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**WELL-BEING OF BODY AND SOUL**  
**Fitness and Pampering in Spa Hotel Kivitippu**

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**CENTRAL OSTROBOTHNIA UNIVERSITY OF APPLIED**  
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**ABSTRACT**

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<p>This thesis was commissioned by Kivitippu, a spa hotel located in Lappajärvi. The working life instructor of the thesis was Minna Kujala, the service manager of the well-being department in Kivitippu. The subject of the thesis was to examine and analyze the well-being services offered by Kivitippu. The objectives were to map out the user profile of the pampering and fitness service users, examine their purchasing behavior, find out their opinions on the experienced services and to use the information to develop the pampering and fitness service supply as well as the marketing of well-being services.</p> <p>The research method used in this thesis was quantitative questionnaire survey. Altogether two surveys were made, one targeted the pampering service users and one the fitness service users. In specific, the research methods used were user/visitor survey, e-survey and captive group survey. All of the before mentioned methods were used in both of the surveys. The surveys were carried out during June and July 2011. In total, 61 fitness service questionnaires were collected and 91 pampering service questionnaires. The questionnaires were available in three languages; Finnish, Swedish and English. All the collected questionnaires were in Finnish.</p> <p>The results showed that most of the respondents were female, above the age of forty and accommodated in Kivitippu. It was also discovered that most of the respondents were using the services relatively rarely, once a year or less frequently. The most popular fitness services were the pool department and the pool gymnastics, whereas massages and facials were the most commonly used pampering services. Improving the physical condition was the most motivating factor for the respondents to use fitness services, and finding an interesting treatment motivated the pampering service users the most. The service supply was considered to be quite wide-ranging on both sides, but the promotional methods used by the enterprise were not considered to be sufficient. However, the level of satisfaction with the services was very high among the respondents of both surveys. A clear majority of respondents on both sides also ranked highly the importance of the fitness or pampering service supply of an accommodation facility when choosing where to stay, proving that the surveys were made to examine a crucial theme.</p>		

**Key words**

Fitness, health, quantitative research, spa hotels, survey, well-being



## TIIVISTELMÄ OPINNÄYTETYÖSTÄ

<b>Yksikkö</b> Pietarsaaren yksikkö	<b>Aika</b> Marraskuu 2011	<b>Tekijä</b> Sirpa Syrjälä
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<b>Työn ohjaaja</b> Katarina Broman	<b>Sivumäärä</b> 71+9	
<b>Työelämäohjaaja</b> Minna Kujala		
<p>Opinnäytetyön toimeksiantajana toimi Kivitippu, Lappajärvellä sijaitseva kylpylähotelli. Työelämäohjaajana toimi Kivitipun hoito-osaston palveluesimies Minna Kujala. Työn aiheena oli tutkia ja analysoida Kivitipun tarjoamia hyvinvointipalveluita. Työn tavoitteena oli kartoittaa hemmottelu- ja liikuntapalveluiden käyttäjien profiilia, tutkia vastaajien ostokäyttäytymistä, selvittää vastaajien mielipiteitä heidän käyttämistään palveluista ja käyttää kerättyjä tietoja hemmottelu- ja liikuntapalveluiden sekä palveluiden markkinoinnin parantamiseen.</p> <p>Työssä käytetty tutkimusmenetelmä oli kvantitatiivinen kyselytutkimus. Kaksi erillistä kyselyä valmistettiin, yksi hemmottelupalveluiden käyttäjille ja toinen liikuntapalveluiden käyttäjille suunnattu. Kyselomakkeita jaettiin käyttäjä- ja kävijäkyselyyn, e-kyselyn sekä ryhmäkyselyyn menetelmin. Kaikkia edellä mainittuja menetelmiä käytettiin molemmissa kyselyissä. Kyselyt toteutettiin kesä-heinäkuun 2011 aikana. Yhteensä 61 liikuntapalveluiden kyselylomaketta ja 91 hemmottelupalveluiden lomaketta kerättiin. Kyselyt toteutettiin kolmella eri kielellä, suomeksi, ruotsiksi ja englanniksi. Kaikki kerätyt kyselylomakkeet olivat kuitenkin suomenkielisiä.</p> <p>Tutkimustulokset osoittivat, että vastaajista suurin osa oli naisia, iältään yli 40-vuotiaita ja Kivitipun majoittujia. Tuloksista selvisi myös, että suurin osa vastaajista käytti palveluita melko harvoin, noin kerran vuodessa tai harvemmin. Suosituimmat liikuntapalvelut olivat allasosaston käyttö sekä vesijumppa ja suosituimmat hemmottelupalvelut olivat hieronnat ja kasvohoidot. Kunnon kohottaminen oli yleisin syy liikuntapalveluiden käyttämiseen ja mielenkiintoisen hoidon löytäminen sai vastaajat varaamaan hemmotteluhoitoja. Palvelutarjonta nähtiin melko laajana sekä liikuntapalveluiden että hemmottelupalveluiden osalta, mutta palveluiden mainonnassa nähtiin puutteita. Siitä huolimatta, vastaajien tyytyväisyystaso käytettyihin palveluihin oli erittäin korkea molempien kyselyiden osalta. Molempien kyselyiden vastaajat olivat myös antaneet korkeita arvosanoja hyvinvointipalvelutarjonnan tärkeydestä, mikä osaltaan kertoo tämän tutkimuksen ajankohtaisuudesta ja tarpeesta.</p>		
<b>Asiasanat</b>		
Hyvinvointi, kvantitatiivinen tutkimus, kylpylähotellit, kysely, liikunta, terveys		

**ABSTRACT**  
**TIIVISTELMÄ**  
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## 1 INTRODUCTION

Currently, as predicted by World Health Organization (WHO) and quoted by Yeoman in *Tomorrow's tourist: scenarios and trends*, health and tourism are rising to become the world's largest industries by the year 2022 (Yeoman 2008, 6). This forecast portrays the present popularity of spa and health tourism and, most importantly, the potential of this field in the future. Today, travelers all around the world search for cures for illnesses, secrets to everlasting youth and an escape from the everyday routines. Different areas and countries are focusing on their own special parts of spa and health tourism and utilizing their history and traditions in the development of new and innovative products. At the same time, new target groups are constantly developing and the scale and quality of the services offered are getting wider.

The aim of this thesis is to extensively examine and analyze the well-being services provided by Spa Hotel Kivitippu. Through two different surveys conducted with two separate target groups, a profile of the well-being service users is drawn. Furthermore, the purchasing behavior, including for example the reasons which fall behind the decision to use certain services, is mapped out and the satisfaction level and opinions of the respondents is examined. The final goal is that through the research results, the enterprise will be able to better target their marketing to the potential customer groups and to develop their well-being services to match even better the needs and wants of the customers.

The first chapters of this thesis focus on providing theoretical information about the different fields and terms of health and well-being tourism and mapping out the development and structure of spa hotels and the services offered in them. This information is followed by an examination of the different reasons which lead travelers to use well-being services. The theoretical part ends with a discussion of the marketing of spa and well-being services in specific. The practical part of the thesis introduces the enterprise functioning as the commissioner of the work, gives out information about the chosen research methods and presents the results of the two surveys on the basis of the research goals. Finally, future development needs are presented and a conclusion of the results, the chosen research method and the thesis process is given.

## **2 HEALTH AND WELL-BEING TOURISM**

Health and well-being tourism is characterized both by the overlapping of concepts as well as vagueness of the terms, meaning that one term can have several conflicting definitions and, on the other hand, many definitions have similarities with each other. The main terms that need to be discussed under this concept are health, well-being and wellness. In this chapter, the most commonly used terms of health and well-being tourism are defined. Also the services sold under the concepts of health and well-being will be listed and described throughout the chapter. The second subchapter will focus on introducing fitness tourism as a specific part of health and well-being tourism today.

### **2.1 Health, well-being and wellness tourism**

For many people, the word ‘health’ brings to mind specifically the physical health. This physical health is often pursued through exercise, healthy food and regular doctor’s appointments. People want to live a long and physically healthy life. The book *Special Interest Tourism* discusses the concept of health from a broader perspective. Ngaire Douglas refers to the definition given by the World Health Organization (WHO), which defines health, not only as the absence of illness, but as a state of complete well-being mentally, physically as well as socially. On the other hand, the wordnet lexical database, defines well-being as a satisfied state of being happy, healthy and successful. From both of the above mentioned definitions, the overlapping of concepts can be seen clearly, since the terms well-being and health are being used to describe one another. (Douglas, Douglas & Derret 2001, 261-262; The Trustees of Princeton University 2010.)

In many ways, health tourism and well-being tourism have a significant amount of similarities making the differentiation between the two concepts difficult. Pauli Verhelä and Pekka Lackman discuss the concepts of health tourism and well-being tourism in their book *Matkailun ohjelmapalvelut*. Verhelä and Lackman define health tourism as the kind of tourism where the traveler treats his or her mental or physical health or engages his or herself in health maintaining exercises during the trip. Verhelä and Lackman further point out that the term ‘well-being tourism’ has become more generally used in the past years in

the context of health tourism. The most common similarities between health tourism and well-being tourism services include, for example, links to fitness tourism as well as nature and culture tourism. The similarities can best be seen in the field of services, which are especially targeted at fostering one's mental health. (Verhelä & Lackman 2003, 139.)

However, Suontausta and Tyni are in their book *Wellness-matkailu – hyvinvointi matkailun tuotekehityksessä*, analyzing the recommended concepts of Health Tourism by Finnish Tourist Board (MEK). MEK divides health tourism into health-care and medical tourism, and well-being tourism, making a clear separation between all of these concepts. MEK uses health tourism as the umbrella concept under which also well-being tourism falls, as its own term. According to Suontausta and Tyni, the main difference between the concepts of health-care and medical tourism, and well-being tourism, is the fact that well-being trips are made in order to prevent illness or disease, whereas health-care and medical trips are meant for travelers who are trying to cure or relieve an existing illness or disease. Still, Suontausta and Tyni also emphasize that neither health-care and medical trips nor well-being trips are made only to achieve or improve physical health, but also to pursue mentally relaxing experiences. (Suontausta & Tyni 2005, 39-42.)

MEK has further divided wellbeing tourism into such categories as water baths, fitness, beauty treatments, saunas, natural treatments and silence and reflection. Also Verhelä and Lackman briefly discuss the type of health tourism, which is meant mainly for recreation. According to Verhelä and Lackman, this type of health tourism attracts tourists, who are looking for relaxation through trips that are related to maintaining health, but where actual health care services are not offered. During these recreational health trips, the link to health maintenance is created by such services as motivating peer support and health-related lectures. (Suontausta & Tyni 2005, 41; Verhelä & Lackman, 2003, 141.)

MEK has divided wellbeing tourism in Finland in a more simplified way into two categories of pampering and health and fitness. According to MEK, pampering holidays in Finland are defined through high-class infrastructure, gourmet food, personalized services, pampering treatments and additional programmes. For example, the pampering services offered by Spa hotel Kivitippu, include massages, baths and water treatments, facials and warmth treatments. Health and fitness holidays have a totally different kind of starting point, because the tourists seek these types of holidays in order to take care of themselves



and their physical condition. In other countries, pursuing wellness through exercise is not as common. Activities such as Nordic walking, skiing, ice swimming and fitness testing, are a few of the characteristics defining health and fitness holidays in Finland. It is also important to notice, that yet again many facilities offering pampering services often also offer fitness services and vice versa. Fitness tourism will be further discussed in the following sub-chapter. (Suontausta & Tyni 2005, 41; Matkailunedistämiskeskus 2010a, 2010b, 2010c.)

In the health tourism division created by MEK, the combination of different well-being services is considered to ultimately create wellness packages. Marianne Hildén, Maisa Häkkinen, Johanna Liinamaa, Airi Okkonen, Leena Penttinen, Maria Pietikäinen, Miikka Raulo, Lea Taina, Anja Tuohino, Anna Vanhala, Nina Vesterinen, Kaija Öörni, Liisa Hentinen, Ulla-Maija Pakarinen and Liisa Renfors were a part of a MEK specialist team, compiling a development strategy for the Finnish well-being tourism. The specialist team points out that internationally, the concept of wellness is used to describe solely luxurious well-being packages. According to the report, wellness packages always include four- or five-star accommodation, personalized, high-quality services, a peaceful and luxurious environment and a focus on the overall experience produced for the clients. Another main characteristic of wellness packages is that they are, according to the team, specifically aimed at adult customers. Furthermore, Liisa Hentinen, a marketing researcher of MEK, includes ecological solutions, personal doctor analyses and a high price range for both parties as integral parts of a wellness product. (Matkailunedistämiskeskus 2008; Hentinen 2004.)

However, another definition of wellness is made by Wolfgang Nahrstedt in *The Tourism and Leisure Industry – Shaping the future*. Nahrstedt quotes Ryan and Travis (1981), who defined wellness as an individual way of life, which helps a person to achieve overall well-being. According to Ryan and Travis, wellness is achieved through exercise, good eating habits, stress management and one's perception of the environment. Based on the definition of Ryan and Travis, wellness is less of a luxurious tourism product and more of a complete personal feeling of well-being, similarly as health when defined by WHO. In this context, the concepts of health, well-being and wellness are again coming closer together. Furthermore, MEK cites the American doctor Halbert Dunn, in its report on the basic elements of Finnish well-being tourism, by pointing out that the word wellness actually comes

from the combination of the words well-being and fitness. (Weierman & Mathies 2003, 184; Matkailunedistämiskeskus 2005.)

## **2.2 Fitness tourism**

As mentioned, fitness tourism can be seen as a part of both health tourism and well-being tourism, but its significance as a separate unit of services is constantly growing. Verhelä and Lackman define fitness tourism as traveling, where incoming tourists use the fitness and sport services offered by a certain area and the purpose of the travel is to participate in or to watch fitness or sport related events. Verhelä and Lackman also emphasize the connection between fitness and health tourism, since taking care of oneself and one's physical health are focal points in both fields. Fitness and sport tourism are also nowadays clearly related to the accommodation sector, which can be seen through the increased popularity of additional fitness and sporting services offered by many hotels. Especially in Europe as well as in Finland, having animateurs, in other words free-time activity instructors, in all hotels is becoming more and more common. This sort of practice is particularly common in spa and resort hotels. (Verhelä & Lackman 2003, 125.)

Verhelä and Lackman profile the typical fitness tourist to be a single, well-off, young male, who is traveling for leisure purposes. However, the above mentioned profile is thought to apply to tourists, who are traveling mainly for the sole purpose of fitness or sports. Therefore, for example, in spa hotels, the profile of fitness service users may be totally different. Also Verhelä and Lackman take this point into account and mention senior travelers and families as the biggest target groups of fitness and sport tourism. Furthermore, when it comes to spa hotels such as Spa hotel Kivitippu, where many of the fitness services are done in groups, the user profile is often more female than male oriented. One of the key elements in fitness tourism planning, like in all tourism planning, is to identify the target customers and their needs. For example, when planning the fitness services for a spa hotel, all the possible target groups from outside users to elderly residents and families with children, need to be taken into consideration. Some of the group fitness services offered by Spa hotel Kivitippu, are wall climbing, snow shoe trekking, pilates, zumba and pool gymnastics. (Verhelä & Lackman 2003, 127.)

As mentioned in the beginning of the chapter, the field of health and well-being tourism is very wide and giving clear definitions of the key terms has proven to be difficult. Throughout the following chapters, well-being tourism will be the most used term to describe the group of services ranging from pampering services to fitness services. However, in the practical part, pampering services and fitness services will be even further divided and described as separate fields within well-being tourism. Also the group of physical health related services will be kept as a separate concept.

### **3 SPA HOTELS**

The following chapter will start with a brief history glance, which will be followed by a comprehensive discussion on different spa definitions today. The final subchapter will present the commissioner of this thesis, Spa Hotel Kivitippu.

#### **3.1 A glimpse to history**

The history of spa tourism in Europe dates back to the Greek and Roman spas, which worked as centers of health care, relaxation and social events. Spa facilities, such as rooms resembling the sauna, have also been a part of the culture of the ancient Mayas in Central America. Furthermore, in Asia, water and its beneficial influences on one's health have been known for centuries, and still today Asia attracts tourists as the birth place of many traditional well-being therapies. (Suontausta & Tyni 2005, 7-12.)

During the 16<sup>th</sup> and 17<sup>th</sup> centuries a new type of spa tourism developed at the same time in Europe and in the United States of America (USA). Because of the unhealthy hygienic level in the cities, travelling for the pursuit of health became fashionable and as the popularity of health tourism grew, the modest accommodation facilities around spas developed into more luxurious ones. Spa operations in the Nordic countries and Finland started to develop in the 18<sup>th</sup> century, when many of the other spas in Europe were also growing and gaining popularity. In Finland, the first spa facilities were established near natural water sources, such as health springs in Kupittaa and Naantali during the 19<sup>th</sup> century. In the beginning, spas functioned as health centers, where visitors went to find relief, for example, for excessive appetites, stiff knees and heart burns. (Suontausta & Tyni 2005, 7-13.)

Many spas in Europe started to lose their appeal in the 19<sup>th</sup> century when the public health services were improving and the health services offered by spas were no longer considered as important. Furthermore, the political instabilities in some areas were causing problems, for example, when it came to accessibility. However, the beginning of the 20<sup>th</sup> century saw a new rise in the field of spa tourism. Beach holidays became more popular together with traveling for social and well-being purposes instead of merely health reasons. Gradually,

the formation of facilities offering a combination of accommodation, spa, fitness and pampering services started booming. In the 20<sup>th</sup> century, adding extra recreational services besides the health services, quickly started to become more common also in Finland. The first modern Finnish spas were established at the end of 1980 and spas started to target their marketing also on families and workplace health promotion groups. From the 20<sup>th</sup> century onwards, the idea of offering spa treatments together with accommodation and different forms of entertainment, has shaped spa tourism to what it is today. Spa and wellbeing services are no longer considered to be just add-ons to other tourism services, but separate tourist attractions all over the world. (Suontausta & Tyni. 2005, 7-13.)

### **3.2 Spas today**

After this brief historical glimpse, it is important to define what is meant by the word spa today. The following three paragraphs will offer a few optional approaches to the term spa. According to the wordnet lexical database, a spa can be a health resort close to a natural water source, a stylish hotel or a facility for improving one's physical fitness (The Trustees of Princeton University 2010). However, nowadays many spas can be defined even through all of the above mentioned definitions. In the early stages of the development of the accommodation sector, having an accommodation could mean merely having a bed and a roof above one's head. Over time, as Goeldner and Ritchie describe, the development of the transportation sector brought wider demands for the whole tourism industry, including accommodation sector. In the beginning, these demands could be met by developing the actual lodging service, but as the standard of living started to rise, especially in Europe, travelers started to call for something extra. Today, most of the companies working inside the accommodation sector want to offer a range of extra services, whose types vary according to the type of accommodation. For example, according to the star rating system used in Sweden, a five-star hotel needs to have bathrobes and slippers in every room, lunch and dinner seven days a week and room service around the clock (The Swedish Hotel and Restaurant Association 2010). For many hotels, adding extra services, such as spa and wellbeing amenities, is today more of a necessity than a choice. (Goeldner & Ritchie 2009, 57.)

Ngairé Douglas has a more clearly limited spa definition, where spas are put into two categories: destination spas, where the spa experience in itself is the main reason for the cus-

tomers to travel to the destination; and amenity spas, where the spa experience is only one of the services the facility offers (Douglas et al. 2001, 264-265). According to this division, spa hotels would clearly fall under amenity spas, since the lodging service of the hotel most often remains as the main service. However, Suontausta and Tyni divide the Finnish spa supply into two similar categories of entertainment spas and rehabilitation spas. Entertainment spas are defined as spas, which offer a large variety of additional recreational services whereas the rehabilitation spas are considered to be concentrating on treating illnesses and relieving pains. Roughly, entertainment spas could therefore be equated with amenity spas and rehabilitation spas with destination spas. However, it needs to be taken into consideration that, for example, most rehabilitation spas in Finland are not concentrating only on offering health-care and medical services, but also offer well-being services to customers without any current illness or disease. Therefore, a clear division into either category, also with spa hotels, is often difficult. (Suontausta & Tyni 2005, 12-13.)

A broader division adopted by the International Spa Association (ISPA) and cited by Douglas, divides spas into seven categories based on location, clientele and purpose. For example, in a medical spa the focus is on providing health and medical care by medical professionals whereas in club spas the main goal is to enhance fitness through spa services. Around the world there are also many day spas, where customers can come to relax and get pampered for a day or merely for 15 minutes, without accommodating in the facility. Furthermore, when examining spas as a part of the accommodation sector, the definition used by ISPA is a resort/hotel spa. In a resort/hotel spa the well-being and health treatments of a spa are combined with the accommodation services provided by the hotels. However, as mentioned before, nowadays the variety of additional services offered by spas is getting so wide that the definitions are overlapping. For example, Spa hotel Kivitippu is clearly a hotel spa, but it is also offering club spa, day spa and medical spa services. Besides the adopted division of spas into seven categories, ISPA has also formed its own definition of a spa. ISPA defines spas as places, which through high-class services, work towards overall wellbeing and renewal of both body and mind. When considering the versatility of spas today, the latter ISPA definition can currently be seen as the most comprehensive and modern one. (Douglas et al. 2001, 266; International SPA Association 2010.)

Ngair Douglas predicts that in the future having a spa will become an essential part of any new accommodation facility, even to an extent where having a spa is regarded as a basic

service. The same trend of spas becoming a compulsory part of every new hotel, is reaffirmed by the European Spas Internet Portal on an article dealing with the future of wellness tourism (World Media Partners Ltd. 2007). Furthermore, Suontausta and Tyni bring up the likely scenario that the utilization rate of hotels with a spa will, in the future, become higher than in hotels without a spa (Suontausta & Tyni 2005, 251). In addition, Yeoman predicts that having health or well-being services offered in all tourism facilities, will become an integral part of the industry, and well-being services will be offered even as an additional room service product. (Douglas et al. 2001, 275-276; Yeoman 2008, 89-90.)

Based on the previous paragraphs, it is clear that the functions and tasks of accommodation facilities and spas have changed dramatically over the years. Today, the services offered by spas can widely vary, but the idea of offering solely health-care and medical services has, in most cases, been found inadequate. As mentioned before, for example, Spa hotel Kivitippu currently offers accommodation, well-being services, entertainment, restaurant services, meeting facilities, event organizing services, seminars and workplace health promotion packages. The modern tourist often looks for convenience, and offering all desired services under one roof, is convenience at its best. Therefore, the role of spas as both accommodation and leisure service providers is constantly growing. (Kylpylä Kivitippu 2011.)

### **3.3 Spa Hotel Kivitippu**

This subchapter will present the commissioning party of this thesis, Spa Hotel Kivitippu. First, the basic information about the enterprise is given and the latter part of the chapter will focus on examining both the well-being services and the promotional methods of Kivitippu.

Kivitippu is a spa hotel located in Lappajärvi, Southern Ostrobothnia, around 80 kilometers North-East of Seinäjoki. Kivitippu was founded in 1989 and currently offers a wide range of services from accommodation, spa and well-being services, conference and meeting facilities, event organizing to entertainment services. The spa hotel employs about 70 people; 18 of whom are working in the wellbeing and leisure department. On busy periods extra staff is also employed. Minna Kujala, the service manager of the well-being and lei-

sure department in Kivitippu, limits the clientele of the spa hotel to be mostly from the area of Western Finland. Kujala also points out that from all the customers a fairly small amount is international travelers. (Kylpylä Kivitippu 2011a; Kujala 2011a; Kujala 2011b.)

TABLE 1. Overnight stays in Kivitippu in 2010 (Adapted from Lomayhtymä Finland Oy – Kylpylä Kivitippu)

<b>Customer type</b>	<b>Year 2010</b>	<b>Year 2010 %</b>	<b>June &amp; July 2010</b>	<b>June &amp; July 2010 %</b>	<b>Difference in percentages</b>
<b>Private customers</b>	17545	39,0 %	4874	52,1 %	13,1 %
<b>Enterprises</b>	3668	8,2 %	496	5,3 %	-2,9 %
<b>Associations</b>	3987	8,9 %	979	10,5 %	1,6 %
<b>Lomayhtymä</b>	14634	32,6 %	1222	13,1 %	-19,5 %
<b>Other holiday organizations</b>	1242	2,8 %	977	10,4 %	7,6 %
<b>Rehabilitation</b>	2909	6,5 %	720	7,7 %	1,2 %
<b>Other rehabilitation</b>	220	0,5 %	10	0,1 %	-0,4 %
<b>Work place health promotion</b>	2	0,0 %	0	0,0 %	0,0 %
<b>Free overnight stays</b>	739	1,6 %	74	0,8 %	-0,8 %
<b>TOTAL</b>	44946	100 %	9352	100 %	

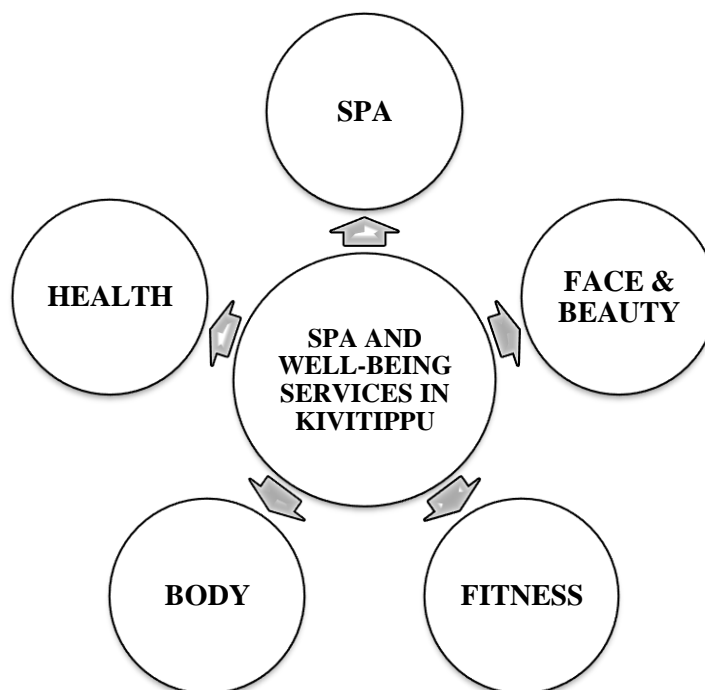
Table 1 is showing the amounts of different customer types' overnight stays in Kivitippu during 2010. As seen in the table, in 2010, 39% of all overnight stays were by private customers whereas 32,6% were by Lomayhtymä customers. Lomayhtymä is a national health organization, which provides financially supported holidays to people, who, due to various social reasons, have difficulties in going on holidays (Lomayhtymä 2011). On the other hand, the portion of corporate customers was only 8,2% in 2010. The same percentages in 2011 by April were 40,4% private customers, 37,3% Lomayhtymä customers and 6,6% corporations. According to the statistics, the busiest overnighing months in 2010 were July and March. For example in July 2010, 3394 of the 5507 overnight stays were made by private customers, 283 by corporations and 392 by organizations. (Lomayhtymä Finland Oy – Kylpylä Kivitippu 2010; Lomayhtymä Finland Oy – Kylpylä Kivitippu 2011.)

As the surveys of this thesis will be conducted in June and July, table 1 also compares the combined percentages of those months to the overall percentages in order to examine further the reliability level of the results. The final column of the table shows the difference between June and July and the whole year in percentages. As can be seen, on most parts the differences are not significantly high, but with private customers, Lomayhtymä cus-



tomers and the customers from other holiday organizations, the difference is higher. With Lomayhtymä the amount of customers coming during June and July is significantly lower than during the whole year altogether, whereas the amount of private customers and customers from other holiday organizations is clearly higher during June and July. Lomayhtymä also offers its customers specified theme holidays which include fitness and pampering services. Therefore, since the amount of Lomayhtymä customers is lower during June and July, this might have some effects on the reliability of the results. On the other hand, almost 80% of the customers from other holiday organizations visited Kivitippu exactly during June and July, which balances the situation to some extent. Rehabilitation customers are also a group, which often has pampering and fitness services included in their packages, and their portion is seen to be almost at the same level, both when looking at the whole year and just June and July, which increases the reliability. However, an important matter to consider when assessing the reliability is that a big group of fitness services users are the work place health promotion groups, which do not usually stay overnight and therefore are not included in the figures. Furthermore, also all the other day users of the well-being services are excluded from these numbers. Another important fact to take into consideration is that since the questionnaire was available also online, even customers who did not use the services during June and July were able to reply if they visited the website. (Lomayhtymä Finland Oy – Kylpylä Kivitippu 2010.)

In the following paragraphs, more focus will be put on examining specifically the spa and well-being services offered by spa hotel Kivitippu. Also the promotional actions of Kivitippu will be discussed from the point of view of pampering and fitness services. According to Kujala, the goal of the well-being and leisure department of Kivitippu is to produce quality pampering, fitness and well-being services, which lead to overall well-being and the maintenance and treating of one's health. (Kujala 2011a.)



GRAPH 1. Spa and well-being services in Spa Hotel Kivitippu (adapted from Kylpylä Kivitippu 2011a)

As Graph 1 indicates, spa hotel Kivitippu offers a wide variety of different types of spa and well-being services. These services can roughly be divided into five categories: spa services, face & beauty treatments, body treatments, fitness services and health services. The spa services include the spa area with a variety of different pools, saunas and baths. In the spa area, there is one adults' pool, one children's pool and one hot tub. Kivitippu also has saunas, three of which can be rented for private use. For example, Kivitippu rents out a luxurious beach sauna with an outdoor hot tub and a bath barrel included. The private saunas in the main building, on the other hand, share a common lounge and both have access to the pool areas. It is also possible to book special sauna packages, for instance for bachelorette parties. The baths offered by Kivitippu are designed for various purposes ranging from a pampering bath to slimming and toning baths. Furthermore, Kivitippu offers a children's bubble bath for the younger customers as well as a duo bath for, for example, a newly wedded couple. (Kylpylä Kivitippu 2011b, 2011c, 2011d.)

The face and beauty services cover a variety of services ranging from typical facials to specialized facial packages designed for various skin types and needs. Also beauty treatments such as wedding make-up and eyebrow and eyelash styling are included in the service supply. Furthermore, the body category is further included in the pampering side of

the spa and well-being services offered by Kivitippu. The body category includes massages, warmth treatments, special treatments, body treatments, and hand and foot treatments. Besides the regular massages, Kivitippu has also included specialties such as Indian head massage and aromatic massages in its supply. The warmth treatments including thermal package and clay package, can also be included in the other body treatments. The special treatments, on the other hand, refer to treatments such as lymph therapy, hot stone therapy and shiatsu treatment. The hot stone therapy, for example, is an effective and relaxing massage performed with hot lava stones. The idea of this treatment is to relieve muscle tension and accelerate the metabolism. In the regular body treatments the skin is treated with natural ingredients. Furthermore, Kivitippu offers a hair removal service with a special sugaring technique as well. Finally, Kivitippu offers manicures and pedicures as well as regular hand and foot treatments. (Kylpylä Kivitippu 2011e, 2011f, 2011g, 2011h, 2011i, 2011j.)

Besides pampering services, Kivitippu also focuses on the fitness service side of well-being. As mentioned earlier, the idea of pursuing well-being through fitness is on the European scale quite a unique concept. However, as most spa hotel and even regular hotels today, Kivitippu has state-of-the-art gym facilities available for no charge for residents accommodated in Kivitippu. It is also possible for outsiders to purchase tickets or ticket packages for the gym. Furthermore, Kivitippu offers group fitness services for groups of various sizes. These group fitness services include sports such as wall climbing, snow shoeing, pool gymnastics, zumba, pilates and belly dancing. According to the service manager of the well-being and leisure department Minna Kujala, the most popular group activities are zumba, pilates and pool gymnastics. (Kylpylä Kivitippu 2011k, 2011l; Kujala 2011b.)

The final bigger theme of services offered by Kivitippu is health-related services. This group includes health services, work place health promotion services, rehabilitation services and physiotherapy. The actual health services offered by Kivitippu are fitness tests, blood tests and public health nurse's services. Work place health promotion services are becoming more and more popular all around Finland today. As defined by MEK, work place health promotion is an activity done by enterprises and general governments in order to improve the sustenance of work abilities inside the work place. According to the definition, work place health promotion is carried out outside of the work place by tourism enterprises. MEK also states that work place health promotion activities are normally fi-

nanced by the enterprise ordering them. Companies want to emphasize and promote the overall wellbeing of their employees through health promotion days or holidays. Also teamwork plays an important role in work place health promotion services. Kivitippu offers a variety of packages designed to meet the needs of many different types of working groups. Normally the packages are a combination of lectures, physical exercise and relaxation. A clear similarity can be seen between the content of the work place health promotion groups' packages and the recreational health trips defined by Verhelä and Lackman previously. In addition, Kivitippu offers complete, all-inclusive fitness renovation holidays for work place health promotion groups. These holidays can be built around a certain common theme such as, for instance, weight control or golf. Finally, Kivitippu organizes rehabilitation holidays through State Treasury and The Social Insurance Institution of Finland (KELA). Also individual physiotherapy services are available in Kivitippu. The physiotherapy offered by Kivitippu includes before and after appointments with the physiotherapist, individual treatment instructions and pretreatments and massages related to the patient's individual kinesiotherapy. (Kylpylä Kivitippu 2011m, 2011n, 2011o, 2011p.; Matkailun-distämiskeskus 2005.)

When it comes to the promotion part, according to Kujala the main methods used are mail offers to enterprises, promotion on the website, e-mail promotion and some promotion via newspapers. For example, in Järvisseudun sanomat, Kivitippu has a well-being advertisement once a month. Kivitippu also publishes advertisements about, for example, special theme days at the well-being department. Kujala also states that in the near future, there will be promotional co-operation with the newspapers Ilkka and Pohjalainen concerning a possibility to get a personal well-being analysis done in Kivitippu. Another important promotional method mentioned by Kujala is attending different fairs during the year. In the fairs Kivitippu promotes its operations and services to other professionals as well as the public. Furthermore, Kivitippu is currently promoting via brochures as well. (Kujala 2011c.)

#### 4 THE CHARM BEHIND HEALTH AND WELL-BEING TOURISM

The aging of the population is one of the biggest challenges in the developed countries at the moment. However, according to Suontausta and Tyni, aging is also one of the biggest reasons promoting health and well-being tourism. The age groups, which are soon retiring, are expected to be healthier, more energetic and wealthier than the age groups before them. According to Suontausta and Tyni, maintaining a good health and physical condition will be one of the main priorities for the retiring age groups in the future, and at the same time, using money for well-being will become increasingly acceptable. However, Yeoman discusses in *Tomorrow's tourism – Scenarios and Trends*, the situation where society is building so high pressure on being and looking young, that for most it is impossible to live up to those expectations. The pressure a person feels when he or she no longer looks young, motivates the search of youth and health from science, medicine and well-being. (Suontausta & Tyni 2005, 48-49; Yeoman 2008, 67.)

Suontausta and Tyni state that another important reason behind the growth of well-being tourism is that the significance of health as a value is constantly growing in the world. Both Yeoman and Suontausta and Tyni also bring up the fact that the amount of information available about healthy lifestyles and well-being in general, is constantly growing. Furthermore, people are also being educated about health and well-being matters more now than in the past. Therefore, everywhere around the world, people are nowadays paying more and more attention to keeping up a good health and feeling better, regardless of the age group. For example, busy lifestyles, mentally demanding work tasks and other problems with mental health have made the consumers re-think their values and direct more attention towards both physical and mental well-being. Also Yeoman points out that it is not only about society building pressure to look young, it is also about people themselves being well-educated and wanting to keep fit and healthy for their own pleasure. As the quality of life and the living standard rise, people tend to demand more from all aspects of their lives. (Suontausta & Tyni 2005, 49-52, 54-55; Yeoman 2008, 72-73.)

Yeoman talks about the fact that people have nowadays mentally more stressful and demanding jobs than before. This has led to the need to get away from the everyday pressures and well-being tourism offers solutions for that. The field of well-being tourism is ex-

tremely wide and everyone, regardless of age, sex or profession, can find their own way of relaxation. Furthermore, Suontausta and Tyni further discuss the fact that the work tasks have in the previous decades changed from being physically demanding to mentally demanding and the whole concept of health is considered to be more active than passive. This development has lead consumers to look for physical challenges outside of the work place, but also for a way to relieve the mental stress experienced at the work place. (Yeoman 2008, 69-75; Suontausta & Tyni 2005, 50-52.)

Yeoman also discusses a person's lust for beauty as one of the charms behind well-being tourism. Society does not only create norms on how a person should fight aging, but also on the outer and inner characteristics of an appealing human being. Yeoman brings up the fact that it is not only the women who feel the pressure to look good, but also men and children are increasingly the targets of appearance pressure. More and more spa and well-being enterprises take this factor into account and even focus their marketing on potential male customers instead of female and offer services even for young children. Furthermore, Yeoman also points out that it is both women and men who have to live with the pressure of thinking that their personalities are judged along with their outer appearance. However, Yeoman states that where a male consumer most often turns to physical exercise and sports to improve his appearance, a female consumer prefers to choose services which target both the physical and the mental appearance. Yeoman further discusses the rise of plastic surgeries as the result of the pressure to look good according to the society norms. People are nowadays increasingly willing to endure even severe pain in order change how they look. However, at the same time, also the usage of non-surgical services is on the rise. For example, Suontausta and Tyni point out that the appreciation of natural values, products and services is getting higher and the consumers are more willing to turn to natural solutions instead of surgical measures. However, it can be argued whether enterprises should promote even natural well-being services as answers to societal pressure, since they would therefore be simultaneously increasing the pressure themselves. It is important for all enterprises in the field to carefully consider their working ethics and concentrate on the image with which their services are sold. (Yeoman 2008, 77-85; Suontausta & Tyni 2005, 50.)

As the previous chapters were mostly focusing on reasons related to ideologies and lifestyle choices, it is also motivated to discuss some physical reasons for using health and

well-being services. In practice these reasons are related to treating existing physical illnesses or other physical problems. Yeoman examines the scenario where an increasing amount of consumers choose to use alternative medicines and treatments either instead of or as complimentary to the traditional medications and treatments. Yeoman points out that especially women and the younger population are inclining towards the alternative methods of health care. Also weight loss can fall under this category of reasons. Of course, weight loss is also about an ideology to get fit and feel better mentally, but it is still significantly related to getting physically healthier as well. (Yeoman 2008, 70-71.)

Furthermore, it is important to realize that using well-being and fitness services is not always just about an ideology, about physical health reasons or about societal pressure, but often these sorts of services are used just to enjoy them. Already earlier, the role of health and well-being services as an escape method from the stress of everyday life was discussed. Furthermore, even in less stressful situations in life, the consumers enjoy using these services. For example, going to a facial or a relaxing massage does not need any special reason in order to be an enjoyable experience. In addition, many fitness services can be used just to have fun, in order to get a new hobby or to meet new people. All in all, using health or well-being services is not and should not be only about meeting or relieving pressure, but also about enjoying the experienced services.

## 5 MARKETING OF SPA AND WELL-BEING SERVICES

The following chapter introduces the basic features that need to be taken into consideration when planning marketing for spa and well-being services. At the beginning of the chapter, the basic concepts will be defined and the subchapters will focus on examining service marketing through the marketing mix. Throughout the chapter, examples will be given from the point of view of spa and well-being tourism.

In colloquial terms, marketing is often used as a synonym for such promotional acts as making advertisements, planning publicity campaigns and printing brochures. However, the Business Dictionary defines marketing as a “management process through which goods and services move from concept to the customer.” Furthermore, marketing is seen to be based on an idea, where the customer needs and customer satisfaction are the focus points. In practice, the basic marketing planning of an enterprise can be analyzed through the marketing mix. According to Middleton, Fyall, Morgan and Ranchhod, marketing mix represents the core variables that marketers and managers need to take into account when thinking about their production of goods or services. The traditional marketing mix consists of the four Ps, product, price, place and promotion. However, especially in as customer-oriented business as tourism, the corresponding four Cs, customer value, cost, convenience and communication play a vital role. In a broader view, also additional three Ps of people, physical evidence and process, can be included in the marketing mix. The above-mentioned definitions prove that rather than being a simple act of promotional means, marketing is a comprehensive management process with multiple dimensions. (WebFinance, Inc. 2011a; Middleton, Fyall, Morgan & Ranchhod 2009, 137-154.)

When talking about service marketing, an equally important concept to be examined is service. According to one of the definitions in the Business Dictionary, a service can be a valuable function or an act performed to meet a need or a demand. Furthermore, the same dictionary defines services as products that are not tangible, meaning that they cannot be touched. Other elements separating services from goods are listed to be inseparability, perishability and the lack of ownership transfer during the selling process. Inseparability, according to Christian Grönroos, means that services are produced and consumed at the same time. This, in practice means that the customer is always present in the production



phase, making every production process and delivery outcome different from the previous and coming ones. Perishability, on the other hand, is defined by Grönroos to mean that services cannot be stored or sold later, if they are not bought by the customers the first time. For example, if a customer orders a massage in a spa but misses the appointment, the time and money lost by the service provider can never be regained. (WebFinance, Inc. 2011b, 2011c; Grönroos 2005, 47-48.)

## **5.1 Customer value and Cost**

As mentioned before, in the service-oriented industries, such as tourism, the four Cs of the marketing mix are of extremely high importance. Therefore the marketing mix will here be mainly examined from a customer perspective.

Customer value and cost relate to product and price in the context of the marketing mix. As Grönroos points out, customers do not buy tangible articles or intangible services, but the benefits that the purchased items give them. Therefore, especially in the service field, where the production and delivery are simultaneous, the actual value of the service is created by the customer, and the needs and desires of the customers need to be the focal point when planning for the service supply. Middleton et al. define, that in the field of tourism, product components can be such as basic design of the overall service offering, the service received from all the personnel involved in the delivery process, branding and physical evidence. As can be seen from the definition by Middleton et al., the product components of a service are mostly intangible and the value for the product is created by the image and the feelings customers get during the consumption process. However, as is mentioned by Seija Bergström and Arja Leppänen in *Yrityksen asiakasmarkkinointi*, products are often a combination of various elements, meaning that a service might also have tangible elements attached to it. In practice, for instance, during a massage in spa, the masseur or masseuse will be using tangible products such as massage oils, towels or warm pillows during the treatment. These tangible products can also be sold to the customer to be used at home after the massage. (Grönroos 2005, 3; Middleton et al. 2009, 139; Bergström & Leppänen 2009, 195.)

As mentioned above, customer needs and desires need to work as the basis for the supply and marketing planning. For example, if the majority of the potential customers of a spa hotel are elderly people, but the supply matches with the needs of a younger target group, both the result of the service provider as well as the customer satisfaction will be low. However, it is important to remember that even inside a certain target group different people have different kinds of needs and most enterprises are targeting more than one target group. Therefore, the supply of an enterprise needs to be wide enough to satisfy the chosen target groups, but narrow enough to keep the production productive. In any industry, it is crucial that the demand and the potential target groups for certain product and services are carefully thought of. According to Bergström and Leppänen, market segmentation means searching for and choosing different kinds of target groups in such a way that the enterprise is able to fulfill the needs and demands of these target groups better than the competitors. The definition by Bergström and Leppänen points out that it is not enough for an enterprise to find a target group that they can produce services for, but they also need to be able to manage the production and delivery process better than other competing enterprises. In other words, the customer value of the products or services needs to be high enough to encourage the potential customers to visit the enterprise and to come again another time. In the segmentation and service quality production process, customer satisfaction research and customer profile research play an extremely crucial role. (Bergström & Leppänen 2009, 150.)

One of the biggest factors influencing a purchase decision is the price. Bergström and Leppänen list four main elements of price formation. The first element is that the price forms an image of the quality and value of the product in the eyes of the customers. A product with a high price gives an image of high quality, but it also causes constraints for certain lower income groups to purchase the product. For instance, if a spa hotel is trying to attract middle-income families with children, but the price is extremely high, the price formation has not succeeded. On the other hand, price, according to Bergström and Leppänen, is also a competition factor. A middle-income family with children might search for a more inexpensive alternative and therefore choose a certain spa hotel merely based on the price. However, if the price of a holiday in a spa hotel is significantly low, it might build an image of significantly low quality of service as well and cause the loss of potential customers. The third element listed by Bergström and Leppänen, is that price is a factor that influences productivity. This means that the price always influences on how much a

product is purchased and therefore how much the company is earning. Sometimes even if a low price attracts a significant amount of customers, the productivity is still not as high as it would be with a higher price and a smaller amount of customers. Lastly, Bergström and Leppänen point out that along with the price the most important factor to consider is the purchasing power of the target groups. As discussed above, different target groups have different purchasing capability and different needs. For example, a youngster staying at a hotel just sleeping is not willing to pay as much for the accommodation as a family with children, who would spend most of their day enjoying the additional services offered by a hotel. (Bergström & Leppänen 2009, 257.)

## **5.2 Convenience and communication**

Convenience refers to the customer-oriented approach of place in the marketing mix whereas communication equals promotion. Convenience for the customer can be examined from very different perspectives. Convenience, as defined by Bergström and Leppänen, means that the product can be purchased or consumed in an appropriate time, in a suitable place, easily and functionally. Furthermore, the promotional methods used for the promotion of the products also have an influence on the formation of convenience in the mind of the customer. For example, the information about the services should be available in a convenient way when considering the needs of the target customers. Bergström and Leppänen define the matters most closely related to convenience, to be marketing channel decisions, physical distribution and external and internal accessibility. Marketing channels refer to all the producers, distributors, sellers and promoters involved in the process of developing the product from an idea to the customer. Physical distribution, on the other hand, refers to the transportation, storage and ordering of the products. As discussed earlier, services are both intangible and imperishable and therefore cannot be stored or transported. Thereby, in the service industry, the external and internal accessibility play a more crucial role in the convenience development than the physical distribution does. External accessibility includes factors such as how easy it is for the customer to find the service or product provider, whereas internal accessibility refers to how well the services or products are presented and sold inside the enterprise. For example, in Spa Hotel Kivitippu, the entrance hall has a separate area for selling specifically well-being services, which increases the internal accessibility of those services. On the other hand, external accessibility can be

improved, for example, by providing driving instructions on web sites, having clear road signs indicating the enterprises location and by making sure that the employees are trained well enough to be able to give additional arrival instructions. (Bergström & Leppänen 2009, 285-286.)

According to *Tourism Principles and Practice*, promotion includes the activities that tourism organizations or tourist boards implement in order to affect their target groups, potential buyers and other stakeholders, for example, the press. As defined by Cooper, Fletcher, Gillbert and Wanhill, the first part of a proper promotion plan includes setting objectives and identifying the target groups that are tried to be influenced through the different promotional methods. In other words, the promotional methods chosen need to meet both the desires and lifestyle of the target market as well as the financial and managerial goals set by the enterprise. For example, a large-scale Internet promotion campaign would mostly likely not on its own be the most suitable promotional solution for a rehabilitation spa where a significant portion of the current and potential customers are elderly people. (Cooper, Fletcher, Gillbert & Wanhill 2008, 593-601.)

It is also important to notice that promotion comes in two major forms: promotion financed by the enterprise, and promotion not financed by the enterprise. Such promotional methods as advertising, sales promotion, personal selling and direct marketing are forms of promotion financed by the enterprise. Advertising, as defined by Cooper et al., is a financed form of communication that has no personal promotion aspects. Some of the means through which advertising can be conducted are radio, television, newspapers and the Internet. As mentioned about the convenience, for the potential customers it is important that the information they get is as easily accessible as possible when considering their own needs, habits and routines. For example, for many working adults and elderly people, reading a newspaper is an everyday routine and therefore advertising through newspapers would target especially them. On the other hand, the Internet and web sites are the main source of information for most of the travelers today, and therefore Internet advertising is another integral part of the advertising of any enterprise nowadays. Furthermore, well planned and executed television or radio advertisements can reach a substantial amount of potential customers and help create the desired image for an enterprise. Tourism is an experience-oriented business and in most cases pictures can have a large influence on the buying decisions of the potential customers. For this reason, advertising with well chosen quality pho-

tographs can easily help create the positive image the enterprise is trying to achieve. (Cooper et al. 596-596.)

Sales promotion refers to incentives offered to the potential customers in order to get them interested in the product and encourage them to make purchases. For example, a spa hotel can offer a free massage included in a normal hotel package in order to encourage purchasing actions. When executed well, sales promotion does not only encourage the potential customers to buy a certain product or service, but can after a successful experience make the customers return to the enterprise again. For instance, an excellent, relaxing massage during a small holiday can inspire the customer to make additional purchases in the form of tangible beauty products or in the form of other treatments. (Cooper et al. 2008, 597.)

Personal selling, as explained by Cooper et al., means the communication conducted between the seller and the stakeholders, either face-to-face or via telephone. Since, in the case of spa hotels, calling all potential customers would be too time-consuming, the means of personal selling can be conducted in the hotel through face-to-face contact. For example, the receptionist can suggest or recommend a certain wellbeing treatment or encourage the customer to visit the well-being department to find out more about the supply. Direct marketing is another form of more personalized promotion, but in the case of direct marketing the customers receiving the information are clearly limited. For example, a spa hotel, which has an up-to-date customer database, can use direct marketing by sending special newsletters, offer letters or brochures directly to the chosen group of people. (Cooper et al. 2008, 598, 600.)

The means of public relations (PR), like advertising, are non-personal, but unlike advertising, they are not financed by the company being promoted. For example, newspaper articles and critic reviews are forms of PR. For a new enterprise PR is extremely important when it comes to the formation of the image the potential customers get of the company. A company with a more stabilized brand may not be as influenced by PR, but, for example, continuous or significantly serious negative news can start influencing even the image of an older company. Negative publicity for an older and more recognized company is often also more easily noticed by the public. As mentioned by Cooper et al. PR can be planned but also unplanned. This means that enterprises can arrange, for example, press conferences or public events in order to influence their PR. On the other hand, PR can also be

unplanned, especially in negative cases. Therefore, careful planning, reliability and good quality are crucial in all stages of the company's operations and the enterprise needs to be prepared also for negative PR. (Cooper et al. 2008, 598-600.)

Another important form of unfinanced promotion is word-of-mouth. Word-of-mouth refers to the situation where tourists tell their experiences, bad or good, to their families, friends and acquaintances. After hearing these experiences new potential customers make their own decisions on whether or not they want to try the products or services of the company themselves. As Christian Grönroos points out, negative experiences are told forward a lot more often than positive experiences, so creating good quality in service can never be emphasized too much. Especially in the age of the Internet and social medias such as Facebook and discussion sites, opinions can be spread to millions of people in a matter of seconds. In most cases, the promotion made by the tourists themselves through word-of-mouth, has wider and more significant influences in the eyes of the customers than actual financed promotional methods. In other words, great service quality may be relatively cheap to accomplish, but can have extremely significant effects on the image of the enterprise. (Grönroos 2005, 269-270.)

Companies do not only themselves promote through these methods, but also through more tangible means. Printed communications or physical evidence can be equated to the tangible marketing products created by enterprises. For example, brochures, leaflets and web sites are included into this category. Cooper et al. consider physical evidence as one of the most important parts of the promotional functions of an enterprise. Even though the designing and printing of these sorts of materials is expensive, they are extremely important in spreading out the information about the enterprise and its products. For example, a brochure can include all the necessary information about a certain tour package or give overall information, which will attract the potential buyer to find out more about the products. Therefore, picking up one brochure from a travel agency or browsing through the brochure on-line is a lot more convenient for the potential customers than finding out all the information separately. (Cooper et al. 2008, 600.)

### 5.3 Process

As mentioned earlier, services are inseparable meaning that the production and consumption processes happen simultaneously. Middleton, Fyall, Morgan and Ranchhod, also emphasize the fact that the quality of the production and delivery processes is especially crucial in such a service business as tourism. For example, the whole tourism experience from the moment the customer makes, for example, the reservation to a hotel until the moment the customer returns back home after the trip, will be criticized and judged by the customer. In contrast, when purchasing for instance a telephone, the customer will base his or her judgment mostly on the qualities of the tangible product and the service received during the purchasing process, without paying much attention to the production process. In the service industry, however, already the first contact made with the customer is crucial when creating a good image. (Middleton et al. 147.)

The following paragraph will go deeper into the different phases of the service delivery process. Godfrey and Clarke divide the tourist visit into five categories of pre-visit, arrival, stay, departure and memories. When a potential customer visits, for instance, a spa hotel, a spa hotel's website or makes a phone call to inquire about a well-being package, all the information about the services needs to be presented clearly, appealingly and honestly. A positive first image can often lead a customer to a certain company even if the prices would be higher than in another, competing enterprise. The next step is to make the arrival process as comfortable, easy and welcoming as the first phase of the process. The longest and most central part of the process is, however, the stage when the customer visits, for example, the spa hotel and experiences the different services the enterprise has to offer. The quality of the services needs to match or exceed the preliminary image in order for the customer to get a positive image of the enterprise. Christian Grönroos describes this situation in the service quality gap model, where one of the gaps is the perceived service quality gap. As mentioned before, in this situation the expected service does not match the experiences service. However, the process of tourism experience does not end when the customer, for example, checks out of a hotel. Grönroos talks about relationship perspective in marketing, re-emphasizing that the whole service process is important in marketing. Relationship marketing can be realized, for instance, by sending previous customers customer-satisfaction questionnaires or special offer letters, which highlight the customers' importance and value to the enterprise. Making customers feel appreciated even after their depart-

ture is a key element in relationship marketing. (Godfrey & Clarke 2000, 168; Grönroos 2005, 105, 22-25.)



## **6 RESEARCH IMPLEMENTATION**

This chapter starts with an introduction of the research goals and target groups. This introduction is followed by the examination of different research methods, with an emphasis on the chosen research methods of this thesis. The final subchapters will focus on the data collection process and the validity and reliability of the results.

### **6.1 Research goals and target groups**

This thesis has four previously shortly presented main research goals. The first goal is to be able to form user profiles both for fitness service users as well as pampering service users. Matters such as gender and age group, fall under the user profile category. The second goal is to examine the purchasing behavior of the respondents by, for example, mapping out the most used information sources and going over the importance of an accommodation provider to be offering wellbeing services. Thirdly, the contentment level and opinions of the respondents are defined more in detail. For instance, opinions on the experiences services and the level of promotion are examined. As mentioned, the overall goal is for Kivitippu to be able to use the results in their promotional planning as well as in the development planning of their well-being supply.

As Kerry Godfrey and Jackie Clarke point out, it is important to make sure that the improvements made on a company's services or marketing truly match the needs and desires of the main target groups (Godfrey & Clarke 2000, 109). Therefore it is also highly important to make sure that the target groups of a research are carefully considered. As two separate surveys will be conducted, there will also be two separate target groups. The first survey will clearly target the fitness service users whereas the second survey will target the pampering service users. The target groups and the research goals for this thesis were chosen based on the current research needs of the enterprise.

## 6.2 Research methods

Research can be conducted in a numbers of ways ranging from nationwide quantitative questionnaire surveys for millions of subjects, to a qualitative in-depth interview targeting only one subject. Choosing the proper research method to match the research question or problem at hand, is crucial when considering the validity and reliability of the research results. Also Veal considers the research question or hypothesis to be a key element when choosing the method of study. For example, if the research question is what is causing the bad atmosphere in a spa reception, individual interviews with all employees can be more effective than a more impersonal questionnaire survey. On the other hand, if the goal is to find out customer satisfaction regarding the given services, personal in-depth interviews might be not only time-consuming but also less effective than questionnaire surveys. Other important elements for choosing a research method pointed out by Veal, are time and resources. For instance, making in-depth interviews to a personnel of ten people in as limited time as a month can prove to be a challenging task. Then again, the same research could be somehow conducted as a quantitative study instead. (Veal 2006, 116-117.)

As has been mentioned, the two main research methods to choose from are quantitative and qualitative methods. Furthermore, several different research methods can be defined under the above mentioned categories. Quantitative research methods include mainly different types of surveys, which will be introduced more in detail in the following sub-chapters. The main types of qualitative research methods, on the other hand, are interview, observation, text analysis and case study. As explained by Gayle Jennings in the book *Tourism Research*, interviews can be divided into three categories: structured interviews, semi-structured interviews and unstructured or in-depth interviews. Interviews are the most commonly used method of qualitative research. Observation, according to Jennings, refers to a method where the researcher examines certain people or a certain phenomenon either through direct or participation observation. In direct observation, the researcher is an outsider to the group whereas in participant observation the researcher is a visible part of the group being studied. Veal defines text analysis as a form of qualitative research, where the researcher interprets text, pictures, posters, recorded music, films or almost any other cultural product. For example, a researcher can compare the brochures of a spa hotel from several years and find, for instance, the best layout solutions and content choices. Another important and widely used qualitative method is the case study, where a certain example is

given on the subject being studied. For example, a researcher can be studying the customer service process in spa hotels from the perspective of a specific company. Often, the case is chosen based on the researcher's own connections to the working life. Normally other forms of both quantitative and qualitative methods are used side by side when conducting a case study. (Jennings 2001, 163-164, 169-171, 176-177; Veal 2006, 203.)

In this paragraph, the main differences between quantitative and qualitative methods are examined more in detail. Firstly, in quantitative research the main goal in most cases is to collect more superficial information from a large number of participants whereas qualitative research methods focus on gathering more in-depth information from a more limited target group. Related to how quantitative and qualitative researches are conducted and to how many subjects, quantitative methods can often be more impersonal than qualitative. However, quantitative methods give the possibility to study the opinions of a larger target group than qualitative methods. Another key factor differentiating the two methods is that the collected data in quantitative methods can be interpreted numerically with the help of computer programs, whereas qualitative data requires more of the researchers own interpretation and power of deduction. As defined by Veal, the data gathered by quantitative methods is often easier for the researcher to interpret, but on the other hand, the results of qualitative researches are more easily understandable to an audience who does not have professional knowledge on the theme beforehand. All in all, when it comes to research methods, the research goal or the problem should always be the starting point when deciding which approach to take. (Veal 2006, 193-195, 232-233.)

As the main research method to be used in this thesis is questionnaire survey, the following paragraphs will go into detail about which types of surveys there are and which matters need to be thought of when planning a survey. Furthermore, the stages of the questionnaire design and sampling are introduced.

A questionnaire is defined by Veal as a formally formulated scheme of questions. A survey, on the other hand, refers to the complete process of designing, planning, distributing and analyzing a chosen number of questionnaires. The main reason for choosing to use questionnaire surveys as the research method in this thesis, was the nature of the research goals. The research goals aim to gain information about a large number of spa and well-being users instead of going deeper into the opinions of just a few users. For instance,

forming a reliable profile of fitness service users is significantly easier done through quantitative responses from as many customers as possible, than through only a few in-depth interviews. Also making changes in marketing or service supply is often more easily justified based on quantitative data than qualitative data, since the results represented a larger part of the population. Veal also points out the previously mentioned benefits as merits of questionnaire methods. Another merit of questionnaire methods listed by Veal, is to be increased objectivity, since the researcher's own interpretation does not play as big of a role as in qualitative research. (Veal 2006, 232-233.)

There are several different types of questionnaire surveys, but in general questionnaire surveys can be divided into interviewer-completed and respondent-completed, as done by Veal. However, Veal also mentions that the line between interview methods and questionnaire methods in the case of interviewer-completed questionnaires, is extremely difficult to draw. However, questionnaire surveys can be further divided into categories such as household survey, street survey, telephone survey, mail survey, user/on-site/visitor survey, captive group survey and e-survey. Veal defines household surveys as surveys which are conducted at the subjects' home and normally commissioned by the government, municipality or bigger private enterprises. Household surveys are usually large in sample size and therefore less commonly used by smaller private enterprises, destinations or attractions. Household surveys are also characterized by longer completion time than other forms of surveys. Street surveys, for example, have a completely different starting point than household surveys. Street surveys are normally fairly short, with a maximum of five minutes, and interviewer-completed. The participants of street surveys are chosen randomly by stopping people on the street at a chosen location. Telephone surveys are usually also fairly short, but can still last longer than street surveys. Due to the nature of telephone surveys, they are also interviewer-completed. One benefit of telephone surveys is that it often gives the respondent a more relaxed atmosphere for answering than when he or she is being stopped in the street. Mail surveys are a commonly used form of surveys, but notorious for low response rates. Mail surveys are, as the name implies, send and returned by mail. The response rate can be improved, for instance, by reminders, rewards for answering and postage-paid reply envelopes. (Veal 2006, 233-243.)

As the types of surveys used in this thesis are user/on-site/visitor survey, captive group survey and e-survey, these types will now be discussed more in detail. User/on-site/visitor

surveys express similar types of surveys from different points of view. Where user survey represents surveys conducted in indoor recreation facilities, on-site surveys refer to outdoor recreation surveys. A visitor survey, on the other hand, is used when the visits to the destination are more infrequent and also day-users are involved. In the case of this thesis both user survey and visitor survey names can be used since the survey is conducted indoors including also day-users of the spa and well-being service in the target group. The user survey is the most commonly used form of surveys in the leisure and tourism industry. User surveys can be done both in the form of interviewer-completion and respondent-completion. In this thesis, the user survey is conducted as respondent-completion due to a lack of resources and time. As discussed earlier, respondent-completion surveys are notorious for low response rates and therefore a prize system is used as an incentive in the case of this thesis. In practice this means that all respondents leaving out their contact information on a separate part of the questionnaire participate in a lottery for a prize related to the theme of the thesis. The most typical uses of user survey are determining user profile and user opinions, as is done also in this thesis. Determining the user profile, for example, helps the management to maintain or expand their target market and focus their marketing accordingly. Finding out user opinions, on the other hand, enables the management to map what has been done well and which points of the experience should be improved. (Veal 2006, 244- 247.)

As the name indicates, the captive group survey refers to a form of survey where the questionnaires are distributed to specific group, which has come together on a specific time at a specific place for a specific reason. As mentioned by Veal, the main benefits of a captive group survey is the obvious high response rate and the availability of the researcher for further questions from the group at the time of the survey conduction. The availability of the researcher should automatically improve the validity of the study since, in theory, all the respondents are able to ask for further instructions and explanations if some questions are unclear. However, if the group is not chosen well, this form of research can also decrease the reliability of the results. In this thesis, the captive group survey –method will be used with the target group of group fitness service users. (Veal 2006, 248.)

E-surveys, as pointed out by Veal, are a constantly popularized form of surveys. E-surveys come in two main forms; one being questionnaires distributed via e-mail and the second being fully electronic questionnaires. The questionnaires that are distributed via e-mail can

then be either printed out and send to the conducting party, or completed in, for example, a word-processor and sent back electronically. Fully electronic surveys are such where the questionnaire is completed on-line and the answers are then directly delivered to the researcher in an electronic form. The biggest benefits of e-surveys are that they can be distributed to a large number of respondents at the same time, and the data gathered will already be in an electronic form. The form of e-survey used in this thesis is fully electronic. (Veal 2006, 244.)

A big influencer on research validity is the questionnaire design. According to Veal, when starting to design or plan a questionnaire, the most important thing is to make all decisions slowly and with careful consideration at all stages. The reason behind conducting the survey and the research goals, questions or problems, should function as the corner stone of the questionnaire design throughout the planning stage. Veal points out that sometimes enterprises focus on questions that would be nice to ask instead of focusing on questions which support the actual research goal. The next step after determining the research goal is to make a carefully considered decision on the research method and start building a theoretical framework to base the questionnaire design on. All the questions included in the questionnaire should support the ultimate research goal and give information which is helpful in order to achieve the goal or solve the problem. (Veal 2006, 249.)

General questionnaires include two types of questions; open-ended and closed-ended, as mentioned by Kerry Godfrey and Jackie Clark in *The Tourism Development Handbook*. Open-ended question are such, where the respondent is able to answer a question freely without any pre-made alternatives. The benefits of open-ended questions listed by Godfrey and Clark and Veal, are similar. The main benefit is that the respondent has the possibility to express his or her opinions without the influence of any pre-made lists or alternatives. However, also the disadvantages of these types of questions considered by Godfrey and Clarke and Veal, are similar. A big disadvantage of open-ended questions is the difficulty of analyzing the received replies. Another disadvantage mentioned by both sources is the low-response rate caused by open-ended questions. In many cases the respondents can be too busy or otherwise reluctant to start answering freely on open-ended questions. Closed-ended question, on the other hand, refer to questions with ready-made response alternatives from 'yes' or 'no' alternatives to different scales or other criteria. Also with closed-ended questions the advantages and disadvantages are seen to be similar in both sources. The

obvious advantage is that closed-ended questions are easy and fast to fill in, and their analysis is also easy for the researcher to do afterwards. The main disadvantage is that ready-made response alternatives limit what the respondent can answer and important viewpoints might therefore be excluded. (Godfrey & Clark 2000, 196-197; Veal 2006, 252-254.)

The respondents of a tourism questionnaire are often not professional in the field of tourism and therefore the question formulation and question order are important matter in keeping the validity of the research high. Matters to avoid in question formulation, as listed by Godfrey and Clarke, are multipurpose questions, use of jargon, ambiguity, complexity and leading question. Multipurpose questions are such where the focus of the question is lost and the respondent cannot be sure which part of the question to answer. For example, if a question would ask the respondents to rate the spa and well-being services of a spa hotel, the respondent might possibly rate only the swimming pool area or only the fitness services or pampering services. In this case, the question should be formed to be more precise which part of the spa and well-being services the respondent should focus on. The use of jargon refers to the questions where the researcher uses such professional language and terminology that respondents unfamiliar with the field are not able to understand the meaning. On the other hand, a question becomes ambiguous when the expressions used are not precise enough. For example, asking if a respondent visits a destination 'often' can lead to less valid results since the expression often can mean different times for different respondents. Complexity appears when the actual layout of the questionnaire causes the respondents to be confused on how or what to answer. Finally, question formulation which leads the respondent to a certain reply are not advised to be used. (Godfrey & Clarke 2000, 199.)

In the context of research, population refers to the total amount of subjects that are of interest regarding the study. For example, in this thesis, all the users of fitness and pampering services in Kivitippu form the population. Sample, on the other hand, refers to the small amount of people selected from inside the population. Another key element in questionnaire surveys is choosing the right sample to answer the questionnaire. In most cases, it is impossible to distribute the questionnaire to everybody in the population being researched. For example, in the case of Kivitippu, it would not be possible to receive answers from every user of the fitness and pampering services, especially since the research time is limited. Therefore, as Veal mentioned, a sample of the population needs to be chosen to an-

swer the questionnaire. The sample choosing is crucial to the validity and reliability of the research. (Veal 2006, 231, 284.)

The main idea of careful sampling is to make sure that the sample represents the population as a whole and therefore is not biased. According to Veal, the best way to accomplish a representative sample is to use the method of random sampling. The name random sampling does not imply that the process would be unplanned, but it means that everybody in the population should have equal chances of being a part of the sample. Veal discusses the sampling of user surveys in detail and points out the challenge of respondent-completion questionnaires in relation to representative sampling. The main problem, according to Veal, is that the people who choose to fill in and return the questionnaires often are the ones with the strongest opinions, and the people with not as strong ideas are perhaps not bothered to fill in the questionnaire at all. The previously mentioned behavior easily results in a biased sample. When it comes to sample size, Veal emphasizes that the absolute size of the sample is more important than its relative size. This means that when the sampling has been done carefully and the sample is representative of the population, the relative size of the sample no longer plays vital role. (Veal 2006, 284-288.)

### **6.3 Research reliability and validity**

As defined by Veal, validity means how well the gathered data expresses the phenomenon that is being studied. Firstly, this means that the questions of the survey need to be formed so that they support the research question. Secondly, it needs to be assured that the respondents understand the questions in the same way as the researcher and feel free to answer accurately. Veal also discusses the problem that respondents do not always answer truthfully, but they are trying to give answers they think will please the conducting party of the survey. In this thesis, one key element influencing the validity is also the fact that the questionnaires are produced in three different languages. It is crucial to make sure that the question formation, formulation and content remains the same also during the translation process. As mentioned before, unclear formulation can easily lead to less valid results. (Veal 2006, 41, 231-232, 235.)



Reliability in surveys means that if a certain survey would be conducted to a different sample of the selected population on a different time, the results would still be the same. However, in the case of social sciences, like tourism, where different people have different behavior, opinions and backgrounds, the results can rarely be identical. When it comes to the reliability of this thesis, the actual distribution time of the questionnaires might cause a lower reliability rate due to the fact that Kivitippu might have a different type of clientele during the summer than during other times of the year. For example, if a spa normally has most of its clients from the age group above sixty, but during the summer the average age drops to around thirty, the reliability of the results can be questioned. (Veal 2006, 41.)

#### **6.4 Questionnaire design and data collection**

The first part of this chapter describes the process of the questionnaire design of this thesis more in detail, whereas the latter part will focus on providing information about the data collection via the different research methods.

The first step when starting to design the questionnaires used in this thesis was to carefully review what kind of matters the commissioner wanted to find out and what the ultimate goal of the survey was. Initially, there was a very wide range of matters that were thought to be included in the questionnaire, but after the first meetings together with the commissioner, the shape and goal of the survey started to crystallize. The purpose of the survey, as stated in the introduction of the questionnaires, was to map out the profile of the wellbeing service users in Spa Hotel Kivitippu, and to develop the well-being service supply. Apart from the goals of the survey, the introduction at the beginning of the questionnaires stated which services are included under the theme of the questionnaire, the approximate time it would take to fill in the questionnaire, information about the incentive, assurance of confidentiality and information about who to contact in case of any further questions about the survey.

The actual questionnaires were roughly divided into three categories of questions: user profile, purchasing behavior and contentment and opinions. The user profile questions in both questionnaires were background questions determining matters such as gender, age group, customer type, frequency of usage and services used. Purchasing behavior, on the

other hand, was examined through questions about the reasons for choosing Kivitippu, the importance of fitness or pampering services in general, reasons for choosing certain services, time of reservation booking for pampering treatments and source of information. For contentment level and opinions the questions were not only about how satisfied the respondents had been on the actual services, but also how wide-ranging the respondents found the service supply, how good the marketing was considered to be, and which services could be added to the service supply. Both questionnaires also included an open-ended question for freely formatted comments on the subject.

Both questionnaires were first designed in Finnish and afterwards translated into both English and Swedish. The translated versions were then checked by language teachers in order to make sure that the translations matched the content of the original version, and that the validity would be kept as high as possible throughout the process. However, in the end, all of the collected replies turned out to be Finnish. A significant amount of time was also used on the original formulation of the questions, so that they would be kept simple and easily understandable. Overall, the results showed that the contents of the questions were understood correctly, but the problem seemed to be to receive the desired form of reply. For example, in questions where only the most important reasons behind certain decision were asked for, the respondents had given multiple answers. Since this was the case in so large a portion of the replies, a decision was made to include all of the answers anyway in order to get a wider image of the actual results. The final questionnaires in three languages were completed in May 2011 (APPENDICES 1-6).

TABLE 2. Collected fitness questionnaires by research method

Research method	Frequency	Percent
Captive group survey	22	36 %
E-survey	20	33 %
User/visitor survey	19	31 %
<b>TOTAL</b>	<b>61</b>	<b>100 %</b>

TABLE 3. Collected pampering questionnaires by research method

Research method	Amount	Percentage
Captive group survey	16	18 %
E-survey	42	46 %
User/visitor survey	33	36 %
<b>TOTAL</b>	<b>91</b>	<b>100 %</b>

In this thesis, the data collection in the form of surveys was conducted during June and July 2011. The main research methods used both in the fitness survey and the pampering survey were user/visitor survey, e-survey and captive group survey. As the previous Tables 2 and 3 show, the total amount of collected questionnaires from both the fitness and the pampering survey was 152, out of which 61 were fitness questionnaires and 91 pampering questionnaires. The following paragraphs will go deeper into the data collection process when the different research methods were used.

The decision was made to distribute the designed questionnaires both in printed form and in electronic form. The user/visitor survey, where the questionnaires were distributed in printed form, was executed as a respondent-completed survey. According to the original plan, the questionnaires were to be placed both in the reception desk and in the separate area inside the lobby used for selling products and services related to well-being. However, in the execution stage, it was found that it would be more effective not to distribute the questionnaires from the reception but only from the well-being service selling area. Also an advertisement (APPENDICES 7-9) promoting the survey was produced in order to make the possible respondents more interested in the survey and ultimately to increase the response rate. As mentioned in the theoretical part concerning respondent-completed questionnaires, another method of increasing the response rate is to offer incentives to the respondents. In the case of this thesis, the incentive was the possibility to win a gift card including accommodation and breakfast for one person for one night. The same incentive was also available for the respondents who filled in the questionnaire online or during a captive group survey situation. According to the tentative plan, it was planned that I would also be present on some occasions distributing the questionnaires in the lobby or reception area, but this was ultimately found too time- and resource consuming. Approximately one third of both the fitness and pampering survey responses were gathered via the user/visitor survey method (TABLE 2 and TABLE 3).

The e-survey was created and distributed by using Webropol, an online survey and analysis software. The survey was fully electronic, meaning that after completing the questionnaire online, the results were sent forward automatically in the electronic form. The questionnaire was available in all three languages on the home page of Kivitippu. In this way, the reliability of the results was increased, since everyone with the possibility to access Internet was able to give their answers and opinions. Furthermore, this meant that also the us-

ers, who were not visiting Kivitippu at the exact research time of June or July, could respond. The Internet response possibility proved to be extremely important since about one third of the responses of the fitness survey and almost half of the responses of the pampering survey were collected via the e-survey (TABLE 2 and TABLE 3). Even though Webropol alone could have been used to analyze the collected data, the data was printed and entered into the Statistical Package for the Social Sciences (SPSS) -programme, with the data collected via other research methods. This enabled the joined analysis of all the results.

During the first discussions with the commissioner, it was stated that the most popular group fitness services in Kivitippu are zumba, pilates and pool gymnastics. Therefore the preliminary plan was to use the captive group survey method as the main research method with the fitness survey. However, since lessons such as zumba and pilates are not held during the summer months, the time frame of the data collection changed the plan to some extent. The captive group survey method was nevertheless used with two bigger holiday groups, which had had several different fitness and pampering services included in their accommodation packages. Since the target group changed from only fitness service users to groups which had used both fitness and pampering services, the decision was made to include the captive group survey method also in the pampering survey. Especially with the fitness survey, this method of data collection improved the response rate significantly. Altogether about one third of the fitness survey responses and one fifth of the pampering service responses were gathered using this method (TABLE 2 and TABLE 3). However, it can be argued if the reliability of the results is lower due to the fact that, for example, on the fitness survey, one third of the responses came from a group where everyone were from the same age groups and had used mostly the same services. The responses from the captive groups survey situations were collected in the final feedback discussions of the groups.

## **7 RESULTS**

The idea of this chapter is to introduce the main findings of the two surveys and to reach the research goals presented previously. The first subchapters go deeper into the fitness survey and the latter subchapters discuss the results of the pampering survey. The goal is also to critically analyze the collected results and to give improvement ideas based on what has been found. As mentioned previously, all the results were entered into and analyzed with the data analysis programme SPSS and with Excel. The percentages and frequencies shown in different graphs are according to the valid results, meaning that empty or invalid answers are not included. As mentioned earlier in the context of questionnaire design, the questions were roughly divided into three categories, all of which were meant to examine different areas. The following subchapters will give an insight into the user profile, purchasing behavior and contentment level and opinions of the respondents.

### **7.1 Fitness**

As mentioned earlier, the total amount of questionnaires collected in the fitness survey was 61, out of which 22 were via captive group survey, 20 via e-survey and 19 via user/visitor survey (TABLE 2). The services which were included under fitness services in the survey were group fitness lessons (eg. pilates, pool gymnastics, zumba, relaxation, wall climbing and activity course), gym and usage of the pool area.

#### **7.1.1 User profile**

The questions included under user profile in the fitness questionnaire were gender, age group, customer type, frequency of fitness service usage and types of fitness services used. Out of all the valid respondents, 83,3% (50) were female whereas only 16,7% (10) were male. One reply was invalid. Earlier, the definition of a typical fitness tourist made by Verhelä and Lackman was discussed. As Verhelä and Lackman defined a typical fitness tourist to be a young male, the results of this survey show a different perspective. However, as mentioned earlier, in the case of spa hotels, the profile of a typical fitness service user can prove to be significantly different. (Verhelä & Lackman 2003, 127.)

TABLE 4. Age distribution of the fitness service respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Younger than 20	2	3,3	3,3	3,3
20-30	3	4,9	4,9	8,2
31-40	9	14,8	14,8	23,0
41-50	6	9,8	9,8	32,8
51-60	7	11,5	11,5	44,3
61-70	18	29,5	29,5	73,8
Older than 70	16	26,2	26,2	100,0
Total	61	100,0	100,0	

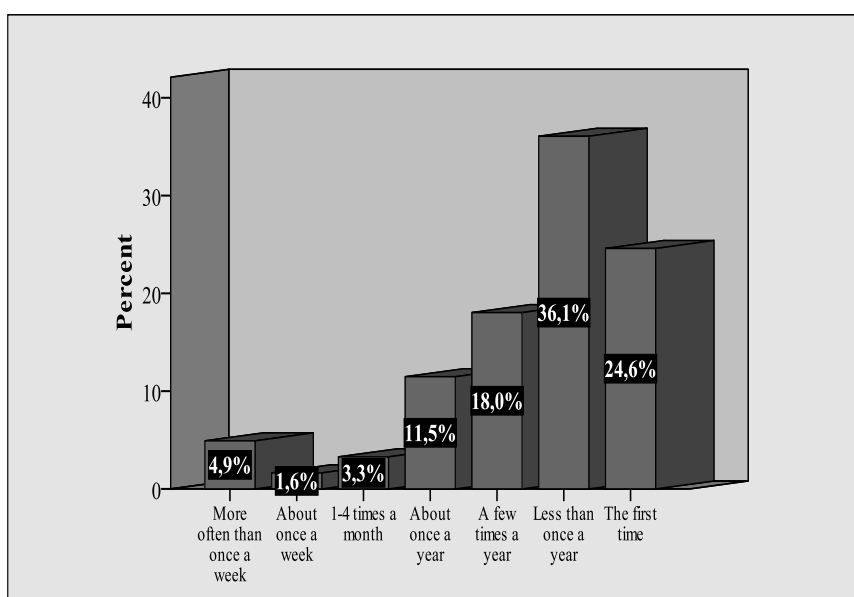
TABLE 5. Age distribution of the fitness survey respondents excluding captive group survey

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Younger than 20	2	3,3	5,1	5,1
20-30	3	4,9	7,7	12,8
31-40	9	14,8	23,1	35,9
41-50	6	9,8	15,4	51,3
51-60	7	11,5	17,9	69,2
61-70	9	14,8	23,1	92,3
Older than 70	3	4,9	7,7	100,0
Total	39	63,9	100,0	
Missing 999	22	36,1		
Total	61	100,0		

As table 4 indicates, the age distribution among the fitness survey respondents is concentrated on the higher end of the spectrum as over half of the respondents were 61 years old or older. Again, the definition of a typical fitness tourist made by Verhelä and Lackman is proven to have its exceptions. However, Verhelä and Lackman also pointed out that the portion of senior travelers is also constantly growing in the field of fitness tourism. Furthermore, previously the reliability of the results was discussed in the context of the fact that the replies collected through the captive group survey came from a group where the participants were of a certain age group and had used only certain services. Table 5 shows the age distribution of the respondents when the captive group survey participants are re-

moved from the results. These results show that almost 70% of the respondents were under 61 years old and the number of respondents from age group 31-40 is equally large to the number of respondents from the age group 61-70, indicating that the average age of the respondents would not go as high as the final results show. (Verhelä & Lackman 2003, 127.)

The respondents were also asked to state their customer type, meaning if they are accommodated in Kivitippu or day visitors. When it comes to customer type, the results showed that 86,4% (51) of all the valid respondents to the fitness survey were accommodated in Kivitippu, and 13,6% (8) were day visitors. Two of the questionnaires had invalid answers. In this case, the validity of the results can be questioned due to the previously mentioned problem of the data collection time frame. As the most popular group fitness lessons were not held during the summer, the amount of day visitors would probably be higher if the survey would be carried out on another point in time. However, Kujala points out that also apart from the summer months, the biggest target group for fitness services are accommodating customers. (Kujala 2011c.)



GRAPH 2. Using frequency of fitness services

Graph 2 shows the results on how often the respondents use the fitness services of Kivitippu. The biggest percentage of respondents 36,1% (22), was using the services less than once a year, 24,6% (15) were using the services for the first time, 18% (11) of the respondents marked to use the services a few times a year and 11,5% (7) said that they use the

services about once a year. A total of 9,8% (6) respondents replied that they use the services 1-4 times a month or more often. All of the responses were valid. Also with these results, the lack of respondents from the fitness groups might have decreased the overall reliability.

TABLE 6. Types of fitness services used by the respondents

Service	Frequency	Percent
Gym	39	63,9 %
Pool gymnastics	45	73,8 %
Zumba	12	19,7 %
Pilates	3	4,9 %
Pool department	49	80,3 %
Relaxation	23	37,7 %
Wall Climbing	4	6,6 %
Activity course	6	9,2 %
Other	21	34,4 %

The respondents were also asked to mark which of the fitness services in Kivitippu they have used. Due to the fact that the respondents were able to give more than one response to this question, the results were analyzed by using Excel. Table 6 indicates how many of the 61 respondents marked using a certain fitness service. According to the results, the most popular services were the pool department, which was marked by over 80% (49) of the respondents, pool gymnastics, used by 73,8% (45) and the gym, which was used by 63,9% (39) of all respondents. 37,7% (23) respondents had been to the relaxation offered by Kivitippu and almost one fifth (12) of the respondents had gone to the zumba lessons. 34,4% of the respondents also indicated using some services which were not listed under the alternatives. These other services were different forms of gymnastics (10), biking (4), Nordic Walking (5), fitness test (1) and gymstick (1). Especially the popularity of the different form of gymnastics offered can be seen from these results.

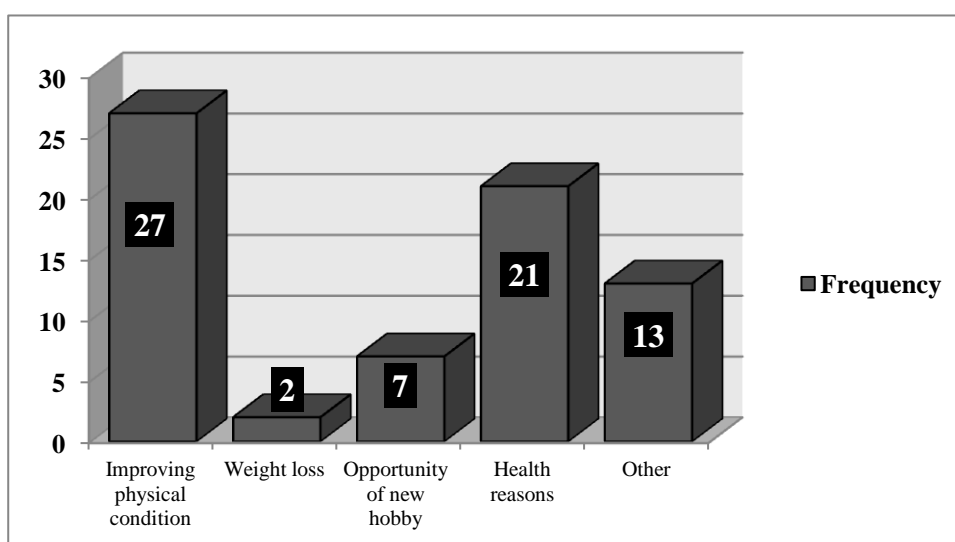
### 7.1.2 Purchasing behavior

The matters which will be discussed under purchasing behavior are the importance of fitness services in an accommodation facility, the reasons behind using fitness services and for choosing Kivitippu as well as the utilized source of information. The respondents were



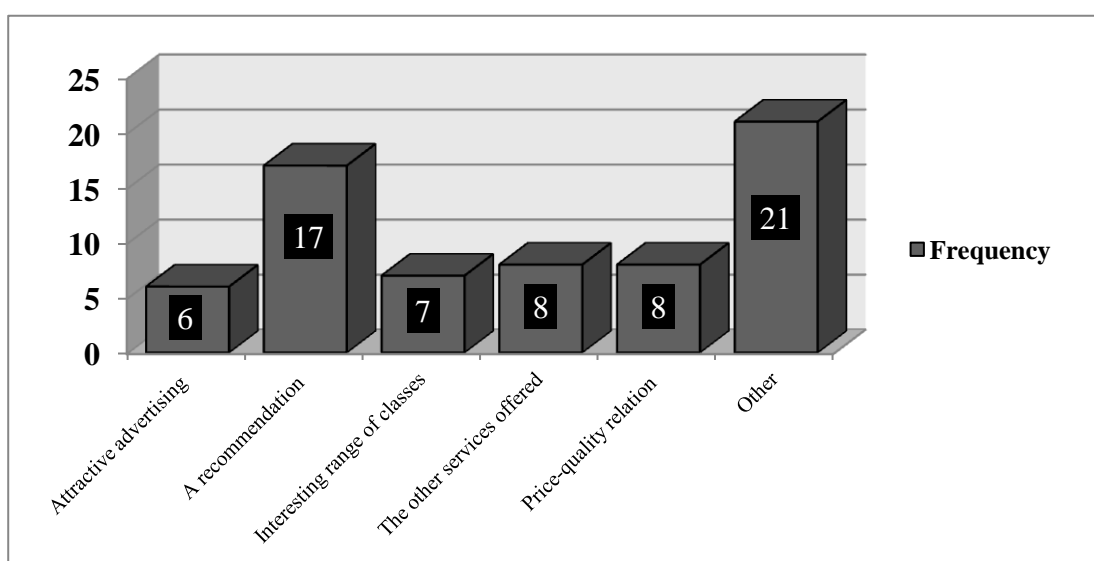
asked to judge on a scale from one to five, how important they found the fitness service supply of an accommodation facility when choosing where to stay. Number one was indicating that the services were not at all important, and number five indicated that the services were extremely important to the respondent. Over 50% (32) of the respondents found the fitness service supply of an accommodation facility to be extremely important to them when deciding where to stay. Furthermore, 20,3% (12) respondents marked the rate of importance to be four and 18,6% (11) to be three. A total of only 6,8% (4) respondents thought the rate of importance to be below three. Two of the responses were invalid. As the average rate of importance rose as high as to 4,2, the significance of the fitness service supply can inevitably be seen from these results. As discussed earlier with the development of accommodation providers, adding extra services to the service supply is nowadays rather compulsory than a matter of choice.

The questions concerning the reasons to use fitness services and the reasons behind choosing Kivitippu were again analyzed with the help of Excel due to the fact that multiple answers were possible. Both questions were formulated in order to guide the respondents to only give the most important reason behind these decisions, but most of the respondents had, nevertheless, chosen multiple answers. In the e-survey multiple answers for these questions were not possible, but since excluding all the paper questionnaires with multiple answers would mean excluding a significant part of the replies, it was decided that multiple answers would also be accepted and analyzed.



GRAPH 3. Reasons for using fitness services

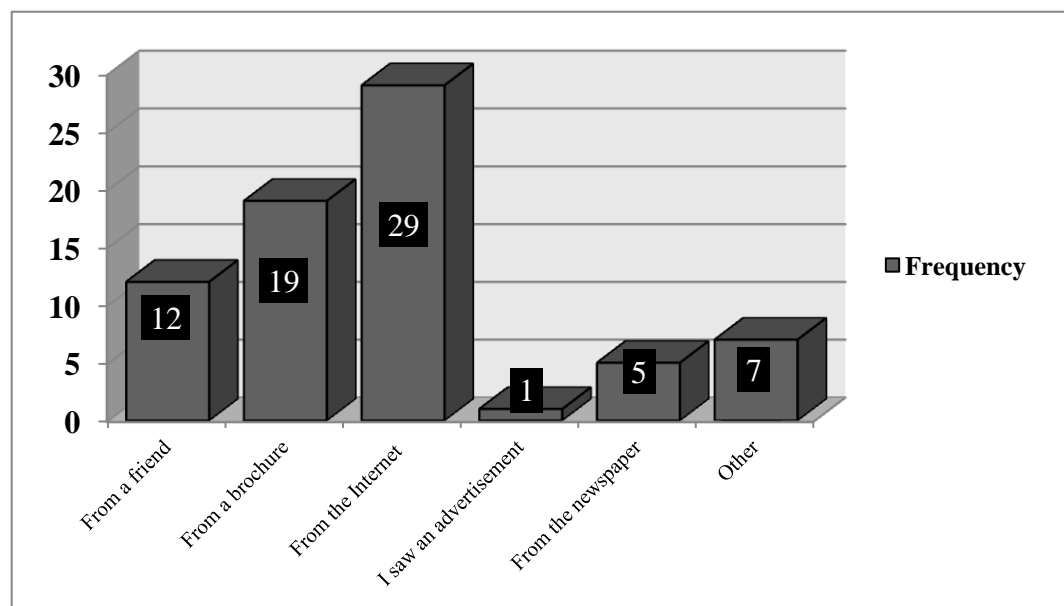
Graph 3 shows how many of the respondents had found a certain reason important when deciding to use fitness services. As can be seen from the graph, improving physical health was considered an important reason by 27 (46,6%) of the respondents. Another reason found important was health reasons, which was marked by 21 (36,2%) respondents. Only two (3,4%) respondents had marked weight loss as an important reason for using fitness services and seven (12,1%) respondents had found opportunity of a new hobby important. 13 (22,4%) respondents had found some other reasons than the ones listed as important as well. These other reasons (7) were not specified by the respondents. 58 responses were valid whereas three responses were invalid.



GRAPH 4. Reasons for choosing Kivitippu

Graph 4 shows the reasons which were found as the most important when choosing Kivitippu as a service provider. The choice 'other' was marked by 21 respondents. These other reasons were a predetermined group holiday (8), relaxation (1), location (2) and other reasons without specification (10). Previously, during the examination of the marketing mix, the importance of word-of-mouth publicity was discussed. It was stated that sometimes word-of-mouth can be even more effective than the financed forms of marketing. The results shown in Graph 4 support this theory, since the reason marked by the second largest group (17) of respondents was a recommendation. The other reasons, interesting range of classes, the other services offered and the price-quality relation were all marked by a little over 10 % of the respondent, whereas attractive advertising was marked only by six (9,8%) respondents. The difference between the importance of a recommendation and attractive

advertising further proves the importance of word-of-mouth. However, this can also be a sign of a need to better target the advertising or rethink the means of current advertising.



GRAPH 5. Information sources

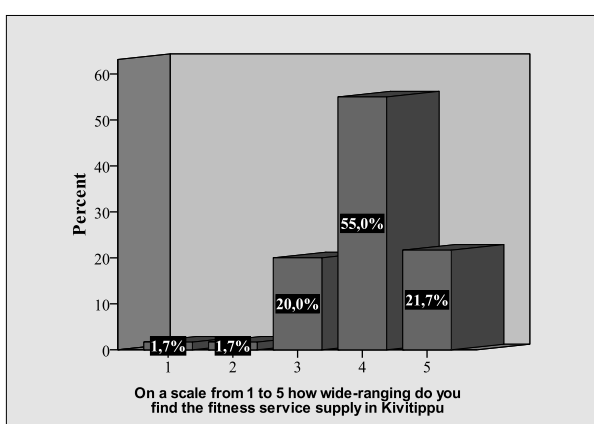
As the previous paragraph was discussing the methods of advertising, Graph 5 shows the sources which the respondents had used for receiving information about the fitness services of Kivitippu. As the graph shows, the Internet had been the source of information for the biggest number of respondents (49,2%). 19 (32,2%) respondents had received information from a brochure, making brochures another significant information source. The significance of word-of-mouth can also be seen from these results, since around one fifth (12) of the respondents had received their information from a friend. Seven (11,9%) of the respondents had used other sources of information, five (8,5%) received information from a newspaper and one (1,7%) respondent had seen an informative advertisement. The other sources of information, which the respondents had used, were the hotel (1), the association through which they booked their holiday (1), and other reasons without specification (5).

### 7.1.3 Contentment and opinions

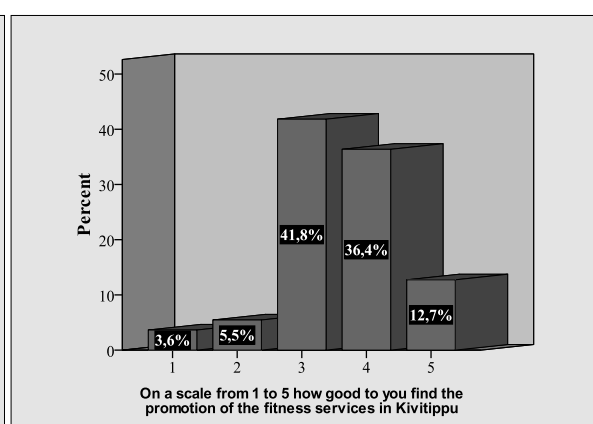
The following paragraphs focus on the questions examining the contentment level and opinions of the respondents. Matters such as opinions on the price level, the scope of fitness

service supply, the level of advertising, contentment level on the experienced services and thoughts on which types of services could be added to the supply, will be presented.

The respondents were asked to give their opinions on the price level of the fitness services offered by Kivitippu with the response alternatives being expensive, reasonable and cheap. Almost 80% (46) of the respondents found the price level to be reasonable, whereas 12,1% (7) thought the price level was expensive, and 8,6% (5) found the price level cheap. These results would indicate that the expected service has met reasonably well the experienced service, and the price-quality relation is considered good. Three responses were invalid.



GRAPH 6. Range of fitness services

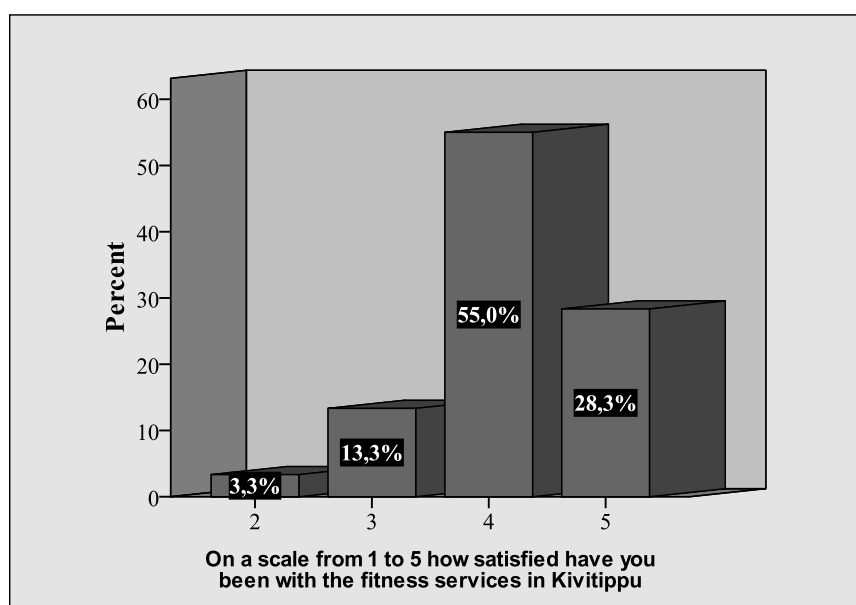


GRAPH 7. Level of promotion

In the case of the scope of fitness service supply, the level of promotion and the contentment level on the experienced services, the respondents were again asked to use a scale from one to five to rate their opinions on the matters. With the fitness service supply evaluation, number one on the scale indicated that the respondent found the supply very narrow, whereas five indicated that the supply was considered to be extremely wide. According to the results shown in graph 6, the respondents found the fitness service supply very wide-ranging, since a total of 76,7% (46) of the respondents marked either four or five as their opinion. 20% (12) marked three as their opinion, indicating that the scope of fitness service supply would be on a mediocre level. Only two (3,4%) respondents thought that the scope of services was narrow or very narrow. One answer was invalid.

Graph 7 shows that when the respondents were asked to rate the level of promotion of the fitness services, a little over 40% (23) of the respondents gave the grade three, with grade one being very bad and grade five being very good. 36,4% (20) gave the advertising a

grade of four and 11,5% (7) found the advertising to be very good. However, almost 10% (5) of the respondents had considered the level of advertising to deserve a grade below three. Six responses were invalid. When these results are compared with the other results related to advertising, it can be concluded that some further examination of the current advertising means would be needed in order to increase the level of advertising even more. At the moment, the average grade given to the advertising is 3,49, which indicates that even though the level is above average, there is still room for improvement.



GRAPH 8. Contentment level with the used fitness services

TABLE 7. Relationship between satisfaction level and opinions on price level with fitness services

		On a scale from 1 to 5 how satisfied have you been with the fitness services in Kivitippu				Total
		2	3	4	5	
How do you find the price level of the fitness services in Kivitippu	Expensive	2	1	3	1	7
	Reasonable	0	6	29	10	45
	Cheap	0	0	1	4	5
Total		2	7	33	15	57

Graph 8 shows the satisfaction level of the respondents with the fitness services they have used in Kivitippu. On the scale, one indicates the respondent has not been at all satisfied, whereas five indicates that the respondent has been extremely satisfied. As can be seen from the graph, there were no respondents who would have not been satisfied at all with

the service they had experienced, and most respondents (55%) had marked four as their level of satisfaction. Furthermore, 28,3% (17) had been extremely satisfied with the services they had used and 13,3% (8) fairly satisfied. Only 3,3% (2) of the respondents had marked two as their level of satisfaction. The average grade given was 4,08. These results clearly indicate that the level of service is high in the minds of the customers, which has led to the positive word-of-mouth discussed earlier. However, table 7 shows the relation between the satisfaction levels and opinions on the price level. The table shows that even with the people being satisfied with the services and mostly satisfied with the price level, there are still inconsistencies. Even though the overall opinions on the price level were good, table 7 indicates that out of the seven respondents who had found the price level expensive, three had marked four as their satisfaction level and one had marked five. Based on these results, even with the service quality being high, the price level is not considered to always match the service.

TABLE 8. Additions to the service supply

<b>Service</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>
Yoga	16	26,2 %	45,7 %
Spinning	8	13,1 %	22,9 %
Dance lessons	16	26,2 %	45,7 %
Les Mills -lessons	11	18,0 %	31,4 %
Other	5	8,2 %	14,3 %

The respondents were also asked to give their opinions on possible new additions to the fitness service supply. Table 8 shows the results, with 35 valid answers. As can be seen, 45,7% (16) of the respondents had wanted to add yoga and dance lessons to the service supply. Also Les Mills –lessons, such as BodyPump, BodyCombat and BodyBalance, were considered an interesting addition by 31,4% (11) of the respondents. 22,9% (8) thought spinning lessons could be added to the supply and 14,3% (5) had own suggestions for the additions to the supply. These other additions suggested were golf (1), more fitness exercise (1), country dance lessons (1) and other additions without specification (2). Since only 35 respondents had marked their suggestions, the reliability of the results is not as high as it could be, but from the valid replies, the clear favorite possible additions could nevertheless be seen. However, in the case of dance lessons, the type of dance is not specified, meaning that further research on this matter would be needed.

#### **7.1.4 Open-ended replies**

At the end of the questionnaire, the respondents had the chance to give open feedback and comments on the theme. As discussed earlier in the theoretical part, the problem with open-ended questions is the low response rate, which proved to be a problem also in this survey. Altogether only nine open-ended responses were given. However, three main themes of pool department, instructors and advertising rose from the replies. The pool department, which was used by little over 80% of the respondents of this survey, had been considered to be in a poor condition. Also the opening hours of the pool department for the day users were thought to be too limited, especially since there is no public swimming at all during the summer. Furthermore, there was room for improvements in the price-quality relation of the pool department. However, the instructors of pool gymnastics and ball gymnastics were praised by many of the respondents. On the advertising side, the problem was considered to be the lack of variety in the means of advertising. Several respondents pointed out that there is not enough information available even for the local customers. Internet advertising was not seen as a sufficient means for advertising, so for example, events and new advertising methods were called for.

#### **7.1.5 Development needs**

When it comes to the user profile the biggest matter to be considered by the enterprise are increasing the frequency of repeat purchases and developing the services which are used most by the customers. From the respondents a clear majority were customers who only use the services once a year or even more rarely. Kivitippu needs to consider which ways of service and marketing would make the customers more interested in visiting the enterprise and using the services more often. As mentioned earlier, Kivitippu is currently using a personal mailing system to corporate customer. These sorts of personal selling operations could be better extended to the private customers as well. For example, the customers who have already visited the enterprise could sometimes receive offers which are only targeted at them instead of new, potential customers. Customers always appreciate when they feel that they are remembered and treated as special individuals, and therefore this sort of personal selling would be important and could generate repeat purchases more often.

Also developing the most used services is very important to Kivippu. The pool department, which was used by the biggest portion of the respondents, also received the poorest feedback. It would be crucial to develop the pool department in specific by, for example, adding special elements both to adults and children. These elements could be, for instance, slides or hot water pools. Furthermore, the opening hours of the pool department for the public should be reconsidered, since the feedback revealed that there would be a demand, but the supply does not match when it comes to the opening hours. Also when it comes to developing the services it is good for the enterprise not only to think about which the most popular services are, but also which the most important reasons for using the services are. In the case of this survey the most important reasons were improving physical condition and health reasons. According to this information, if, for example the pool department would be renovated or the overall supply would be changed somehow, the above mentioned reasons should be taken into account.

Regarding the purchasing behavior, the development needs are not as clear, but some can still be pointed out. On first glance, the fact that most of the users had chosen Kivitippu as their service provider based on a recommendation does not seem like a bad thing, since it proves the good level of the service quality. However, it is risky for the enterprise if the other reasons for choosing Kivitippu are not as important for the customers. For example, getting new customers from places farther away might prove to be quite difficult only based on word-of-mouth. A suggestion would be that Kivitippu would consider new ways of promoting itself as a fitness destination, so that the flow of new customers would not lie as much on the recommendations of the previous visitors.

Another matter which clearly was considered to need improvement on the fitness side was promotion. Previously it was mentioned that Kivitippu advertises mostly on the Internet and through e-mail as well as occasionally in the newspaper. Based on this survey most of the respondents had got the information about Kivitippu's fitness services either from the Internet, from a brochure or from a friend, which means that either the promotion made via those channels is not considered sufficient or that it is not easily accessible. The two main matters for Kivitippu to consider with the promotion in the future are the means of promotion and the targets of their promotion. A lot of feedback was given on the fact that there was not enough information available for local residents. Also in this case, the demand exists, but does not seem to meet the supply. Further research should be done to find out if



the current promotional data needs updating or if it would be necessary to rethink the whole process of promotional methods and the means which are used. For example, using personal selling as a mean of advertising the services to locals could be one possibility, since the target group would still be clearly limited. Also, for example, having a space on the front page of the website reserved for advertising current pampering and fitness happenings could make it easier for the customers to access the information more easily.

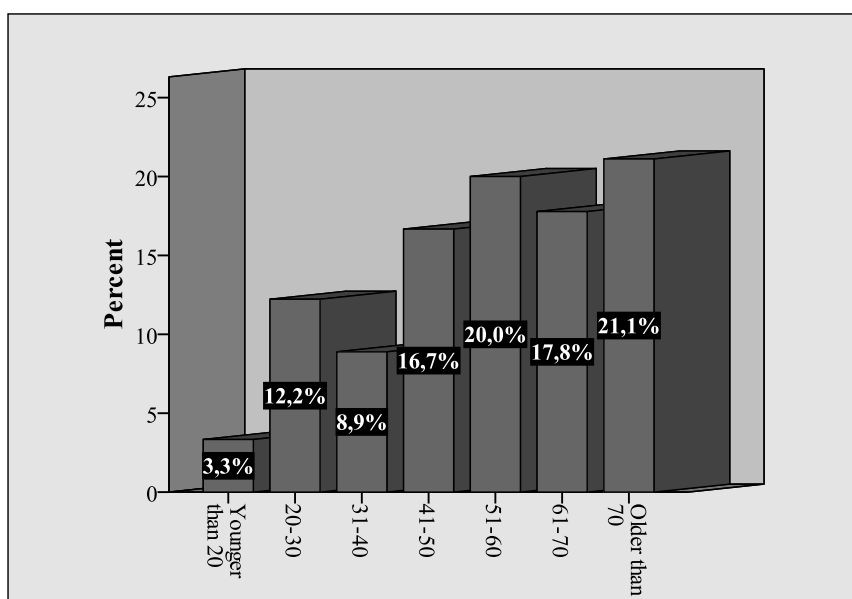
Since most of the respondent of the survey had considered the fitness service supply to be wide-ranging, it indicated that the supply has met well the demand, and the target groups have found the supply to match their needs. However, there were respondents who considered that there could be additions to the supply. As mentioned, especially yoga and dance lessons were thought to be interesting additions. If additions will be considered by the enterprise, further research on the type of dance lessons would still be needed.

## **7.2 Pampering**

The total amount of questionnaires collected in the pampering survey was 91, out of which 16 were via captive group survey, 42 via e-survey and 33 via user/visitor survey (TABLE 3). The services included in the pampering services in the context of this survey were massages, facials, body treatments, hand- and foot treatments, baths, beauty treatments and physiotherapy.

### **7.2.1 User profile**

As with the fitness survey, the questions included under user profile were gender, age group, customer type, frequency of pampering service usage and types of pampering services used. Also in the case of pampering services, a large majority (86,2%) of the respondents were female. Only 13,8% (12) of the respondents were male. The number of valid responses was 87 when four invalid responses were excluded



GRAPH 9. Age distribution of the pampering survey respondents

As can be seen from graph 9, the age distribution among the respondents was quite even. The largest age group of respondents was older than 70 (21,1%), but the age groups of 51-60 (20%) and 61-70 (17,8%) were not following far behind. Interesting was also the fact that 12,2% of the respondents came from the younger age group of 20-30. One answer was invalid. All in all, the gender and age distribution follow the typical user profile of a pampering service user. Again with the customer type, the pampering survey follows the same line with the fitness survey, since a significantly larger portion (67,4%) of the respondents was accommodated in Kivitippu. However, with the pampering survey the amount of day visitors related to the fitness survey was bigger (32,6%). Two responses were invalid making the valid frequency 89.

TABLE 9. Frequency of pampering service usage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More often than once a week	1	1,1	1,1	1,1
	About once a week	2	2,2	2,2	3,4
	About once a year	9	9,9	10,1	13,5
	A few times a year	24	26,4	27,0	40,4
	Less than once a year	33	36,3	37,1	77,5
	I am using the services for the first time	20	22,0	22,5	100,0
	Total	89	97,8	100,0	
Missing	999	2	2,2		
Total		91	100,0		

The respondents were asked to state their frequency of pampering service usage with the alternatives being: more often than once a week, about once a week, 1-4 times a month, about once a year, a few times a year, less than once a year and I am using the services for the first time. However, due to a problem in the checking stage, the response alternative ‘about once a year’ had been left out from the Finnish paper questionnaires, which might have affected the reliability of the results to some extent. Table 9 shows the results collected through the survey. The results show that 37,1% (33) of the respondents use the services less than once a year and 27% (24) had marked to use the services a few times a year. 22,5% (20) were using the services for the first time. Around 10% (9) of the respondents said that they used the services about once a year and only three respondents (3,3%) marked using the services once a week or more often. None of the respondents had marked the answering alternative of 1-4 times a month.

TABLE 10. Types of pampering services used by the respondents

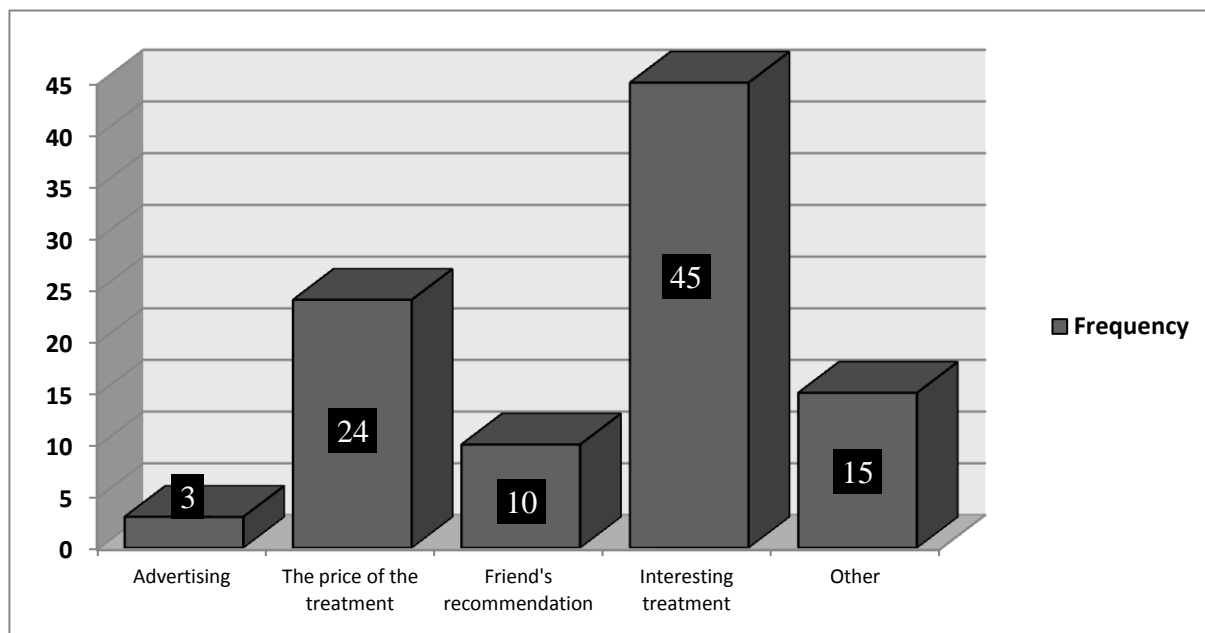
Service	Frequency	Percent	Valid percent
Facials	31	34,1 %	37,3 %
Massages	48	52,7 %	57,8 %
Hand- or foot treatments	23	25,3 %	27,7 %
Baths	20	22,0 %	24,1 %
Body treatments	7	7,7 %	8,4 %
Beauty treatments	14	15,4 %	16,9 %
Physiotherapy	6	6,6 %	7,2 %
Nothing yet	3	3,3 %	3,6 %
Other	3	3,3 %	3,6 %

Table 10 is showing the amounts and percentages of respondents using the different pampering services. Table 10 shows that the most popular service was massages, which had been used by 57,8% (48) of the respondents. Facials were used by 37,3% (31) of the respondents and 27,7% (23) had used hand- or foot treatments. Interesting was also that even though the survey was targeted at the people who had already used the pampering services in Kivitippu, three respondents had not yet used any of the pampering services. Three respondents had also marked using services outside of the ones listed. These services were work place health promotion services (1) and other services without specification (2).

### 7.2.2 Purchasing behavior

The themes to be discussed regarding purchasing behavior are the importance of pampering service supply in an accommodation facility, the reasons behind choosing a certain treatment, the reason for choosing Kivitippu, the time of reservation booking and the source used for getting information about Kivitippu's pampering services.

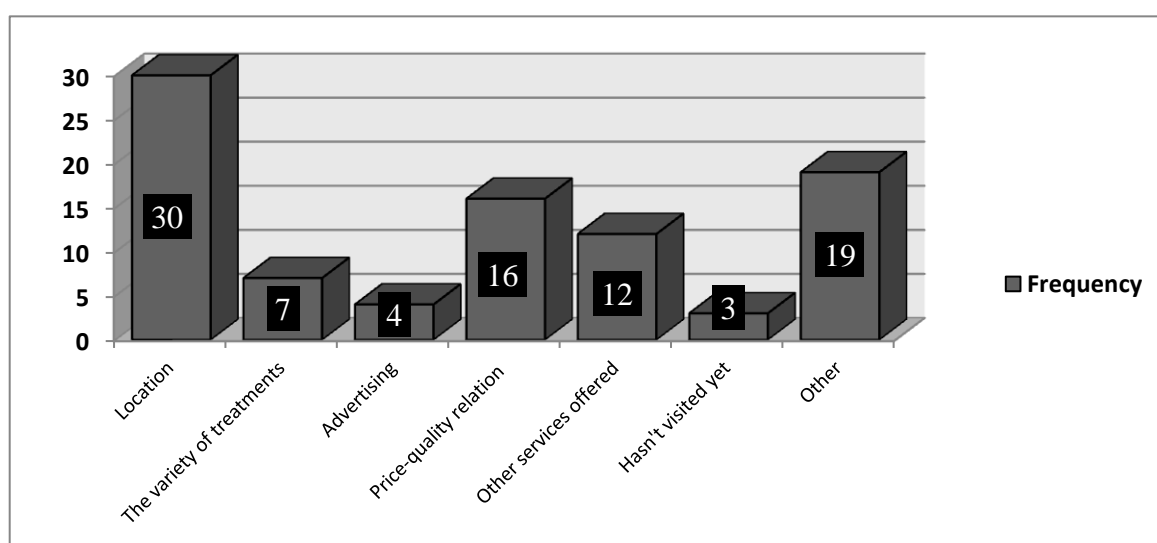
The respondents were asked to rate the importance of the pampering service supply by using a scale from one to five, where one was not at all important and five extremely important. 42,9% (39) marked the rate of importance to be four and 33% (30) considered the it to be as high as five. 22% (20) found the pampering service supply to be of average importance by marking three and only 2,2% (2) marked the rate of importance to be under three. All the responses were valid. As with the fitness survey, these results clearly show the importance of offering additional services in an accommodation facility and confirm the previously made statement that tourists nowadays are looking for convenience and a variety of services under one roof.



GRAPH 10. The reasons for choosing a specific treatment

Graph 10 is showing how many of the respondents found a certain reason important for the decision to book a specific treatment. As can be seen, simply finding an interesting treatment has been found to be an important reason by 45 (50,6%) respondents. The price

of the treatment has been the second most important reason as 24 (27%) respondent had found it crucial. As mentioned in the theory part, the price can clearly be a deciding factor when choosing a certain service or a service provider. A friend's recommendation had got 10 (11,2%) respondents to book a certain treatment and advertising had affected three (3,4%) respondents. Other reason had been behind the treatment booking of 15 (16,9%) respondents. These other reasons were need of treatment (4), location (1), supporting the services of home town (1), group holiday (1), treatments being part of the package (1), pursuing a good feeling (1) and other reasons without specification (6). Two answers were invalid.



GRAPH 11. The reasons for choosing Kivitippu

As can be seen from graph 11, 'location' has been the most influencing factor for the respondents to choose Kivitippu as a pampering service provider. The price-quality relation was considered an important reason by 16 (18,4%) respondents and the other services offered by Kivitippu influenced 12 (13,8%) respondents. However, the variety of treatments was marked as an important reason by only seven (8%) respondents and advertising had affected the decision of only four (4,6%) respondents. 19 (26,4%) had other reasons for choosing Kivitippu in specific. These other reasons were a predetermined location of a group trip (6), having a gift card (2), Kivitippu being peaceful and clean (1), familiarity of the location (1), wanting to get to know Kivitippu (1), refreshment holiday (3) and other unspecified reasons (5). Four replies out of all were invalid.

The respondents were asked to mark the point of their treatment booking, with the response alternatives being before arrival and after arrival. The results showed that 64,4% (56) of the respondents had made their reservation before arrival and 33,3% (29) had made the booking after arrival. There were also two (2,2%) respondents who had made bookings both before and after arrival. Four replies were invalid.

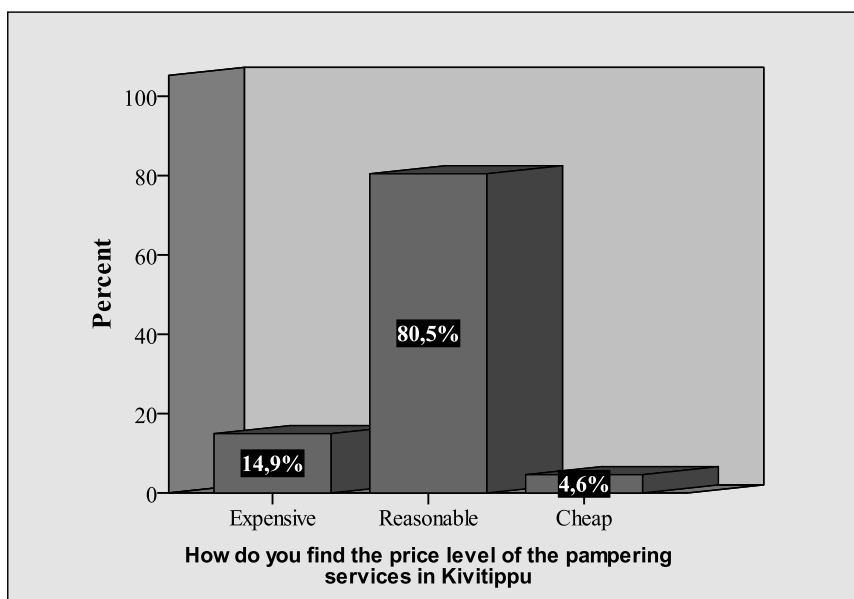
TABLE 11. Information sources of the pampering survey respondents

Information source	Frequency	Percent	Valid percent
From a friend	16	17,6 %	18,6 %
From a brochure	22	24,2 %	27,9 %
From the Internet	42	46,2 %	48,8 %
I saw and advertisement	5	5,5 %	5,8 %
From the newspaper	3	3,3 %	3,5 %
Other	6	6,6 %	7,0 %

Table 11 is showing how many respondents were using a certain source to look for information about Kivitippu's pampering services. Almost 50% (42) of the respondents were using the Internet as a information source, 27,9% (22) used a brochure as a source of information and 18,6% (16) heard about the services from a friend. 5,8% (5) of the respondents had seen an advertisement and only 3,5% (3) had used a newspaper as their source. Six (7%) respondents had other sources of information. The other source of information included previous visits (1), a group holiday (1) and other unspecified reasons (4). As the Internet and brochures were the main sources of information in both of the surveys, the results clearly support the previously made statements regarding the importance of Internet promotion today and the importance of producing also printed promotion materials for the customers to see and read.

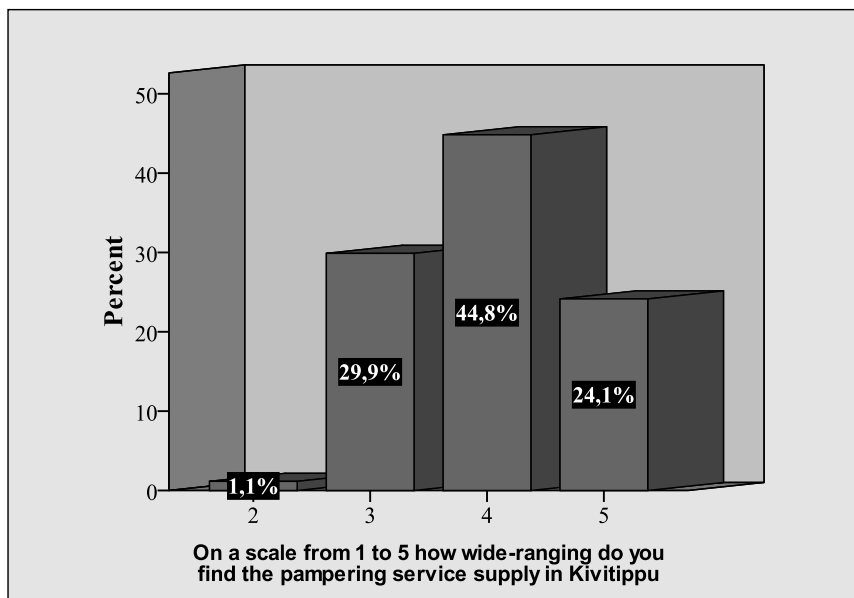
### 7.2.3 Contentment and opinions

Under this heading the opinions on the price level of the pampering services, on the variety of the service supply and on the level of advertising will be discussed along with the contentment level with the used services and the suggestions on additions to the pampering service supply.



GRAPH 12. Price level of pampering services in Kivitippu

According to the results shown in graph 12, 80,5% (70) of the respondents found the price level in Kivitippu to be reasonable, 14,9% (13) found it expensive and only 4,6% (4) respondents thought the price level was cheap. Again, these results reveal that a clear majority of the respondents finds the price-quality relation in Kivitippu to be at a reasonable level. However, Grönroos discusses the possible perceived quality outcomes of underquality, confirmed quality, positively confirmed quality and overquality. In this model, Grönroos states that every enterprise should be able to produce at least confirmed quality, which would mean that the service quality is at an acceptable level to the customers. However, according to Grönroos the goal towards which an enterprise should aim is positively confirmed quality, where the customer actually gets more than what he or she was waiting for. In this context, for example, the customers should feel like the price had been cheap compared to the service quality they received. Therefore, it would be important to examine further both the price level and the service level in order to get more customers who will think they have received better service than what they were expecting. Four of the answers in this category were invalid making the valid total 87 answers. (Grönroos 2005, 98-99.)



GRAPH 13. The range of pampering services offered by Kivitippu

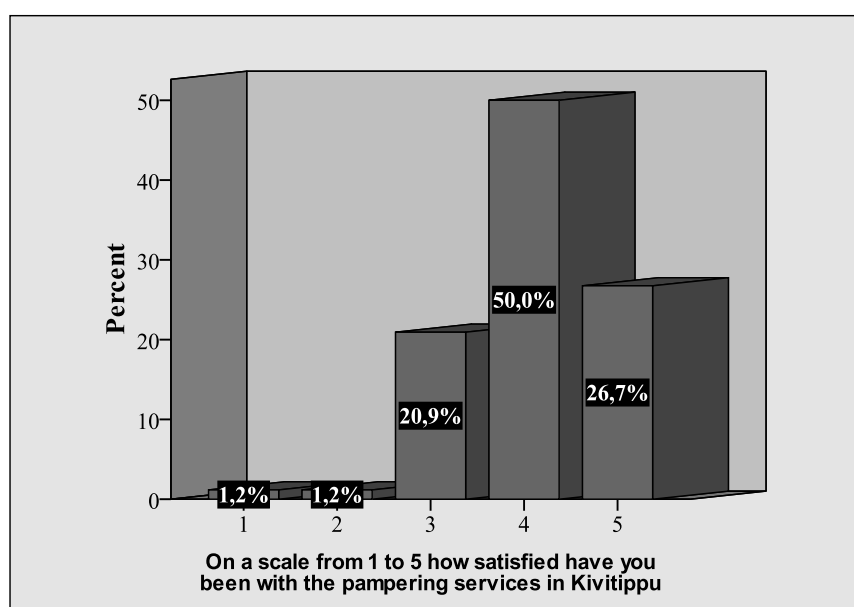
The respondents were also asked to judge on a scale from one to five how wide-ranging they find the pampering service supply in Kivitippu. On the scale, one was very narrow and 5 indicated extremely wide. As seen in graph 13, a majority of 44,8% (39) of the respondents marked number four as their answer and 24,1% (21) had considered the supply to be extremely wide-ranging. 29,9% (26) respondents saw that the range of services is on a mediocre level. Only one (1,1%) respondent considered the service supply to be as narrow as worth a two, and no respondents had thought that the service supply would be very narrow, meaning grade one. Also with this question, four of the answers were invalid.

TABLE 12. Grades to the level of promotion of pampering services in Kivitippu

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
2	7	7,7	8,2	8,2
3	39	42,9	45,9	54,1
4	27	29,7	31,8	85,9
5	12	13,2	14,1	100,0
Total	85	93,4	100,0	
Missing	999	6,6		
Total	91	100,0		



The respondents were also able to evaluate the promotional methods of Kivitippu concerning pampering services. The scale used was from one, indicating very bad, to five, indicating very good. Table 12 shows that a majority of 45,9% (39) of the respondents had given a grade of three to the promotional methods used by Kivitippu. 31,8% (27) of the respondents had given a grade of four to the promotional methods and 14,1% (12) had gone as high as to grade five. 8,2% (7) gave a grade two, but none of the respondents had thought the promotional methods would have only deserved grade one. Six responses were invalid making the valid frequency 85 responses.



GRAPH 14. Contentment level with the used pampering services

TABLE 13. Relationship between satisfaction level and opinions on price level with pampering services

		On a scale from 1 to 5 how satisfied have you been with the pampering services in Kivitippu					Total
		1	2	3	4	5	
How do you find the price level of the pampering services in Kivitippu	Expensive	1	1	2	3	4	11
	Reasonable	0	0	16	38	15	69
	Cheap	0	0	0	1	3	4
Total		1	1	18	42	22	84

When the respondents were asked to evaluate their contentment level with the services they had used, a scale from one to five was again used. With the contentment level, one

indicated that the respondent had not been at all satisfied with the services, whereas five indicated that the respondent had been extremely satisfied. As with the fitness services, a significant majority of the respondents had either given a grade four (50%) or a grade five (26,7%) to their experiences. About one fifth of the respondents had found the services to be at mid-level and only two respondents (2,4%) had given a grade lower than three. (GRAPH 14.) Five responses under this category were invalid.

As the concept of relationship marketing was discussed with the price level, these results are however, indicating that a significant portion of the respondents had been extremely satisfied with the services they had used. These findings would therefore indicate that even though the services are seen to be of very high quality, the price level is still not always seen to match the service. Also table 13 confirms this conclusion since three respondents who found the service level to be worth a four had nevertheless considered the price level to be expensive, and even four respondents who had marked five as their satisfaction level considered the price level to be too high.

The respondents were also asked to give their suggestions on which types of pampering services could be added to the service supply in Kivitippu. The question was done as open-ended, which lead to a response frequency of only 16 answers. However, out of those 16 replies, one service which was mentioned in several replies (5), was hair salon services and products. Furthermore, adding ultra and laser skin treatments to the supply was suggested by four respondents. Other suggestions were additional massages, chocolate treatments, eyelash extensions, toe nail care, medical treatments, acupuncture and nerve path treatments. Improvement suggestions were also given regarding the treatment availability. More variety in the length of treatments was called for as well as more possibilities for two people to use a certain treatment at the same time. In addition, an idea was given to have a different treatment promoted as a treatment of the month and have a special price attached to it. The respondent found that using a treatment of the month system would make the customers more eager to try also more unknown treatments.

#### **7.2.4 Open-ended replies**

As with the fitness survey, the respondents were in the end able to give freely-worded feedback and comments on the theme of the questionnaire. Twelve open responses were written. The customer service received praises from the respondents and the atmosphere created during treatments was described to be peaceful. Praises were received also concerning the outer appearance of the premises as well as the hotel rooms. For example, the beds and the arrangement of the furniture in the rooms were considered to be of top-quality. Furthermore, the more special treatments such as chocolate facial and hot stone treatments were considered to be good. The promotional methods were not seen as good as they could be and some improvements to the layout of the websites were suggested. One respondent for instance thought that it was difficult to find the treatment information from the website. In addition, better promotion to the local residents was asked for. One respondent was also suggesting more packages where the pampering treatments would be combined with accommodation. Other suggestions were to have a wider availability of treatments during weekends and to have more offers for groups to book pampering day packages.

#### **7.2.5 Development needs**

The main development points related to the pampering services are promotional development, examination of the price levels, additions to the service supply and packaging. The promotional methods related to pampering services were considered to work better than the ones related to fitness services. However, also on the pampering side there was feedback about taking the local residents better into account when planning the promotion, meaning that the factors of external accessibility discussed earlier are not fully considered. There were also comments about the layout of the website and as presented earlier, a concept of treatment of the month was suggested by the respondents.

On both the fitness and pampering side the price level of the services raised some development needs. On the pampering side the price and quality of service was seen to match better than on the fitness side, but still even respondents who thought the service quality was excellent had considered the price level as being too high. As the same theme about

the price level was repeated in both surveys, a careful examination of the current price level and price-quality relation would be needed. Based on the previous theoretical discussion about price, it would be good to consider whether the price level is truly too expensive or if the examination of the target group has not succeeded in the best possible way and the price level merely does not match the true purchasing power of the actual user group.

As with the fitness services, the supply of pampering services was seen to be quite wide-ranging, but suggestions on additions to the supply were nevertheless given. Kivitippu should in specific consider the possibility of offering hair salon services as well as specialized skin treatments and alternative medical treatments. All of the above mentioned treatments were suggested by several respondents. As mentioned also earlier, the respondents would wish to see more packages where the accommodation is combined with a specific treatment. These sorts of packages would make the threshold to try new treatments lower and possibly also increase the frequency of treatment bookings during the stay. As 64,4% of the respondents stated, making the reservation booking beforehand, how to better encourage the customers to book treatments also after arriving should be thought of. However, at the same time the above mentioned percentage means that there needs to be put special attention on the presentation of the information and promotion of the treatments for the people who want to book their treatments in advance. Also from the side of the corporate customers, adding day well-being packages to the supply was suggested.

## 8 CONCLUSIONS AND DISCUSSION

I firmly believe that the main goals of this thesis were in the end well met and information gained from the results will prove to be a valuable asset to Kivitippu when thinking about targeting their marketing in the future. Also, as the promotional methods used by Kivitippu were one of the themes that received criticism. The information gathered through these surveys will help Kivitippu find new ways of promoting their services and better meet the needs of the current and potential customers. As mentioned before, the demand already exists and now it is merely about finding the right tools to present the supply. The results showed that the respondents of the surveys found the current well-being service supply to be quite wide-ranging, but some development needs still exist. Again, information such as user profile, reasons for choosing to use certain services and for choosing Kivitippu can serve as a basis for the development of the services supply. Especially such development ideas as the treatment of the month–system could boost the sales of well-being services. All in all, the biggest development needs which arose from the results, were the condition of the pool department, the means of promotion, especially for locals, and the price level of the services. On the other hand, the service quality, the attitude and skills of the staff and the outer appearance of the premises received praises from the respondents of both surveys.

When it came to the practical part, I was happy with the chosen research methods, but during the analysis process also several development needs arose concerning the questionnaire design and the specific methods chosen. For example, a question about the place of residence would have been very good for making a better user profile. Also the question formulation should have been changed to some extent, since even though the questions were mostly understood correctly, some questions in which the respondents were meant to mark only one option, several options were marked. In the future, if I am taking part in questionnaire designing, I would definitely pay more attention to marking more clearly what is expected from the respondents. The original plan was to implement also a benchmarking process in order to deepen the analysis of the situation of Kivitippu. However, in the end I did not have the resources to gather such in-depth information about the other enterprises, which would have enabled a proper benchmarking analysis. Therefore, the benchmarking part was left out of the final thesis.

When examining the reliability of the collected results, some problems arose also in that process. As discussed previously, the similarities in age and services used among the groups chosen for the captive group survey might have had some effects on the reliability of the results. Also the fact that the chosen research time was during the summer, could have had effects on the reliability. For example, most of the group fitness services were not offered and not as many work place health promotion groups visited Kivitippu during June and July. Furthermore, the problems with the question about the frequency of service usage caused its problems with the reliability. On the other hand, there were also some issues regarding the validity of the gathered results due to unclear formulation. As presented previously, some questions received multiple answers even when only one answer was expected. In addition, the problem with the missing response alternative about the usage frequency in the Finnish paper questionnaires, also affected the validity of the results. The possible validity problems caused by the fact that the original Finnish questionnaires were translated into Swedish and English, proved to be unimportant since all the collected questionnaires were in Finnish.

For me, the whole thesis project has been a very educational experience in many ways. In the beginning I found it extremely difficult to find a topic that would be both interesting and challenging enough to work on for a year. First I had a different sort of topic in my mind, but in the end writing about the spa and well-being industry started to seem like the right choice for me. The next challenge became finding a commissioner for the work, since I wanted to work with an enterprise in order to make sure that my work would have realistic, useful and practical goals. After finding my commissioner and having the initial discussions with my contact person in Kivitippu, Minna Kujala, I had a clearer image of what to write about and what to include in my work. For example, adding the fitness service perspective was not decided before the first meeting. From that moment on the work of forming the structure of the theoretical framework and the practical part of the thesis started. The biggest problems at this stage were deciding what was important enough to include in the thesis and what should be left out. Also finding good source literature and documents turned out to be challenging. After a careful consideration and several changes, the form of the theoretical framework started to crystallize and a previously made seminar work about spa and well-being tourism worked as a help in the process.

For the practical part I decided that the clearest way to work would be to produce two separate questionnaires, one for fitness service users and one for pampering service users. I started working on the questionnaire design in Finnish due to the fact that a clear majority of the visitors of Kivitippu are Finnish-speaking. As my basis in my design I used the research goals, which I had formed through the information I had received from my commissioner. I tried to put the background questions at the beginning and end with the questions about the survey themes. I did make the questionnaires somewhat different and even the same questions had different response alternatives in different questionnaires. However, looking back at that decision now, I find it would have been more useful to make the two questionnaires as similar as possible, since now some important response alternatives were included in one questionnaire, but left out of the other. Still, after reviewing my questionnaires afterwards and comparing the results with the research goals I feel like I was able to collect the information I needed in order to reach the set goals.

After the theoretical framework was finished and accepted as well as the questionnaire design, I started translating the questionnaires and better planning the actual research implementation process. It was decided that the questionnaires would be distributed during June and July both in paper version in Kivitippu as well as online on the homepage of Kivitippu. Furthermore, I decided to attend few of the final discussion of some groups, which had had pampering and fitness services in their programmes. When it came to the specific methods, using e-survey as one of the data collection methods proved to be an excellent decision, since more people were able to give their responses and also a significantly larger amount of responses was gathered. I do, however think that the implementation of the user/visitor survey could have been done better and more responses could have been collected also via that method. For example, I could have spent time in Kivitippu distributing the questionnaires myself to the possible respondents. The problems related to the captive group survey were already discussed previously, but even with the group members being quite similar when it came to age group and service usage, they did, in the end, represent quite typical well-being service users of Kivitippu. All in all, I was very satisfied with the end results of the distribution process, since altogether 152 questionnaires were collected.

As mentioned before, the results were analyzed with the help of the SPSS and Excel programmes. Entering the data into the programmes was difficult at times and required a lot of careful attention in order to make sure everything was done correctly. Due to the problems

with the amount of marked response alternatives, feeding some of the data into the programmes turned out to be very time-consuming. In the end, presenting and analyzing the results became a very meaningful part of the whole process and it was interesting to see how all the theory got linked to the practical results. All throughout the process there were times when it was difficult to concentrate on writing and at times it felt like the project was going nowhere, but in the end following the set deadlines and being persistent about my own goals helped me finish my process on time and make it as good as I possibly could.



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## LIIKUNTAPALVELUT KYLPYLÄ KIVITIPUSSA

Tämän kyselyn tarkoituksena on kartoittaa Kivitiipun liikuntapalveluiden käyttäjien profiilia sekä kehittää Kivitiipun liikuntapalvelutarjontaa. Liikuntapalveluihin luetaan tässä yhteydessä ryhmäliikunta (mm. pilates, allasjumppa, zumba, rentoutus, seinäkiipeily, toimintarata), kuntosali sekä allasosaston käyttö. Kaikkien kyselyn loppuun yhteystietonsa jättäneiden kesken arvotaan Kivitiipun lahjakortti (Majoitusvuorokausi+aamiainen yhdelle hengelle). Vastaukset käsitellään kaikissa analysoinnin ja raportoinnin vaiheissa niin, että vastaajien henkilöllisyys pysyy täysin luottamuksellisena. Kysely toteutetaan osana erästä Keski-Pohjanmaan ammattikorkeakoulun opinnäytetyöprosessia, joten osallistumistasi arvostetaan suuresti. Kyselyn täyttäminen kestää noin 10 minuuttia. Merkitsethän vastauksesi selkeästi rastilla ☒. Lisätietoja antavat:

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### 1. Sukupuoli

Mies                       Nainen

### 2. Ikäryhmä

< 20                       31-40                       51-60                       > 70  
 20-30                       41-50                       61-70

### 3. Olen

Majoittuja                       Päiväkävijä

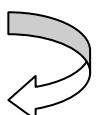
### 4. Asteikoilla 1-5 miten tärkeänä pidät majoituskohteen liikuntapalvelutarjontaa kohdetta valitessasi? (1=En lainkaan tärkeänä, 5=Erittäin tärkeänä)

1       2       3       4       5

### 5. Kuinka useasti käytät Kivitiipun liikuntapalveluita?

Useammin kuin kerran viikossa                       Muutaman kerran vuodessa  
 Noin kerran viikossa                                       Harvemmin kuin kerran vuodessa  
 1-4 kertaa kuukaudessa                                   Käytän palveluita ensimmäistä kertaa  
 Noin kerran vuodessa

Käännä



**6. Mitä Kivitiipun liikuntapalveluita olet kokeillut/käyttänyt?**

- Kuntosali       Vesijumppa       Zumba       Pilates  
 Allasosasto       Rentoutus       Seinäkiipeily       Toimintarata  
 Jokin muu \_\_\_\_\_

**7. Mikä oli tärkein syy, joka sai sinut hakeutumaan liikuntapalveluiden pariin?**

- Kunnan kohottaminen       Painonpudotus       Uusi harrastusmahdollisuus  
 Terveydelliset syyt       Jokin muu syy \_\_\_\_\_

**8. Mikä sai sinut valitsemaan juuri Kivitiipun liikuntapalveluiden tarjoajana?**

- Houkutteleva mainonta       Ystävän suositus       Kiinnostava lajivalikoima  
 Kivitiipun muu palvelutarjonta       Hinta-laatusuhde       Jokin muu syy \_\_\_\_\_

**9. Millainen on mielestäsi Kivitiipun liikuntapalveluiden hintataso?**

- Kallis       Kohtuullinen       Edullinen

**10. Asteikolla 1-5 kuinka tyytyväinen olet ollut saamiisi liikuntapalveluihin Kivitiipussa? (1=En lainkaan tyytyväinen, 5=Erittäin tyytyväinen)**

- 1       2       3       4       5

**11. Asteikolla 1-5 miten laajana pidät Kivitiipun tarjontaa liikuntapalveluiden osalta? (1=Erittäin suppea, 5=Erittäin laaja)**

- 1       2       3       4       5

**12. Mitä liikuntapalveluita Kivitiipun tarjontaan voisi mielestäsi lisätä?**

- Jooga       Spinning       Tanssitunnit  
 Les Mills – tunnit (Esim. BodyPump, BodyBalance, BodyCombat)  
 Jotain muuta \_\_\_\_\_

**13. Mistä sait tietoa Kivitiipun liikuntapalveluista?**

- Ystävän välityksellä       Esitteestä       Internetin kautta  
 Näin mainoksen       Lehdestä       Jostain muualta \_\_\_\_\_

**14. Asteikoilla 1-5 miten hyvänä pidät Kivitiipun liikuntapalveluiden mainontaa? (1=Erittäin huonona, 5=Erittäin hyvänä)**

- 1       2       3       4       5

**15. Muita kommentteja?**


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**Suuri kiitos osallistumisestasi!**

**Alle voit halutessasi täyttää yhteystietosi lahjakortin arvontaa varten. Lahjakortti arvotaan elokuun 8.päivä. Voittajalle ilmoitetaan henkilökohtaisesti.**



**Nimi:**

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**Osoite:**

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**Puhelinnumero:**

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## MOTIONSSERVICE I SPAHOTELLET KIVITIPPU

Avsikten av den här förfrågan är att kartlägga en profil av de motionservice användarna i Spahotellet Kivitippu och utveckla utbudet av motions servicen. I detta sammanhang, omfattar motions servicen grupp motion (bl.a. pilates, bassäng gymnastik, zumba, avslappning, väggklättring och äventyrsbana), motions sal och användning av badavdelningen. Ett presentkort av Kivitippu (inkvarteringsdygn+frukost för en person) lottas ut bland alla som fyller i sin kontaktinformation i slutet av förfrågan. Alla svar kommer att behandlas konfidentiellt genom en undersökningsprocess. Förfrågan är genomförd som en del av en examensarbets process av Mellersta Österbottens Yrkehögskola. Förfrågan tar ungefär 10 minuter att fylla i. Ditt deltagande är verkligen uppskattat. Var god och märk dina svar tydligt med ett kryss ☒. Tillägsuppgifter:

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Mellersta Österbottens Yrkehögskola  
[sirpa.syrjala@cou.fi](mailto:sirpa.syrjala@cou.fi)

\*\*\*\*\*

### 1. Kön

Man                       Kvinna

### 2. Åldersgrupp

< 20                       31-40                       51-60                       > 70  
 20-30                       41-50                       61-70

### 3. Jag är

Inkvarterad i Kivitippu                       Dagsbesökare

### 4. På en skala 1-5 hur viktig tycker du motions serviceutbudet vid ett inkvarteringsmål är? (1=Inte alls viktig, 5=Mycket viktig)

1       2       3       4       5

### 5. Hur ofta använder du Kivitippus motions service?

Flera gånger i veckan                       Några gånger om året  
 Ungefär en gång i veckan                       Mindre än en gång om året  
 1-4 gånger i månaden                       Jag använder servicen för första gången  
 Ungefär en gång om året

Var god och vänd





**6. Vilka av Kivitippus motionservice har du använt?**

- Motionssal     Bassäng gymnastik     Zumba     Pilates  
 Badavdelning     Avslappning,     Vägglättring     Äventyrsbana  
 Någon annan \_\_\_\_\_

**7. Vad var för dig den viktigaste orsaken till att börja använda motionservice?**

- Förbättra konditionen     Viktminskning     En ny hobby möjlighet  
 Hälsoskäl     Någon annan \_\_\_\_\_

**8. Vad var för dig den viktigaste orsaken till att välja precis Kivitippu som din motionsserviceleverantör?**

- Lockande annonsering     En rekommendation     Ett intressant utbud  
 Kivitippus övriga service     Pris-kvalitet förhållandet  
 Någon annan \_\_\_\_\_

**9. Hur tycker du att prisnivån av motions servicen vid Kivitippu är?**

- Dyr     Rimlig     Förmånlig

**10. På en skala 1-5 hur nöjd har du varit med motions servicen som du har fått vid Kivitippu? (1=Inte alls nöjd, 5=Mycket nöjd)**

- 1     2     3     4     5

**11. På en skala 1-5 hur bred tycker du att motions serviceutbudet i Kivitippu är? (1=Inte alls bred, 5=Mycket bred)**

- 1     2     3     4     5

**12. Vilken form av motions service tycker du att man kunde tillägga till Kivitippus utbud?**

- Yoga     Spinning     Danslektioner  
 Les Mills – lektioner (T.ex. BodyPump, BodyBalance, BodyCombat)  
 Någon annan \_\_\_\_\_

**13. Hur fick du information om motions servicen vid Kivitippu?**

- En vän berättade     Från en broschyr     Via Internet  
 Jag såg en reklam     Från en tidning     På något annat sätt \_\_\_\_\_

**14. På en skala 1-5 hur bra tycker du att annonseringen av motions servicen vid Kivitippu är? (1=Mycket dålig, 5=Mycket bra)**

- 1     2     3     4     5

**15. Andra kommentarer?**


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**Tack så mycket för ditt deltagande!**

**Om du vill, kan du fylla i din kontaktinformation nedan för att ta del i utlottningen av ett presentkort. Utlottningen av presentkortet äger rum den åttonde augusti. Vinnaren kontaktas personligen.**



**Namn:**

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**Adress:**

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**Telefonnummer:**

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## FITNESS SERVICES IN SPA HOTEL KIVITIPPU

The purpose of this survey is to map out the profile of the fitness service users in Spa Hotel Kivitippu and to develop the fitness service supply. In this context, fitness services include group fitness lessons (eg. pilates, pool gymnastics, zumba, relaxation, wall climbing and activity course), gym and usage of the pool area. A Kivitippu gift card (accommodation + breakfast for one night for one person) will be raffled among the respondents who fill in their contact information at the end of the questionnaire. All of the answers will be handled with absolute confidentiality all through the process. The survey is conducted as a part of a thesis project done in Central Ostrobothnia University of Applied Sciences. The questionnaire will take around 10 minutes to fill in. Please, mark your answers clearly with a cross ☒. Your participation is highly appreciated. For further information please contact:

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**Minna Kujala**  
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Kivitippu Spa  
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Student  
Central Ostrobothnia University of  
Applied Sciences  
[sirpa.syrjala@cou.fi](mailto:sirpa.syrjala@cou.fi)

\*\*\*\*\*

### 1. Gender

Male                       Female

### 2. Age group

< 20                       31-40                       51-60                       > 70  
 20-30                       41-50                       61-70

### 3. I am

Accommodated in Kivitippu     A day visitor

### 4. On a scale from 1 to 5 how important is the fitness service supply for you when choosing an accommodation provider? (1=Not at all important, 5=Extremely important)

1                       2                       3                       4                       5

### 5. How often do you use the fitness services of Kivitippu?

More often than once a week     A few times a year  
 About once a week                       Less than once a year  
 1-4 times a month                       I am using the services for the first time  
 About once a year

Please turn



**6. Which of the fitness services of Kivitippu have you used?**

- Gym                       Pool gymnastics     Zumba                       Pilates  
 Pool department       Relaxation             Wall climbing           Activity course  
 Other \_\_\_\_\_

**7. Which was your main reason for using the fitness services?**

- Improving physical condition     Weight loss             Opportunity of new hobby  
 Health reasons                       Other \_\_\_\_\_

**8. Which was the most important reason for choosing specifically Kivitippu as your fitness service provider?**

- Attractive advertising             A recommendation       Interesting range of classes  
 The other services offered       Price-quality relation     Other \_\_\_\_\_

**9. How do you find the price level of the fitness services in Kivitippu?**

- Expensive       Reasonable       Cheap

**10. On a scale from 1 to 5 how satisfied have you been with the fitness services in Kivitippu? (1=Not at all satisfied, 5=Extremely satisfied)**

- 1       2     3     4     5

**11. On a scale from 1 to 5 how wide-ranging do you find the fitness service supply in Kivitippu. (1=Very narrow, 5=Extremely wide)**

- 1       2     3     4     5

**12. Which services do you think could be added to the fitness service supply of Kivitippu?**

- Yoga                       Spinning                       Dance lessons  
 Les Mills – lessons (Eg. BodyPump, BodyBalance, BodyCombat)  
 Other \_\_\_\_\_

**13. From where did you get information about the fitness services of Kivitippu?**

- From a friend                       From a brochure             From the Internet  
 I saw an advertisement           From the newspaper         From elsewhere \_\_\_\_\_

**14. On a scale from 1 to 5 how good do you find the promotion of the fitness services in Kivitippu? (1=Very bad, 5= Very good)**

- 1       2     3     4     5

**15. Other comments?**


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**Thank you for your participation!**

**If you wish, you can fill in your contact information below to take part in the gift card lottery. The gift card will be raffled on the 8<sup>th</sup> of August. The winner will be contacted personally.**



**Name:**

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**Address:**

---

---

**Phone number:**

---

## HEMMOTTELUPALVELUT KYLPYLÄ KIVITIPUSSA

Tämän kyselyn tarkoituksena on kartoittaa Kivitipun hyvinvointipalveluiden käyttäjien profiilia sekä kehittää Kivitipun hemmottelupalvelutarjontaa. Hemmottelupalveluihin luetaan tässä yhteydessä hieronnat, kasvohoidot, vartalohoidot, käsi- ja jalkahoidot, kylvyt, kauneushoidot sekä fysioterapia. Kaikkien kyselyn loppuun yhteystietonsa jättäneiden kesken arvotaan Kivitipun lahjakortti (Majoitusvuorokausi+aamiainen yhdelle hengelle). Vastaukset käsitellään kaikissa analysoinnin ja raportoinnin vaiheissa niin, että vastaajien henkilöllisyys pysyy täysin luottamuksellisena. Kysely toteutetaan osana erästä Keski-Pohjanmaan ammattikorkeakoulun opinnäytetyöprosessia, joten osallistumistasi arvostetaan suuresti. Kyselyn täyttäminen kestää noin 10 minuuttia. Merkitsethän vastauksesi selkeästi rastilla ☑. Lisätietoja antavat:

---

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Hoito-osaston palveluesimies, TtM  
Kylpylä Kivitippu  
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Sirpa Syrjäla  
Opiskelija  
Keski-Pohjanmaan ammattikorkeakoulu  
[sirpa.syrjala@cou.fi](mailto:sirpa.syrjala@cou.fi)

\*\*\*\*\*

### 1. Sukupuoli

Mies       Nainen

### 2. Ikäryhmä

< 20       20-30       31-40       41-50  
 51-60       61-70       > 70

### 3. Olen

Majoittuja       Päiväkävijä

### 4. Asteikoilla 1-5 miten tärkeänä pidät majoituskohteen hemmottelupalvelutarjontaa kohdetta valitessasi? (1=En lainkaan tärkeänä, 5=Erittäin tärkeänä)

1       2       3       4       5

### 5. Kuinka useasti käytät Kivitipun hemmottelupalveluita?

Useammin kuin kerran viikossa       Muutaman kerran vuodessa  
 Noin kerran viikossa       Harvemmin kuin kerran vuodessa  
 1-4 kertaa kuukaudessa       Käytän palveluita ensimmäistä kertaa

Käännä



**6. Mitä Kivitiipun hemmottelupalveluita olet käyttänyt?**

- Kasvohoidot     Hieronnat     Käsi- tai jalkahoidot  
 Kylvyt     Vartalohoidot     Kauneushoidot  
 Fysioterapia     Jokin muu \_\_\_\_\_

**7. Mikä on tärkein vaikuttava tekijä hoitovarausta tehdessäsi?**

- Mainonta     Hoidon hinta     Ystävän suositus  
 Kiinnostava hoito     Jokin muu syy \_\_\_\_\_

**8. Mikä oli tärkein syy, joka sai sinut valitsemaan juuri Kivitiipun hemmottelupalveluiden tarjoajana?**

- Sijainti     Hoitotarjonnan laajuus     Onnistunut mainonta  
 Hinta-laatusuhde     Kivitiipun muu palvelutarjonta     Jokin muu syy \_\_\_\_\_

**9. Milloin teit päätöksen hoitovarauksen tekemisestä?**

- Ennen saapumistani     Vasta Kivitiipussa

**10. Millainen on mielestäsi Kivitiipun hemmottelupalveluiden hintataso?**

- Kallis     Kohtuullinen     Edullinen

**11. Asteikolla 1-5 kuinka tyytyväinen olet ollut saamiisi hemmottelupalveluihin Kivitiipussa? (1=En lainkaan tyytyväinen, 5=Erittäin tyytyväinen)**

- 1     2     3     4     5

**12. Asteikolla 1-5 miten laajana pidät Kivitiipun tarjontaa hyvinvointipalveluiden osalta? (1=Erittäin suppeana, 5=Erittäin laajana)**

- 1     2     3     4     5

**13. Mitä hyvinvointipalveluita Kivitiipun tarjontaan voisi mielestäsi lisätä?**


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**14. Mistä sait tietoa Kivitiipun hyvinvointipalveluista?**

- Ystävän välityksellä     Esitteestä     Internetin kautta  
 Näin mainoksen     Lehdestä     Jostain muualta \_\_\_\_\_

**15. Asteikoilla 1-5 millaisena pidät Kivitiipun hemmottelupalveluiden mainontaa? (1=Erittäin huonona, 5=Erittäin hyvänä)**

- 1     2     3     4     5

**16. Muita kommentteja?**

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**Suuri kiitos osallistumisestasi!**

**Alle voit halutessasi täyttää yhteystietosi lahjakortin arvontaa varten. Lahjakortti arvotaan elokuun 8.päivä. Voittajalle ilmoitetaan henkilökohtaisesti.**



**Nimi:**

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**Osoite:**

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**Puhelinnumero:**

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## KLEMANDESERVICE I SPAHOTELLET KIVITIPPU

Avsikten med den här förfrågan är att kartlägga en profil över klemandeservice användarna i Spahotellet Kivitippu och utveckla utbudet av klemandeservicen. I detta sammanhang, omfattar klemandeservicen massage, ansiktsbehandlingar, kroppsbehandlingar, hand- och fotbehandlingar, bad, skönhetsbehandlingar och fysioterapi. Ett presentkort till Kivitippu (inkvarteringsdygn+frukost för en person) utlottas bland alla som fyller i sin kontaktinformation i slutet av förfrågan. Alla svar kommer att behandlas konfidentiellt genom en undersökningsprocess. Förfrågan är genomförd som en del av en examensarbetsprocess utförd av Mellersta Österbottens Yrkeshögskola. Förfrågan tar ungefär 10 minuter att fylla i. Ditt deltagande är verkligen uppskattat. Var god och märk dina svar tydligt med ett kryss ☒. Tillägsuppgifter:

---

**Minna Kujala**  
Serviceföreståndare för vårdavdelningen  
Spahotellet Kivitippu  
[minna.kujala@kivitippu.fi](mailto:minna.kujala@kivitippu.fi)

---

**Sirpa Syrjälä**  
Studera  
Mellersta Österbottens Yrkeshögskola  
[sirpa.syrjala@cou.fi](mailto:sirpa.syrjala@cou.fi)

\*\*\*\*\*

### 1. Kön

Man                       Kvinna

### 2. Åldersgrupp

< 20                       31-40                       51-60                       > 70  
 20-30                       41-50                       61-70

### 3. Jag är

Inkvarterad vid Kivitippu                       Dagsbesökare

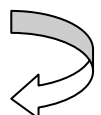
### 4. På en skala 1-5 hur viktig tycker du klemandeserviceutbudet vid ett inkvarteringsmål är? (1=Inte alls viktig, 5=Mycket viktig)

1                       2                       3                       4                       5

### 5. Hur ofta använder du dig av Kivitippus klemandeservice?

Flera gånger i veckan                       Några gånger om året  
 Ungefär en gång i veckan                       Mindre än en gång om året  
 1-4 gånger i månaden                       Jag använder servicen för första gången  
 Ungefär en gång om året

Var god och vänd



**6. Vilket av Kivitippus klemandeservicoutbud har du använt?**

- Ansiktsbehandling                       Massage                       Hand- eller fotbehandling  
 Bad     Kroppsbehandling    Skönhetsbehandling  
 Fysioterapi                                       Något annan \_\_\_\_\_

**7. Vad är den viktigaste faktorn vid valet av klemandeservicen?**

- Reklam     Prisnivån                       Rekommendation av en vän  
 Intressant utbud                               Någon annan orsak \_\_\_\_\_

**8. Vad var för dig den viktigaste orsaken när du valde Kivitippu som din klemandeserviceleverantör?**

- Belägenhet                                       Bred behandlingsutbud    Lockande annonsering  
 Pris-kvalitet förhållandet                       Kivitippus övriga service  
 Någon annan \_\_\_\_\_

**9. När bestämde du att göra en behandlingsbokning?**

- Före min ankomst                               Vid ankomst till Kivitippu

**10. Hur tycker du att prisnivån av klemandeservicen vid Kivitippu är?**

- Dyr     Rimlig     Förmånlig

**11. På en skala 1-5 hur nöjd har du varit med klemandeservicen som du har fått vid Kivitippu? (1=Inte alls nöjd, 5=Mycket nöjd)**

- 1             2             3             4             5

**12. På en skala 1-5 hur bred tycker du att klemandeserviceutbudet i Kivitippu är? (1=Inte alls bred, 5=Mycket bred)**

- 1             2             3             4             5

**13. Vilken form av klemandeservice tycker du att man kunde tillägga till Kivitippus utbud?**

\_\_\_\_\_

\_\_\_\_\_

**14. Hur fick du information om klemandeservicen vid Kivitippu?**

- En vän berättade                               Från en broschyr                       Via Internet  
 Jag såg en reklam                               Från en tidning                       På något annat sätt \_\_\_\_\_

**15. På en skala 1-5 hur bra tycker du att annonseringen av klemandeservicen vid Kivitippu är? (1=Mycket dålig, 5=Mycket bra)**

- 1             2             3             4             5

**16. Andra kommentarer?**

\_\_\_\_\_

\_\_\_\_\_

**Tack så mycket för ditt deltagande!**

**Om du vill, kan du fylla i din kontaktinformation nedan för att ta del i utlottningen av ett presentkort. Utlottningen av presentkortet äger rum den åttonde augusti. Vinnaren kontaktas personligen.**



**Namn:**

---

**Adress:**

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**Telefonnummer:**

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## PAMPERING SERVICES IN SPA HOTEL KIVITIPPU

The purpose of this survey is to map out the profile of the pampering service users in Spa Hotel Kivitippu and to develop the pampering service supply. In this context, pampering services include massages, facials, body treatments, hand- and foot treatments, baths, beauty treatments and physiotherapy. A Kivitippu gift card (accommodation + breakfast for one night for one person) will be raffled among the respondents who fill in their contact information at the end of the questionnaire. All of the answers will be handled with absolute confidentiality all through the process. The survey is conducted as a part of a thesis project done in Central Ostrobothnia University of Applied Sciences. The questionnaire will take around 10 minutes to fill in. Please, mark your answers clearly with a cross ☒. Your participation is highly appreciated. For further information please contact:

---

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Kivitippu Spa  
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---

**Sirpa Syrjälä**  
Student  
Central Ostrobothnia University of  
Applied Sciences  
[sirpa.syrjala@cou.fi](mailto:sirpa.syrjala@cou.fi)

\*\*\*\*\*

### 1. Gender

Male             Female

### 2. Age group

< 20             20-30             31-40             41-50  
 51-60             61-70             > 70

### 3. I am

Accommodated in Kivitippu    A day visitor

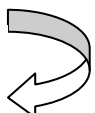
### 4. On a scale from 1 to 5 how important is the pampering service supply for you when choosing an accommodation provider? (1=Not at all important, 5=Extremely important)

1     2     3     4     5

### 5. How often do you use the pampering services of Kivitippu?

More often than once a week    A few times a year  
 About once a week                 Less than once a year  
 1-4 times a month                 I am using the services for the first time  
 About once a year

Please turn



**6. Which pampering services of Kivitippu have you used?**

- Facials       Massages       Hand- or foot treatments  
 Baths       Body treatments       Beauty treatments  
 Physiotherapy  Other \_\_\_\_\_

**7. What is the most influencing factor when you are making a reservation for a treatment?**

- Advertising       The price of the treatment       Friend's recommendation  
 Interesting treatments       Other \_\_\_\_\_

**8. What is the most important reason for choosing specifically Kivitippu as your pampering service provider?**

- Location       The variety of treatments       Advertising  
 Price-quality relation       Other services offered  
 Other reason \_\_\_\_\_

**9. At which point did you make the reservation of your treatment?**

- Before arrival       After arrival in Kivitippu

**10. How do you find the price level of the pampering services in Kivitippu?**

- Expensive       Reasonable       Cheap

**11. On a scale from 1 to 5 how satisfied have you been with the pampering services in Kivitippu? (1=Not at all satisfied, 5=Extremely satisfied)**

- 1       2       3       4       5

**12. On a scale from 1 to 5 how wide-ranging do you find the pampering service supply in Kivitippu. (1=Very narrow, 5=Extremely wide)**

- 1       2       3       4       5

**13. Which pampering service do you think could be added to the service supply in Kivitippu?**


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**14. From where did you get information about the pampering services of Kivitippu?**

- From a friend       From a brochure       From the Internet  
 I saw an advertisement       From the newspaper       From elsewhere \_\_\_\_\_

**15. On a scale from 1 to 5 how good do you find the promotion of the pampering services in Kivitippu? (1=Very bad, 5= Very good)**

- 1       2       3       4       5

16. Other comments?

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**Thank you for your participation!**

**If you wish, you can fill in your contact information below and take part in the gift card lottery. The gift card will be raffled on the 8<sup>th</sup> of August. The winner will be contacted personally.**



**Name:**

---

**Address:**

---

---

**Phone number:**

---

## ¿KEHON JA MIELEN HYVINVOINTIA?

**Mikä?** Kylpylä Kivitiipun liikunta- ja hemmottelupalveluiden käyttäjille suunnattu kysely

**Milloin?** – 1.6.2011-31.7.2011

**Miksi?** – Hyvinvointipalveluiden käyttäjäprofiilin kartoittaminen sekä hyvinvointipalvelutarjonnan tarkastelu ja kehittäminen

*¡Kyselyyn vastanneiden ja yhteystietonsa jättäneiden kesken arvotaan Kivitiipun majoitusvuorokausi aamiaisella yhdelle henkilölle!*



## ¿VÄLSTÅND AV KROPP OCH SINNE?

**Vad?** En förfråga riktad till de motions- och klemmande service användare av Spahotellet Kivitippu

**När?** – Från den första Juni till den trettioförsta Juli  
2011

**Varför?** – Kartläggning av den profil av de välståndsserviceanvändare och utveckling av det utbudet av välståndsservice

;) Ett presentkort av Kivitippu  
(inkvarteringsdygn+frukost för en person) lottas ut  
bland alla som fyller i sin kontaktinformation i slutet  
av förfrågan!



## ¿WELLBEING OF BODY AND SOUL?

**What?** A questionnaire targeted to the fitness- and pampering service users in Kivitippu Spa

**When?** – From 1st of June 2011 till the 31st of July 2011

**Why?** – Mapping of the user profile of wellbeing service users and the development of the wellbeing service supply

*A Kivitippu gift card (accommodation + breakfast for one night for one person) will be raffled among the questionnaire respondents!*