesting stories behind them. The author wanted to know if this applies also to the customers of Pyynikin Brewing Company, and as can be seen in Figure 15, majority of the respondents (85%) would be interested to hear more stories behind the brand.

12. INTERESTS IN HEARING THE STORIES BEHIND THE BRAND

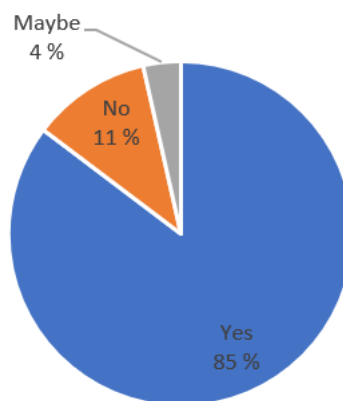


Figure 15. Respondents' Interests in Hearing Stories Behind the Brand (N=170)

As stated before in the theoretical part of the thesis, customers who visit brewery tours often see locality as an important factor during it. Beverages are a way to experience the locality by tasting it and hearing local stories of them enhances the experience. The respondents were asked if the locality was an important factor during the tour, and as Figure 16 shows, majority of the respondents agreed on it being either very important (49%) or kind of important (44%), as only a few respondents thought it to be not important (5%) or did not have opinion about it (2%). From this it can be concluded that locality in fact is an important factor during the brewery tour for majority of the customers.

13. IMPORTANCE OF LOCALITY AT THE TOUR

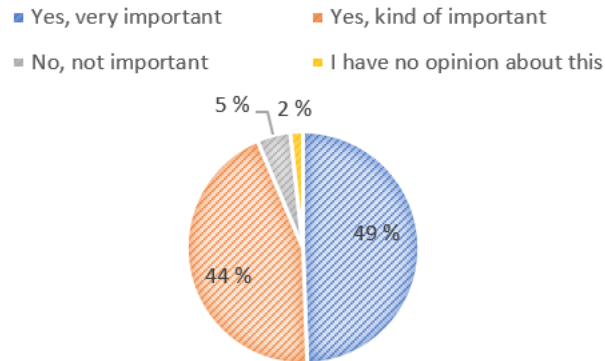


Figure 16. Importance of Locality at the Tour (N=172)

The last question of the section concentrated on the customer's desire to buy spinoff products from the tour. As can be seen from Figure 17, majority of the respondents (68%) would like to have the possibility to buy spinoff products after the tour to take home as souvenirs. The customers were not asked separately what kind of spinoff products they would like to buy, however some of the respondents wrote down their wishes anyway and those included t-shirts, hoodies and beer glasses.

14. DESIRE TO HAVE THE POSSIBILITY TO BUY SPINOFF PRODUCTS FROM THE TOUR

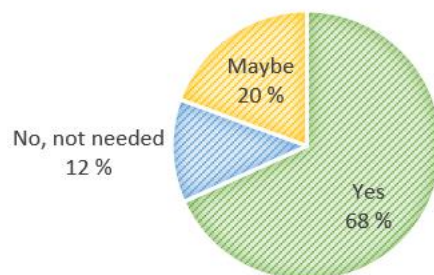


Figure 17. Importance of Spinoff Products (N=170)

The last section of the survey was titled 'feedback from the tour'. It included open feedback from the tour, eagerness of recommendation and the educational aspects of the tour.

The respondents were asked if they had learned something new from the tour in order to determine the educational aspect of the brewery tour experience. As can be seen from Figure 18, majority of the respondents (87%) stated that they had learned something new. The customers were given the possibility to explain shortly what they had learned and most of the respondents mentioned to have learned the beer brewing process and methods as well as the history of the brewery.

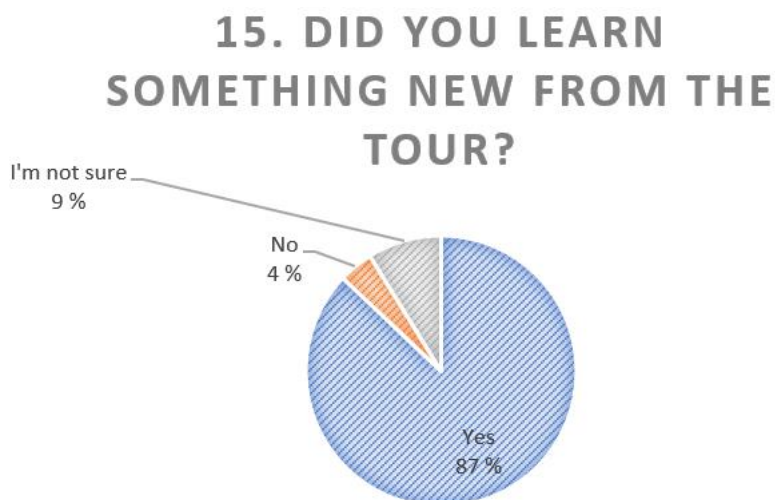


Figure 19. Educational Aspect of the Experience (N=170)

Figure 20 shows how willing the respondents were to recommend the tour for others. Surprisingly many would recommend the tour, from which majority would definitely recommend it (77%) and some thought they would (21%). Only a few respondents answered to maybe recommend it (2%) and a pleasant surprise was that none of the respondents thought that they would not recommend the tour for others.

16. WOULD YOU RECOMMEND THE TOUR FOR OTHERS?

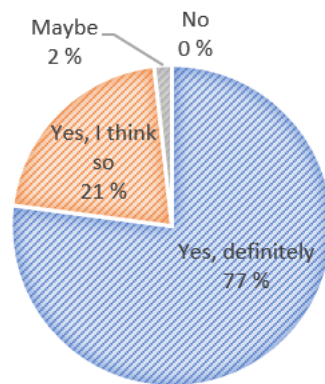


Figure 20. Respondents' Willingness to Recommend the Tour (N=170)

The last question of the survey was an open one, where the respondents could freely write down their feedback regarding the brewery tour. Overall 88 respondents answered to this question and most of the responses were positive feedback regarding the tour. The responses could be divided into two categories, from which the first one included positive feedback and the second one improvement suggestions for the brewery tour.

In Figure 21, there are presented a few of the responses which were purely positive feedback regarding the tour. Many of the feedbacks were just thanking the tour guide and explaining what the customers liked and learned most about during the tour. Many respondents praised the tour guide, the quality of the beers and the relaxed atmosphere at the tour.



Figure 21. Collection of Positive Feedback

However, the other half of the open feedback included customers' ideas on improving the brewery tour. The respondents' constructive feedback mainly concentrated on the visuality of the tour and the combination of food and beers during it. Some of these improvement ideas are shown in Figure 22. Also, some of the customers shared their thoughts on the brewery tour openly. Some of the respondents stated, that the room where the tastings took place was too cold, it was hard to get a turn to ask questions, the tour was too typical and did not differ from the others they had attended and the space where the guests are allowed to be could be more clearly marked.



Figure 22. Collection of Constructive Feedback

6.3 Development of Brewery Tour

6.3.1 Values and Needs of Customers

The development suggestions for the commissioner's brewery tour are based on both the theoretical background of the thesis and the results of the primary data collected. As the primary data collected was qualitative, it cannot be used to determine objectively the behaviour, needs and wants of a larger number of consumers but can be used to direct those. The customer feedback collected from the customers of Pyynikin Brewing Company cannot be used to determine the opinions of a larger group of people but gives insights on how the customers who have already been engaged with the service experience the service process. Additionally, the observation was done only in two observation targets and cannot be used to determine the common aspects used in brewery tours in Finland but does give insights and ideas for how the commissioner's tour can be developed.

When designing service experiences, it is important to remember that each customer experiences the service personally and it is not possible to develop the experiences to affect all the customers the same way (Fitzsimmons & Fitzsimmons 2001, 36–40). As craft brewing and locality are the values of the commissioner, these need to be integrated to the service along with the aspects the customers already value in the company. Based on the results of the survey the customers of Pyynikin Brewing Company value the wide range of craft brewed beverages, information on beer brewing, locality and hearing about the history of the company on the brewery tours. Along with this the interaction between the tour guide and the customers is crucial for the experience to be memorable for the customers. As mentioned earlier, the brewery tours of the commissioner are customized depending on the interests of the customers and this is crucial while creating successful experiences for the them. Thus, the development suggestions are created to be a baseline for the experience, but the author advises the commissioner to continue customizing the experiences based on the interests of the customers.

An authentic craft experience can be determined by the story of the brewery, explanation of the geographic connections to the place and the physical space of the brewery (Cavaliere et al. 2017). These need to be paid attention to while offering the customers an authentic brewery tour experience. Additionally, the needs of the customers need to be covered during the experience for it to be enjoyable. This includes unlimited amount of water at the tables where the customers have the tastings, clear signs for the customers to have access to the bathrooms and a calm and warm place for the customers to sit down and relax. In the customer feedback some respondents had wrote down that the space during the tastings was too cold and they wished that they would have been informed about it before. Thus, it would be crucial to heat up the room to be warmer for the experience to be enjoyable. The motivations of beer tourists are determined to be enjoying the craft brewery experience, socialization and beer consumption (Francioni 2012). The majority of the respondents from the customer feedback additionally responded that hearing stories of the brewery and receiving information of beer brewing acted as their motivational drivers. Naturally, these aspects need to be included in the tour for it to be successful.

6.3.2 Development Suggestions for Pyynikin Brewing Company

The problems of the current tour are strongly related to the visuality of the tour, lack of customer's senses activated during it, unclear theme of it and the negative cues during it. The customer space needs to be customized to have a more relaxed atmosphere, and this can be done by adding a coat rack for the customers to leave their belongings there, a more dimmed lighting in the space and addition of candles to the tables where the customers have the tastings. As it is not possible to visit completely the manufacturing spaces of the brewery due to hygienic reasons, the process of beer brewing of the commissioner could be shown in a video for the customers. In order to retain the interaction during the experience, the video should have no audio and just be a visualization tool for the tour guide to explain the processes with the help of it. As majority of the customer feedback respondents would like to hear more stories behind the brand, in the beginning of the tour there could be a video or a slideshow of the Finnish

mythology and the elves included in it, which are used in the brand image of the commissioner. This would add a storytelling element to the experience, and both catch the emotional aspects of the customers and add visuality to the experience. The video or the slideshow could be used to enhance the Finnish mythology of brewing beer and act as an introduction to the company's history. There should be also more stories told of the beginning phases of the company, and the problems they had during it, as it could connect the customers to the brand more strongly.

For an experience to be memorable for customers most of their senses should be engaged during it (Pine & Gilmore 1998, 104). Majority of the respondents from the customer feedback thought that their sense of taste and smell were activated the most but the senses of touch, hearing and seeing still need engagement elements. As in the companies where the observation research took part there were additional visualization tools of the spices and other ingredients used in their beverage making processes, these should be added to the commissioner's brewery tour as well. The ingredients handed out to the customers would enhance the customers' senses of touch, smell and seeing. Additionally, as the tastings during the commissioner's brewery tour are handed out to the customers in beer jugs and not in the bottles the beers are usually served in, there should be the beer bottles and cans of the products included in the tasting in each table for the customers to see the tags and feel the shape of the bottles.

There is no clear theme shown in the commissioner's brewery tour, which was also the case in the observation research targets. However, a unique theme could act as the differentiator from other brewery tours the customers are engaged with in Finland. In the customer feedback some of the respondents expressed that the tour of the commissioner was nothing different, what they wouldn't have experienced before in other brewery tours. The theme during of the experience has to be created to be involved around the aspects that the customers already value in the company and to not steal the attention of the aspects the customers enjoy experiencing during the brewery tour. As many of the respondents of the

customer feedback explained the tour to differ from other brewery tours by the relaxed atmosphere during it, this could be used to give directions to the theme. The theme could be a relaxed get-together with friends, and this could be enhanced with positive cues related to the theme, meaning that the tour guide would treat the customers as friends and both allow them to affect the experience themselves and be open for questions and conversation with the customers during the experience. Additionally, negative cues during the experience need to be minimized. As the tour guide of the commissioner is normally the only employee involved during the brewery tour, negative cues come from the tour guide going around in the tasting room to serve the customers the beverages of the tasting. This could be eliminated by involving another employee to the experience who would pour and serve the drinks while the tour guide would continue with his tasks.

According to the primary data collected, there should be two elements included in the service experience. As majority of the customers would like to eat during the brewery tour, small snacks should be included in the experience. If the customers reserve a private tour for their group, they have the possibility to add catering to it, so the snacks should be something small which would complement the flavour of the beers. It was stated in the customer feedback that some of the customers would like to hear more about the combination of different foods with specific beers during the tastings and this must be emphasized during them. By including small snacks to complement the flavour of for example two beers which are chosen for the tasting, the customers' senses could be engaged better, and they would receive more information during the tour. This would also act as a differentiator from other companies' brewery tours and create added value to the experience. The snacks could be for example local toasted rye bread with the company of Ruby Jazz Ale and local chocolate with the company of imperial porter Pyynikin Vahvaportteri (Pyynikin Käsityöläispanimo 2018c). Additionally, there should be a beverage offered for the customers of the brewery tours, which is not possible to taste anywhere else than during the experience. Both companies, where the observation research was conducted, served their customers beverages during the tastings, which were not possible to buy from

anywhere else. As one of the motivational drivers for craft beer drinkers is determined to be tasting unique beers, a beer brewed for specifically the brewery tour visitors would attract more consumers and act as the motivational driver to experience the brewery tour of the commissioner (Murray & Kline 2015, as cited in Cavaliere et al. 2017, 81).

As the previous development suggestions have mostly focused on the core service process of the experience, it is needed to additionally focus on the pre- and post-core service processes. The spinoff products have an important element in the customer's post-core service experience, as the customers like to buy products from which they will remember the experience. Also, in the customer feedback majority of the respondents expressed that they would like to have the possibility to buy spinoff products during the experience. The commissioner already has a brewery shop where it is possible to buy beverages and other additional products, but it is not always open during the brewery tours. The customers should be informed in the end of the experience about the possibility to buy spinoff products and these products must be customized to evoke the customer's emotions. For example, the spinoff products could include the Finnish mythology the commissioner uses in the brand or be useful items, such as bottle openers, t-shirts and such, with the logos of the commissioner. Additionally, the customers should be encouraged to give feedback from the tour, as this would develop both the pre- and post-core experiences of them. When the customers search for information of the company on the internet, the reviews other customers have created usually has great value on the decision whether the customer will want to attend the service or not. Encouraging customers to review the service on the social media platforms the company uses, such as Instagram and Facebook, is both involved in the previous customer's post-core experience and attracting new customers in their pre-core experience. Naturally, the reviews of the customers need to be acknowledged and especially the negative ones need to be answered to in order to assure the customers that their needs are taken seriously.

6.3.3 Visualization of Development Suggestions

The development suggestions of the brewery tour and the touchpoints included in it are visualized in the service blueprint, which is shown in Figure 23 and Figure 24. As the experience during the brewery tour has several different touchpoints, the blueprint is divided into two different parts for the readers to be able to read the texts of each touchpoint clearer. In Appendix 5 it is possible to see the service blueprint in one piece. The service blueprint is created to include the customer actions of each different touchpoint, the tasks of the tour guide who is the onstage contact action and interacts with the customers directly, the tasks of another employee who works backstage to eliminate negative cues from the experience, the support processes of the experience and the physical evidence seen by the customers during the experience. The first touchpoint of the blueprint represents the pre-core experience and the continuing touchpoints the core service process.

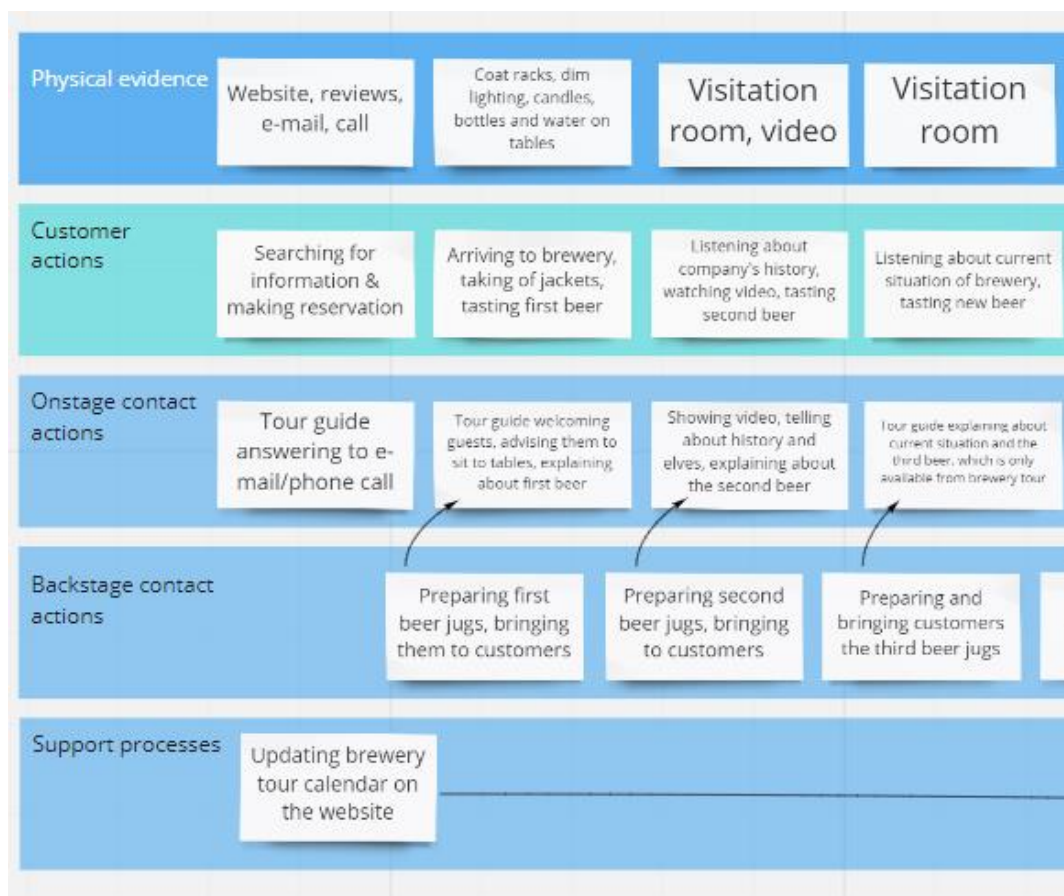


Figure 23. Service Blueprint, Part 1

After the core service process the customers experience the post-core service experience. This is represented in the last touchpoint of the service blueprint. The service blueprint is used to summarize the development suggestions for the commissioner's brewery tour experience.

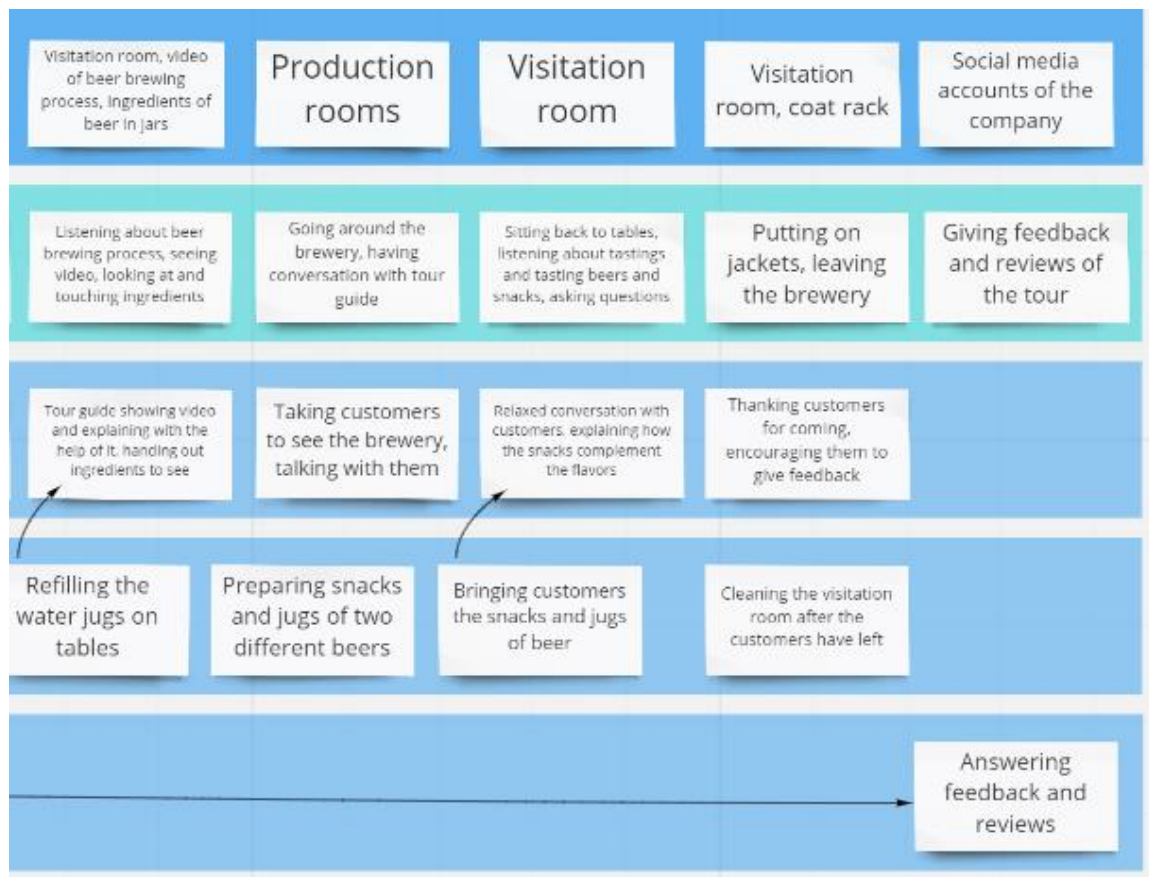


Figure 24. Service Blueprint, Part 2

7 CONCLUSIONS AND IMPLICATIONS

The increased popularity of craft beverages has resulted to craft breweries expanding their operations to not only produce goods for their customers but to offer authentic brewery tour experiences for them (Cavaliere et al. 2017). Craft breweries offer their customers a way to explore the authenticity of the host culture and provide authentic and unique experiences with their brewery tours (Plummer et al. 2005, as cited in Cavaliere et al. 2017, 17). Also, in Finland the increased popularity of craft brewed beverages can be seen and the craft breweries are slowly starting to acknowledge the possibilities of brewery tours as tourism services (Jylhä 2016, 8; Luostarinen 2018). However, the tourism literature concerning brewery tours is very limited and the information of aspects included in successful brewery tours is lacking. Thus, this research concentrated to find answers to which aspects are included in successful brewery tour experiences and how it is possible to develop brewery tours into valuable tourism services.

Pyynikin Brewing Company works as the commissioner of this thesis and the results of the research were used to give development suggestions for their brewery tour. The theoretical background for the thesis consisted of experience design, qualities of service experiences and literature of brewery and vinery tourism. The research methods used were qualitative and consisted of interviewing the brewery tour guide of the commissioner, collection of customer feedback and observation in Kyrö Distillery Company and in Nokian Panimo Oy.

The results of the research and the theoretical framework of the thesis suggest, that the commissioner's brewery tour should be developed to enhance the use of customer's senses more inclusively, to eliminate the negative cues during it and to especially develop the visuality of the brewery tour to be more enjoyable for the customers during the experience. The customers' senses can be enhanced by adding visualization tools, such as videos and examples of the ingredients used in beer brewing, to the experience and enhance the use of senses of smell and taste during the beverage tastings combined with snacks complementing the flavors of beers. The negative cues during the experience can be eliminated by

adding another employee to the service who would act back stage by providing beverages and snacks for the customers. As there is no clear theme visible during the experience, the relaxed atmosphere at the brewery tour should be enhanced and treated as the theme for the experience, as this could act as the differentiator factor from other brewery tours offered in Finland. The brewery tour should include a storytelling element to evoke the customers' emotions and enhance the values of both the company and the aspects the customers value in the company already. As customers experience each service personally and it is not possible to affect all the customers the same way, the commissioner should continue to customize the experiences depending on the interests of the customers (Fitzsimmons & Fitzsimmons 2001, 36–40).

The research results can be considered reliable, as there were three different research methods used and the sampling of the survey was encompassing. However, the results can vary depending on the persons involved in the research. The collection of customer feedback was situated to the last months of the year, which resulted to majority of the respondents taking part on the brewery tour due to business reasons. The respondents' opinions may vary as each customer creates their own unique experience and has different opinions regarding the experience. Additionally, the results of the observation are not completely consistent, as the tours included in the observation can vary depending on who is acting as the tour guide. Observations are not possible to conduct completely objectively and despite the author tried to eliminate the subjectivity of it, the results of it can vary depending on the person who conducts the observation. However, the results are valid for Pynikin Brewing Company as they measured the aspects which could develop their brewery tour into successful one and create it into a valuable tourism service. Additionally, other craft breweries can use the results of the research to receive ideas on how they could develop their brewery tours.

As literature concerning brewery tours as tourism services is limited, it provides a wide platform to do wider research on. Assuming that the craft breweries manage to continue to increase their popularity both in Finland and worldwide, researches examining the tourism related possibilities of them become highly

important. The future research of the topic should be conducted quantitatively so it would be possible to examine the opinions of a larger group of people. The aspects in the need of wider research on are how it would be possible to attract consumers from other locations to visit specifically the brewery tours, what are the elements included in brewery tours in the successful brewery tourism destinations and if it would be possible to combine brewery tours with other tourism attractions in the area.

BIBLIOGRAPHY

Bailey, A., Hennink, M. & Hutter, I. 2011. *Qualitative Research Methods*. Cornwall: TJ International Ltd.

Barroso-Castro, C., Martin-Ruiz, D. & Rosa-Diaz, I. M. 2012. Creating Customer Value Through Service Experiences: An Empirical Study in the Hotel Industry. *Tourism and Hospitality Management* Vol. 18, 5/2012, 37–53.

Bone, S., Fombelle, P., Gregoire, Y., Gustafsson, A., Sousa, R., Voorhees, C. & Walkowiak, T. 2017. Service Encounters, Experiences and the Customer Journey: Defining the Field and a Call to Expand Our Lens. *Journal of Business Research*, 79, 269–280.

Cambourne, B., Hall, C. M., Macionis, N. & Sharples, L. 2000. *Wine Tourism Around the World. Development, Management and Markets*. Oxford: Elsevier Science Ltd., 1–6.

Carlsen, J. & Charters, S. 2006. *Global Wine Tourism*. CABI.

Cavaliere, C., Kline, C. & Slocum, S. 2017. *Craft Beverages and Tourism, Volume 1: The Rise of Beverages and Distilleries in the United States*. Palgrave Macmillan.

Chen, J., Prebensen, N. & Uysal, M. 2014. *Creating Experience Value in Tourism*. Oxfordshire: CAB International.

Chiehyeon, L. & Kwang-Jae, K. 2018. Experience Design Board: A Tool for Visualizing and Designing Experience-Centric Service Delivery Processes. *Journal of Retailing and Consumers Services* Vol. 45, 142–151.

Constantine, L., Fisk, R. P., Nóbrega, L., Nunes, N. J., Patrício, L. & Teixeira, J. 2012. Customer Experience Modeling: From Customer Experience to Service Design. *Journal of Service Management* Vol. 23, 362–376.

Dennehy, R. & Morgan, S. 1997. The Power of Organizational Storytelling: a Management Development Perspective. *The Journal of Management Development Perspective* Vol. 16, 494–501.

Dunn, A. & Wickham, M. 2015. *Craft Brewery Tourism Best-Practises: A Research Agenda*. Elsevier Ltd.

Ermakov, E. & Nguyen, L. 2014. Preparation and Administration of Intravenous Peripheral Antimicrobial Medication at a Medical Ward: Observation Study. Department of Nursing and Healthcare, Helsinki Metropolia University of Applied Sciences. Licentiate thesis.

Farnham, K. & Newbery, P. 2013. *Experience Design: A Framework for Integrating Brand, Experience and Value*. New Jersey: John Wiley & Sons, Inc.

Fitzsimmons J. & Fitzsimmons M. 2001. *New Service Development: Creating Memorable Experiences*. Thousand Oaks.

Francioni, J. L. 2012. *Beer Tourism: A Visitor and Motivational Profile for North Carolina Craft Breweries*. Department of Health and Human Performance: Recreation, Parks and Tourism, University of North Carolina. Licentiate thesis.

Gummerus, J., Liljander, V., Lundqvist, A. & Van Riel, A. 2013. The Impact of Storytelling on the Customer Brand Experience: The Case of a Firm-Originated Story. *London: Journal of Brand Management* Vol. 20, 283–297.

Harper, P. 2015. *Understanding Customer Behaviour: Needs and Motivation*. WP Business Tips: 2 April 2015. Accessed 6 December 2018.
<https://wpbusinesstips.com/2015/04/understanding-customer-behavior-needs-and-motivation/>.

Interaction Design Foundation 2018. *Service Blueprints – Communicating the Design of Services*. Accessed 10 December 2018.
<https://www.interaction-design.org/literature/article/service-blueprints-communicating-the-design-of-services>.

Ivens, J. & Shaw, C. 2002. *Building Great Customer Experiences*. Hampshire: Palgrave Macmillan.

Jylhä, J. P. 2016. *Juomien Suomi: Pienpanimot, Viinitilat ja Tislaamot*. Helsinki: Juha-Pekka Jylhä ja Karttakeskus Oy.

Kashyap, D. 2018. *Consumer Needs and Motivation (With Diagram)*. Accessed 10 December 2018.
<http://www.yourarticlelibrary.com/consumer-behaviour/consumer-needs/consumer-needs-and-motivation-with-diagram/64115>.

Kirova, V. & Thanh, T. V. 2017. *Wine Tourism Experience: A Netnography Study*. *Journal of Business Research* 83, Elsevier Inc, 30–37.

Koppa 2018. *Jyväskylän Yliopisto: Method Map*. Accessed 25 March 2018.
<https://koppa.jyu.fi/avoimet/hum/menetelmapolkuja/en/methodmap>.

Kyrö Distillery Company 2019. *Visitor Center*. Accessed 8 February 2019.
<https://kyrodistillery.com/visitor-center/>.

Learning Space Toolkit 2018. *Service Blueprint*. Accessed 11 December 2018.
<https://learningspacetoolkit.org/services-and-support/service-blueprint/index.html>.

Middleton, N. 2004. *Storytelling and Learning: Power, Purpose and Popularity*. *London: Training Journal*, 02/2004, 26.

Noel, H. 2009. *Consumer Behaviour*. Lausanne: AVA Publishing SA, 25–28.

Nokian Panimo 2019. Vieraile Panimossa. Accessed 8 February 2019.
<http://nokianpanimo.fi/vieraile-panimossa/>.

Pienpanimoliitto 2013. Meillä Maistuu Mallas. Accessed 27 March 2018.
<https://www.pienpanimoliitto.fi/3>.

Pine, B. J. & Gilmore, J. H. 1998. Welcome to the Experience Economy. *Harvard Business Review*, 6-8/1998, 97–103.

Pinto, J. K. & Venkataraman, R. R. 2018. *Operations Management. Managing Global Supply Chains*. SAGE Publications Inc.

Pyynikin Käsityöläispanimo 2018a. Panimo. Accessed 27 March 2018.
<http://pyynikin.com/panimo/>.

–2018b. Panimokierros. Accessed 12 December 2018.
<http://pyynikin.com/panimokierros/>.

–2018c. Tuotteet. Accessed 28 December 2018.
<http://pyynikin.com/tuotteet/>.

RealtimeBoard 2018. Creating a Service Blueprint: Levels of Digital and Human Interactions. Accessed 11 December 2018.
<https://realtimeboard.com/blog/service-blueprint/>.

RWJF 2008a. Qualitative Research Guidelines Project: Observation. Accessed 23 January 2019.
<http://www.qualres.org/HomeObse-3594.html>.

–2008b. Qualitative Research Guidelines Project: Fieldnotes. Accessed 23 January 2019.
<http://www.qualres.org/HomeFiel-3650.html>.

Schwartz, E. 2017. *Exploring Experience Design*. Packt Publishing.

Virstajärvi, S. 2015. Onko pienpanimo-olut trendikästä ja kannattavaa Suomessa? Department of Hotel and Restaurant Management, Tampere University of Applied Sciences. Licentiate thesis.

Visit Pori 2018. Pienpanimokierros. Accessed 19 December 2018.
https://shop.visitpori.fi/fi_FI/categories/8-panimokierrokset/products/45-visitpori-pienpanimokierros.

APPENDICES

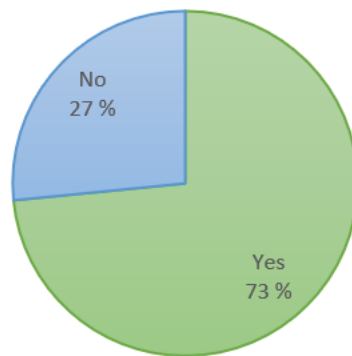
- Appendix 1. Location of Brewery Tours Visited (N=53), Figure
- Appendix 2. Differentiation Between Brewery Tours (N=67), Figure
- Appendix 3. Survey Layout
- Appendix 4. Current Situation of the Brewery Tour in Pynikin Brewing Company, Interview Questions
- Appendix 5. Service Blueprint, Photo

Where have you been on a brewery tour before?



Appendix 1. Location of Brewery Tours Visited (N=53)

Did this tour differ from the other(s) you have attended?



Appendix 2. Differentiation Between Brewery Tours (N=67)

Appendix 3 1(5). Survey Layout

Dear participant. This feedback survey is a part of my Bachelor Thesis at Lapland University of Applied Sciences. The purpose for the survey is to collect feedback from the tour and receive information on how the tour could be developed. Please notice that the questionnaire is situated on the both sides of the paper. Thank you for taking the time to answer and helping to improve the tour!

Background information

1. Gender

- Female
- Male
- Other

2. Age

- 18-25 years old
- 26-32 years old
- 33-40 years old
- 41-50 years old
- Over 50 years old

3. Nationality: _____

Experience during the tour

4. Is it your first time attending a brewery tour?

- Yes
- No

If you answered no to the previous question,
where have you been on a brewery tour before?

Appendix 3 2(5). Survey Layout

Did this tour differ from the other(s) you have attended?

- No
- Yes, how?

5. What was your main motivation to attend this tour?
You can choose 1-3 options.

- I wanted to learn more about brewing beer
- Tastings
- I wanted to feel more connected to the brand
- I wanted to learn about the history of beer brewing
- Experiencing something new
- Business / official meeting
- Other, what? _____

6. How was the experience for you?

- Excellent
- Good
- Satisfactory
- Poor

7. What kind of expectations did you have towards the tour and were those met during it?

Appendix 3 3(5). Survey Layout

8. Which of your senses were engaged the most during the tour?

You can choose several options.

- Sense of sight
- Sense of hearing
- Sense of touch
- Sense of smell
- Sense of taste

9. Which aspects were the most emphasized in the narration of the tour guide?

You can choose 1-3 options.

- Information on brewing beer
- History of the company and beer brewing
- Locality of the company
- Engagement with the customers

Improvement suggestions for the tour

10. Would you like to taste bits of local food during the tour?

- Yes, that would enhance the authenticity of Tampere
- Yes, it would be nice to eat during the tour
- No, it is not necessary
- I have no opinion about that

11. Would you be interested in taking part on different activities in addition to the brewery tour during the experience?

- No
- I don't have any opinion about that
- Yes, local activities such as public sauna

Appendix 3 4(5). Survey Layout

- Yes, the tour should include parts of the local sightseeing
- Yes, other activities such as: _____

12. Would you be interested in hearing the stories behind the brand?

- Yes
- No
- Maybe

13. Do you consider locality an important factor at the tour?

- Yes, very important
- Yes, kind of important
- No, not important
- I have no opinion about this

14. Would you like to have an opportunity to buy spinoff products from the tour to take home as souvenirs?

- Yes
- No, not needed
- Maybe

Feedback of the tour**15.** Did you learn something new from the tour?

- Yes, what? _____
- No
- I'm not sure

Appendix 3 5(5). Survey Layout

16. Would you recommend the tour for others?

- Yes, definitely
- Yes, I think so
- Maybe
- No

17. Open feedback from the tour

Thank you!

Appendix 4. Current Situation of the Brewery Tour in Pyynikin Brewing Company – Interview

Interview with Ludde Luostarinen 19 October 2018, Tampere.

Background of company

Business idea of the company?

History of the company, when established and what has happened after it?

What kind of products are you offering?

Brewery tour

Target group and number of people during the tour

Are the customers mostly local or international?

What differs this tour from the competitors?

Which elements are included in the brewery tour? Tasting etc.

Are customers' senses engaged during the tour?

Is storytelling used in the product?

Added value of the brewery tour for the company?

How is the brewery tour marketed for the consumers?

Development of tour

Do you collect feedback from the customers?

What kind of feedback have you received?

Opportunities and potential brought by the brewery tour?

Appendix 5. Service Blueprint

