

THESIS

Helena Kumpula 2011

**ANALYSIS OF LOCAL MARKETS FOR
RESTAURANT MONTE ROSA AND
MEETING FACILITIES OF CITYHOTEL**



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Thesis

**ANALYSIS OF LOCAL MARKETS FOR RESTAURANT
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CITYHOTEL**

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The objective of the thesis was to acquire more information about the local customers of the Restaurant Monte Rosa and the meeting facilities of the CityHotel. The need for a thesis project arose when the commissioner wanted to find out how to reach their potential local customers.

The starting point for the research was to study the current local customers in order to determine the potential local customers. The research tried to determine what the current local customers' real wants and needs are, what the customers think could be improved in the Restaurant Monte Rosa and the meeting facilities, why the customers come to the Restaurant Monte Rosa and use the meeting facilities of the CityHotel and finally, how the customers are reached.

Literature was studied to construct the theoretical background of the research. The theory included market segmentation, conducting market research and consumer decision making process. Based on the theory, it was decided to use a structured interview and a questionnaire as research methods. Separate interview and questionnaire forms were constructed for the customers of the Restaurant Monte Rosa and the meeting facilities of the CityHotel.

The interviews and the responses to the questionnaires gave suggestions about who the potential customers of the Restaurant Monte Rosa and the meeting facilities of the CityHotel are. The company can use the results to help them with market segmentation and selecting their target groups.

Key words: Segmentation, market research, consumer behaviour, buying decision process

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Tämän opinnäytetyön tavoitteena oli saada lisää tietoa Ravintola Monte Rosan ja CityHotellin kokoustilojen paikallisista asiakkaista. Opinnäytetyön tarve nousi esiin, kun toimeksiantaja halusi selvittää, kuinka tavoittaa heidän potentiaaliset paikalliset asiakkaansa.

Tutkimuksen lähtökohtana oli tutkia nykyisiä paikallisia asiakkaita, jotta voitiin selvittää, ketä potentiaaliset asiakkaat mahdollisesti ovat. Tutkimuksella haluttiin selvittää nykyisten paikallisten asiakkaiden todelliset tarpeet ja toiveet, mitä asiakkaiden mielestä pitäisi parantaa Ravintola Monte Rosassa ja CityHotellin kokoustiloissa, syyt, miksi asiakkaat käyttävät Ravintola Monte Rosan ja CityHotellin kokoustilojen palveluita ja miten asiakkaat tavoittaa.

Tutkimusta suunniteltaessa käytettiin perustana teoriaa eri teoksista markkinoiden segmentoinnista, markkinatutkimuksen tekemisestä ja asiakkaan ostopäätösprosessista. Teorian pohjalta tutkimusmenetelminä päädyttiin käyttämään lomakehaastattelua ja kyselylomaketta. Ravintola Monte Rosaan ja CityHotellin kokoustiloihin tehtiin molempiin omat kyselylomakkeensa.

Haastattelut ja kyselylomakkeiden vastaukset antoivat viitteitä siitä, ketkä ovat Ravintola Monte Rosan ja CityHotellin kokoustilojen potentiaalisia asiakkaita. Yritys voi käyttää tuloksia apuna asiakassegmentoinnissaan ja päättäessään kohderyhmiään.

Avainsanat: segmentointi, markkinatutkimus,
asiakaskäyttäytyminen, ostopäätösprosessi

CONTENTS

ABSTRACT

TIIVISTELMÄ

LIST OF FIGURES AND TABLES	1
1 INTRODUCTION	2
2 CITYHOTEL	4
2.1 COMPANY INTRODUCTION.....	4
2.2 FACILITIES OF CITYHOTEL.....	5
2.2.1 Hotel Rooms and Meeting and Sauna Facilities	5
2.2.2 Restaurant Monte Rosa, Pub Kellari and Bar & Café 303	6
2.3 COMPETITION	7
2.3.1 Restaurants	7
2.3.3 Meeting Facilities	9
3 CONSUMER BEHAVIOUR AND MARKET SEGMENTATION.....	12
3.1 CONSUMER BEHAVIOUR – BUYING DECISION PROCESS.....	12
3.2 DEFINING DIFFERENT MARKET SEGMENTS	13
4 MARKET RESEARCH AND RESEARCH METHODS.....	17
4.1 CONDUCTING MARKET RESEARCH	17
4.2 QUANTITATIVE RESEARCH.....	18
4.3 QUALITATIVE RESEARCH.....	19
5 RESEARCH PROCESS	21
5.1 RESEARCH PROBLEM AND METHOD	21
5.2 CREATION AND IMPLEMENTATION OF INTERVIEW AND QUESTIONNAIRE	22
5.3 RESEARCH RESULTS	23
5.3.1 Restaurant Monte Rosa.....	23
5.3.2 Meeting Facilities of CityHotel	32
5.3.3 Findings and Recommendations	38
5.3.4 Validity of Results	41
5.4 OWN LEARNING.....	42
6 CONCLUSIONS	44
BIBLIOGRAPHY	46
APPENDICES	51

LIST OF FIGURES AND TABLES

Figure 1. Consumer Buying Process	13
Table 1. Market Segmentation Variables for Consumer Markets	14
Figure 2. Grouping Customerships According to Current and Potential Profitability	16
Figure 3. Age of Respondents in Restaurant Monte Rosa.....	24
Figure 4. Size of Group Using Services of Restaurant Monte Rosa	25
Figure 5. Purpose of Visit to Restaurant Monte Rosa.....	25
Figure 6. Frequency of Using Services of Restaurant Monte Rosa and Other à la Carte Restaurants in Rovaniemi	26
Figure 7. Other à la carte Restaurants in Rovaniemi Whose Services Respondents Use	26
Figure 8. Expenditure in Euros (€) / Visit	27
Figure 9. Factors Affecting to Selection of Restaurant Monte Rosa	28
Figure 10. Average Grades of Selection, Facilities and Service of Restaurant Monte Rosa	30
Figure 11. Source of Information – Restaurant Monte Rosa.....	32
Figure 12. Age of Respondents in Meeting Facilities of CityHotel	33
Figure 13. Size of Group Using Meeting Facilities of CityHotel	33
Figure 14. Frequency of Using Meeting Facilities of CityHotel and Other Meeting Facilities in Rovaniemi	34
Figure 15. Other Meeting Facilities in Rovaniemi Whose Services Respondents Use	35
Figure 16. Factors Affecting to Selection of Meeting Facilities of CityHotel ..	35
Table 3. Facilities, Equipment and Service of Meeting Facilities of CityHotel	36
Figure 17. Average Grades of Facilities, Equipment and Service of Meeting Facilities of CityHotel	37
Figure 18. Source of Information – Meeting Facilities of CityHotel	38

1 INTRODUCTION

The CityHotel is a hotel in the city center of Rovaniemi providing accommodation, restaurant and meeting services. In the summer 2009 and the spring 2010 I completed my basic and advanced practical trainings as a receptionist in the CityHotel. During my advanced practical training I asked the company if they had a need for a thesis project. In one meeting an idea of a market analysis of local markets arose.

The CityHotel wants to learn more about their local markets. The CityHotel would like to reach their potential local markets, and therefore a research of their current local customers is needed. I have always been interested in marketing and consumer behaviour, so deepening my knowledge about the subjects both in theory and practice was very exciting for me.

At first, the plan was to conduct a research that would have covered all departments of the hotel. However, because of the limited resources to conduct the research, the topic was limited only to the Restaurant Monte Rosa and the meeting facilities of the CityHotel.

By interviewing and distributing a questionnaire to the current local customers I tried to determine what the current local customers' real wants and needs are, what the customers think could be improved in the Restaurant Monte Rosa and the meeting facilities, why the customers come to the Restaurant Monte Rosa and use the meeting facilities of the CityHotel and how the customers are reached.

For me the topic was interesting, but also challenging because I have never conducted a market research before. The theoretical part concerns market segmentation, a consumer's buying decision process, market research and research methods. Also the research process and the methods used are described in the thesis in detail.

The topic of the thesis is not new in the field and does not have much significance to the restaurant and meeting industries in Rovaniemi, but for the CityHotel a research about their local markets helps them to meet the local customers' needs and wants better than before. Based on the research

results, also some suggestions about who the CityHotel's potential local customers are could be made. The research results might also help the company to better segment their markets and give some development ideas. However, the thesis does not advice on how the commissioner should use the provided information in practice.

2 CITYHOTEL

2.1 Company Introduction

The CityHotel is located in the centre of Rovaniemi. The hotel offers warm and personal service for the foreign and domestic travellers who are coming to the hotel for business or leisure. The CityHotel accommodates over 40, 000 guests a year who utilise the diverse services the hotel has to offer. (CityHotel 2010a.) The business idea of the CityHotel is to produce quality restaurant and accommodation services for domestic and foreign customers round the year, standing out from the competitors. The CityHotel and its staff have also created separate business ideas for each department of the hotel. (Näsärö 2010a.)

Heikki and Vuokko Gröhn established the CityHotel in 1978. At the time, the CityHotel was the third largest hotel in Lapland by having 15 employees. In 1978, the CityHotel had 66 hotel rooms, a restaurant with 55 seats, a sauna and meeting facilities. Since the opening, the hotel has developed its facilities and services to meet the customers' current demand. (CityHotel 2009.)

Today, the CityHotel is part of the Private Hotels marketing chain. The Private Hotels is a partnership of 26 privately owned hotels in Finland that all want to ensure best quality service for their guests. (Private Hotels 2010.) The CityHotel joined the Private Hotels in 1995. The customers benefit from the marketing chain as they can get a card with which they can have every tenth night for free. They can use the card in any hotel that is part of the Private Hotels. (Näsärö 2010a.)

The CityHotel is also part of Laatu-tonni (Quality1000), which is a quality development programme for tourism companies. Laatu-tonni follows the international quality prize criteria. (Laatu-tonni MEK 2010.) The CityHotel joined Laatu-tonni in 2000 and hence the working processes at the hotel have been documented and the quality of the work is managed at all times. For the customers, the benefit of managing the quality and the work processes is that everyone receives the same quality service and products. (Näsärö 2010a.)

The management system in the CityHotel is clear. Each department of the hotel has its own managers. Ms Satu Näsärö is the director of the hotel, with responsibilities of Hotel, Sales and Marketing. Managing Director is Mr Mikael Gröhn. There is also a Front Office Manager responsible for the reception, a Restaurant Manager of the Pub Kellari and a Chef and Restaurant Manager responsible for functions of the Restaurant Monte Rosa. (CityHotel 2010h.)

Diverse services make it possible for the CityHotel to make interesting offers for their customers. It is easy for the customers for example to combine meetings on the top floor with a dinner in the Restaurant Monte Rosa and a relaxed night out at the Pub Kellari. Especially for clients who come to the CityHotel with a busy schedule, it is easier that accommodation, meeting facilities and restaurant services are all under the same roof.

2.2 Facilities of CityHotel

2.2.1 Hotel Rooms and Meeting and Sauna Facilities

Currently the CityHotel has 92 rooms of which 33 were renovated in the beginning of the year 2010. Thus the hotel now has three different room categories: Standard, Comfort and Superior, instead of just the first two. The hotel also has suites with sauna. The amenities of the rooms differ from each other according to the room type. (CityHotel 2010c.) The business idea for the hotel is offering quality facilities for spending the night at personally decorated rooms (Näsärö 2010a).

As any other company, the CityHotel tries to obtain regular customers. The regular customers using the services of the CityHotel receive different kinds of benefits, such as discounts on drinks and food, free nights at the hotel and invitations to special events arranged for them. (CityHotel 2009.)

Besides the comfortable hotel rooms, the CityHotel has two meeting rooms, Joiku and Saga. In the Joiku, meetings can be arranged for a maximum of 20 people with its fixed diplomat table. In the Joiku, there is also a possibility to arrange sauna evenings, as there are sauna facilities connected to the meeting room. The Saga meeting room can be arranged for up to 70 persons

at a time. Both meeting rooms have the basic meeting equipment such as a laptop, a data projector and a wireless Internet connection. The CityHotel also offers meeting packages that include different combinations of snacks, meals and beverages. The CityHotel does not actively advertise its meeting facilities, but they are marketed together with the hotel's other services. The CityHotel also tells about their meeting facilities in different customer events. (CityHotel 2010b; Näsärö 2010b.)

2.2.2 Restaurant Monte Rosa, Pub Kellari and Bar & Café 303

The Restaurant Monte Rosa was established in 1991. The 150 seat restaurant is located on the ground floor of the hotel, with an access to the hotel reception and the lobby area. The business idea of the Restaurant Monte Rosa is serving trendy food with flavours from all around the world for people who appreciate good food. The restaurant serves lunch, à la carte dishes and group dinners for the domestic and foreign customers every day of the week. The Restaurant Monte Rosa was completely renewed in 2008 with a design influenced by the Managing Director's various trips abroad. The cosy atmosphere attracts many hotel guests to enjoy the diverse delicacies of the menu. Besides the hotel guests, also other people are welcomed to the restaurant. For example, the Restaurant Monte Rosa's lunch is popular among the local companies. The marketing tools of the Restaurant Monte Rosa include advertisements in newspapers, flyers, information sent to the travel agents and telling about the restaurant in different customer events. (CityHotel 2010g; Näsärö 2010a; 2010b.) The Restaurant Monte Rosa is one of the six restaurants in Rovaniemi offering the RovaniemiMenu, which is a menu especially planned for international and domestic customers who want to enjoy Lappish cuisine (Visit Rovaniemi 2010b).

The 300-seat Pub Kellari (cellar) is located in the cellar of the hotel as its name suggests. Its business idea is to be an A-class pub in the city centre, with rights to serve strong alcoholic drinks. The core of the pub is about different kinds of live performances, music that pleases everyone, watching sports from the big screens and a relaxed atmosphere. The music style played in the Pub Kellari is mainly rock, but also other styles might be played. Once or twice a month the Pub Kellari arranges live music performances and

all the famous sports games are shown on the big screens of the pub. The Pub Kellari works together with the Restaurant Monte Rosa located upstairs, as the customers of the pub can also order some snacks from the kitchen. The Pub Kellari also has its own loyalty programme, the Kellari Club, which provides the regular customers with discounts on drinks and food. (CityHotel 2010f; 2010e; Näsärö 2010a.)

Besides the restaurant and the pub, the CityHotel also has a 51-seat reception bar called Bar & Café 303. The business idea of the Bar & Café 303 is offering good quality bar and café services for the hotel guests and local customers in an attractive reception bar milieu. The reception bar is open all day until late hours. The reception bar has a good selection of different kinds of alcoholic and non-alcoholic beverages and also some cold snacks and pastries. As the Bar & Café 303 is part of the reception area, the wireless Internet connection, lobby computers, magazines and newspapers are also at the disposal of the bar's customers. (CityHotel 2010d; Näsärö 2010.)

2.3 Competition

2.3.1 Restaurants

The Restaurant Monte Rosa has many competitors in close proximity. Besides the Restaurant Monte Rosa, there are five other restaurants in Rovaniemi offering the RovaniemiMenu, which is a menu designed by the chefs of different restaurants for international and domestic customers who wish to taste Lappish specialities. The RovaniemiMenu is different in each restaurant offering it, but the ingredients used are the same in all menus. The hotel restaurants Pohjanhovi, Gaissa, Polar, Fransmanni, Amarillo and Sky Ounasvaara are some of the main competitors of the Restaurant Monte Rosa. In addition, there are a few other restaurants in Rovaniemi that are direct competitors for the Restaurant Monte Rosa. Many of the main competitors are listed in the tourism site of Visit Rovaniemi. (Visit Rovaniemi 2010a; 2010b.)

The Hotel Santa Claus is located in the city centre of Rovaniemi in the same building as one of the shopping complexes. The hotel has a four-star rating and it offers delicacies for different tastes in its three restaurants. The Restaurant Gaissa offers Lappish specialities and it also serves the RovaniemiMenu. The Bar & Grill ZoomUp on the other hand serves lunch and grilled food. (Hotel Santa Claus 2010a; 2010d; 2010e.)

The Hotel Cumulus Rovaniemi is a more traditional hotel in Rovaniemi that is also located in the city centre. The hotel's restaurant Polar serves Lappish cuisine. The delicacies are also offered in the hotel's tavern like pub Krouvi Pisto. (Cumulus 2010a.)

The Hotel Rantasipi Pohjanhovi is located by the River Kemijoki in the centre of Rovaniemi (Rantasipi 2010a). The 450-seat Restaurant Pohjanhovi (Rantasipi 2010c) is also one of the restaurants offering the RovaniemiMenu (Visit Rovaniemi 2010b).

The Sky Hotel Ounasvaara is part of the Lapland Hotels chain and it is located a few kilometres from the city centre, on top of the Ounasvaara hill. The hotel's restaurant is claimed to be one of the best in whole Finland with its Lappish and international cuisine. Because of the hotel's location, the view from the restaurant extends over the city. (Lapland Hotels 2010a.) The Sky Ounasvaara's restaurant also offers the RovaniemiMenu (Visit Rovaniemi 2010b).

The Scandic Rovaniemi is also part of a bigger chain, the Scandic Hotels. The hotel's restaurant Atrium offers local and Mediterranean dishes. (Scandic Hotels 2010b.)

The Sokos Hotel Vaakuna is part of the Sokos Hotels chain, and it offers a wide range of services. There are two restaurants, two bars and a nightclub at the hotel. The 300-seat Amarillo restaurant serves Tex Mex food whereas the Fransmanni with 200 seats offers French delicacies. Both restaurants have their own bars as well. (Sokos Hotel Vaakuna 2010a; 2010b; 2010c.) The Restaurant Fransmanni also offers the RovaniemiMenu (Visit Rovaniemi 2010c). Both of the restaurants are part of the well-known S-group, for which the customers who have the S-group's loyalty card can get bonus points from

their purchases in the restaurants and even some special discounts (S-kanava 2010a; 2010b).

The Restaurant Rosso has a central location in the city of Rovaniemi, very near the Restaurant Monte Rosa. The Restaurant Rosso is a chain restaurant that is also part of the same S-group as the restaurants Fransmanni and Amarillo. The restaurant offers Italian delicacies such as pizza and pasta. The Rosso restaurants are well known in whole Finland, and restaurants have a special interest in making the families with children to enjoy themselves. (Rosso 2010; S-kanava 2010b.)

Besides its Tex Mex and Latin delicacies, the Restaurant Comico is famous for its stand-up comedy shows. The Restaurant Comico is located in one of the new shopping complexes, Rinteenkulma, in the city centre of Rovaniemi. The restaurant also offers lunch. (Comico 2010a; 2010b; 2010c.)

The Restaurant Nili is specialised in Lappish cuisine. The menu offers a variety of Lappish dishes, and Lappish elements are used even in the decoration. The restaurant is open from Tuesday to Saturday, but it can also be reserved for other times for groups. (Restaurant Nili 2010a; 2010b; 2010c.) The Restaurant Nili also offers the RovaniemiMenu (Visit Rovaniemi 2010d).

2.3.3 Meeting Facilities

The CityHotel also has many competitors in the field of meeting facilities. The hotels in the city centre of Rovaniemi all have one or several meeting rooms. In addition, for example the Arktikum, the Lappia-talo and different educational institutions provide good facilities for meetings nearby the city centre. Many of the CityHotel's competitors in the field of meeting facilities are listed in the website of the Rovaniemi Congresses, who organise meetings in Rovaniemi. (Rovaniemi Congresses 2010.) However, only the hotels are presented here as the main competitors of the meeting facilities of the CityHotel because of the similarity of the business concepts.

The Clarion Hotel Santa Claus Rovaniemi is the newest hotel in Rovaniemi (Visit Rovaniemi 2010) and it has modifiable meeting services. There are

seven meeting rooms in the Santa Claus Conference Center that can be modified according to the customers' needs. Three of the largest meeting rooms can be connected into one big room. There is a direct access from the parking hall to the Santa Claus Conference Center, which enables even very big items, such as cars, to be brought to the meeting facilities. There are also three separate meeting rooms elsewhere in the hotel. Meetings of 8–350 persons can be held in the Hotel Santa Claus. (Hotel Santa Claus 2010b; 2010c.)

The Hotel Cumulus Rovaniemi has two meeting rooms, Korkalo-Rakka and Rova-Kaira. In the Korkalo-Rakka, meetings can be held for 30–50 persons, and in the Rova-Kaira for 40–150 persons. The tables can be arranged differently to fit the customers' needs. The Rova-Kaira is slightly better equipped, as there is also a wireless microphone and photocopy service. (Cumulus 2010b; 2010c.)

In the Hotel Rantasipi Pohjanhovi, customers can have meetings and conferences for 14–180 persons. The hotel's 11 meeting rooms can be arranged in different ways according to the customers' wishes. The meetings can also include restaurant services and different kinds of programmes. (Rantasipi 2010b.)

The Sky Hotel Ounasvaara has four meeting rooms that are big enough for groups of 10–100 persons. As the hotel is located at the top of the Ounasvaara hill, the view from some of the meeting rooms is said to be astounding. The meeting packages can be customised according to the customers' wishes. The Sky Hotel Ounasvaara cooperates with other companies in Rovaniemi, so that the meetings can be combined with activities such as safaris or relaxing spa services. (Lapland Hotels 2010b.)

Meetings for 2–110 persons can be arranged in the Scandic Rovaniemi's three meeting rooms and two smaller cabinets. The tables in the meeting rooms can be arranged in different ways to suit the customers. All meeting rooms have natural light and possibilities to darken the room. (Scandic Hotels 2010a.)

In Sokos Hotel Vaakuna the meeting room can have a maximum of 60 persons at a time. The hotel also has some smaller facilities for fewer amounts of persons. (Sokos Hotel Vaakuna 2010a.)

3 CONSUMER BEHAVIOUR AND MARKET SEGMENTATION

3.1 Consumer Behaviour – Buying Decision Process

Cooper et al. (2005, 65–66) agree on the approach that consumers make considered decisions about their own behaviour. At prerequisite level, a need arises and the consumer recognises the need. A level of involvement follows, when the consumer puts some effort and time in the decision process, for example acquires more information. The consumer may identify some different alternatives that could fulfil the recognised need, and then the alternatives are evaluated. After the evaluation a decision is made and the consumer makes a purchase. During the post-purchase behaviour stage the consumer may need reassurance that the purchase decision made was the right one.

Hudson (2008, 56–57) has a similar idea of the consumer buying process as Cooper et al. The Hudson's perspective is illustrated in Figure 1. According to Hudson, the awareness may arise for example by promotional efforts or by word of mouth. Subsequently, the consumer acquires more information and develops an attitude towards the product or service. At the evaluation stage the consumer compares the alternatives according to their qualities, price and other factors that the consumer may see as important selecting criteria. After the evaluation of alternatives, the consumer makes a purchase. The final stage, post-purchase behaviour, is also a very important stage as when the consumer has a positive perception of the service quality of the company, he or she is likely to recommend the company to others as well (Zeithaml–Berry–Parasuraman 1996, according to Hudson 2008, 57).

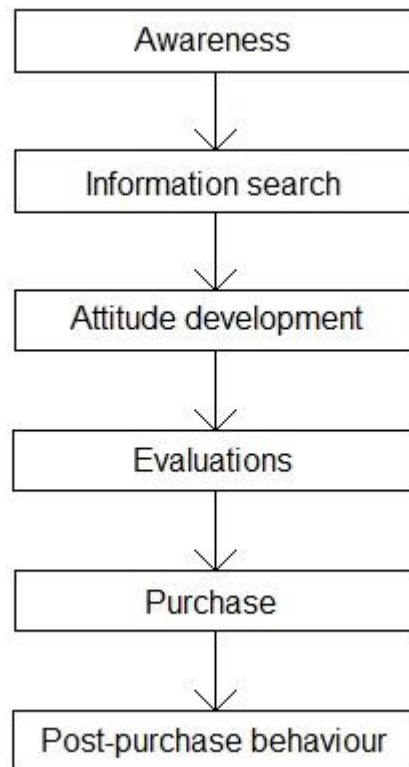


Figure 1. Consumer Buying Process (see Hudson 2008, 56)

In organisations, the decisions are made by people, so the buying decision process follows the same routine as with the individual consumers. However, the decisions may be made more systematically and rationally. Also, the personal factors affecting the decisions concern the organisation rather than the person making the decision. For example, size, amount of employees, goals, image and strategies of the organisation are considered when making buying decisions. (Bergstöm–Leppänen 2007, 127.)

3.2 Defining Different Market Segments

According to Grönroos (2007, 362) it is nearly impossible to satisfy all the potential customers. Therefore the companies should group their customers into homogeneous segments, where the customers have similar needs and wants. Grönroos argues that the companies should then select only a few of those segments as their target groups to focus on. Grönroos also points out that even though customers are grouped into segments, the customers want to be treated individually, as “segments of one”.

Like Grönroos, also Kotler, Armstrong, Wong and Saunders (2008, 410–411) argue that companies cannot satisfy the wants and needs of everyone in the market because the wants and needs vary extensively. Instead, they recommend the companies to divide their markets into smaller segments, of which they should choose the best and most profitable ones to serve. Kotler et al. introduce how the consumer markets can be divided according to the geographic, demographic, psychographic and behavioural variables that are described more closely in Table 1.

Table 1. Market Segmentation Variables for Consumer Markets (see Kotler et al. 2008, 412)

Geographic - Region - Country size - City size - Density - Climate	Demographic - Age - Gender - Family size - Family life cycle - Income - Occupation - Education - Religion - Race - Nationality
Psychographic - Social class - Lifestyle - Personality	Behavioural - Purchase occasion - Benefits sought - User status - Usage rate - Loyalty status - Readiness state - Attitude towards product

Demographic variables are most commonly used when segmenting markets because needs, wants and usage rates vary extensively depending on them. Also, demographic variables are relatively easy to measure compared to other variables. The same four categories of variables can be used when segmenting business markets, but some more specific variables about business operations, characteristics and practices should be added. In order to have effective segmentation, the segments should be measurable, accessible, substantial, differentiable and actionable. First of all, the segments the company is targeting at need to be profitable and big enough. The segments also need to be within the reach of the company and they should contain only consumers with similar variables. Also, the company

needs to be able to design effective programmes to attract and serve the chosen segments. (Kotler et al. 2008, 413, 419, 422–423.) In addition, the segments chosen need to be sustainable and defensible. The company needs to find out whether there will be demand also in the future, and if the chosen segments can be defended against competitors. (Cooper–Fletcher–Fyall–Gilbert–Wanhill 2005, 632-633.)

Bergström and Leppänen (2007, 130–141) emphasise that segmentation is not just a separate procedure but a process. In the process, the markets need to be analysed thoroughly. Firstly, the demand and buying behaviour of the potential buyers need to be studied and analysed. Then the markets can be segmented according to the selected criteria. The segmentation criteria need to be chosen so that they explain the reasons why the buyers buy the product. One possible way to segment is to study the depth of the customer relationship. Accordingly, the customers can be divided into non-customers who are not yet the company's customers; occasional or small customers who form 80 per cent of the clientele but only 20 per cent of the sales; and key or regular customers who form 20 per cent of the clientele but 80 per cent of the sales. Secondly, the target groups need to be chosen. The company needs to consider its resources, so that in addition to wanting to serve the chosen target groups, it is also able to do so. Thirdly, the marketing programme needs to be created. This step includes mapping out the company in relation to its competitors in the market. Also, marketing programmes should be designed for each selected segment separately. Finally, the marketing programmes are implemented and followed as to whether they succeed or if they need to be modified.

The market can also be segmented according to its current and potential profitability. The categories of profitability are demonstrated in Figure 2. The companies should concentrate on retaining and developing the most profitable customerships and stop investing on the customerships whose current and potential profitability is low. Even if the group's current profitability is low but the future profitability seems promising, the companies should invest on those customerships. In order to maximize the profitability, the companies should have a differentiated plan of how to proceed for each group. (Mäntyneva 2003, 28–29.)

Potential Profitability	+	Utilize potential	Most valuable customerships
	-	Improve profitability or let go	Retain these
		-	+
		Current Profitability	

Figure 2. Grouping Customerships According to Current and Potential Profitability (see Mäntyneva 2003, 28)

The characteristics of the customership also group customers into different segments. The characteristics are related to the loyalty status mentioned in Table 1. Transaction customers do not value the company itself as much as the easiness of purchase or low prices. These kinds of customers have low profitability because they are not loyal to one company but they go after the lowest price. Contract customers have some kind of written contract, but it does not guarantee the profitability to the company. The customers can have several contracts with different companies and therefore they may switch the company to the one offering the lowest prices. Preference customers are loyal to one company and they buy from the company whenever it is possible. This kind of customer relationship is desired by the companies, because preference customers are very profitable for them. Partnerships with the customers are also profitable to the companies, but only if both parties are committed to it. Also, the companies should not have too many partnerships because they require a lot of resources and management. Hence, the preference customers are the most desired customers for the companies because they do not require as much resources as the partnerships. (Mäntyneva 2003, 29–31.)

4 MARKET RESEARCH AND RESEARCH METHODS

4.1 Conducting Market Research

Market research is about collecting data about a certain target group, competitors or environments of a company. The research can be either secondary, where the data is collected from readily available sources, or primary, where the data is collected directly from the research object. The data is analysed objectively in order to acquire more knowledge about the subject matter. After defining what kind of information is wanted to obtain through the market research, the research methods can be chosen. The research methods are quantitative and qualitative, and they can be used separately or together. (Market Research World 2011.)

To improve the trustworthiness of a research, triangulation can be used. The basic idea is that more than one source is used to verify the data or the research results. The four basic triangulation types are data sources, methods, investigators and theories. Data triangulation means using several data sources. It can involve for example combining primary data, such as an interview with secondary data, such as textbooks. Method triangulation means using more than one method to resolve the problem. For example, qualitative and quantitative methods can be used together in a research. Investigator triangulation involves several researchers checking the data to get a credible and congruent interpretation. Theoretical triangulation means utilizing multiple sources and perspectives to interpret the data. In triangulation the main purpose is to reduce bias in the research and get more credible interpretations of the data. (Denzin 1978, according to Phillimore–Goodson 2004, 162–163.)

Hirsjärvi, Remes and Sajavaara (2009, 135–137) emphasise that quantitative and qualitative research methods should not be seen as opposites that are separate from each other, but as methods that are complementary. The quantitative research method is described to involve numerical data and qualitative research method is described to involve meanings. However, the two methods can be used together, so that for example a qualitative research is done prior to a quantitative research in order to find out the appropriate

aspects to be measured and that they are meaningful to the research sample. This is what is done in this thesis project.

4.2 Quantitative Research

Quantitative research answers to the question how much or how often. Its purpose is to explain, describe, measure, compare or predict matters and qualities related to people or natural phenomena. It provides information on the relationship and differences between the studied variables. The information in quantitative research is always presented numerically and the results of the research are independent of the researcher, and therefore the research is objective. (Vilkka 2007, 13–14, 19.)

According to Vilkka (2007, 15–17), the studied variables need to be structured so that everyone who answers the questions of the form understands the questions in the same way. Also, every variable receives a value that can be either a letter or a number. For example, if the gender is a studied variable in a questionnaire, the alternatives can be 1. female 2. male. Hence, the variable receives a numerical value. It is recommended that in quantitative research there would be as many respondents as possible to get the best possible accuracy. When using statistical methods, there should be at least 100 responses. In bigger studies, such as national consumer studies, there should be 500–1000 responses.

The most relevant information gathering methods for this thesis project that are used in quantitative research are a questionnaire and an interview. A questionnaire can be either posted by mail or in the Internet, and it is an appropriate form to be used when the research concerns personal matters such as health, income and consumption and eating habits. Timing is the most important aspect to consider when sending out a questionnaire. For the research to be successful it is important that there are enough responses, which can be highly influenced for example by seasonality in some fields of businesses. The basics in an interview are the same as in the questionnaire. There is a structured form with questions and answer alternatives that the interviewer follows during the interview. The interviewer also writes down the answers of the interviewee. (Vilkka 2007, 28–29.)

In businesses today, attitude scales are used to measure people's attitudes or opinions. The Likert scale is commonly used when asking about opinions. In the Likert scale the answer options are given in numbers, and when moving on the scale, the other end stands for agreement and the other end for disagreement. In the middle, the opinion is neutral. For example, answer options to a question or a statement could be 1. Agree 2. Somewhat agree 3. Somewhat disagree 4. Disagree. Osgood's semantic differential scale is also used to find out the attitudes for example towards a business. In the scale, two adjectives that are antonyms to each other are placed at the ends of the scale and in between it can be marked towards which adjective the attitude of the respondent is. (Vilkka 2007, 45–47.)

4.3 Qualitative Research

Hirsjärvi et al. (2009, 161–164) argue that the starting point for qualitative research is describing real life. In qualitative research, the purpose is to find out a holistic picture of the situation. The researcher's own values can have an influence on how the qualitative information is interpreted, and hence the information gained can be biased to some extent. Even though there seems to be a debate about what can be described as qualitative research, there is agreement on some common characteristics. The qualitative research is about holistic information gathering where the data is gathered in natural circumstances. One characteristic is also that human beings are favoured as instruments of information gathering rather than using tools such as pen-and-paper tests. Using inductive analysis and qualitative methods is also important in order to get holistic and detailed information where the perceptions of the research sample can be seen. The research sample also should be chosen purposefully rather than using random sample. The qualitative research can be flexible, so that the research plan may change according to changing circumstances. The data should be handled as unique, and the uniqueness of the data should also be respected when making interpretations.

Tuomi and Sarajärvi (2004, 73–75) point out that the same information gathering methods can be used in both quantitative and qualitative research. The most common information gathering methods in qualitative research are

interview, questionnaire, observation and information based on different documents. The main difference between an interview and a questionnaire is that interview is conducted orally and questionnaire in writing. The benefit with an interview is that it is more flexible than a questionnaire, as the respondents can ask if they do not understand the question. These two methods are the most relevant ones for this thesis, and therefore the other two are not discussed here.

Hirsjärvi et al. (2009, 181–182) argue that it is challenging to decide the sample size in qualitative research. In some cases the research sample can be only one case or one interview, and sometimes for example saturation can be used. For example in case of using interviews as information gathering method, the researcher does not decide beforehand how many interviews are going to be conducted, but they are continued as long as the interviews bring some new pieces of information to the research problem. On the other hand, using saturation can be problematic as one common characteristic in qualitative research is that every piece of data is unique. Tuomi and Sarajärvi (2004, 87–88) add that in practice the sample size depends on the research resources that can be used, especially on time and money. Generally, the sample size in qualitative research is very small compared to quantitative research. The main aspect in choosing the sample is that the respondents have actual knowledge of the research topic.

5 RESEARCH PROCESS

5.1 Research Problem and Method

The main research problem was to determine who could be the potential local customers of the Restaurant Monte Rosa and the meeting facilities of the CityHotel. To define the potential local customers the research tried to solve questions such as what the current local customers' real wants and needs are, what the customers think could be improved in the CityHotel, why the customers come to the Restaurant Monte Rosa and use the meeting facilities of the CityHotel and how the customers are reached.

Explanatory study was used, which Vilkkka (2007, 19) has described to study the causal relationships. Explanatory study tries to determine how perceptions, opinions and attitudes differ from or relate to each other. In order to determine the potential local customers of the Restaurant Monte Rosa and the meeting facilities, the study was focused on the current local customers. By acquiring information about the current local customers, it could be predicted who else could be interested in using the services.

To solve the research questions, separate questionnaires were created for the Restaurant Monte Rosa and the meeting facilities of the CityHotel. Also email versions were created with the Webropol survey software in order to reach some of the local business customers, who have used the services of the restaurant and the meeting facilities.

Before finalising the questionnaires, interviews were conducted. The interviews were conducted as structured interviews, which Hirsjärvi et al. (2009, 208) describe as interviews that follow a structured form. The interview forms were based on the questionnaires, because the main objective was to test the usefulness and comprehensibility of the questions in the questionnaire form. The interviews were also used for method triangulation so that it could have been seen if the responses varied between the interview and the questionnaire or if they were consistent.

The interview and questionnaire forms used included both quantitative and qualitative data. The sample size was discussed together with the

commissioner, and decided to be approximately 30 responses from the Restaurant Monte Rosa and approximately 30 responses from the meeting facilities of the CityHotel. In order to attract as many respondents as possible, a lottery between the respondents was arranged after the research. The prize was a gift card to the Restaurant Monte Rosa.

5.2 Creation and Implementation of Interview and Questionnaire

There were many challenges in creating the interview and questionnaire forms. First of all, in the beginning of the thesis project, it was planned that the research would have concerned all departments of the CityHotel. Because of the large amount of work, some students of Rovaniemi University of Applied Sciences were contacted and asked to help in the data gathering process as part of their project studies. However, there were no responses from the students, and it was realised that with the limited time and resources, it was impossible to include all of the departments of the CityHotel in the research. The commissioner thought that it would be most beneficial for them if the research was limited to the Restaurant Monte Rosa and the meeting facilities.

One of the main challenges in making the research was to determine who the current local customers are. The customers who have meetings at the CityHotel have to make a reservation, and therefore it was easier to find information on them. The customers using the restaurant services on the other hand are not in any database and therefore the customers had to be asked personally if they are locals or not. Also, the number of local customers compared to other customers could not be estimated beforehand. Especially in the Restaurant Monte Rosa it seemed that compared to other customers the share of local customers is very low.

In the process, many drafts of the questionnaire form were created, and after testing them on the people who have used the services of the restaurant and the meeting facilities of the CityHotel the questionnaires were modified further. Rather late in the process, after consulting with one of the teachers in the Rovaniemi University of Applied Sciences, it was realised that the interviews should be conducted before finalizing the questionnaires. The

interview forms were created based on the drafts of the questionnaires, with some additional questions that were related to the themes used. The interviews followed a semi-structured form, as there was also an opportunity to discuss about the themes freely.

The interviews were conducted during four days in the end of September 2010, when seven restaurant customers and four meeting customers were interviewed. In the first two interviews of restaurant customers there were two interviewees at a time who were dining in the Restaurant Monte Rosa in the evening. In the third interview there were three interviewees having a buffet lunch during their work day. In the first two meeting client interviews there was only one interviewee and in the third there were two interviewees, who had had meetings at the same time in the two different meeting rooms of the CityHotel. After transcribing the interviews and analysing them, it was considered which questions should be used in the final questionnaire form.

As a result of the interviews, some questions in the questionnaire form were modified and some taken off. The final draft of the questionnaire was tested again on the people who have used the services of the CityHotel, and finally distributed in the Restaurant Monte Rosa and in the meeting facilities. Due to the lack of resources, the staff in the CityHotel helped in distributing the questionnaires. In addition, the questionnaires were distributed to some of the business customers via email with a link to the questionnaires created with Webropol. The online questionnaire was open for ten days in October 2010. The questionnaires in the restaurant and the meeting facilities were distributed for an extended period of time, almost two months (October–November 2010), because of a very slow return rate.

5.3 Research Results

5.3.1 Restaurant Monte Rosa

In the beginning of the questionnaire for the local customers of the Restaurant Monte Rosa the “locals” were defined as people living in the region of Rovaniemi. The questionnaire resulted in 40 responses from the local customers, of which 25 were answered at the Restaurant Monte Rosa

and 15 online, through the Webropol questionnaire. In addition, there were nine answers from non-local customers which were not included in the results.

The questionnaire had 14 male respondents (35 percent) and 24 female respondents (60 percent). Two of the respondents did not answer the question about gender at all.

Even one third of the respondents were 48–57 years old, and nine of the respondents were 38–47 years old. The age groups 18–27, 28–37 and 58–67 years had almost equal share of respondents. The age of the respondents is illustrated in Figure 3.

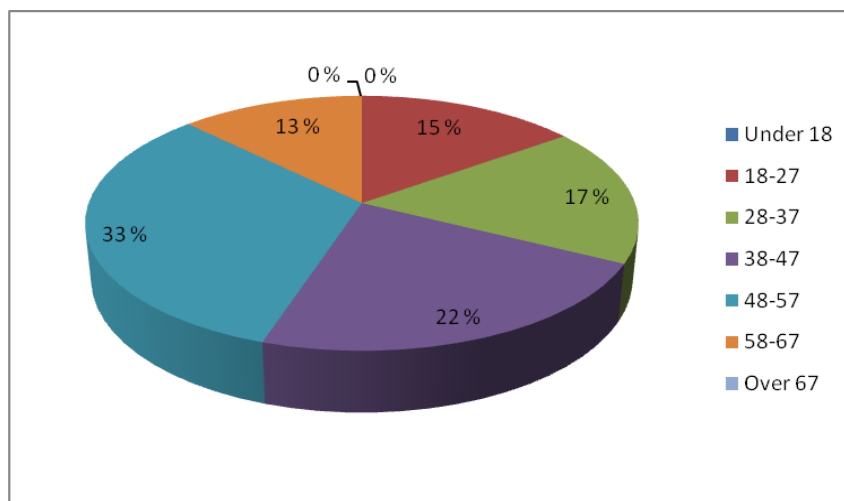


Figure 3. Age of Respondents in Restaurant Monte Rosa

Almost half of the respondents, 19 out of 40, came to the Restaurant Monte Rosa either alone or with one other person and seven of the respondents were in a party of 3–4 persons. Hence, a majority of the respondents came with a rather small party. However, even 11 of the respondents were in a company of more than eight persons. Seven of them were having a dinner from the menu and three were having a buffet lunch. More than half of respondents with a party of more than eight persons said that someone else had made the decision about the restaurant. In parties of 1–4 persons, only seven respondents said that someone else had made the decision about the restaurant. The size of the group can be seen in Figure 4.

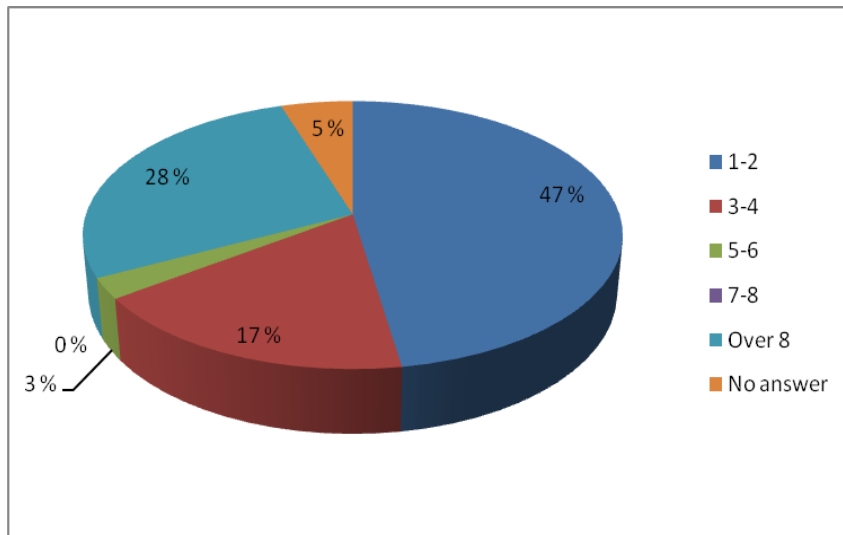


Figure 4. Size of Group Using Services of Restaurant Monte Rosa

One third of the respondents stated the nature of their visit to be business and two thirds of the respondents stated the nature of their visit to be leisure. As for the purpose of their visit, 27 respondents (68 percent) came to the Restaurant Monte Rosa to have a dinner, which was ordered from the menu. All others came for a lunch, which was served from a buffet. None of the respondents were having a breakfast at the restaurant, which may be due to the fact that the questionnaires were not distributed at breakfast time. The purpose of the visit is illustrated in Figure 5.

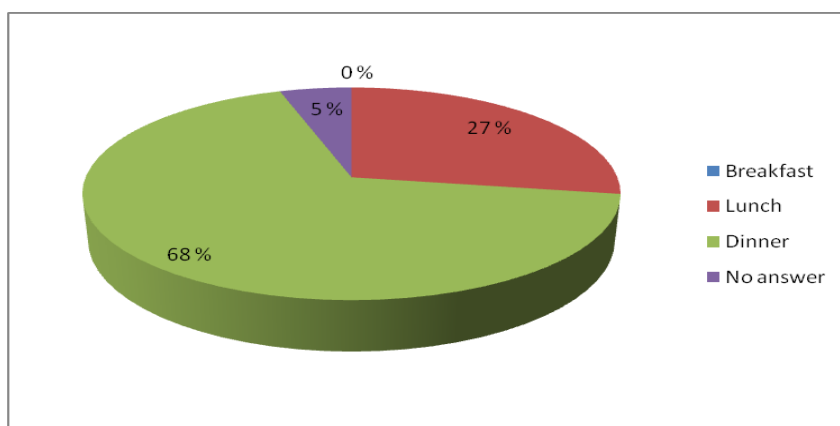


Figure 5. Purpose of Visit to Restaurant Monte Rosa

In the questionnaire there were two separate questions about the frequency of using the services of the Restaurant Monte Rosa and other à la carte restaurants. The responses are combined in Figure 6. In both questions most of the respondents have answered that they use the restaurant services less frequently than once a month, but more frequently than once a year. The

responses also showed that for two respondents it was the first time in the Restaurant Monte Rosa, and three of the respondents said that they do not use services of other restaurants than the Restaurant Monte Rosa.

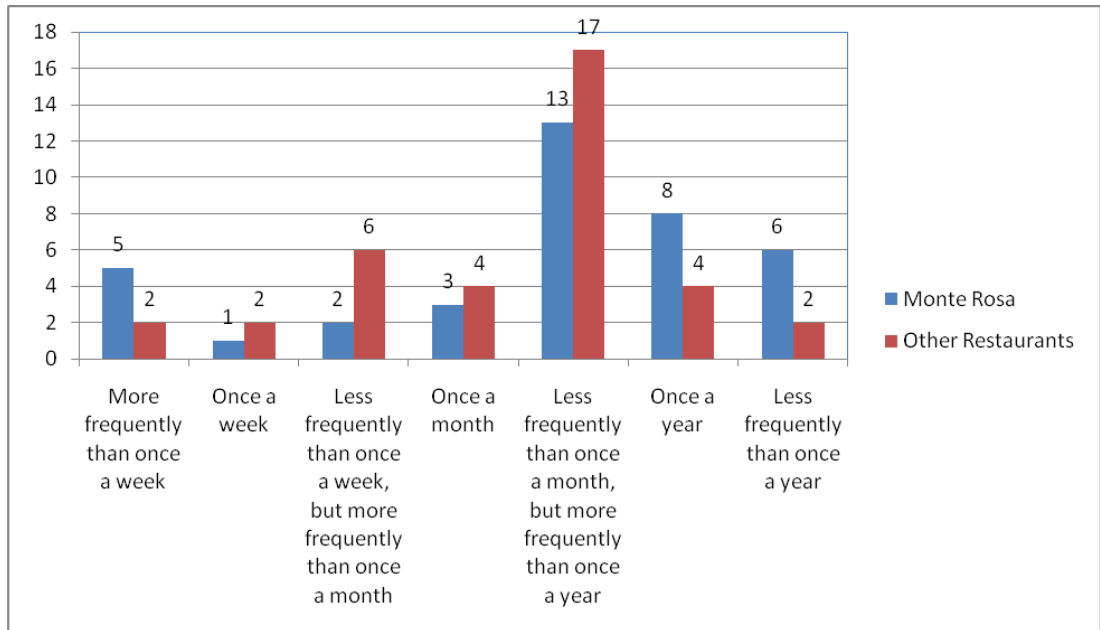


Figure 6. Frequency of Using Services of Restaurant Monte Rosa and Other à la Carte Restaurants in Rovaniemi

The respondents were also asked to name one to three other restaurants in Rovaniemi whose services they use. The responses are gathered in Figure 7. The Restaurant Fransmanni was the most popular one as it was mentioned 13 times. The question was open-ended and not all of the respondents answered the question.

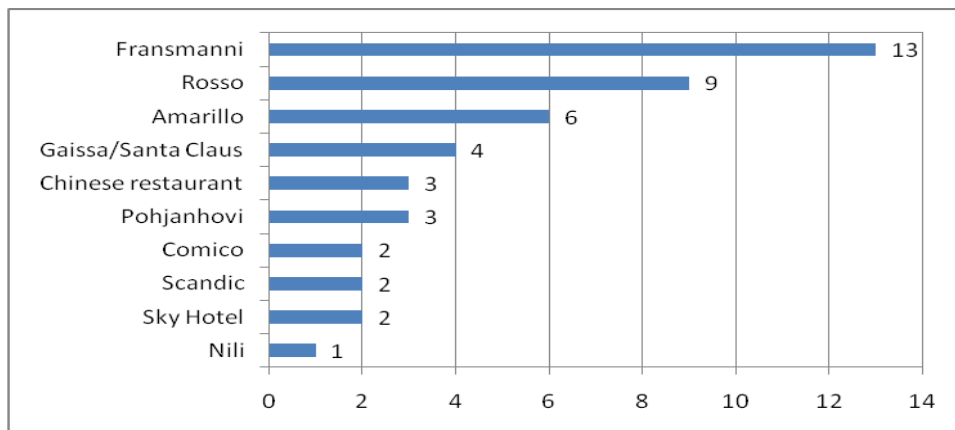


Figure 7. Other à la carte Restaurants in Rovaniemi Whose Services Respondents Use

In the questionnaire, it was asked how much money in average the respondents use in a restaurant during one visit. More than one third of the

respondents use 20–30 Euros and almost every fourth use 30–40 Euros for restaurant services at a time. The expenditure of the respondents is illustrated in Figure 8.

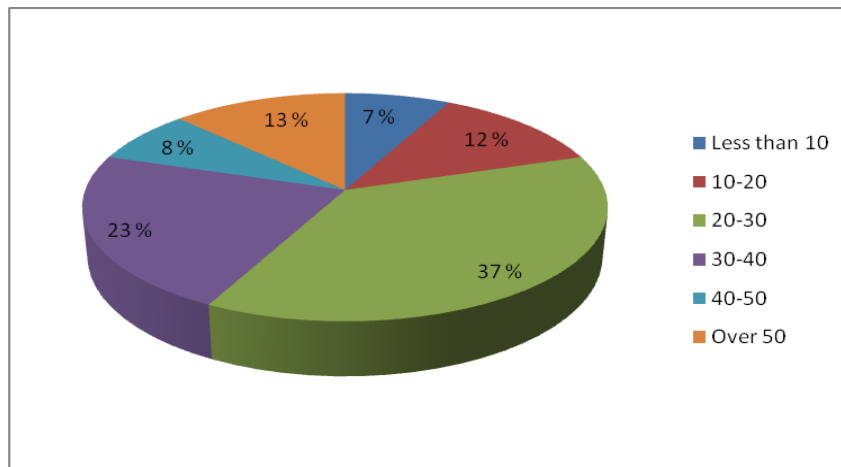


Figure 8. Expenditure in Euros (€) / Visit

In the questionnaire, one of the main purposes was to find out why the local customers come to the Restaurant Monte Rosa. For that reason, there was a question about the factors affecting the selection of the Restaurant Monte Rosa. The respondents had ready alternatives of factors to choose from, but also a possibility to write their own answers freely if the ready alternatives did not reflect their opinions. The responses are gathered in Figure 9. The other factors included: location, staff's request based on an offer, good buffet lunch, long time since the last visit, coming with a party and business clients staying at the hotel. Three of the respondents mentioned the meeting facilities as one of the factors affecting to the choice of the restaurant. Two of the interviewees came to the restaurant, because it offers reindeer stew with reasonable price and the restaurant's appearance was very pleasant. In the interviews, the location, good food, friendly staff and personal menu were mentioned to differentiate the Restaurant Monte Rosa from other restaurants in Rovaniemi.

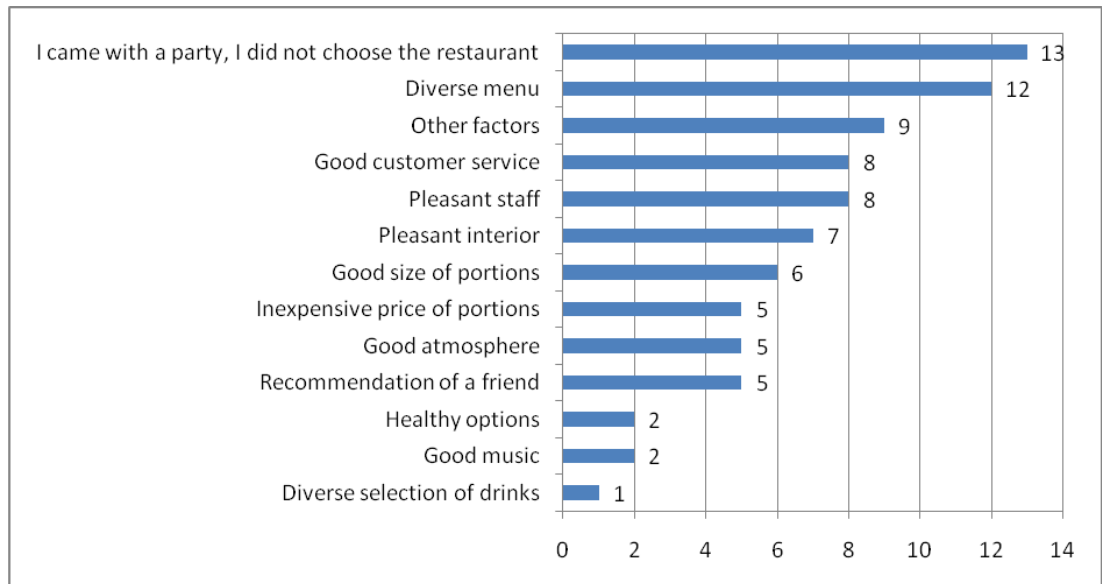


Figure 9. Factors Affecting to Selection of Restaurant Monte Rosa

The respondents were also asked to grade their opinions on the selection, facilities and service of the Restaurant Monte Rosa. Osgood's semantic differential scale was used, and the responses are illustrated in Table 2. The most common answer is highlighted with bold letters in the table. Grade 5 illustrated a very positive opinion, 4 a quite positive opinion, 3 no opinion or "I do not know", 2 a quite negative opinion and 1 a very negative opinion on the matter.

Table 2. Selection, Facilities and Service of Restaurant Monte Rosa

	5	4	3	2	1		Responses
Good selection of starters	19.4 %	47.2 %	27.8 %	5.6 %	0.0 %	Poor selection of starters	36
Good selection of main courses	30.8 %	53.8 %	12.8 %	0.0 %	2.6 %	Poor selection of main courses	39
Good selection of desserts	19.4 %	41.7 %	33.3 %	2.8 %	2.8 %	Poor selection of desserts	36
Good selection of drinks	36.8 %	44.7 %	13.2 %	5.3 %	0.0 %	Poor selection of drinks	38
Pleasant presentation of portions	28.9 %	47.4 %	18.4 %	5.3 %	0.0 %	Unpleasant presentation of portions	38
Spacious facilities	21.1 %	31.6 %	39.5 %	5.3 %	2.6 %	Confined facilities	38
Well situated tables	26.3 %	31.6 %	34.2 %	5.3 %	2.6 %	Poorly situated tables	38
Pleasant interior	30.8 %	53.8 %	12.8 %	2.6 %	0.0 %	Unpleasant interior	39
Pleasant lighting	25.6 %	53.8 %	15.4 %	5.1 %	0.0 %	Unpleasant lighting	39
Good music	5.6 %	38.9 %	47.2 %	8.3 %	0.0 %	Bad music	36
Pleasant atmosphere	28.2 %	53.8 %	17.9 %	0.0 %	0.0 %	Unpleasant atmosphere	39
Good customer service	59.0 %	35.9 %	2.6 %	2.6 %	0.0 %	Poor customer service	39
Fast customer service	38.5 %	38.5 %	17.9 %	5.1 %	0.0 %	Slow customer service	39
Inexpensive	0.0 %	23.7 %	60.5 %	15.8 %	0.0 %	Expensive	38
Good value for money	10.3 %	53.8 %	33.3 %	2.6 %	0.0 %	Poor value for money	39

The average grades of the factors are illustrated in Figure 10. The average grade of all of the factors is 3.879.

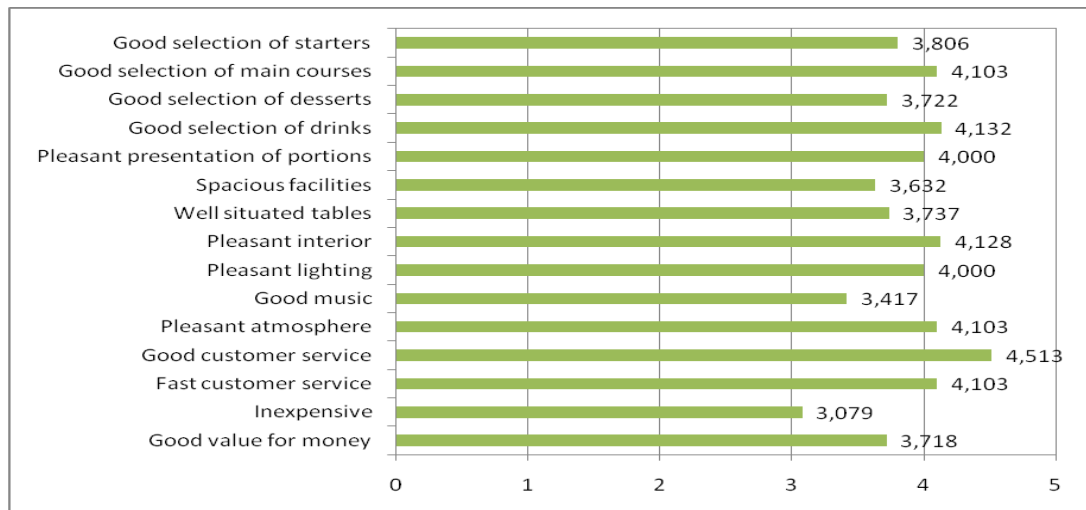


Figure 10. Average Grades of Selection, Facilities and Service of Restaurant Monte Rosa

The respondents were also asked to freely comment about what they think should be improved in the selection, facilities and service of the Restaurant Monte Rosa. One respondent wished that more home made food was served at the lunch. One respondent said that the food was heavenly and another did not like the food at all. Some of the respondents wished more variety in the menu in general, and for example more steaks and nondairy products. One of the respondents thought that the menu seemed “cheap” and one said that the structure of the menu was bad and difficult to read. Some respondents wished the prices in the restaurant to be lower. One respondent said, that even though the prices were high, they got good value for their money.

Some of the respondents also commented on the interior and furnishing of the restaurant. One of the respondents thought that the fixed chairs are inconvenient at the lunch. The chairs were also uncomfortable and difficult to sit on. Some thought that the tables were too close to each other, which was also mentioned in two of the interviews. One of the respondents thought it was disturbing that the tables at the back of the restaurant were organised in different directions. One respondent said that the wall decorations were placed too low. The interior could also be lightened, because so much dark wood is used. One of the respondents and also one of the interviewees thought that the King Crabs at the aquarium should be taken away. Some of the interviewees on the other hand liked the interior of the restaurant very

much, and thought that it was cosier and more pleasant than other restaurants.

Also the staff and customer service were mentioned. Some thought that there should be more staff during the lunch to shorten the queues and make cleaning the tables between customers faster. It was said that at lunch, the food is often cold and many times it feels like the buffet is running out of food. One respondent commented that when the dinner is ordered beforehand, it should be served faster. One of the respondents said that the waiter was very pleasant and sociable. The waiter also let the respondent taste two different wines so that they could choose the best one for the dinner, which was extraordinary for the respondent. Also one of the interviewees thought that the service in the Restaurant Monte Rosa was better and faster than in other places. One of the respondents on the other hand wished more responsiveness to the complaints.

The respondents were asked to give a grade from one to five for their experience in the Restaurant Monte Rosa. The average grade was 4.05. Every fifth of the respondents gave the grade 3, 55 percent gave 4 and 25 percent gave 5. No one gave the grade 1 or 2. The average grade in the Osgood's semantic differential scale was 3.879 so the two average grades are rather consistent with each other.

Finally, the respondents were asked from where they had acquired information about the Restaurant Monte Rosa and its services. The responses are illustrated in Figure 11. One of the respondents mentioned the Lapin Kansa and one the Uusi Rovaniemi, when asking to specify the newspaper from which they had acquired information. Eight of the respondents mentioned that they have acquired information by experience or going to the restaurant themselves. One had found the place by walking on the streets when hungry, one had acquired information at a class and one from a neighbour.

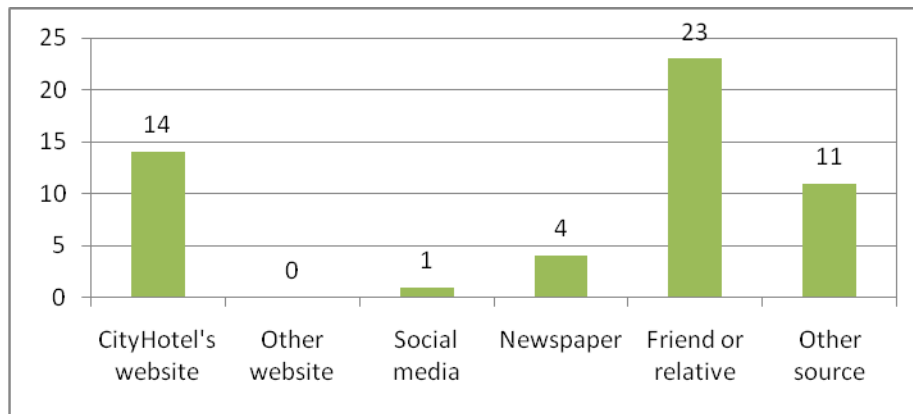


Figure 11. Source of Information – Restaurant Monte Rosa

5.3.2 Meeting Facilities of CityHotel

The questionnaire for the customers of the meeting facilities of the CityHotel was targeted at the customers living in the region of Rovaniemi or who work for a company located in Rovaniemi. This was because many people who work in Rovaniemi live in the neighbouring regions, and still they may use the same services of Rovaniemi as the people living in the region. The questionnaire in the meeting facilities resulted in 40 responses, of which 31 were answered at the meeting facilities and nine online, through the Webropol questionnaire. Most of the respondents (30) lived in Rovaniemi and ten lived elsewhere in Lapland.

The questionnaire had 21 male respondents (52 percent) and 14 female respondents (35 percent). Five of the respondents did not answer the question about gender.

Almost one third of the respondents were 38–47 years old and more than every fourth were 48–57 years old. The age groups of the respondents are illustrated in Figure 12.

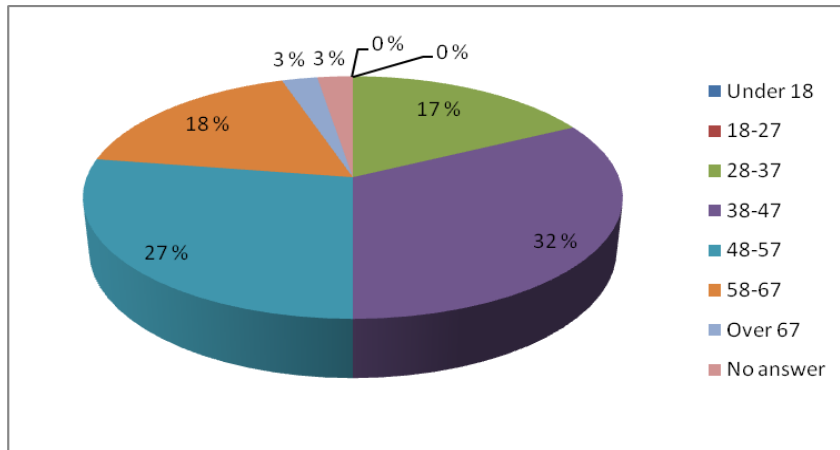


Figure 12. Age of Respondents in Meeting Facilities of CityHotel

The size of the group using the meeting facilities of the CityHotel is illustrated in Figure 13. Most of the respondents attended a meeting of 11–15 persons. Almost every fourth attended a meeting of 6–10 persons and every fifth attended a meeting of 16–20 persons. Hence, most of the respondents attended meetings with rather small number of persons.

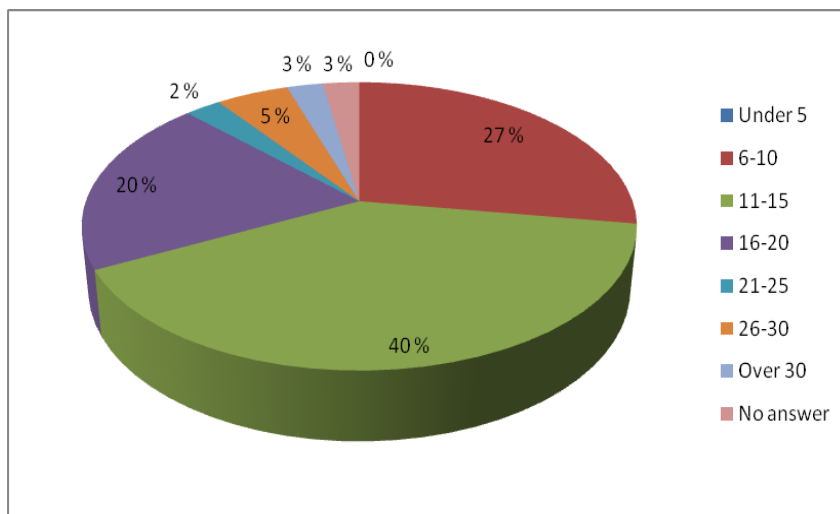


Figure 13. Size of Group Using Meeting Facilities of CityHotel

Most of the respondents (24) were attending a meeting in the Joiku meeting room and 13 in the Saga. Three of the respondents did not know the name of the meeting room they had used. Almost everyone, 37 respondents, said that coffee was served at the meeting room, and 26 said that dining in the Restaurant Monte Rosa was also included.

More than half of the respondents (52 percent) said they were using the meeting facilities during their leisure time. 18 respondents (45 percent) on the

other hand said that the meeting was about business. One respondent did not answer the question about the nature of the visit in the meeting facilities.

In the questionnaire, there were two separate questions about the frequency of using the meeting facilities of the CityHotel and other meeting facilities in Rovaniemi. The responses are illustrated in Figure 14. The most common answer in both questions was that the respondents use meeting facilities less frequently than once a month, but more frequently than once a year. In addition, for seven respondents it was the first time in the meeting facilities of the CityHotel. Four of the respondents said that they do not use any other meeting facilities. Two respondents did not answer the question of the frequency of using other meeting facilities in Rovaniemi.

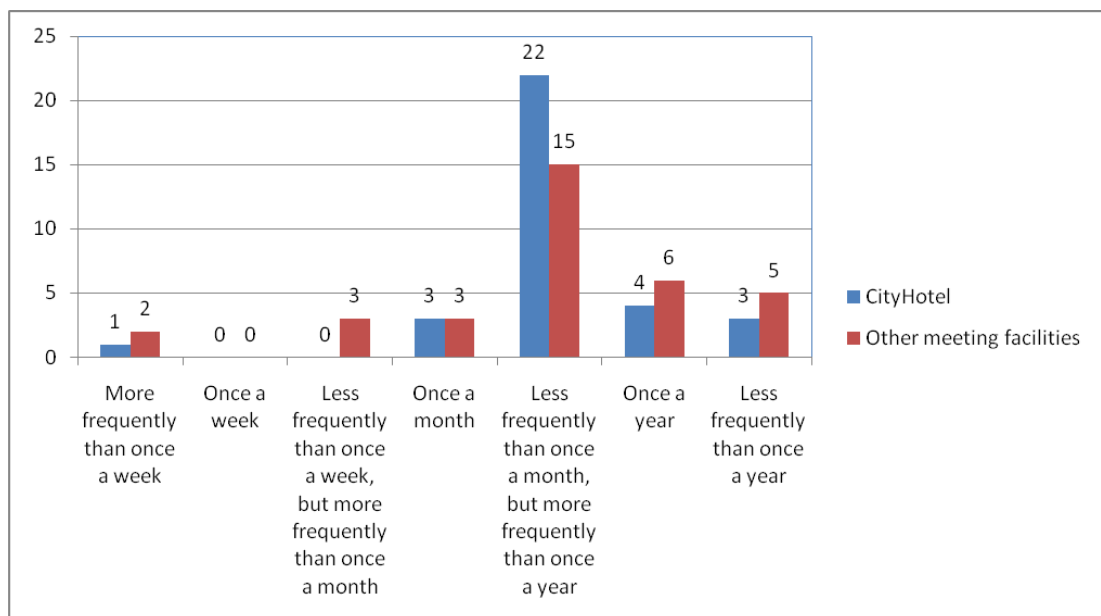


Figure 14. Frequency of Using Meeting Facilities of CityHotel and Other Meeting Facilities in Rovaniemi

When asking about the other meeting facilities that the respondents use, Hotel Santa Claus was the most popular one with 11 mentions. Other hotels in Rovaniemi were mentioned many times, but also for example the city hall and educational institutions were mentioned. The full list of all mentioned meeting facilities is illustrated in Figure 15.

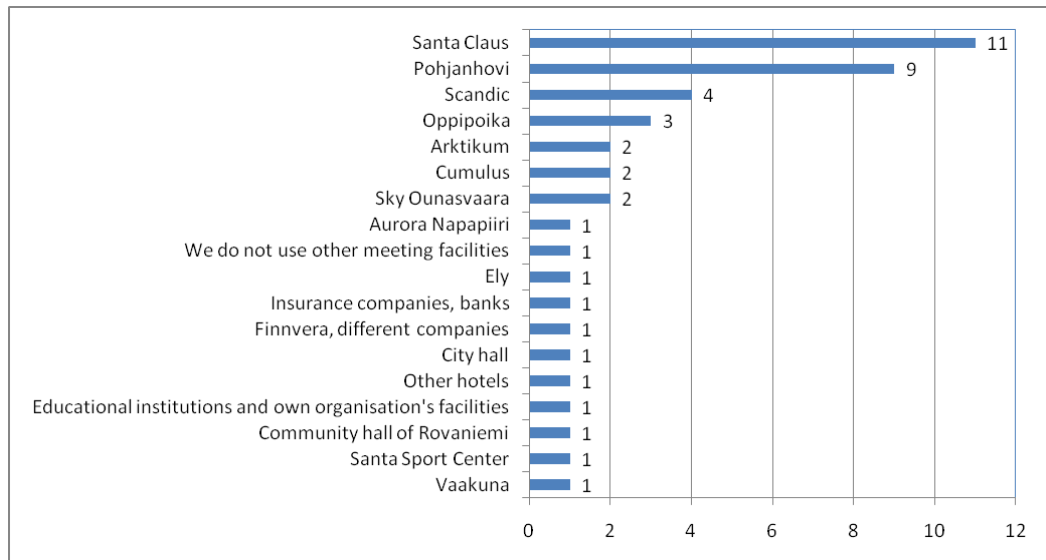


Figure 25. Other Meeting Facilities in Rovaniemi Whose Services Respondents Use

The respondents were also asked to select 1–3 factors from the list of different factors that affected their decision of choosing the meeting facilities of the CityHotel. There was also an option to write other factors, if the ready alternatives did not reflect their opinion. More than half of the respondents answered that they did not choose the meeting facilities themselves. Still three of them chose some other factors from the list. Also, some of the respondents chose more than three factors from the list. The distribution of the chosen factors is illustrated in Figure 16. Other factors mentioned were easiness and nearby location, private ownership and employer making the decision.

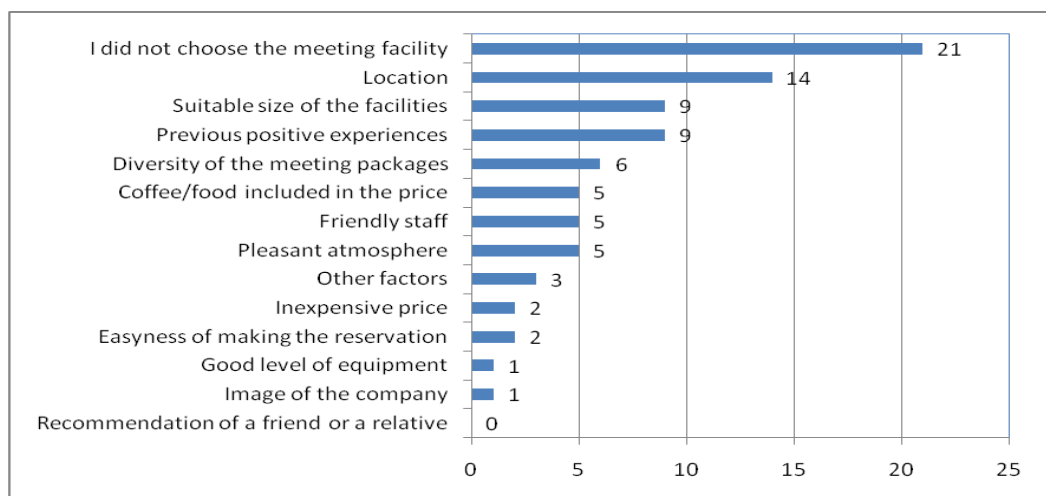


Figure 16. Factors Affecting to Selection of Meeting Facilities of CityHotel

The respondents were asked to grade their opinions on the facilities, equipment and service of the meeting facilities of the CityHotel. Osgood's

semantic differential scale was used, and the responses are illustrated in Table 3. The most common answer is highlighted with bold letters. Grade 5 illustrated a very positive opinion, 4 a quite positive opinion, 3 no opinion or “I do not know”, 2 a quite negative opinion and 1 a very negative opinion about the matter.

Table 3. Facilities, Equipment and Service of Meeting Facilities of CityHotel

	5	4	3	2	1		Responses
Modern	15.0 %	40.0 %	27.5 %	10.0 %	7.5 %	Old-fashioned	40
Spacious facilities	27.5 %	40.0 %	15.0 %	15.0 %	2.5 %	Confined facilities	40
Well organised furniture	17.5 %	40.0 %	35.0 %	5.0 %	2.5 %	Poorly organised furniture	40
Good level of equipment	15.0 %	50.0 %	25.0 %	7.5 %	2.5 %	Poor level of equipment	40
Pleasant interior	12.5 %	37.5 %	27.5 %	17.5 %	5.0 %	Unpleasant interior	40
Good lighting	7.5 %	57.5 %	22.5 %	12.5 %	0.0 %	Bad lighting	40
Professional staff	37.5 %	42.5 %	20.0 %	0.0 %	0.0 %	Unprofessional staff	40
Good customer service	32.5 %	52.5 %	15.0 %	0.0 %	0.0 %	Poor customer service	40
Flexible customer service	25.0 %	55.0 %	20.0 %	0.0 %	0.0 %	Inflexible customer service	40
Inexpensive	2.8 %	38.9 %	55.6 %	2.8 %	0.0 %	Expensive	36
Good value for money	7.5 %	42.5 %	45.0 %	0.0 %	5.0 %	Poor value for money	40

The average grades of the factors are illustrated in Figure 17. The average grade of all of the factors is 3.706.

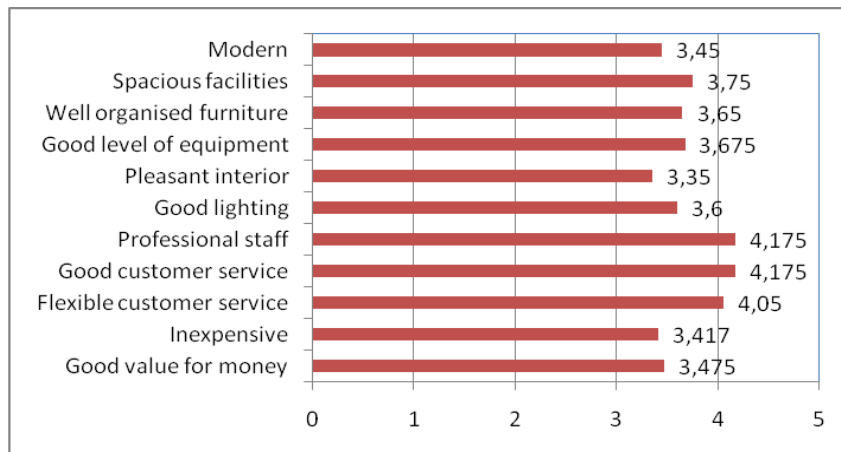


Figure 17. Average Grades of Facilities, Equipment and Service of Meeting Facilities of CityHotel

The respondents were also asked what they think should be improved in the meeting facilities and services related to meetings. One of the respondents found the size of the meeting rooms inadequate for them, as they would need one big meeting room for approximately 30 people, and one or two smaller rooms for group working. However, the respondent was pleased that they were allowed to use the facilities of the Pub Kellari. The respondent also thought that the prices of the meeting services are competitive. One other respondent also mentioned the size of the meeting room to be too small for them, which made it difficult to move in the room.

Some of the respondents thought that the meeting facilities would need new interior or a face lift because the facilities seemed old-fashioned. The coat rack, chairs and toilet facilities were also hoped to be improved. One of the respondents thought that one toilet is not enough, because during the breaks there are long queues. Also men and women could have separate toilet facilities. One respondent also hoped to have a balcony attached to the sauna facilities.

The audiovisual equipment were hoped to be renewed and arranged differently. For example the data projector could be attached to the ceiling instead of having it on the table. Also in one of the interviews it was mentioned that the technological equipment in the meeting rooms and the screen could be renewed.

There were seven comments about the temperature and air conditioning in the meeting facilities. Some of the respondents felt that the other meeting room was too hot and the other one too cold. One of the respondents wished that dark bread would also be served at the meetings.

The average grade for the respondents' experience in the meeting facilities of the CityHotel was 3.8 in the scale from one to five. The average in the Osgood's semantic differential scale was 3.706 so the difference between the two averages is less than 0.1. For their experience, grade 5 was given by 15 percent of the respondents, 55 percent gave 4, 25 percent gave 3 and 5 percent gave 2. None of the respondents gave the grade 1.

Finally, the respondents were asked from which source they have acquired information about the meeting facilities of the CityHotel. The responses are gathered in Figure 18. The other sources included own experience, hotel presentation, good knowledge of Rovaniemi, employer, leader of the training, national forum and an invitation to the meeting.

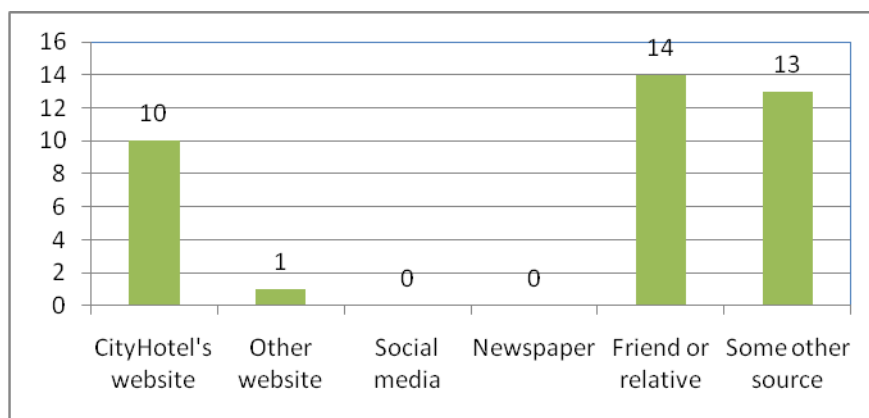


Figure 18. Source of Information – Meeting Facilities of CityHotel

5.3.3 Findings and Recommendations

Even though the results show that the main customer group in the Restaurant Monte Rosa is middle aged women (60 percent female, age 38–57 years) also older people seem to be good potential target group. Even 13 percent of the respondents were of age 58–67 years. As a market segment, older people may have more disposable income and time to spend in restaurants because their children have moved out and they are about to or have already retired. This can also be noticed from the research results, as

people of age 58–67 eat in restaurants more frequently and spend more money than young adults. However, young adults should not be neglected as a potential target group, as 15 percent of the respondents were of age 18–27 and 17 percent of age 28–37. These two segments would have a lot of potential to grow if they were selected as target groups. The younger people are entering the working life and hence their incomes are increasing.

It was also evident in the results that people are influenced by others when choosing a restaurant. Many of the respondents (32,5 percent) did not choose the restaurant themselves, but they came with a party. Also, 57,5 percent of the respondents said that they have acquired information about the Restaurant Monte Rosa from a friend or a relative. Therefore it is relevant to select the target groups carefully and use the appropriate marketing tools to reach them. For example, different kind of market segments may be reached by advertising in a newspaper and promoting the restaurant in a social media. Many of the respondents had acquired information about the restaurant from the CityHotel's website, so they are likely to browse other sites in the Internet as well. Therefore increasing the visibility in online media could be a good marketing method.

According to the results more than half of the respondents using the meeting facilities are using it with leisure purposes, for example for different kind of association meetings. It would be beneficial to divide the businesses and other customers into smaller segments according to their size, field, frequency of using meeting facilities and budget for the meetings. In Rovaniemi there are for example many active associations that could be potential customers for the meeting facilities of the CityHotel.

From the group sizes and improvement suggestions it could be concluded that the meeting facilities of the CityHotel are more suitable for smaller groups. Therefore it might be more beneficial to concentrate on attaining repeat customers rather than big group sizes. In one of the interviews, the interviewee told that they are a small group using the meeting facilities several times a year, and they could be interested in some kind of a loyalty programme. Having a loyalty programme for the regular customers could include for example free coffee at the meetings or some other benefits.

Hence, the customers would be more likely to use the meeting facilities again. It could also increase the positive word-of-mouth.

As for reaching the customers, other people's recommendation and the CityHotel's website were the most used information sources for the meeting facilities of the CityHotel. The potential customers could be reached for example by having an advertisement in a local newspaper or a magazine or a website related to the field of the chosen target groups.

The CityHotel's own website is an important marketing tool for both the Restaurant Monte Rosa and the meeting facilities of the CityHotel, so updating the website regularly and adding more information is relevant. For reaching the potential local markets it could be convenient to use the local media, such as local newspapers and radio. Also, for obtaining regular customers, a loyalty programme could be created for the customers of the restaurant and the meeting facilities. The loyalty programme is certainly something that the company could consider and maybe even make further research about. For example, some customers could prefer to have a loyalty card that can be used for different services of the CityHotel, whereas a loyalty card for a specific department could be more useful for some.

The Laatumoni programme used in the CityHotel ensures that the quality of the products and services that the customers receive is the same for everyone (Näsärö 2010a). However, the results of the research show many inconsistencies in the customers' perceptions of the facilities, equipment, selection and services. Consequently, the CityHotel might need to update its quality management. Besides improving the quality of the facilities and products, it is also important that everyone in the company's personnel from the employees to the higher level managers is committed to provide quality service to all of the customers. Regular customer satisfaction surveys could be a good way to learn more about the customers' current needs and wants, and hence the CityHotel would know about the changes in the customers' perceptions about the quality of the products and services. Then responding to the changes could become more flexible as well.

5.3.4 Validity of Results

It is recommended that there should be at least 100 responses in quantitative research in order to make a statistical analysis. However, it was discussed and decided that in addition to the interviews at least 30 responses from the restaurant and 30 responses from the meeting facilities would be more feasible and realistic goal. In the end, 40 responses were obtained from both departments.

For the validity of the research results it would have been better to attain more responses. However, the research also included qualitative parts, and hence it would have been more difficult to handle a large amount of responses.

One reason for the small number of responses was the limited resources. In the Restaurant Monte Rosa the staff helped in distributing the questionnaire form because the author did not have time to come to the restaurant very often due to her new job. Also, the lack of local customers in the restaurant slowed down the information gathering process. The share of local customers in the Restaurant Monte Rosa is rather low compared to the international and domestic customers, who come from outside of Rovaniemi.

In the meeting facilities, it was easier to attain responses as the customers were in groups and more responses were obtained at the same time. However, the meeting facilities were not in use every day and the author did not always have a possibility to come to distribute the questionnaire forms when there was a meeting.

To attain more responses more time or more people to distribute the questionnaires would have been needed. Also, the topic could have been limited even further, for example to only one department of the hotel. Then there would have been more concentrated target group for the research and hence more time to focus on that group.

All in all, even though the amount of responses could have been higher, the results give a comprehensive picture of the current local customers' wants and needs. Also, some conclusions about the potential local customers could be drawn based on the responses.

5.4 Own Learning

I have never done a market research before this thesis project, so the process was very interesting, educating and also challenging for me. The topic of the thesis is not new in the field, but for the commissioner the research offered new pieces of information about their local markets, and hence the commissioner can use the research results to improve its services.

The thesis process improved my skills as a tourism professional in a very practical way. During my education in Rovaniemi University of Applied Sciences I have studied some courses about marketing, and I have always had a special interest in how the markets work. Conducting a research about the local markets of the CityHotel offered me a new way to deepen my knowledge about the subject and also to learn how the knowledge can be utilised in practice. What made conducting the research even more interesting for me was that the topic is connected with consumer behaviour. When conducting the interviews and analysing the questionnaire responses, I noticed very well how differently people perceive things.

As for the schedule of the thesis project, the process started already in the spring 2010. Firstly, after agreeing about the topic of the thesis with the commissioner and the thesis supervisor, the topic was limited and the research questions were redefined many times. Consequently, the planned schedule changed. During the summer I concentrated on the theoretical background of the thesis. In the early autumn I was offered a job in the hospitality field, and therefore I did not have as much time to spend on the thesis project as planned. I had already created the questionnaire forms, but conducting the research was prolonged for almost two months. After all, I started analysing the results in early December. By the end of the year, the thesis project was nearly finished.

I think that for the results of the research, it was only good that the project lasted longer than intended. With more limited schedule there would not have been even as many responses to the questionnaire as now. Even the research methods might have been changed. Time management is something that I have always been good at, but during the process I learned that sometimes it is good to be flexible about the schedule. However, I

experienced many frustrated moments because of the limitation of the topic and having to rewrite the theoretical parts of the thesis.

In the end, I think that writing the thesis project as a whole was a very educating experience. It certainly gives me confidence to work on some other projects as well.

6 CONCLUSIONS

The main objective of the research was to acquire information about the current local customers of the Restaurant Monte Rosa and the meeting facilities of the CityHotel in order to make some predictions about the potential local customers. After stating the objectives of the research and defining the research questions, the theoretical background was constructed.

The planned schedule of the research process failed several times, first because of limitation of the topic, and later because of lack of responses and author's lack of time. When the research topic was changed in the middle of the process to concern only the restaurant and the meeting facilities instead of the entire hotel, the theoretical background needed to be revised. Also the questionnaires needed to be planned again. The author's lack of time because of occupational opportunities also slowed down the process of the research. However, the staff in the Restaurant Monte Rosa was helping in distributing the questionnaires and eventually the amount of responses was sufficient.

After defining and refining the research topic, objectives and questions, the research process went relatively straight forward. In the end, 40 responses of each customer group, together with the interviews, were enough to meet the goals of the research. Of course more responses would have provided more reliable results, but with the limited resources, the number of responses was sufficient. However, with more limited topic or more concentrated target group a deeper insight to the local markets could have been obtained.

The results were gathered together and analyzed with the help of diagrams and pie charts to better illustrate the situation. The results concerning the restaurant showed that young adults and people past middle age had their share in the current local customers. These customer groups have a potential to grow, and even if the older people may have more disposable income at the moment, the young adults are stepping into the working life, and therefore increasing their income. A good potential customer group for the meeting facilities on the other hand could be small or middle sized

associations and sports clubs which need facilities for informal gatherings or meetings.

In the beginning of the research process it seemed that the CityHotel did not have very much information about the local markets, so the research results provide the commissioner with new information. Also, the results can give some development ideas to the commissioner. The results can be used to help in segmenting markets and selecting the target groups.

For the commissioner, it could also be beneficial to conduct some further research about using the different marketing tools to attract the potential local markets. The results show that many respondents have acquired information by word-of-mouth, but other marketing tools, such as social media and newspapers should not be neglected either. Especially if the younger markets are to be reached, social media could be a good option. With some further research, the CityHotel could also find out what kind of different possibilities it has for creating a loyalty programme.

To ensure the best quality products and service to the customers, the CityHotel needs to monitor the customers' satisfaction regularly. For this, a satisfaction surveys are needed. Also, the Laatutonni quality development programme could be utilised more efficiently. Besides the programme's practical use in daily operations, if the quality of the products and services is high, it also provides good advertising value for the company.

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APPENDICES

Appendix 1. Questionnaire for the Customers of the Restaurant Monte Rosa (in Finnish)

Appendix 2. Questionnaire for the Customers of the Restaurant Monte Rosa (in English)

Appendix 3. Questionnaire for the Customers of the Meeting Facilities of the CityHotel (in Finnish)

Appendix 4. Questionnaire for the Customers of the Meeting Facilities of the CityHotel (in English)

Appendix 5. The Cover Letter for the Online Questionnaire (in Finnish)

Appendix 6. The Cover Letter for the Online Questionnaire (in English)

Appendix 1. Questionnaire for the Customers of the Restaurant Monte Rosa
(in Finnish)

Markkinatutkimus, Ravintola Monte Rosa

Hyvä asiakas! Tämä kysely on tarkoitettu Ravintola Monte Rosan paikallisille asiakkaille, jotka asuvat Rovaniemen kunnan alueella. Kysely tehdään opiskelijan opinnäytetyönä yhteistyössä Rovaniemen ammattikorkeakoulun kanssa. Kysely on osa markkinatutkimusta. Tiedot ovat luottamuksellisia. Tietoja käytetään ainoastaan kartoittamaan paikallisten asiakkaiden tarpeita, jotta Monte Rosa pystyisi paremmin palvelemaan teitä. Kyselyyn vastaaminen kestää noin 5 minuuttia. *Vastanneiden kesken arvotaan illallinen kahdelle hengelle Ravintola Monte Rosassa*, ja arvonnän jälkeen kyselylomakkeet hävitetään. Toivomme teidän vastaavan kaikkiin kysymyksiin!

Yhteystiedot (arvontaa varten)

1. Nimi
2. Osoite
3. Postinumero ja –toimipaikka
4. Puhelinnumero

Laittakaa rasti ruutuun kohtaan, mikä sopii teihin parhaiten.

1. Sukupuoli nainen mies
2. Ikä alle 18 18–27 28–37 38–47 48–57 58–67 yli 67 vuotta
3. Kuinka monta henkilöä seurueeseen kuuluu (itsenne mukaan luettuna)?
 1–2 3–4 5–6 7–8 yli 8 henkilöä
4. Olette Monte Rosassa asioimassa *tällä hetkellä*
 Työajalla (yrityisasiakas)
 Vapaa-ajalla (yksityisasiakas)
5. Olette Monte Rosassa *tällä hetkellä*
 Aamiaisella
 Lounaalla (buffet)
 Illallisella (tilaatte listalta)
6. Kuinka usein keskimäärin käytätte Ravintola Monte Rosan palveluita?
 Tämä on ensimmäinen kerta
 Useammin kuin kerran viikossa
 Kerran viikossa
 Harvemmin kuin kerran viikossa, mutta useammin kuin kerran kuukaudessa
 Kerran kuukaudessa
 Harvemmin kuin kerran kuukaudessa, mutta useammin kuin kerran vuodessa
 Kerran vuodessa

- Harvemmin kuin kerran vuodessa
7. Kuinka usein keskimäärin käytätte muiden à la carte -ravintoloiden palveluita Rovaniemellä?
- Useammin kuin kerran viikossa
 - Kerran viikossa
 - Harvemmin kuin kerran viikossa, mutta useammin kuin kerran kuukaudessa
 - Kerran kuukaudessa
 - Harvemmin kuin kerran kuukaudessa, mutta useammin kuin kerran vuodessa
 - Kerran vuodessa
 - Harvemmin kuin kerran vuodessa
 - En käy muissa ravintoloissa (siirtykää kysymykseen 9)
8. Missä muissa à la carte -ravintoloissa käytte Rovaniemellä? Mainitkaa 1–3 tärkeintä.
9. Kuinka paljon rahaa keskimäärin käytätte à la carte -ravintolassa yhdellä käyntikerralla?
- alle 10 euroa
 - 10–20 euroa
 - 20–30 euroa
 - 30–40 euroa
 - 40–50 euroa
 - yli 50 euroa
10. Mitkä tekijät saivat teidät valitsemaan juuri Monte Rosan *tällä kertaa*? Valitkaa 1–3 tärkeintä tekijää.
- Annosten edullinen hinta
 - Terveelliset ruokavaihtoehdot
 - Monipuolinen ruokalista
 - Monipuolinen juomatarjonta
 - Sopivan kokoiset annokset
 - Hyvä musiikki
 - Mukava sisustus
 - Hyvä ilmapiiri
 - Hyvä asiakaspalvelu
 - Mukava henkilökunta
 - Ystävän tai tuttavän suositus
 - Tulen seurueen mukana, en itse päättänyt ravintolaa
 - Muut tekijät, mitkä?
11. Mitä mieltä olette Monte Rosan tarjonnasta, tiloista ja asiakaspalvelusta?
- Vastausohje: Esim. ”Hyvä alkuruokavalikoima / Huono alkuruokavalikoima” vaihtoehto 5: alkuruokavalikoima on hyvä, 4: alkuruokavalikoima on melko hyvä, 3: en osaa sanoa, 2: alkuruokavalikoima on melko huono, ja 1: alkuruokavalikoima on huono. Laittakaa rasti ruutuun kohtaan, mikä kuvaa teidän mielipidettänne parhaiten.

	5	4	3	2	1	
Hyvä alkuruokavalikoima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono alkuruokavalikoima
Hyvä pääruokavalikoima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono pääruokavalikoima

Hyvä jälkiruokavalikoima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono jälkiruokavalikoima
Hyvä juomavalikoima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono juomavalikoima
Miellyttävä ruoan esillepano	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epämiellyttävä ruoan esillepano
Tilavat tilat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ahtaat tilat
Hyvin sijoitetut pöydät	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huonosti sijoitetut pöydät
Viihtyisä sisustus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epäviihtyisä sisustus
Miellyttävä valaistus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epämiellyttävä valaistus
Hyvä musiikki	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono musiikki
Viihtyisä ilmapiiri	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epäviihtyisä ilmapiiri
Hyvä asiakaspalvelu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono asiakaspalvelu
Nopea asiakaspalvelu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Hidas asiakaspalvelu
Edullinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Kallis
Hyvä vastine rahoille	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono vastine rahoille

12. Mitä Monte Rosan tarjonnassa, tiloissa tai palveluissa pitäisi teidän mielestänne kehittää?

13. Minkä kokonaisarvosanan antaisitte kokemuksellenne Monte Rosassa *tällä kertaa* asteikolla 1–5, jossa 1 on huonoin ja 5 paras arvosana?

1 2 3 4 5

14. Mistä olette saaneet tietoa Ravintola Monte Rosasta ja sen palveluista?

- CityHotellin nettisivuilta (www.cityhotel.fi)
- Joltain muulta nettisivulta, miltä?
- Sosiaalisesta mediasta (esimerkiksi Facebook), mistä?
- Lehdestä, mistä?
- Ystävältä, sukulaiselta tai tuttavalta
- Jostain muualta, mistä?

Kiitos vastauksistanne ja onnea arvontaan!

Appendix 2. Questionnaire for the Customers of the Restaurant Monte Rosa
(in English)

Market Research, Restaurant Monte Rosa

Dear customer! This questionnaire is for the local customers of the Restaurant Monte Rosa, who live in the municipality of Rovaniemi. The questionnaire is implemented as a part of a student's thesis project in cooperation with the Rovaniemi University of Applied Sciences. The questionnaire is a part of a market research. All information is confidential. The information is used only to study the local customer's needs, so that the Restaurant Monte Rosa could serve you better. Answering to the questionnaire takes about 5 minutes. *One of the respondents will win a dinner for two in the Restaurant Monte Rosa.* After the raffle, the questionnaires are disposed. We hope you to answer all of the questions!

Contact Information (for the raffle)

1. Name
2. Address
3. Postal code and city
4. Phone number

Tick the box that best describes you.

1. Sex female male
2. Age under 18 18–27 28–37 38–47 48–57 58–67
 over 67 years
3. How many persons are there in your party (including yourself)?
 1–2 3–4 5–6 7–8 more than 8 persons
4. At the moment, you are in the Restaurant Monte Rosa
 In work time (business customer)
 In leisure time (private customer)
5. At the moment, you are in the Restaurant Monte Rosa
 At breakfast
 At lunch (buffet)
 At dinner (ordering from the menu)
6. How often in average do you use the services of the Restaurant Monte Rosa?
 This is the first time
 More frequently than once a week
 Once a week
 Less frequently than once a week, but more frequently than once a month
 Once a month

- Less frequently than once a month, but more frequently than once a year
 - Once a year
 - Less frequently than once a year
7. How often in average do you use the services of other à la carte restaurants in Rovaniemi?
- More frequently than once a week
 - Once a week
 - Less frequently than once a week, but more frequently than once a month
 - Once a month
 - Less frequently than once a month, but more frequently than once a year
 - Once a year
 - Less frequently than once a year
 - I do not use other meeting facilities (go to question 9)
8. Which other à la carte restaurants in Rovaniemi do you go to? Mention 1–3 most important.
9. How much money in average do you use in an à la carte restaurant during one visit?
- less than 10 Euros
 - 10–20 Euros
 - 20–30 Euros
 - 30–40 Euros
 - 40–50 Euros
 - more than 50 Euros
10. Which factors made you select the Restaurant Monte Rosa *this time*? Choose 1–3 most important factors.
- | | |
|--|---|
| <input type="checkbox"/> Inexpensive price of portions options | <input type="checkbox"/> Healthy |
| <input type="checkbox"/> Diverse menu drinks | <input type="checkbox"/> Diverse selection of drinks |
| <input type="checkbox"/> Good size of portions | <input type="checkbox"/> Good music |
| <input type="checkbox"/> Pleasant interior atmosphere | <input type="checkbox"/> Good |
| <input type="checkbox"/> Good customer service | <input type="checkbox"/> Pleasant staff |
| <input type="checkbox"/> Recommendation of a friend | <input type="checkbox"/> I came with a party, I did not choose the restaurant |
| <input type="checkbox"/> Other factors, what? | |
11. What do you think about the selection, facilities and service of the Restaurant Monte Rosa?
- Instruction: For example, " Good selection of starters / Poor selection of starters" option 5: selection of starters is good, 4: selection of starters is quite good, 3: I cannot say, 2: selection of starters is quite poor, and 1: selection of starters is poor. Tick the box that best describes your opinion.

	5	4	3	2	1	
Good selection of starters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor selection of starters
Good selection of main courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor selection of main courses
Good selection of desserts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor selection of desserts
Good selection of drinks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor selection of drinks
Pleasant presentation of portions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unpleasant presentation of portions
Spacious facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Confined facilities
Well situated tables	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poorly situated tables
Pleasant interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unpleasant interior
Pleasant lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unpleasant lighting
Good music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bad music
Pleasant atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unpleasant atmosphere
Good customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor customer service
Fast customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slow customer service
Inexpensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Expensive
Good value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor value for money

12. In your opinion, what should be developed in the selection, facilities and service of the Restaurant Monte Rosa?

13. What grade would you give to your experience in the Restaurant Monte Rosa this time, on the scale 1–5, where 1 is the lowest and 5 is the highest grade?

1 2 3 4 5

14. From where have you acquired information about the meeting facilities of the CityHotel?

- CityHotel's website (www.cityhotel.fi)
- Some other website, which one?
- Social media (for example Facebook), where?

- Newspaper, which one?
- A friend or a relative
- Somewhere else, where?

Thank you for your response and good luck to the raffle!

Appendix 3. Questionnaire for the Customers of the Meeting Facilities of the CityHotel (in Finnish)

Markkinatutkimus, CityHotellin kokoustilat

Hyvä asiakas! Tämä kysely on tarkoitettu CityHotellin kokoustilojen paikallisille asiakkaille, jotka asuvat Rovaniemellä tai jotka työskentelevät yrityksessä, joka sijaitsee Rovaniemen kunnan alueella. Kysely tehdään opiskelijan opinnäytetyönä yhteistyössä Rovaniemen ammattikorkeakoulun kanssa. Kysely on osa markkinatutkimusta. Tiedot ovat luottamuksellisia. Tietoja käytetään ainoastaan kartoittamaan paikallisten asiakkaiden tarpeita, jotta CityHotel pystyisi paremmin palvelemaan teitä. Kyselyyn vastaaminen kestää noin 5 minuuttia. *Vastanneiden kesken arvotaan illallinen kahdelle hengelle Ravintola Monte Rosassa*, ja arvonnan jälkeen kyselylomakkeet hävitetään. Toivomme teidän vastaavan kaikkiin kysymyksiin!

Yhteystiedot (arvontaa varten)

1. Nimi
2. Osoite
3. Postinumero ja –toimipaikka
4. Puhelinnumero

Laittakaa rasti ruutuun kohtaan, mikä sopii teihin parhaiten.

1. Sukupuoli nainen mies
2. Ikä alle 18 18–27 28–37 38–47 48–57 58–67
 yli 67 vuotta
3. Kuinka monta henkilöä seurueeseen kuuluu (itsenne mukaan luettuna)?
 alle 5 6–10 11–15 16–20 21–25 26–30 yli 30 henkilöä
4. Olette asioimassa
 Joikussa Sagassa En osaa sanoa
5. Olette CityHotellissa asioimassa
 Työajalla (yritysasiakas)
 Vapaa-ajalla (yksityisasiakas)
6. Kokoukseen sisältyy (voitte valita useamman vaihtoehdon)
 Kahvitus kokoustiloissa
 Ruokailu Monte Rosassa
7. Kuinka usein te itse asioitte CityHotellin kokoustiloissa?
 Tämä on ensimmäinen kerta
 Useammin kuin kerran viikossa
 Kerran viikossa
 Harvemmin kuin kerran viikossa, mutta useammin kuin kerran kuukaudessa

- Kerran kuukaudessa
 - Harvemmin kuin kerran kuukaudessa, mutta useammin kuin kerran vuodessa
 - Kerran vuodessa
 - Harvemmin kuin kerran vuodessa
8. Kuinka usein keskimäärin asioitte muissa vuokrattavissa kokoustiloissa Rovaniemellä?
- Useammin kuin kerran viikossa
 - Kerran viikossa
 - Harvemmin kuin kerran viikossa, mutta useammin kuin kerran kuukaudessa
 - Kerran kuukaudessa
 - Harvemmin kuin kerran kuukaudessa, mutta useammin kuin kerran vuodessa
 - Kerran vuodessa
 - Harvemmin kuin kerran vuodessa
 - En asioi muissa kokoustiloissa (siirtykää kysymykseen 10)
9. Mitkä ovat ne muut yritykset, joiden vuokrattavissa kokoustiloissa asioitte Rovaniemellä? Mainitkaa 1–3 tärkeintä.

10. Mitkä tekijät saivat teidät valitsemaan juuri CityHotellin *tällä kertaa*? Valitkaa 1–3 tärkeintä tekijää.

- | | |
|--|---|
| <input type="checkbox"/> En itse valinnut kokoustilaa | |
| <input type="checkbox"/> Edullinen hinta | <input type="checkbox"/> Kahvitus / ruoka sisältyi hintaan |
| <input type="checkbox"/> Kokouspakettien monipuolisuus | <input type="checkbox"/> Varaamisen helppous |
| <input type="checkbox"/> Ystävällinen henkilökunta | <input type="checkbox"/> Sijainti |
| <input type="checkbox"/> Tilojen hyvä varustetaso | <input type="checkbox"/> Sopivan kokoiset tilat |
| <input type="checkbox"/> Yrityksen imago | <input type="checkbox"/> Mukava tunnelma |
| <input type="checkbox"/> Aiemmat positiiviset kokemukset | <input type="checkbox"/> Ystävän, perheenjäsenen tai tuttavien suositus |
| <input type="checkbox"/> Muut tekijät, mitkä? | |

11. Mitä mieltä olette kokoustilasta, jota käytätte?

Minkä arvosanan antaisitte asteikolla 1–5? Esimerkiksi ”Nykyaikainen / Vanhanaikainen”, vaihtoehto tarkoittaa 5: tila on nykyaikainen, 4: tila on melko nykyaikainen, 3: en osaa sanoa, 2: tila on melko vanhanaikainen, 1: tila on vanhanaikainen. Laittakaa rasti ruutuun kohtaan, mikä kuvaa teidän mielipidettänne parhaiten.

	5	4	3	2	1	
Nykyaikainen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vanhanaikainen
Tilavat tilat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ahtaat tilat
Hyvin järjestetyt kalusteet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huonosti järjestetyt kalusteet
Hyvä varustetaso	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono varustetaso
Viihtyisä sisustus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epäviihtyisä sisustus
Hyvä valaistus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono valaistus
Ammattimainen henkilökunta	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Epäammattimainen henkilökunta
Hyvä asiakaspalvelu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono asiakaspalvelu
Joustava asiakaspalvelu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Joustamaton asiakaspalvelu
Edullinen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Kallis
Hyvä vastine rahoille	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Huono vastine rahoille

12. Mitä kokoustiloissa ja niihin liittyvissä palveluissa pitäisi teidän mielestänne kehittää?

13. Minkä kokonaisarvosanan antaisitte kokemuksellenne CityHotellin kokoustiloissa *tällä kertaa* asteikolla 1–5, jossa 1 on huonoin ja 5 paras arvosana?

1 2 3 4 5

14. Mistä olette saaneet tietoa CityHotellin kokoustiloista?

- CityHotellin nettisivuilta (www.cityhotel.fi)
- Joltain muulta nettisivulta, miltä?
- Sosiaalisesta mediasta (esimerkiksi Facebook), mistä?
- Lehestä, mistä?
- Ystävältä, sukulaiselta tai tuttavalta
- Jostain muualta, mistä?

Kiitos vastauksistanne ja onnea arvontaan!

Appendix 4. Questionnaire for the Customers of the Meeting Facilities of the CityHotel (in English)

Market Research, Meeting Facilities of CityHotel

Dear customer! This questionnaire is for the local customers of the meeting facilities of the CityHotel, who live in Rovaniemi or who work in a company located in Rovaniemi. The questionnaire is implemented as a part of a student's thesis project in cooperation with the Rovaniemi University of Applied Sciences. The questionnaire is a part of a market research. All information is confidential. The information is used only to study the local customer's needs, so that the CityHotel could serve you better. Answering to the questionnaire takes about 5 minutes. *One of the respondents will win a dinner for two in the Restaurant Monte Rosa.* After the raffle, the questionnaires are disposed. We hope you to answer all of the questions!

Contact Information (for the raffle)

1. Name
2. Address
3. Postal code and city
4. Phone number

Tick the box that best describes you.

1. Sex female male
2. Age under 18 18–27 28–37 38–47 48–57 58–67 over 67 years
3. How many persons attend the meeting (including yourself)?
 fewer than 5 6–10 11–15 16–20 21–25 26–30
 more than 30 persons
4. You are in
 Joiku Saga I cannot say
5. You are in the CityHotel
 In work time (business customer)
 In leisure time (private customer)
6. The meeting includes (you may choose more than one option)
 Coffee at the meeting facilities
 Dining at the Restaurant Monte Rosa
7. How often do you use the meeting facilities of the CityHotel?
 This is the first time
 More frequently than once a week
 Once a week
 Less frequently than once a week, but more frequently than once a month

- Once a month
- Less frequently than once a month, but more frequently than once a year
- Once a year
- Less frequently than once a year

8. How often do you use other meeting facilities in Rovaniemi?

- More frequently than once a week
- Once a week
- Less frequently than once a week, but more frequently than once a month
- Once a month
- Less frequently than once a month, but more frequently than once a year
- Once a year
- Less frequently than once a year
- I do not use other meeting facilities (go to question 10)

9. What other meeting facilities do you use in Rovaniemi?
Mention 1–3 most important.

10. Which factors made you select the CityHotel *this time*?

Choose 1–3 most important factors.

- | | |
|--|---|
| <input type="checkbox"/> I did not choose the meeting facility | <input type="checkbox"/> Coffee/food included in the price |
| <input type="checkbox"/> Inexpensive price | <input type="checkbox"/> Easiness of making the reservation |
| <input type="checkbox"/> Diversity of the meeting packages | <input type="checkbox"/> Location |
| <input type="checkbox"/> Friendly staff | <input type="checkbox"/> Suitable size of the facilities |
| <input type="checkbox"/> Good level of equipment | <input type="checkbox"/> Pleasant atmosphere |
| <input type="checkbox"/> Image of the company | <input type="checkbox"/> Recommendation of a friend or a relative |
| <input type="checkbox"/> Previous positive experiences | |
| <input type="checkbox"/> Other factors, what? | |

11. What do you think about the meeting room that you are using?

Which grade would you give on a scale of 1–5? For example “Modern / Old-fashioned”, grade 5: the room is modern, 4: the room is quite modern, 3: I cannot say, 2: the room is quite old-fashioned, 1: the room is old-fashioned. Tick the box that best describes your opinion.

	5	4	3	2	1	
Modern	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Old-fashioned
Spacious facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Confined facilities
Well organised furniture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poorly organised furniture
Good level of equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor level of equipment
Pleasant interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unpleasant interior
Good lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Bad lighting
Professional staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unprofessional staff
Good customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor customer service
Flexible customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Inflexible customer service
Inexpensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Expensive
Good value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poor value for money

12. In your opinion, what should be developed in the meeting facilities and the services related to them?

13. What grade would you give to your experience in the meeting facilities of the CityHotel this time, on the scale 1–5, where 1 is the lowest and 5 is the highest grade?

1 2 3 4 5

14. From where have you acquired information about the meeting facilities of the CityHotel?

- CityHotel's website (www.cityhotel.fi)
- Some other website, which one?
- Social media (for example Facebook), where?
- Newspaper, which one?
- A friend or a relative
- Somewhere else, where?

Thank you for your response and good luck to the raffle!

Appendix 5. The Cover Letter for the Online Questionnaire (in Finnish)

Markkinatutkimus-kysely CityHotellin paikallisille asiakkaille

Arvoisa CityHotellin asiakas

Olen matkailualan opiskelija Rovaniemen ammattikorkeakoulusta. Teen opinnäytetyötä paikallisista markkinoista CityHotellille. Tutkimukseni keskittyy CityHotellin kokoustilojen käyttäjiin ja Ravintola Monte Rosan asiakkaisiin. Tutkimuksella pyritään selvittämään paikallisten asiakkaiden todellisia tarpeita ja toiveita.

Teillä on nyt mahdollisuus osallistua tutkimukseen vastaamalla oheisiin kyselyihin tai vain toiseen niistä. Kokemukseenne perustuvat vastauksenne antavat arvokasta tietoa, jonka perusteella CityHotel voi kehittää toimintaansa.

Kaikki kyselystä saadut tiedot ovat luottamuksellisia, ja opinnäytetyössä käytetyistä tiedoista ei voi päätellä vastaajaa. Kyselyyn vastaaminen kestää noin 5 minuuttia. Kyselyssä kysytään myös vastaajan nimi ja yhteystiedot arvontaa varten. Kyselyyn vastanneiden kesken arvotaan illallinen kahdelle hengelle ravintola Monte Rosassa, ja arvonnan jälkeen kyselylomakkeet hävitetään.

Vastausaikaa teillä on pe 22.10. klo 18.00 asti! Linkit kyselyihin ovat SSL-suojattuja.

CityHotellin kokoustilat:

<https://www.webropol.com/P.aspx?id=478190&cid=108199911>

Ravintola Monte Rosa:

<https://www.webropol.com/P.aspx?id=477067&cid=117663351>

Jos teillä ei ole kokemusta CityHotellin kokoustiloista tai Ravintola Monte Rosasta, mutta tiedätte jonkun, joka voisi olla kiinnostunut vastaamaan kyselyyn, niin voisitteko ystävällisesti välittää viestin eteenpäin.

Ystävällisin terveisin,

Helena Kumpula
Degree Programme in Tourism
Rovaniemen ammattikorkeakoulu

Appendix 6. The Cover Letter for the Online Questionnaire (in English)

Market research questionnaire for the local customers of the CityHotel

Dear customer of the CityHotel

I am a tourism student from the Rovaniemi University of Applied Sciences. I am doing a thesis about the local markets for the CityHotel. My research is focused on the users of the meeting facilities of the CityHotel and the customers of the Restaurant Monte Rosa. The objective of the research is to find out the local customers' real wants and needs.

Now you have a possibility to take part in the research by responding to the attached questionnaires or just one of them. The responses based on your experience will give valuable information, which can help the CityHotel to develop its services.

All information acquired from the questionnaires is confidential, and the respondent cannot be traced from the information used in the thesis. It takes about 5 minutes to answer to the questionnaire. The respondent's name and contact information is asked only because of the raffle. One of the respondents will win a dinner for two in the Restaurant Monte Rosa. After the raffle, the questionnaires are disposed.

The questionnaires are open until Fri 22 November 2010 at 18.00! The links are SSL protected.

The meeting facilities of the CityHotel:

<https://www.webropol.com/P.aspx?id=478190&cid=108199911>

The Restaurant Monte Rosa:

<https://www.webropol.com/P.aspx?id=477067&cid=117663351>

If you do not have experience about the meeting facilities of the CityHotel or the Restaurant Monte Rosa but you know someone who could be interested in responding to the questionnaire, could you please forward this message?

Kind Regards,

Helena Kumpula
Degree Programme in Tourism
Rovaniemi University of Applied Sciences