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Development of an after-sales program for Valkea Marina

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THESIS ABSTRACT

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My thesis work is done for Valkea Marina, a Finnish-Spanish real estate agency located in Altea, Costa Blanca Norte, Spain.

In my thesis I have created an after-sales development plan for the company. During the thesis process I carried out a survey about Valkea Marina's current customers' interests, time spent in Spain and opinion about one part of Valkea Marina's after-sales. Based on the results and ideas from the survey I have created marketing calendars and other development suggestions for Valkea Marina in order to reach better word-of-mouth and willingness to recommend Valkea Marina for other people.

Keywords: after-sales program, continuous development, customer relationship management, customer satisfaction, customer satisfaction management, feedback system, real estate agency, relationship marketing

SEINÄJOEN AMMATTIKORKEAKOULU

OPINNÄYTETYÖN TIIVISTELMÄ

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Tein opinnäytetyöni Valkea Marinalle, joka on suomalais-espanjalainen kiinteistövälitystoimisto Alteassa, Costa Blanca Nortella Espanjassa.

Opinnäytetyössäni olen luonut jälkimarkkinoinnin kehittämissuunnitelman yritykselle. Opinnäytetyöprosessin aikana toteutin kyselytutkimuksen Valkea Marinan nykyisten asiakkaiden kiinnostuksen kohteista, Espanjassa vietetystä ajasta sekä heidän mielipiteestään Valkea Marinan jälkimarkkinoinnin erääseen osa-alueeseen. Kyselytutkimuksen tulosten ja siitä saatujen ideoiden pohjalta olen tehnyt markkinointikalentereita ja muita kehitysehdotuksia Valkea Marinalle tavoitteena saavuttaa parempi puskaradio ja halu suositella Valkea Marinaa muille ihmisille.

Avainsanat: asiakassuhteiden johtaminen, asiakastytyvyisyys, asiakastytyvyisyysjohtaminen, jatkuva kehitys, jälkimarkkinointisuunnitelma, kiinteistövälitystoimisto, palautejärjestelmä, suhdemarkkinointi

TABLE OF CONTENTS

Table of Contents

THESIS ABSTRACT	2
OPINNÄYTETYÖN TIIVISTELMÄ	3
TABLE OF CONTENTS	4
ABBREVIATIONS	6
TABLES AND FIGURES	7
1 WHAT IS THIS ABOUT?	9
1.1 Valkea Marina	9
1.2 Topic of the thesis	10
1.3 Restrictions	11
1.4 Goals of the thesis	12
2 SATISFIED CUSTOMERS – THE CORNER STONE FOR A SUCCESSFUL AFTER-SALES SYSTEM	14
2.1 Marketing strategy.....	14
2.2 Relationship marketing.....	17
2.2.1 From traditional marketing to relationship marketing	17
2.2.2 Six markets models.....	18
2.2.3 CRM as a tool for relationship marketing	22
2.2.4 CRM systems.....	24
2.3 Service marketing	26
2.3.1 Service as a product	26
2.3.2 Three layers of services	28
2.4 Customer satisfaction.....	31
2.4.1 Customer satisfaction as a part of success cycle.....	31
2.4.2 Customer satisfaction management.....	33

2.5 Marketing plan.....	36
2.6 SWOT-analysis	38
3 CUSTOMERS AS CO-DEVELOPERS OF AFTER-SALES	
SERVICES	44
3.1 Goals of the survey	44
3.2 Carrying out the survey	45
3.3 Questionnaire.....	45
3.4 Validity and reliability.....	47
3.4.1 Validity	47
3.4.2 Reliability.....	49
3.5 Analysis of the survey	50
3.5.1 Background.....	50
3.5.2 Altea Club	54
3.5.3 Free-time activities of the members	58
4 DEVELOPMENT SUGGESTIONS	62
4.1 Altea Club	62
4.2 Infrastructure for development	63
4.3 Marketing calendar.....	65
4.3.1 One-time calendar	65
4.3.2 Continuous (annual) calendar for the year 2012	67
4.4 Further surveys	71
5 CONCLUSIONS.....	72
BIBLIOGRAPHY.....	74
APPENDICES	76

ABBREVIATIONS

Full-time marketer	Marketing professional.
Moment of truth	Time and place when and where the service provider has the opportunity to demonstrate to the customer the quality of its services (Grönroos 1990, 42).
Part-time marketer	Company worker, who is not working in Marketing Department, is also marketing the company in daily duties when in contact with customers. For example delivery truck driver, maintenance worker or cashier. (Grönroos 1994, 11).

TABLES AND FIGURES

FIGURE 1. The relationship marketing's six markets models.....	19
FIGURE 2. UltraNet user front page.	26
FIGURE 3. Three-layered product.	29
FIGURE 4. The Communication Cycle.....	31
FIGURE 5. Customer satisfaction as a part of success cycle.....	32
FIGURE 6. Customer satisfaction management tools connected to each other...	34
FIGURE 7. Continuous development cycle.....	37
FIGURE 8. SWOT-analysis of Valkea Marina.....	39
FIGURE 9. How long have you had the current apartment in Spain?.....	50
FIGURE 10. How much time do you spend in Spain annually?.....	51
FIGURE 11. What time of the year do you normally be in Spain?.....	51
FIGURE 12. What is (are) the main usage purpose for your apartment?.....	53
FIGURE 13. How often have you participated Altea Club?.....	54
FIGURE 14. How often would you like Altea Club being organized?.....	55

FIGURE 15. What activities would you like to have in Altea Club?.....56

FIGURE 16. What sports activities do you do?.....58

FIGURE 17. What cultural activities do you do?.....59

FIGURE 18. What other free-time activities do you do?.....60

1 WHAT IS THIS ABOUT?

In the first chapter, there will be introduction of the company to which this thesis will be done. Also, there is a short description of the area and competition situation. The topic of the thesis will be introduced together with the restrictions and goals of the work.

1.1 Valkea Marina

Valkea Marina is a real estate agency located in Altea, Costa Blanca Norte, Spain. Valkea Marina is a subsidiary of Global Europe Capital S.L. which has been successfully operating since 1998 in more than 50 countries in Europe, Asia, Africa and the Americas. Global Europe Capital S.L. is specialized in international investments and Valkea Marina is a brand of it for the Finnish real-estate investments in the area of Costa Blanca Norte, Spain.

Valkea Marina is a special company among the Spanish real-estate agencies for few reasons. Firstly, they hold an official Degree in Real-Estate in Spain (API) which is not common at all among the agencies in Spain. Secondly, they have a lawyer and economists as owners of the company, who take care of all the aspects of the purchasing process. Thirdly, the personnel of the company have experience in the real-estate and construction sectors in the area for more than 40 years.

Valkea Marina has been established on a special niche. There is very little or almost no straight competitors for them. First of all, the area is special. The northern part of Costa Blanca is one of the most beautiful parts of the Spanish coastline. At the moment Valkea Marina has properties for sale from San Juan (just some kilometers north of Alicante) to Benidorm and up to Dénia, which is

about 80 kilometers north from Alicante. The center of the business for Valkea Marina is Altea. The biggest city is Benidorm. Most of the cities in the area are by the Mediterranean Sea, but there are also charming small villages up in the mountains. Target group of Valkea Marina is Finnish customers. At the moment, there are no other companies selling properties for the Finnish markets in that area. Valkea Marina has wide range of property types for sale. They have apartments, semi-detached houses, detached houses, duplexes, villas (houses), old town apartments and lots. Valkea Marina has newly established their rental services, which is mostly meant to support customers that are coming to purchase a property.

Altea Club is a social meeting point for Valkea Marina's customers. It is organized once a month mainly in a cafeteria in a central place in Altea. According to the Valkea Marina web pages (Altea Klubi 2011) Valkea Marina organizes free-time activities for its customers in a form of mountain trips, art exhibitions and investment events and the purpose (shown on the web pages) of Altea Club is to help new, mainly Finnish, citizens to find social contacts and familiarize themselves with the rich history, art, nature and culture in the area. Altea Club is very important for those who don't speak any or very little Spanish or English so that they can meet new people, socialize and make friends as well as speak Finnish and express themselves freely in their native language. All those issues help them in a process of settling down in a new culture and probably reduce the level of home-sickness.

From the viewpoint of the company, Altea Club is an essential component and marketing tool in a process of gathering the Finnish community that would start to market itself.

1.2 Topic of the thesis

Most of the customers of Valkea Marina are Finnish and during the existence of the company they have reached roughly 20 sales. The long-term strategic goal of Valkea Marina is to reach the critical mass of Finnish people in the area that it

would start to market itself. This kind of critical mass of Finnish people has been reached long ago in cities like Fuengirola and Torrevieja. With the positive experience they have given they attract lots of Finnish people there. Altea Club would become similar motor for positive experiences in Altea. The participants in Altea Club are very likely to become loyal to the club if managed well enough, which would cause them willingness to recommend Altea, Valkea Marina and Altea club for their relatives, friends and workmates. Thus, positive word-of-mouth will become stronger and spread wider.

As almost all the Finnish people living or having a vacation apartment in Costa Blanca Norte (especially in Altea and its surroundings) has purchased through Valkea Marina. It is completely task of Valkea Marina to create and market the Finnish community in the area. That's why Valkea Marina has established "Altea Klubi" ("Altea Club").

As customer satisfaction and good after-sales services are very essential in order to reach the critical mass, I will focus on developing the activities of Altea-club and other after-sales services in my thesis.

1.3 Restrictions

The topic is very wide and it could include subtopics of various areas. There would also be a huge need for material to use in daily routines of Valkea Marina. Thus, I will restrict the topic as follows:

- **Focus** will be **on after-sales services**. It would be too wide topic to cover also pre-purchase and purchasing processes. This thesis work is also good for creating development ideas for other processes than after-sales only.
- As Valkea Marina is a small company, all its actions should be **cost efficient**. Information technology provides various means of marketing and informing for free. Asking for bids, going for bigger quantities and using

international markets give lots of possibilities for cost efficiency. The challenge is always to get to know the best solutions from the huge selection available. In development program of after-sales services cost efficiency is important to bear in mind, because too expensive or otherwise complicated systems will not be utilized and that would cause only useless work.

- **Usage of Internet** in all the actions. Internet is a fast medium for international markets. It is especially important for Valkea Marina because its customers (and thus also marketing) are in Finland. Internet is not dependent on place. In after sales program Internet is in an important role in the areas of information delivery and marketing. It also allows convenient feedback system to be utilized as well as effective management.
- One physical outcome that Valkea Marina has asked is an **after-sales marketing calendar**. The calendar would include two parts, continuous and one-time calendars. The one-time calendar begins from the moment of purchase and continues about one year. The continuous calendar is equal for all the customers that have purchased properties and it has annual cycle. In that calendar, there are for example all the Altea Club meetings, trips and annual fairs held and the calendar will be updated at least annually. These both calendars should become automated activity and routine for Valkea Marina. If used and developed properly it will become a great management tool.

1.4 Goals of the thesis

The main goal for my thesis is to help Valkea Marina in building a continuous development system of after-sales services. The continuously developing system means a management tool that has internal and external feedback systems. Internal feedback is mainly development ideas from the management and employees and external feedback system is based on spontaneous and requested

feedback from customers.

Development of after sales services is only one step towards the bigger goal. It helps Valkea Marina to achieve the critical mass in the area by developing the activities of Altea Club and after-sales services. The term “critical mass” comes from physics, where it means the mass needed for nuclear reaction. In business, it means having enough customers for something to be profitable, which is in this case after sales services. (NetLingo The Internet Dictionary [Ref. 14.11.2011]).

Here, the critical mass is closely tied together with word-of-mouth, which is the main mean in achieving the critical mass. Word-of-mouth is the interaction between and within the customers and potential customers and it can generate huge competitive advantage to a company. The word-of-mouth is taken into a deeper consideration later in the thesis.

2 SATISFIED CUSTOMERS – THE CORNER STONE FOR A SUCCESSFUL AFTER-SALES SYSTEM

A satisfied customer can be seen as a corner stone for a successful after-sales system. Here in this chapter, the customer satisfaction is the essential element, because it leads to preference, positive word-of-mouth and willingness to recommend company, its services and products to other people. All the theory in this chapter is connected to Valkea Marina through examples. Finally, by applying these elements (or some of them) Valkea Marina should get closer to the goal of reaching the critical mass of customers in the area that would begin to market itself.

2.1 Marketing strategy

Strategy is divided into three levels (Hollensen 2003, 4):

1. Corporate strategy
2. Business-level strategy
3. Functional strategy

In small and medium size companies with only one or few products, corporate and business-level strategies are more or less the same. Functional level strategy can be for example marketing strategy, which will be concerned in the later part of the thesis.

Valkea Marina – Global European Capital is operating on few carefully chosen branches including real estate business in Costa Blanca Norte area where it has

its operating brand Valkea Marina (the orderer of the thesis). Choosing the branches to operate is part of corporate strategy and the major strategic decisions for Valkea Marina are included in the business-level strategy. Details of segmentation, product lines and marketing are examples of the functional-level strategies.

Marketing strategy has following components (Hollensen 2003, 5):

1. Scope / mission
2. Strategy
3. Goals and objectives
4. Allocation of resources
5. Source of competitive advantage
6. Sources of synergy

The first part, **mission**, is a long-term vision what the senior management sees the company or part of it to be like in the future. There has to be a mission for the whole business and also for all the separate functions of the company. In Valkea Marina that means for example selling properties, rental apartments, Altea-club, services and personnel.

The **strategy** in the second part states the steps for development. Business-level strategy could mean for Valkea Marina finding new customer groups for existing products. For example starting to market the properties for Swedish and Norwegians or creating more services for existing customers. This thesis will focus mainly on developing Altea-club and after-sales services.

One clear **goal** for Valkea Marina is to create a Finnish community in Altea area

that would start to market itself. As Valkea Marina is at the moment the only real-estate agency that serves customers in Finnish and advertises actively in Finland, the critical mass according to the management of Valkea Marina would be around 50 houses or apartments sold through them. The means to reach the critical mass are functional-level strategies. The third part, goals and objectives, includes customer satisfaction which will be researched later in the thesis in a form of a survey. Customer satisfaction and positive word-of-mouth are the major reasons for creation and developing Altea-club from the viewpoint of the company.

Allocation of resources is always a problem in a relatively small but growing business. Real-estate business is not very capital intensive business as the most of the costs are employees, office and cars. Using trainees decreases the cost of workers significantly without having so high effect on labor force. The most demanding decisions are probably timing, finding enough skilled and motivated employees and trainees in a right time and prioritizing the tasks.

Valkea Marina has many **sources of competitive advantages**. First of all, it is the only real estate agency in the Costa Blanca Norte at the moment that offers services in Finnish. Valkea Marina has over 40 years of experience in construction and real estate sectors in the area and it has also highly educated team including lawyer and economists. Valkea Marina has official real estate agency degree in Spain, which is very rare today since real estate markets have been open for everyone for long time already. (Asioida ammattilaisen kanssa [Ref. 20 October 2011]). In addition to these strengths, Valkea Marina has a unique concept including the purchasing process and especially the after sales concept. Valkea Marina's service offering is dignified including tour in Altea, practical guide, loan tendering, translation help, Altea Club and assistance in many practical problems with the authorities and normal life (Our services [Ref. 20 October 2011]). Altea Club as a key-customer management tool is an excellent medium for creating competitive advantages. This thesis work will increase the competitive advantage even more if implemented properly.

Valkea Marina can benefit from **sources of synergy** that it has together with the

other subsidiaries of Global Europe Capital S.L. They have common specialists, for example lawyer and economist who can devote their working time according to the needs of each subsidiary. Because of the small size of the company and managerial decisions, Valkea Marina does not have different departments within the company. Thus, the movement of labor force is very smooth and fast from one function to another. Also, movement of capital is relatively easy between the subsidiaries if extra funding is needed.

2.2 Relationship marketing

2.2.1 From traditional marketing to relationship marketing

Evert Gummerson (2004, 43), one of the major opinion leaders in the area of relationship marketing, says that “leading of an enterprise is all about two themes: firstly, make sure that you have something to offer and secondly, make sure that you sell it with more price than the production costs”. That is common sense. Relationship marketing is giving up the traditional marketing theories and using common sense, judgement and intuition.

Traditional marketing approach, which uses 4 P’s (Product, Price, Place and Promotion), laid on three assumptions of markets and customers (Hollensen 2003, 9):

1. There is a large number of potential customers
2. The customers and their needs are relatively homogenous
3. It is quite easy to replace lost customers with the new ones

This approach was successful way of marketing during the secondary stage of economy when packaged consumer goods and products were similar. Today,

especially in the companies operating on service and consulting sectors, marketing approach is more towards service and relationship marketing because their products are tailored for each customer individually and thus marketing also has to be different. But it is not only trend of service and consulting businesses because maintaining long-term relationships are also very important for industrial and agriculture businesses. Orientation has changed from dyadic relationship to networking in all the sectors. During the traditional marketing era (or mass-marketing era) the focus was on buyer-seller relationship while now management in the companies have understood to take into consideration also the relationships between them and suppliers, distributors, banks, government, competitors, customers and labor unions, for example.

2.2.2 Six markets models

According to Hollensen (2003, 11), relationships are the most important asset of the company, even more important than the physical plant, product, patents or markets. He says that *the relationships determine the future of the firm*. For example, if employees like to work in the company they will produce more and give better image of the company as full-time or part-time marketers. Also, they will be more creative in developing the practices of the company. Or if investors are happy with the return from the company they will be more eager to keep their investments in the company or even increase the amount of their investments. Relationship marketing emphasizes more on cooperation than competition. The goal for the companies is to get customers choose their service or product instead of the competitors'. Importance of relationships can be analyzed as follows:

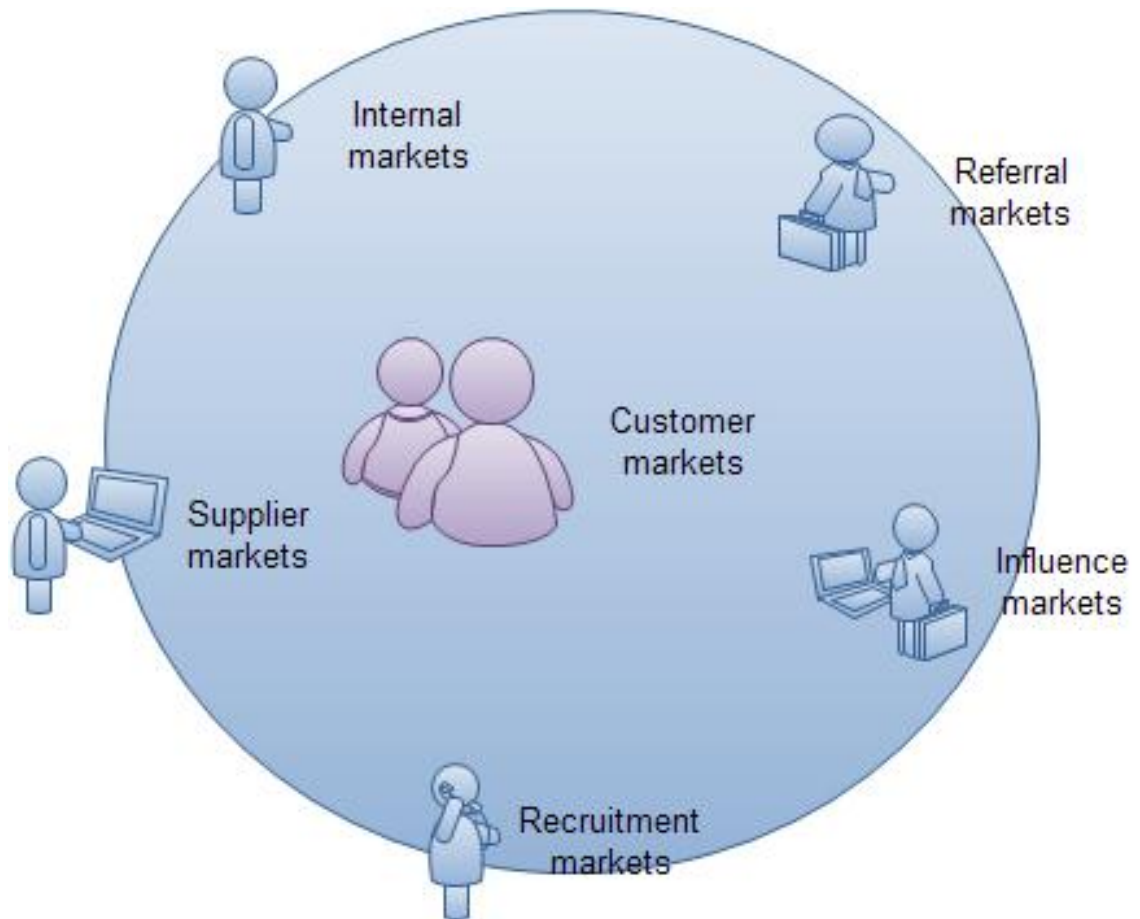


FIGURE 1. (Hollensen 2003, 10) The relationship marketing's six markets models

Internal markets – It is the top management's duty to create good and motivating working environment in the work place. Every employee can be seen as an internal customer or supplier and thus handled in a respective way. There should be enough good quality familiarizing for the new employees, education, team-building, internal information and other supporting activities. Also opinions and development ideas should be asked regularly. For **Valkea Marina** very important aspects are familiarizing and integrating new employees and especially trainees (there are most of the time 2-3 trainees, which is about half of the total number of employees including the management) and internal information sharing. Workforce rotation is relatively high, mainly because of the high percentage of the trainees. Also, the social contacts through the work group and assistance in organizing the

daily life are vital as most of the employees come straight from Finland and they don't have any social network in the area.

Referral markets – Creating advocates (or spokespersons) apart from customers is an important way of maintaining good relationships. These advocates can be from various businesses and it is sometimes even impossible to list all the spokespersons of the company. In **Valkea Marina** case there are many collaborators in Finland that are also real estate agencies but not straight competitors, because they do not sell any holiday apartments abroad but they can refer their customers to Valkea Marina and get some provision for that. Some collaborators in Finland have been very active and even organized Spain-events for their customers in their premises. There are also more straight competitors that have made agreements with Valkea Marina that if their customers decide to purchase from Valkea Marina's area they can recommend and get their agreed provision. These kinds of agreements have been made with some agencies in the other parts of Spain and there have been also negotiations with agencies in French Riviera, for example. Despite real estate agencies, there are lots of former workers (trainees) of Valkea Marina in Finland who would definitely refer their relatives, friends and other interested people to Valkea Marina. Locally, there are lots of cooperation partners in Altea area including banks, notaries, travel agencies, restaurants, cafeterias, hotels and friends. Valkea Marina has business cooperation with many of these but there are also numerous other contacts as well.

Influence markets – Industry related influencers such as government and local municipality authorities, associations and universities are also part of the network and market. The usage of this market depends a lot how active the company is. For example owners of **Valkea Marina** and Global Europe Capital are lecturing in many universities locally, regionally, nationally and internationally.

Recruitment markets – Recruitment markets include human resources and skilled people. A big challenge for **Valkea Marina** has been to find skilled work force who would be interested in moving to Spain for work. Main skills that are

needed daily are fluency in Finnish, English and Spanish both in writing and orally, excellent computing skills and communication skills. In addition to the languages mentioned Swedish and Norwegian would be of advantage because the management has been thinking of the other Scandinavian countries as a potential expanding area in the future. Also, the workers should fit well into the Finnish working mentality of accuracy, pace, lots of responsibility and independence.

Supplier markets – Collaboration with key suppliers is an essential part of any company. **Valkea Marina** has few dozens of people, families, constructors or banks who want to sell their properties through them. Biggest suppliers have many properties and some need more attention than the others. Also, the economical situation of construction and real estate sectors in Spain gives its own flavor and challenges to maintaining supplier markets. Definitely, it is now buyer's market rather than seller's market (which means suppliers in this case, because Valkea Marina does not own the properties but it is only an intermediary between the owners and the buyers).

Customer markets - In the center of the figure there is the most important market, customer market. Customer loyalty and retention are very important for companies that produce services or products that can be sold constantly to the same customers. A lost or dissatisfied customer can cause lots of harm and costs to the company. One of the biggest consequences might be negative word-of-mouth. So, all the five markets mentioned above have to be maintained very carefully if the customers are to be served well. **Valkea Marina** is not a typical case because it is relatively rare to get immediate repurchases from the customers. On the other hand, the word-of-mouth has to be managed extremely carefully. For that purpose, Altea Club is a great mean if maintained well. At the moment there is still a huge potential in developing the activities of Altea Club.

Valkea Marina has created a wide range of services for the customer markets. Services and service like elements (for example paperback practical guide) are developed in order to strengthen the customer relationship. Through strong relationship with the customer Valkea Marina is able to keep competitors away,

because the range of services offers great value added. Having focus on services does not mean that the other elements (price and image) would not be important at all. The key competence of Valkea Marina is good quality and wide range of services. (Grönroos 1990, 17.)

The most important market for Valkea Marina is the customer market because it is the only market from where cash flow is generated. It is followed by internal and recruitment markets but all the rest should also be maintained well in order to serve customer markets better. In many cases at least to some extent detailed strategy for maintaining each individual market might be needed.

2.2.3 CRM as a tool for relationship marketing

“CRM, or Customer Relationship Management, is a company-wide business strategy designed to reduce costs and increase profitability by solidifying customer loyalty. True CRM brings together information from all data sources within an organization (and where appropriate, from outside the organization) to give one, holistic view of each customer in real time.” (What is CRM? 2010). Thus, customer relationship management is a “business approach or strategy that integrates all business functions which relate to the customers” (Kotler, Keller, Brady, Goodman & Hansen 2009, 295). These functions are mostly marketing, sales and customer service. Tools for customer relationship management are people, processes and technology.

Customer relationship management divides customers into groups by the phase of their loyalty. Often the stages are called (Hollensen 2003, 627):

1. Courtship
2. Relationship
3. Marriage

Customers in different phases require actions and attention according to the level of their loyalty.

The customers at the courtship-phase are potential customers. Valkea Marina knows quite well their potential customers. According to the management, over 90% of their customers are entrepreneurs. This information helps in marketing and targeting all the actions of the company. Through contacts from the annual fairs the customer database has been created and used later.

In the relationship-phase the potential customers in the customer database are contacted. The first contact from Valkea Marina (at the fairs the contact can be very short and personnel contact is not always involved) by phone or email begins the development of the loyalty phase. If customer totally rejects the approach and wants to quit the relationship, he or she is left on the courtship-phase meaning that the contact information is not deleted from the database, only the status is changed. If the customer is interested in the services of Valkea Marina, he or she might plan a trip to Spain to see the possible properties to purchase. Normally, the customer already purchases at the relationship-stage, but as purchasing a real estate is such a big financial investment, the purchasing process takes longer time than normal consumer good purchase. The relationship is significantly deeper at the moment of purchase and it can be called then marriage-phase already. Common phenomenon in the Valkea Marina's business has been that already in the early stage of relationship-phase a mutual desire exists and both customer and the company sees the benefits for relationship development.

At the moment of purchase, at the latest, the loyalty of the customer is at marriage-stage. It is a long-lasting relationship and both parties benefit from it. Altea Club plays significant role in this stage. It is a common activity for the parties involved; the bonds of the relationship are strengthening. On other lines of business, the marriage stage means often some kind of membership system and re-purchases which are rare for Valkea Marina's customers if we think only about purchasing a real estate property. That is why Valkea Marina has developed such a great variety of services and the after sales program (Altea Club). These

services and active program keep the customer on the marriage-stage and prevents divorce (falling to the lower level of loyalty). Valkea Marina's customers usually stay at the marriage-stage easily because they feel that the after sales program and services benefit them.

2.2.4 CRM systems

When people talk about CRM (Customer Relationship Management) in most cases they refer to the tools used in CRM. Nowadays, the most common tool is computer-based system that includes elements for sales, customer information, management of the organization and write various reports (CRM Tool [Ref. 24 October 2011]). It can be accessed on single computer or through internet. CRM tool providers have created versions for different branches of business such as government, financial services, manufacturing, healthcare providers, retail, hospitality and entertainment, education and media (Microsoft Dynamics CRM [Ref. 24 October 2011]).

Valkea Marina uses the CRM software UltraNet (www.ultranet.eu.com, see the user front page in the Figure 2) which offers tools for real estate agencies and rental agencies. The system is online and it includes elements for website design, property management, customer management, vendor management, task management, document management, newsletters and website enquiries (Estate Agent Software [Ref. 27 October 2011]). It also shows new applicants that come through the website, visitor data and statistics.

The most important features for after-sales purposes and customer satisfaction are website design, customer management and property management. Website design is probably the most important, because the customers of Valkea Marina are in Finland and internet is often the first contact to the customer and most of the customers visit Valkea Marina website regularly. Customer can get information of the company, area, culture, business, traveling advice and read articles, news and presentations. They can also explore properties for sale and rental properties, join

the mailing list and watch videos on the website. There is also information of Altea Club and after-sales services. The web content has to be of good quality, clearly structured and visually attractive. Customer management is an important feature in storing information about the customers. Their contact information, status (how potential customers they are), preferences on property types and contact history are saved there. Poorly managed customer registry might cause double work for the company. Property management has a very important role before the purchase. It saves time of the sales personnel if the customer can pre-select the properties he or she wants to see. Property descriptions should be accurate, holistic, interesting and include plenty of good quality photos, videos and plans. Finnish customers want to know lots of details to support their decision making.

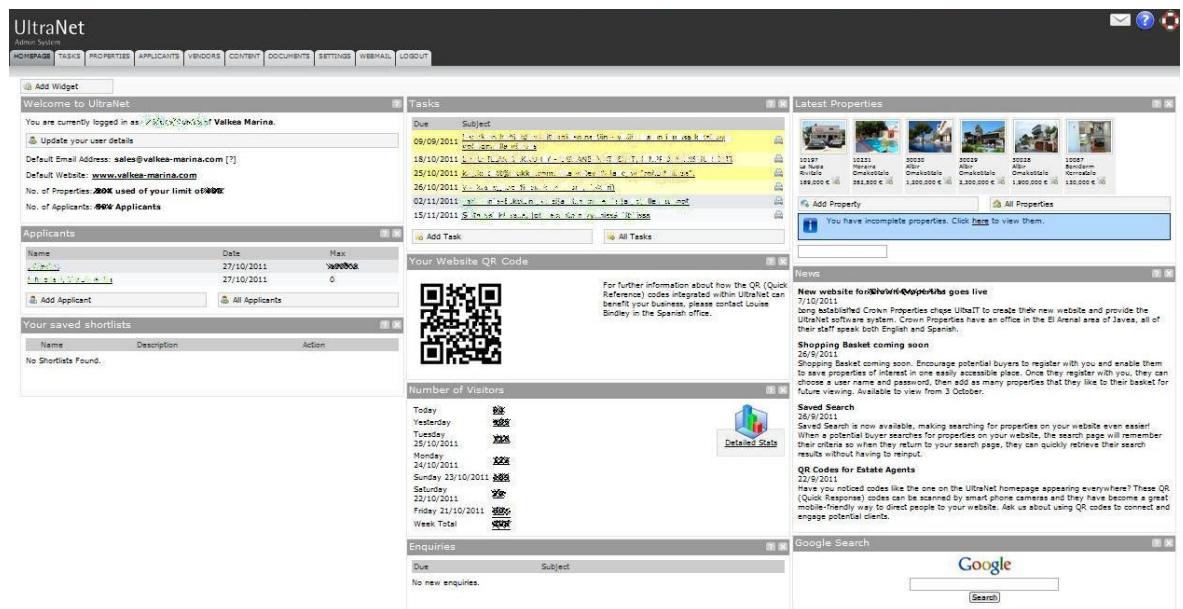


FIGURE 2. UltraNet user front page. (UltraNet Estate Agent Online [Ref. 27 October 2011]).

Task management feature is commonly used in Valkea Marina. In that feature, the management can insert a task to the system assigned to an employee with task description, deadline, estimated duration and importance of the task. The employee can change the status (in progress or completed, for example), defer it to someone else or ask for more information. They can also add tasks to themselves or to the other employees for example in case of sharing the responsibility or dividing the task into smaller parts. If requested, the management

will get reports of changed status or referred tasks for example.

Newsletter feature is not used in Valkea Marina because of some technical weaknesses of it. They have been reported to the operator and at the moment Valkea Marina is using other system for sending newsletters. The weakness of having two overlapping systems is that there must be also two customer registries in order to use both successfully. Then there is more room for human errors and updating and developing them unequally.

For after-sales purposes the most important features are web content, document management and task management. Valkea Marina's web pages include lots of valuable information for customer who has purchased a property. You can find area and city descriptions including history, services and attractions. Document management includes important files about services, articles, surveys, presentations and maps that are displayed on Valkea Marina's web pages. There is actually a very large information package for anyone interested in the area, culture, politics and history. Task management is equally important in developing or running tasks concerning on any areas of the company. Task management is very useful for example in the case of reclamation after purchase or organizing reparation of an apartment.

2.3 Service marketing

2.3.1 Service as a product

Services have very different nature than consumer goods. That is why marketing should have different approach to them as well. Christian Grönroos tells in his book (2009, 79) three main characters that are common for all the services:

1. Services are processes that consist of group of actions
2. Services are produced and consumed at least to some extent simultaneously
3. Customer is involved at least to some extent in the production process of the service

We can consider these three aspects in the case of **Valkea Marina**. If we think about purchasing process, there are dozens of actions involved, probably hundreds or thousands. A lot has to be done before a customer arrives to Spain to see the possible properties: Marketing, phone calls and emails between the customer and the company, requesting vendors for visits or even search for totally new vendors and properties with exact criteria, arranging the transportation and accommodation for the customer, town and area tours, property visits and so on. When the customer is interested in particular property, then negotiations, offers and counteroffers, research of legal issues and conducting the deal. All these parts also consist of numerous actions themselves and it is impossible to list them all because of the high number and variation of actions. The high number of action steps in the sales process has caused a reaction from Valkea Marina to create tailor-made services and thus fulfill the individual needs of the customers.

Old saying tells, that "Well planned is half done". That is truth in processing many services. For example, Altea Club meeting requires planning, organizing and informing before the actual meeting takes place. The time and place needs to be decided, topic or theme for the meeting, maybe visiting speaker needs to be invited and instructed, food or coffee has to be organized and participants have to be invited and informed. But still, preparation is not enough to complete the service. Speaker has to give a speech, coffee has to be served and food has to be eaten. Discussions require at least two participants and museums need people to visit. Services are produced and consumed at least partially at the same time.

Valkea Marina's customers are very much involved in the actual service

production process. They can decide pretty much what kind of properties they want to see and what property they will finally purchase. Or if a customer needs translation assistance, they need to be present and listen to the translation and lead the discussion by asking questions or making comments. In a discussion situation the customer definitely is involved in the production process. Thus, the customer takes part in tailor-making the services in order to meet his / her needs. It is very beneficial to both the customer and the company to have this kind of synergy in the production process.

The most significant difference compared to product marketing is the lack of pre-produced product. Some elements can be ready-made (for example the apartment), but mainly service provider can only plan the service concepts, prepare service processes and produce some physical products supporting the service concept. (Grönroos 2009, 91.) **Valkea Marina** itself produces very little physical goods. It is only a mediator between producer (constructor) or owner of the property and customer. Processes can be planned well but they cannot be produced and stored before the consumption. It can also be hard to know what resources will be needed in the production process because the needs of a customer are not always clear at the beginning of the process (Grönroos, 91). Customer might start to like some particular city or have a crush on some property only when he or she sees it. Sometimes customer is willing to pay more than he or she was thinking at the beginning if some extra value is included. Those factors can be for example good views, location, size of the apartment, swimming pool or other facilities, aesthetically pleasant, good materials or low price.

2.3.2 Three layers of services

Services are often described with a model of three-layered product (Figure 3). As Timo Rope says (2007, 210): “When making the **core product** you have to remember that the period of general products is over. Nobody purchases them and you cannot succeed by selling them.” A real estate agency cannot succeed by selling only houses and apartments. But the core product is often what marketers

sell to their customers. The general situation on the global consumer markets is that there is more production than demand. This is also very true in the real estate markets in Spain in this stage of economy. According to Helsingin Sanomat (2011) there were almost 700 000 new apartments for sale in

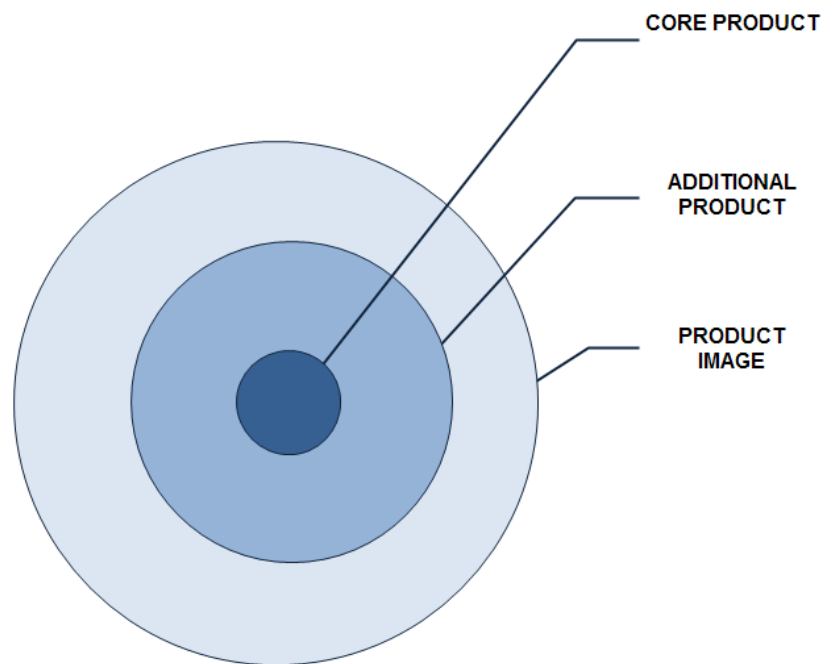


FIGURE 3. Three-layered product (Rope 2005, 209)

Spain at the end of the year 2010. Selling an apartment is almost as rare as winning in a lottery if the company has only the core product.

Additional products are elements that make the product different from competitors' products. Often these additional products are services such as warranty, installations, education or home-delivery. These additional services are connected to the product to make them more fascinating to customers and to differ from competitive products. Valkea Marina has good range of additional services varying from translation services to airport transportation and from storing keys to Altea Club. Some are pre-produced such as website and its wide content and practical guide for settling down in Spain. Not all the services need to be provided by Valkea Marina itself, but they can market subcontractors' and collaborators' services. Interesting is that someone's core product can be someone else's additional service. These kinds of services are for example hotel accommodation, cleaning, gardening, language courses or sailing trips. Altea Club with its various activities is probably the best of all the additional services that Valkea Marina can offer. It brings lots of value to the customers: Finnish community, social group, homelike atmosphere, easier adaptation to a new culture, support in daily

problems by other members, information about the culture and history, free-time activities and leisure. (Rope 2007, 210). Altea Club can be relatively easily changed and developed according to the needs of the members.

Products do not need to be wholly commercial products at all. They can be Mediterranean Sea, 300 sunny days in a year, good and healing micro-climate, surrounding mountains, beautiful old city, rich history, good connections and easy access or relaxed Spanish lifestyle. All these are like the sweet cream on top of the cake; they are improving the **image** of the product. This level of the product is very important, because it is relatively simple for competitors to copy the core product or the additional services, but the image is not similarly possible to copy. Image can be the most stable competitive advantage that a company can have. (Rope, 211).

Valkea Marina is promoting very actively Costa Blanca Norte –area. The reason for it is mainly the image of Spain Finnish people have; their first impression is Costa del Sol, which is full of tourists, blocks of similar constructions and very little original Spanish culture. Most of the Finns also know Torrevieja, which is very similar to Costa del Sol description. Torrevieja is also in Costa Blanca area, but as the area of Valkea Marina's business is very different with high culture, original Spanish architecture, history and less tourists, they want to make a clear difference between the areas. Thus, Costa Blanca Norte is marketed as a "slightly higher class –area". Other significant image builders for Valkea Marina are the education level of the management of the company (lawyer, economists, architect, and licensed real estate agents), professional attitude, good and long knowledge of the area and constant lectures in universities (local, regional and country-wide).

It might be possible for Valkea Marina to switch the core product (selling apartments) and additional service (Altea Club) in the future. When the critical mass has been reached, it could be possible to change the marketing strategy to begin to market the whole service concept including Finnish community, surrounding culture and nature together with life-long support in any matters as a core product. Apartment could be just an additional service, though very essential

one.

The summary of the three-layered product can be shortly said: Core product is what is tried to be sold, additional services are the reasons to choose certain product or company, but the image is the key factor for the purchase decision.

2.4 Customer satisfaction

2.4.1 Customer satisfaction as a part of success cycle

Grönroos explains the importance of the word-of mouth in his book (1990, 158-160). He has also created a communication circle, see Figure 4.

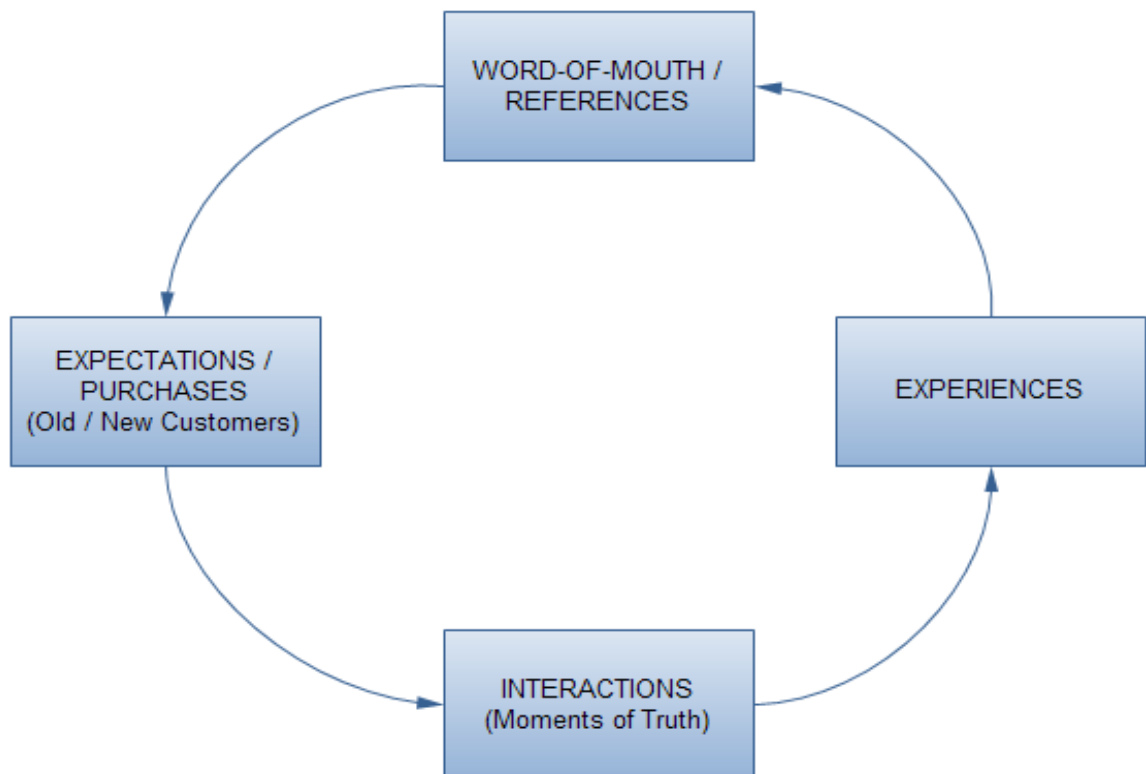


FIGURE 4. The Communication Cycle (Grönroos 1990, 159)

Similar, but more detailed cycle is illustrated below on the Figure 5 (Rope 2007, 557). Because Rope's figure is more detailed, we will take a closer look at it.

There, Rope states clearly, how customer satisfaction is a central part of companies' continuous development in terms of developing the positive image, long-term customer relationships, attracting new customers through positive image and keeping the profitability high. We can say that creating high customer satisfaction level is an essential aspect of a successful business. The end results are not less important than increasing sales and market share.

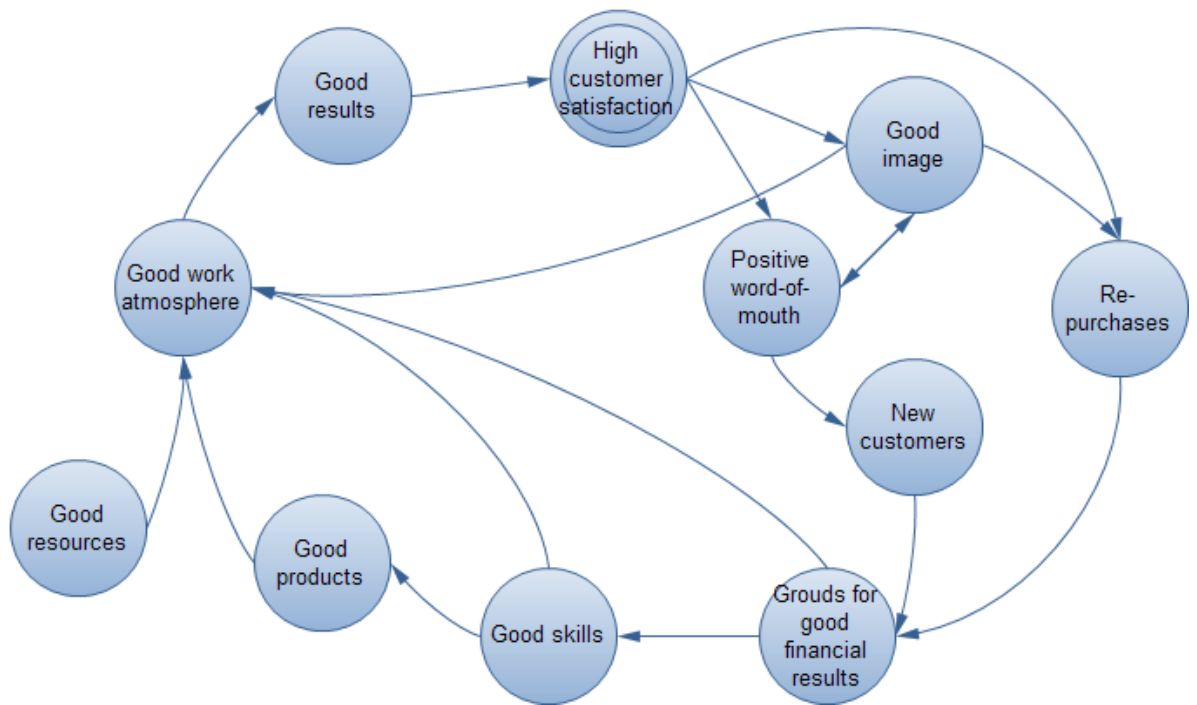


FIGURE 5. Customer satisfaction as a part of success cycle (Rope 2007, 557)

If we take a closer look at the Figure 5, we notice that some aspects are more important for **Valkea Marina** than the others. High customer satisfaction is the key element in creating a Finnish community in the area. Positive word-of-mouth attracts more customers together with good image. This triangle (Customer satisfaction - Image - Word-of-mouth) is the most important part of the figure in order to reach the goal of the critical mass of customers. Very important factor in reaching high customer satisfaction is good working environment, which is wide enough topic for another thesis at least. Here I will not focus more on it.

A less important part of the cycle for Valkea Marina is for example re-purchases. It is very rare that customer who has purchased an apartment will buy another one. Though there are some investors who might buy another property after some years. The best way here we can think about these re-purchases is to take after-sales services into account. Once purchased customer is more willing to make re-purchases if the experience has been good and marketing to them is a lot easier than for those who are not even aware of the company. Also, the purchasing process takes usually long enough time to reach a very close relationship with the customer and trust has been developed. In Valkea Marina's case, after-sales services are not as profitable financially as the actual purchasing process, but as marketing is significantly easier the effort is worth it. Also, Altea Club might not give the best pay for the effort put on it, but as it is seen mostly as a mean of increasing the quality and amount of word-of-mouth, it can give very high indirect pay.

High number of positive experiences during and after the purchase process can create high customer satisfaction rate, which in a good situation creates customer preference. In that case, the customer might not even think about any other option for instance of after-sales service providers, but he or she uses the services provided by Valkea Marina. That preference creates positive word-of-mouth and willingness to recommend Valkea Marina for other people, which later on leads into achieving the critical mass. One common tool for measuring the customer satisfaction and willingness to recommend company to other people is called "Net Promoter Score". It will be introduced in the next chapter (2.4.2 Customer satisfaction management).

2.4.2 Customer satisfaction management

Because customer satisfaction effects directly or indirectly on:

- positive development of image,

- customer relationship continuum,
- reaching new customers through positive image and further to the growth of sales and market share, and
- retaining profitability through customer relationships, (Rope 2007, 556)

it has become an important driver of business management (Rope 2007, 535). The Figure 6 (Rope 2007, 573) explains the decision making and continuous development that is typical for customer satisfaction management.

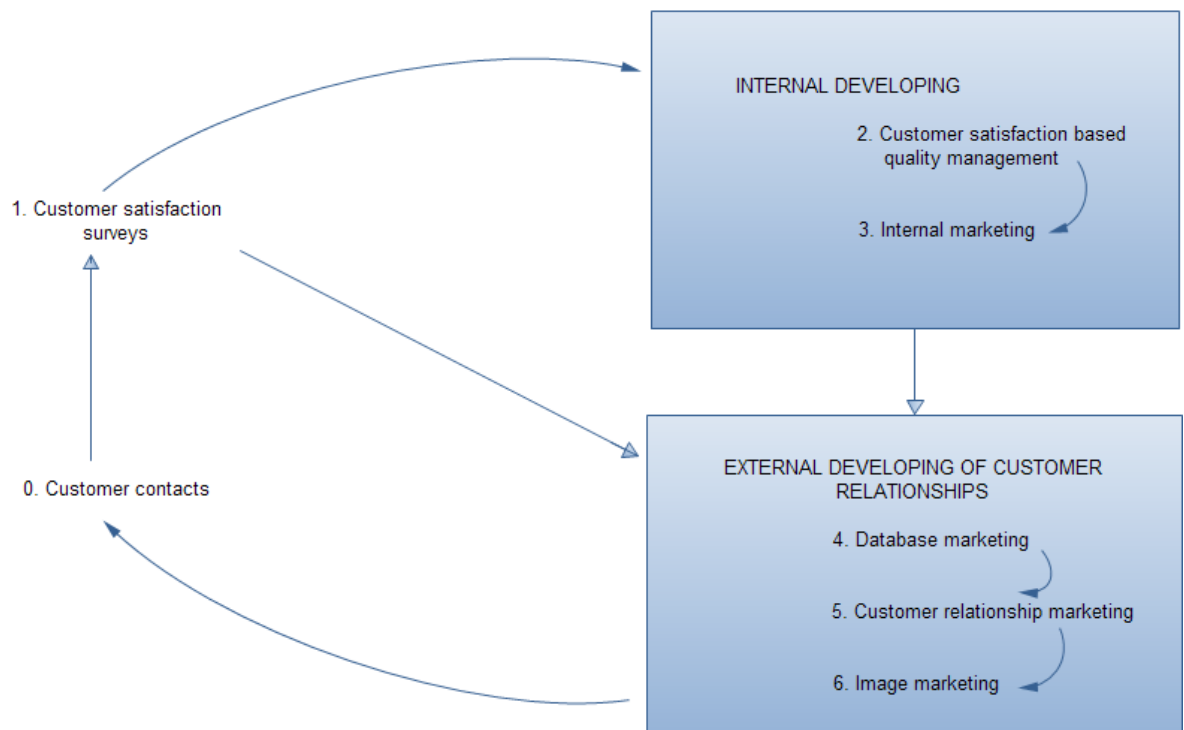


FIGURE 6. Customer satisfaction management tools connected to each other (Rope 2007, 573)

Customer contacts (0.) happen all the time in various departments of the company. Customer feedback (1.) should be collected continuously in a form of customer satisfaction surveys or gathering spontaneous feedback. Management analyses the feedback and makes strategic decisions (2.) based on the feedback.

Internal marketing (3.) is a way of getting the business idea and philosophy of customer satisfaction management to the whole personnel and into action. External marketing (4, 5 and 6) is the result that is shown to the customers (existing or potential customers).

One common tool nowadays for collecting customer feedback is NPS, Net Promoter Score. Simply, you ask customers how willing they would be to recommend the company, its services or products to other people. When answering, they use scale from 1-10 where 9 and 10 are called promoters and 1-8 detractors. The following list describes the promoters and detractors affecting the business (Reichheld 2008, 10-11):

- Retention rate. Detractors have shorter and less profitable relationships with a company.
- Margins. Promoters are usually less price-sensitive than detractors because they believe they are getting good value-added.
- Annual spend. Promoters do re-purchases more frequently than detractors. Also, the profit of the company will increase as promoters upgrade to higher-priced products. Promoters' interest in new products and additional services are higher than detractors or passive customers.
- Cost efficiencies. Detractors complain more frequently than promoters. Customer-acquisition costs are also lower for promoters because of the longer relationships.
- Word-of-mouth. 80 to 90 percent of positive referrals come from promoters. Also, referred customers have higher possibility to become new promoters, which accelerates the positive spiral of referrals. On the opposite end, detractors are responsible for 80 to 90 percent of the negative word-of-mouth. Each negative comment neutralizes three to ten positive comments.

2.5 Marketing plan

In many companies marketing plan is, and it should always be, a continuous process. It might have circles of one year, but it should also include a long-term strategy. In many cases the marketing plan is a task defined for the marketing department of a company, but according to the current thinking in the Nordic countries all the departments should be included in both decision making and implementing of the marketing plan. Thus, marketing should be included in everyone's work tasks throughout the whole company.

Marketing plan has four key phases (Hollensen 2003, 6):

1. Analysis
2. Planning
3. Implementation
4. Control

Conducting an effective marketing plan requires thorough analysis, careful planning, well managed implementation and control, which leads to continuous development and is the basis for the upcoming marketing plans.

There are lots of suitable and effective models for **analysis** available. The most common ones are probably SWOT-analysis, PEST-analysis (or PESTLE), BCG (Boston Consulting Group) Matrix and various environmental scanning checklists. Analysis is mainly a systematic research of internal and external factors affecting the company and business. Normally, they are made of the whole company, but similarly the analysis could target on some department or function of the company. In the next chapter the SWOT-analysis of the after-sales services from the point of the company will be carried out. The focus will be on after-sales and Altea Club. The survey conducted in the Chapter 3 of this thesis is part of the customer and

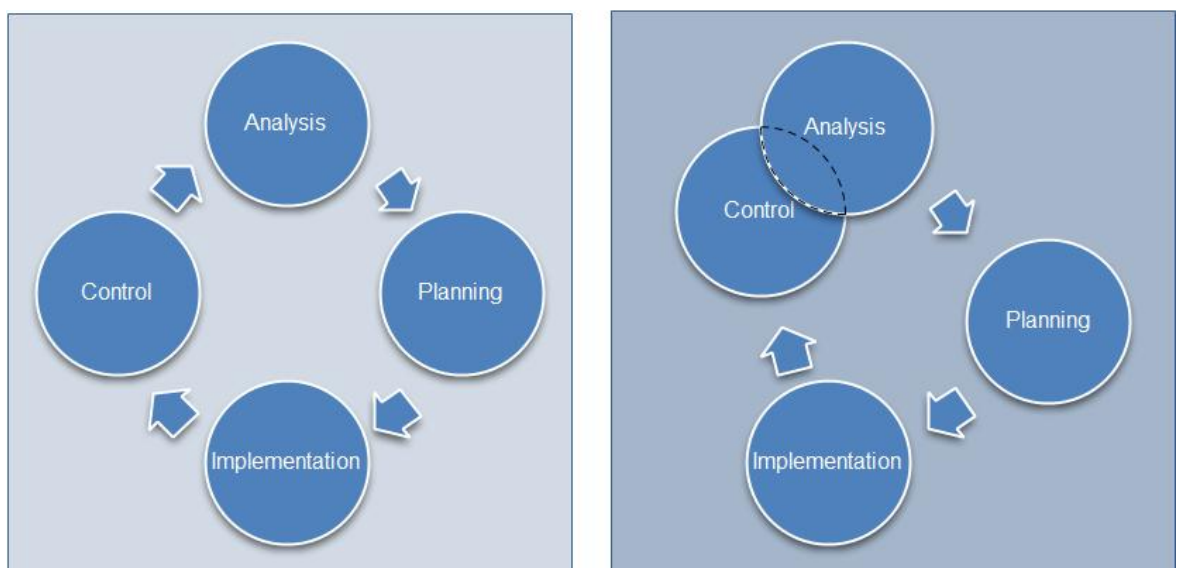
after-sales services analysis.

Planning the marketing plan should include both long-term strategic planning and marketing program or tactics used to support the long-term focus. Long-term marketing direction includes for example the selection of target markets. (Hollensen 2003, 6). After-sales marketing plan for Valkea Marina will be carried out in the Chapter 4, “Development Suggestions”, of this thesis in the forms of Altea Club development suggestions, After-sales Marketing Calendar and CRM suggestions.

Analysis and planning phases do not have any effect without **implementation**. It is the phase where the strategic and tactical plans become concrete actions. Implementation includes budgeting, allocating resources (staff, financial, machinery), delivering tasks and sharing responsibilities. For Valkea Marina, this phase includes also organizing Altea Club meetings. Implementation will be done according to the plans in the Chapter 4. (Hollensen 2003, 7).

In order to have effective marketing plan, **control**-phase should be carried out. By controlling the financial results, budgetary control and customer satisfaction as well as staff actions the continuous development is possible. After-sales marketing

FIGURE 7. Continuous development cycle



plan of Valkea Marina should include customer satisfaction control, yet the financial results should be positive so that the whole company would be profitable.

In the Chapter 4 there will be a customer feedback system suggestion. Control should be continuous and assigned to the management's and employees' tasks just like implementation. Discoveries of the control should have an immediate effect on the planning and implementation. After the thorough analysis has been once carried out, control and analysis phases more or less merge together (Figure 7). Well conducted control is at the same time analysis of the changed situation. This happens to higher extent when the same person or group is controlling and analyzing the actions and market situation. For example, if the Managing Director of Valkea Marina calculates the financial results of the last quarter, he is at the same time making the analysis of the financial situation. In the fourth chapter of this thesis there will be a suggestion for new planning and implementation phases. The plan has two tools – first-year after-sales marketing calendar for new customers (begins from the moment of purchase) and a continuous calendar for Altea Club activities (for all the customers who have purchased property through Valkea Marina).

2.6 SWOT-analysis

One part of the environmental analysis is in the third chapter of this thesis (Analysis of the survey). That chapter concerns mainly Altea Club. Here, there will be a SWOT-analysis of Valkea Marina and especially its after-sales services including Altea Club. In the Figure 8 there will be a summary of the analysis, which will be discussed in more detail below.

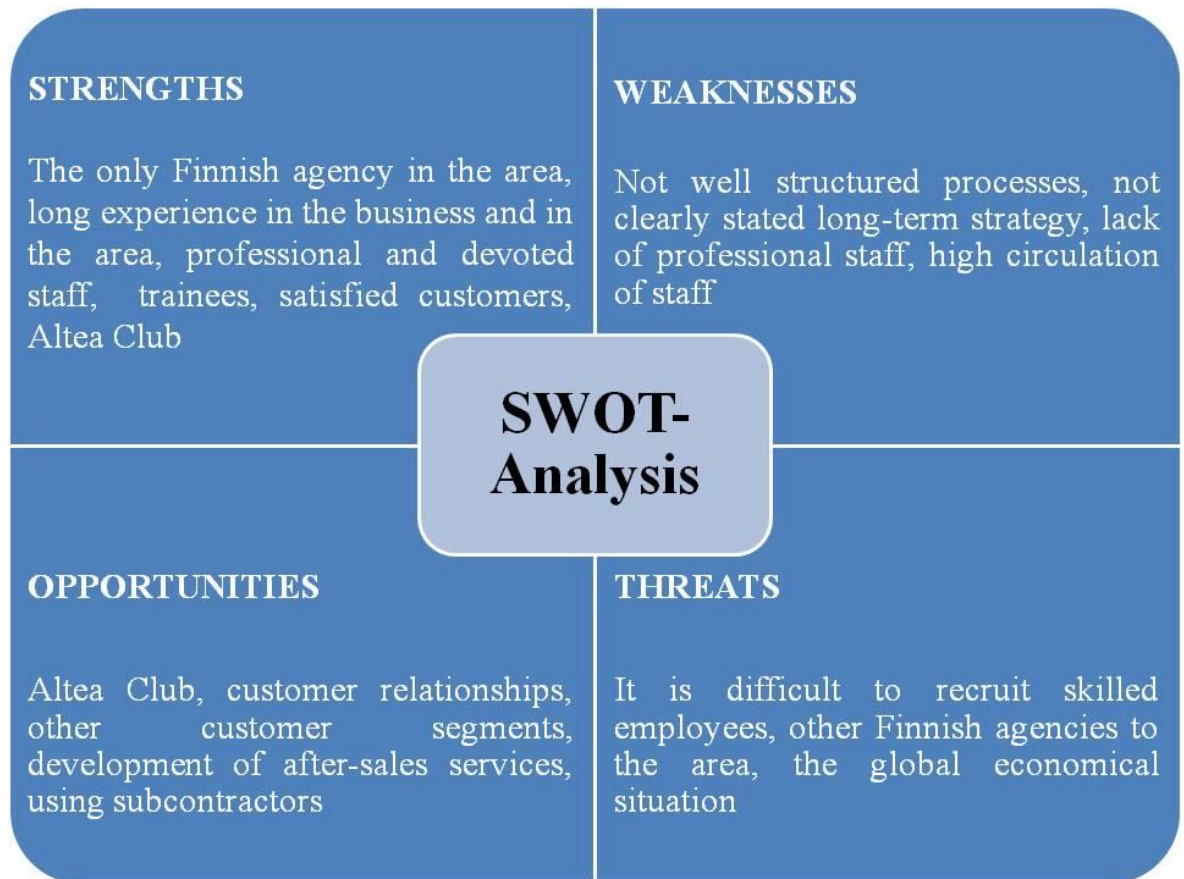


FIGURE 8. SWOT-analysis of Valkea Marina.

Strengths – Valkea Marina is the only Finnish real estate agency in the area of Costa Blanca Norte. Although, there are some companies that operate among other areas in Costa Blanca Norte, but their head office (or similar) is somewhere else. Valkea Marina has the official real estate agency certificate in Spain (API-degree), which is very rare to have in Spain. That certificate, among highly skilled and educated management of Valkea Marina, increase the respect of customers and cooperators. Valkea Marina personnel have also very long experience in the area and line of business. Part of the management team has lived in the area for over 40 years and they have experience in real estate and construction business.

Valkea Marina relies highly on trainees. It is clever to use them, because they usually have very fresh knowledge of the latest trends in the business environment and they are highly motivated and full of never ending energy. Valkea Marina has a right attitude towards the trainees, they are given lots of responsibility and they

are also involved in the decision making. Young people are eager to establish networks during their free time, which might sometimes benefit the company as well. Young people today know information technology better than older generations on average. Using trainees is also a great saving in labor costs.

Satisfied customers can be considered as strength of Valkea Marina. They become spokespeople for the company; they can bring more customers with the positive word-of-mouth. Also, satisfied customers are prone to make re-purchases and use after-sales services. Altea Club is very exceptional among the real estate agencies in Spain and it is a huge strength. Altea Club keeps the customers active and they become more integrated into the local culture and area.

A strong competitive advantage is the extraordinary service package of Valkea Marina including strong support and cooperation with the customer from the beginning of the customership through sales process until the after-sales services. The after-sales package makes Valkea Marina positively different from its competitors, but yet there is room for developing it further.

Weaknesses – Valkea Marina is relatively young company and the number of customers that have already purchased properties through Valkea Marina is not very big, so there are not very well structured processes and many functions are not fully developed. After-sales services are relatively new area of business for Valkea Marina, because in the past they used to give free support for the customers after the purchase. Wide after-sales services has not been possible with narrow customer base, but as the number of customers has grown and resources devoted to after-sales services have increased, Valkea Marina made the decision to expand the selection of after-sales services and begin to charge for them. Also, Altea Club has been working in a relatively low mode this far. There is still huge potential in developing processes and routines; clear documentation and written guidelines would help. Very little of the long-term strategy is transmitted to the employees, only the short-term actions are commonly known.

One huge challenge for Valkea Marina is to get professional staff. Company is

currently relying a lot on using trainees. It is quite hard to know beforehand what kind of workers they are and often they spend only three to six months in the company. Getting skilled permanent workers is also a huge challenge. The experiences in the company have shown that there are very few Spanish people that could fit into the Finnish working method. Thus, the potential employee market is Finland. Often employees from Finland are willing to stay in Spain only one to two years if they do not have any family connections to Spain. So, finding skilled long-term permanent workers is really challenging.

Valkea Marina is not well known in Finland and there is only a little word-of-mouth. Thus, marketing has to begin from familiarizing the company with the customer. It gives challenges for search engine optimization, for example. On the other hand, there are not very well known real estate agencies in the competing areas either, but the whole area of business is hard to get the wide audience to know the company name. Also, the limitations of the CRM system (UltraNet) is a challenge for search engine optimization, because it does not allow to modify the web content freely.

Opportunities – Using customer relationships for marketing and spreading out the positive word-of-mouth has lots of potential. Satisfied customers are the best mean of marketing.

Generally, after-sales services carry a huge potential. The variety can be increased, subcontractors can be used and Altea Club can be developed. Marketing subcontractors' services and outsourcing Altea Club more for the customers to organize can increase the variety and quality of the after-sales services without high efforts and investments.

Despite current customer lines and after-sales services, there are also other possibilities for expanding the business. As Finnish way of doing business is very similar to the Scandinavian mentality, Norwegians and Swedes could be potential customer segments. A good fact is that they also have capital for purchasing apartments in Spain. Also, Russians could be a good target market, but there a

smaller niche should be chosen, for example St. Petersburg area. The population of that area is roughly similar to Finland's and there are lots of rich people. Also, Russians (especially people from St. Petersburg) are used to doing business with Finnish and they have been mostly satisfied with that.

In the case of adopting new customer segments, the role of Altea Club would change. It would be not an after-sales program or service for all the customers of Valkea Marina anymore. There would be a need for multilingual services or organizing separated programs for different language groups or perhaps ignoring the other language groups. None of these would be simple nor perfect solution. They all have their positive and negative aspects.

Threats – As mentioned earlier, Valkea Marina is highly relying on trainees. Thus, lack of skilled labor (trainees and permanent employees) is a real threat. The situation can be good at the times, but it can change and get worse drastically in a short period of time.

Rivalry in the niche is not very hard at the moment, but there is a threat that some Finnish agencies operating in the other areas of Spain would move to Costa Blanca Norte. This can happen especially if there will become stronger, more active and better organized Finnish community in the area, which means at the moment mostly same as Altea Club. The threat despite of lost sales then would be that competitors might not offer any after-sales services but only focus on better-paid apartment sales. In that case Valkea Marina might also need to serve the competitors' customers and devote personnel and other resources to those activities, which might have cumulating negative effect on apartment sales.

Also, the current global economical situation is a threat, because nobody knows at the moment where it is going to lead and what is going to happen. If there are hard times economically in Finland, there will be less people wanting to invest on properties abroad. Vacation home is definitely not comparative at all with the basic needs such as food, shelter or clothing.

As Valkea Marina is not a local company, it has a comparative disadvantage to get properties for sale from local people. Currently, the situation is good and Valkea Marina has not had any major problems in that, but it could change. Though, a great percentage of the properties for sale have come from non-Spanish vendors.

3 CUSTOMERS AS CO-DEVELOPERS OF AFTER-SALES SERVICES

In this chapter, there is presented the survey done to support the topic of the thesis. Later on, the survey will be analyzed. The questionnaire can be found (in Finnish) in the Appendix 1 and the results (in Finnish) in the Appendix 2 at the end of the thesis.

3.1 Goals of the survey

The goals of this survey are:

1. To offer customers possibility for developing the services together with Valkea Marina
2. To get bases and ideas for marketing calendars

And tools for these are:

- To identify the interests of the customers joining Altea club
- To get ideas in developing Altea club
- To develop the activities of Altea club based on the results of the survey
- To find out how much time and when customers spend in Spain
- To activate customers

- To build customer loyalty
- To raise the level of customer satisfaction
- To spread out positive word-of-mouth
- To offer possibility for feedback

3.2 Carrying out the survey

Population of the survey is the customers that have purchased properties through Valkea Marina. The size of the population is around 20 customers. It is small enough so that everyone could be asked to fill in the survey but large enough to use questionnaire as a research method. The owner of Valkea Marina wanted to ask the people permission for sending an online survey and 9 people gave the permission and email their address. Sampling method to be used is close to total sampling, because everyone was asked if they were interested but the survey was sent to only those ones who gave the permission. Probably this way the response rate was higher.

The questionnaire was created by using web-based survey provider Qualtrics (www.qualtrics.com). It was easy to use, simple, clear structure and good options for the visual look. The distribution was done via email.

3.3 Questionnaire

The questionnaire (Appendix 1.) was carried out in Finnish and it had four parts:

1. Background

How long have you had the current apartment in Spain?

What is (are) the main usage purpose for your apartment?

How much time do you spend in Spain annually?

What time of the year do you normally be in Spain?

2. Altea Club

How often have you participated Altea Club?

What activities of Altea Club have you enjoyed the most?

What activities would you like to have in Altea Club?

How often would you like Altea Club being organized?

3. Hobbies and interests

What sports activities do you do?

What cultural activities do you do?

What other free-time activities do you do?

4. Other comments and ideas.

The questions were not divided into groups by the purpose of it (one-time calendar or continuous calendar), but rather by the topics. The first topic was background, the second one Altea Club and the last one hobbies and interests. Although, the purpose of this survey was to create two separate calendars – one-time calendar for new customers and annual calendar for Altea Club activities.

In the first part the questions were set in order to get the information of the size of

the Finnish community in different times of the year (seasons). This will give the grounds for the activity calendar for Altea Club together with the hobbies and interests. Also, knowing if the apartments are used only by the customers or if they are renting them out will help to know if Valkea Marina should consider marketing Altea Club to their customers' customers and other travelers as well. The policy this far has been that Valkea Marina does not market the events, but if there has been someone wishing to join he or she has been welcome.

The second part covers Altea Club itself. Participants have a chance to give their opinion about the frequency of meetings and activities of the club. The question "What activities would you like to have in Altea Club?" had three answer options for each suggested activity. The scale used was "Not at all interested – Interested to some extent – Very interested". This kind of scale was created in order to get somewhat deeper information than by just "Yes / No" –answers. All the suggested answers were very realistic to be conducted, but nevertheless not possible to have them all.

The third part is simply to cover the interests of the customers in order to plan the right program for Altea Club. Together with the time information from the first part and interest for different activities in the second part, these answers are the grounds for the calendar of annual activities in the later part of the thesis. Some activities should be done during certain season, for example swimming and beach trips in the summer and hiking during autumn, winter or spring. Also, it is not useful to plan activities that nobody is interested in or during the time there are only few participants.

3.4 Validity and reliability

3.4.1 Validity

Validity is 1) the extent to which data collection methods accurately measure what

they were intended to measure and, 2) the extent to which research findings are really about what they profess to be about. (Saunders, Lewis & Thornhill 2009, 603).

Validity increasing factors – The respondents were just right people to answer the questionnaire. No one else knows better how often and what time of the year are they in Spain, what are their interests and their opinion about Altea Club. The questions were selected carefully to be simple and according to the goals of the survey (see chapter 3.1. Goals of the survey). Consultation of thesis instructor, teacher of research topics in Seinäjoki UAS and the Managing Director of Valkea Marina were used when creating the questionnaire. The thesis instructor eliminated most of the “not necessary or relevant” questions. Then, the Managing Director gave one new question and gave the company opinion about the relevance of the questions. Finally, the teacher of research topics used her professionalism in finalizing the forms of the questions. All these steps were creating a very valid questionnaire. The respondents understood the questions very similarly (and in a way they were mentioned to be understood) according to the open answers. The response rate was 100 percent of those who gave the permission to send the questionnaire, which was about 50 percent of the total sample.

Validity decreasing factors – As the owner of Valkea Marina asked permission of their customers before sending the questionnaire, not all of them wanted to be contacted. The biggest reason (according to the owner) was simply, that not all of them were able to get contacted. The second reason was that some customers wanted to be absolutely anonymous and thus not wanted to give their contact information. Probably those people also would not have been willing to join Altea Club either. Some challenges were met in the questions. For example, if the question was in a form “Have you...?” some respondents were not sure if they should answer only on their behalf or also on the spouses’ behalf. That occurred in the open questions, when the answer was “I do not... but my wife does...” The challenge for interpretation was that there was not possibility for clarifying the questions and the answers.

3.4.2 Reliability

Reliability is the extent to which data collection techniques will yield consistent findings. That includes following factors: 1) Similar observations or conclusions would be made by other researchers, 2) there is transparency in how sense was made from the raw data (Saunders et al. 2009, 600) and 3) how the measures would yield the same results on other occasions (Saunders et al. 2009, 156).

Reliability increasing factors – The research problem was clear (see chapter 3.1. Goals of the survey). The main purpose was to develop Altea Club activities according to the results of the research. The population was very clear to define; they were the customers of Valkea Marina that has purchased properties through the company. Although, even if the definition was clear to me, I knew only the rough population size (about 20), whereas the management of Valkea Marina knew the exact number and they even know all the individual customers personally. So, on a second-hand I had very exact knowledge about the population. As mentioned above, the response rate was high. It was 100 percent if we calculate responses of the questionnaires sent, but if we count all the contacts that the owner of Valkea Marina did when asking about willingness to join the survey, the response rate falls down. If we also count all the missed contacts, the response rate is around 50%.

The questionnaire was also well-tested before carrying out the actual survey. The instructor of the thesis, Managing Director of Valkea Marina and the teacher of research topics in Seinäjoki UAS pre-tested the questionnaire. After carrying out the survey, the report was made. It was simple and clear and the amount of presumptions was minimal.

Reliability decreasing factors – The sample was clear and response rate high, but as the population size was relatively small, the results might not be valid as the number of customers grows. For example, when asking about the hobbies and interests, few new customers might create a need for some service or activity that does not occur at the moment. Yet, the results and suggestions made according to

them are very valid at the moment.

3.5 Analysis of the survey

3.5.1 Background

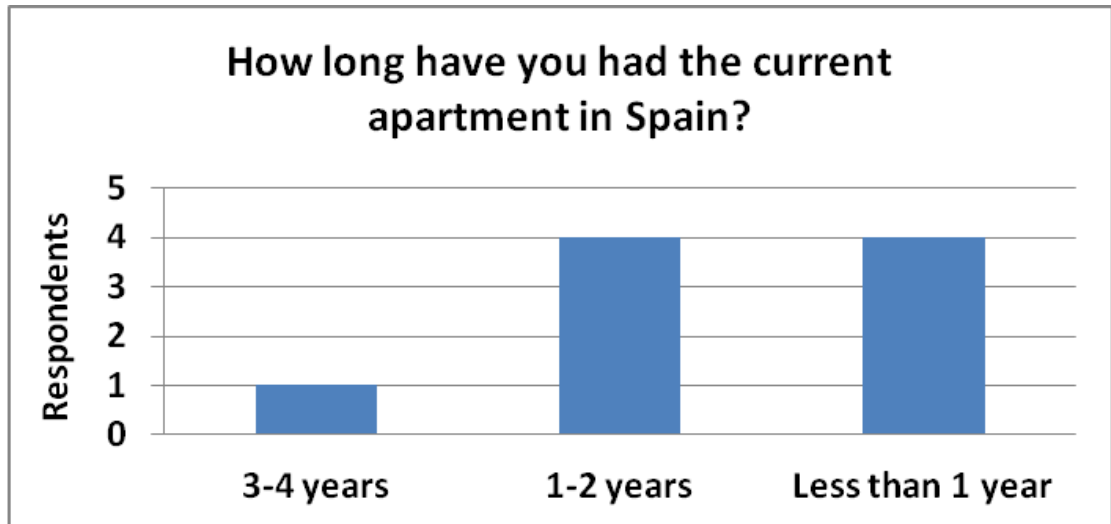


FIGURE 9. How long have you had the current apartment in Spain?

Most of the respondents (n=9) have had the current apartment in Spain 1-2 years (44 %) or less than 1 year (44 %). So, they have relatively short experience about the Altea Club.

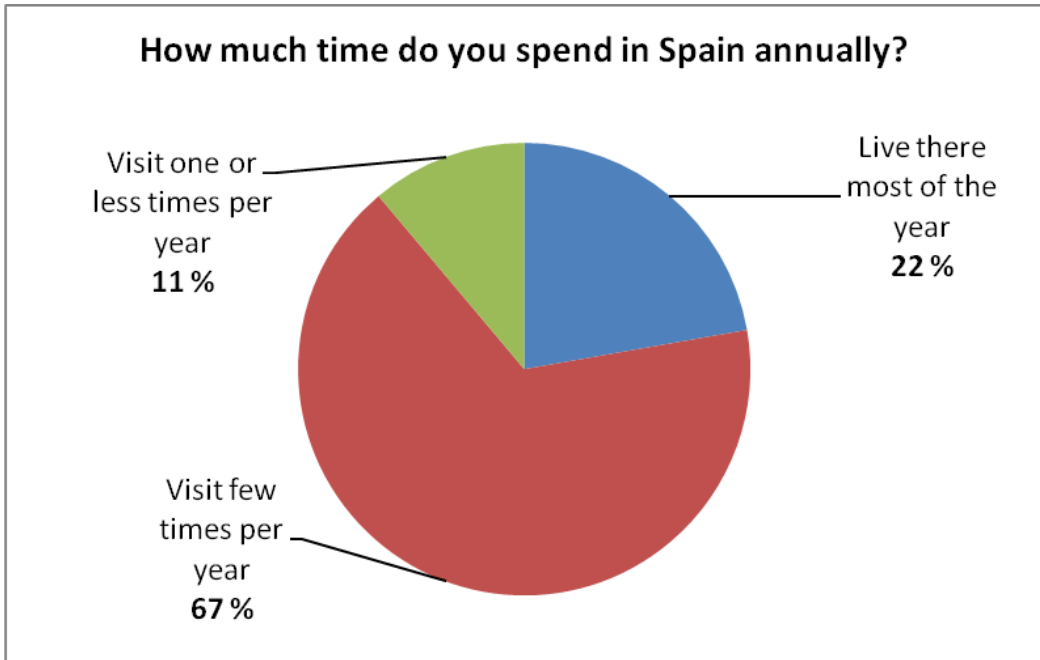


FIGURE 10. How much time do you spend in Spain annually?

Most of the respondents visit Spain few times per year (67 %), but 22 % live there most of the year. Only one respondent (11 %) said to visit Spain one or less times per year.

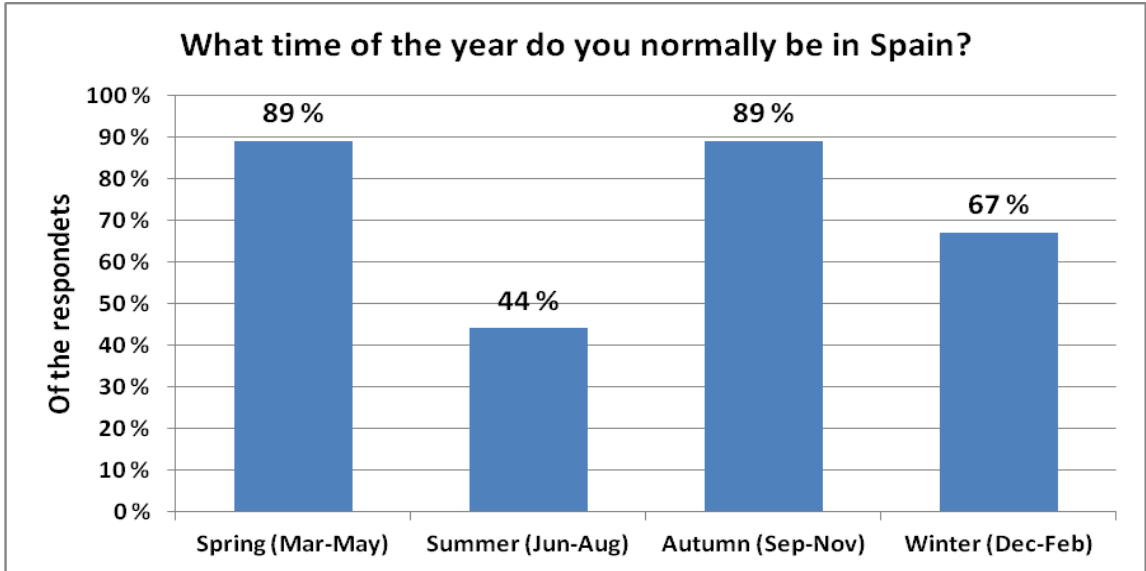


FIGURE 11. What time of the year do you normally be in Spain?

Most of the respondents seem to be in Spain during the spring (March-May) and autumn (September-November), both 89 % of the respondents. Though, there are people all around the year as well. During the winter there are 67 % of the respondents. There are least people during the summer (44 %). If we count out all that live there permanently or most of the year (we suppose that they have answered to be in Spain all around the year), there will be very small amount of people that are normally in Spain during the summer for vacation.

So, most of the activities should be planned for the season from September until May. The highest seasons are spring and autumn. We do not have the exact data of the weeks when the respondents are in Spain, or they might not come every year the same time but we could expect families to come during the winter and autumn breaks. The breaks are on different weeks in different parts of Finland. The winter breaks are usually during the weeks 8-10 and autumn breaks during the weeks 41-43. According the management of Valkea Marina, most of their customers have been from the Southern Finland, so the holiday weeks for them are 8 and 41 (normally, varies between the cities and schools). Those weeks should have some activities planned, preferably something that also children could join. The division of program during the year should be so that it emphasizes on the weeks of public holidays in Finland. In addition to winter and autumn holidays the time of Easter should be taken into consideration. But as the Easter time varies from year to year, it should be checked every year.

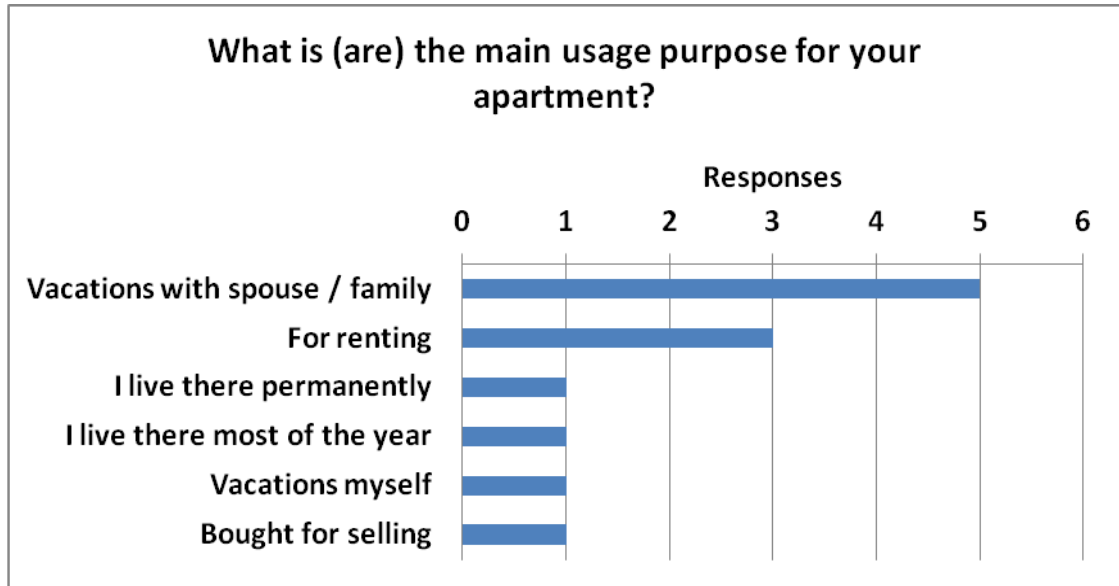


FIGURE 12. What is (are) the main usage purpose for your apartment?

Most of the respondents come to Spain for vacation, some of them with their spouses and families. Also quite many rent their apartment. Those answers mean that there are occasionally much more people than only the Altea Club members (Valkea Marina's customers). Thus, Altea Club could have occasionally visitors that increase the regular number. Valkea Marina has already some experiences about having visitors and they have always been very welcome to join the meetings. In the future Valkea Marina should think about the way to contact the ones that rent their customers' apartments if Valkea Marina wants to have visitors more often (especially for the charged activities). Visitors are always potential customers and mediators of positive word-of-mouth.

3.5.2 Altea Club

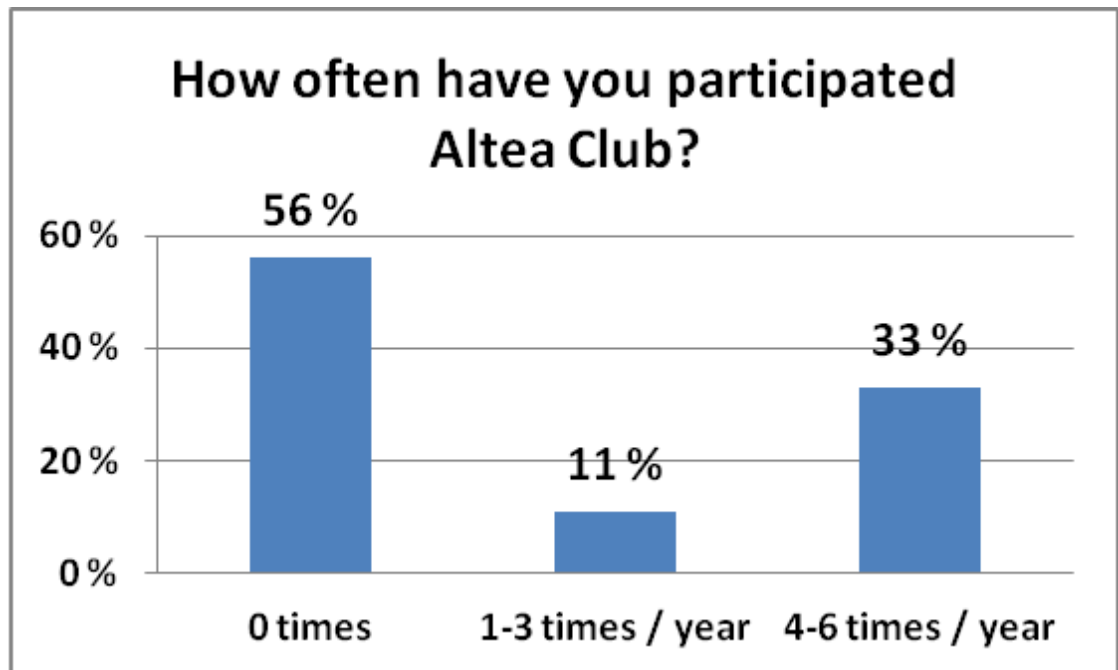


FIGURE 13. How often have you participated Altea Club?

As the first question (Figure 9) shows, most of the respondents have had their current apartment in Spain only 1-2 years or less than 1 year. So, this question explains the same fact from the point of Altea Club – most of the respondents have never participated Altea Club meetings. Although, they have received regular newsletters including the information about the meetings, so they are somewhat aware of the content of the Club. The results of this question shows that even those people that live in Spain permanently or most of the year have not participated the meetings more than 4-6 times per year.

This question did not give the expected results because most of the respondents have had their apartment for very short time and thus they have not had the time to participate Altea Club. One respondent stated his/her opinion about the Altea Club well: “I think everything is well, only if we could be there in a ‘right’ time.”

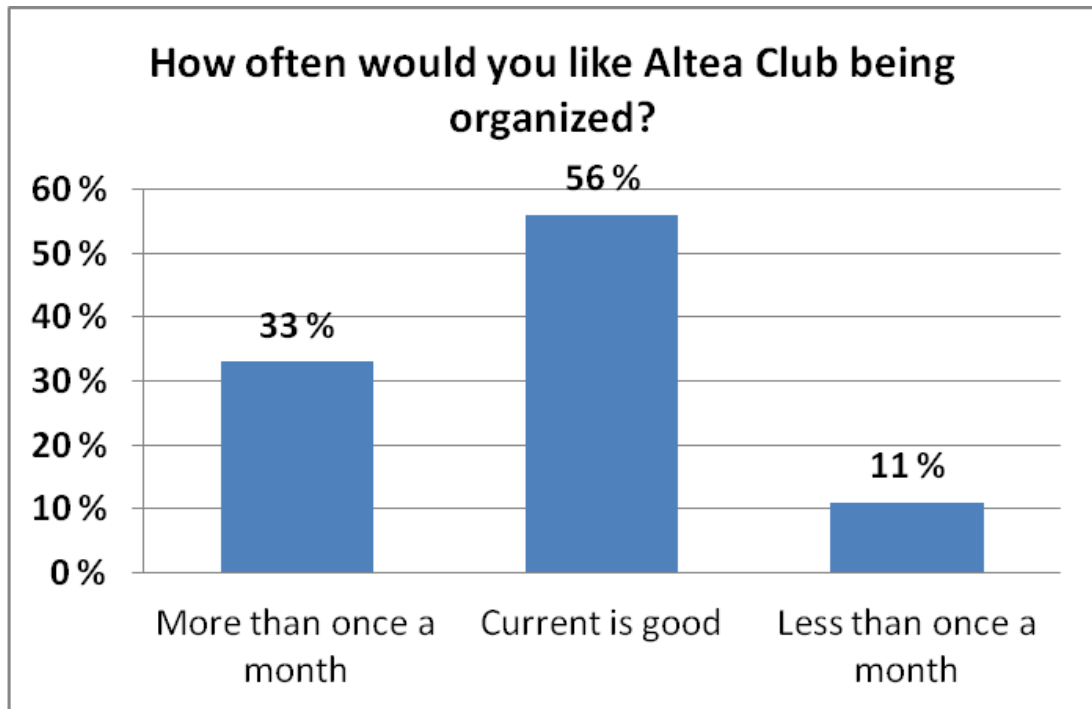


FIGURE 14. How often would you like Altea Club being organized?

Most of the respondents are satisfied with the current once-a-month meeting cycle (Figure 14). But as we can see from the previous figure (Figure 13), the respondents have not participated the meetings, so these results here cannot be trusted completely. Another important factor to keep in mind is, that now Valkea Marina is willing to put effort on developing Altea Club and its activities, so the respondents are not able to know what could be included in the activities. If the activities would vary more, there might be more attendees and interest on the meetings.

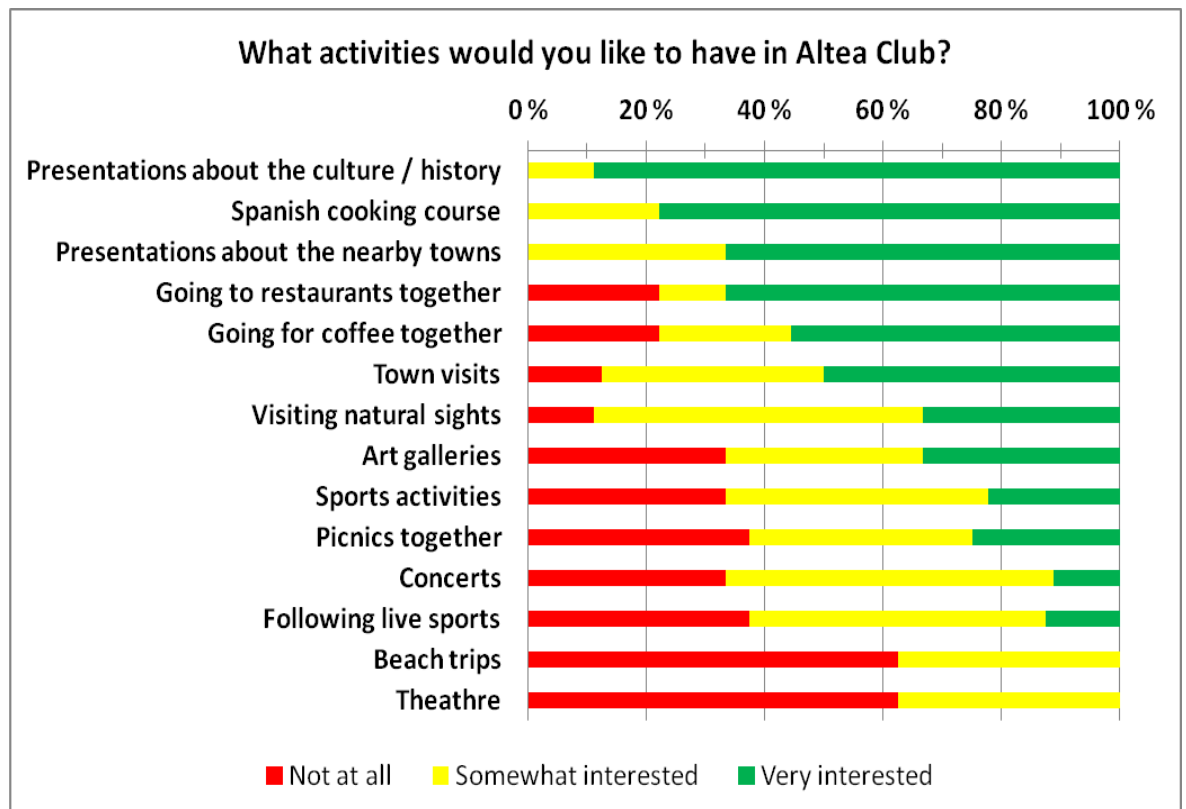


FIGURE 15. What activities would you like to have in Altea Club?

The respondents were asked to rate different activities according to their willingness to have the activities in Altea Club. The usage of three-step scale (Not at all – Somewhat interested – Very interested) gave very useful information about the activities that really interest Altea Club members. There were three topics that all the respondents were at least “somewhat interested”: presentations about the culture and history of the area, presentations about the nearby towns and the Spanish cooking course. The presentations are relatively simple to organize. Valkea Marina managers know the area quite well (some of them have even lived there the majority of their life) and they could give some presentations by themselves. Also, the employees and trainees in Valkea Marina or Altea Club members could give small presentations about the nearby towns to the other participants. The cooking course might need more organizing. The management and employees (including the trainees) can use their contacts to get someone skilled and willing Spanish instructor for the course. The course could include for example preparing the whole meal – appetizers, main dish and dessert.

Going to restaurants or cafés together to enjoy each others' company have been one of the most common activities during the Altea Club meetings and it seems to be very widely supported as well. They are good moments for socializing and getting to know local Finnish people and to get better integrated to the culture and the area. Anyways, it might become a distraction if those are the only activities during the meetings. Restaurants and cafés could be easily added to some other activities such as town visits or presentations. Also, someone of the respondents suggested "celebrating important Finnish festivities such as Independence Day or the First of May. Then it could be nice to organize some festivity and maybe rent a small restaurant wholly for that." Celebrating Finnish festivals is probably very important for those that live in Spain permanently, because otherwise they might not celebrate them as much as they wished.

Most of the cultural and sports activities would be good to organize every now and then, but they were not the most wanted activities by the respondents. Organizing sports is always a challenge because of the variety of sports and different preferences of people. The same applies for cultural activities. Altea Club might be just a meeting point for people to organize sports and cultural activities in smaller groups that share the same interest. An online discussion forum could be one possibility for that.

Other activities suggested were gatherings around literature, snorkling trips, celebrating Finnish festivals and "showing apartments for sale in advance". The last one mentioned might have been an investor who was interested in making re-purchases in the Altea area.

3.5.3 Free-time activities of the members

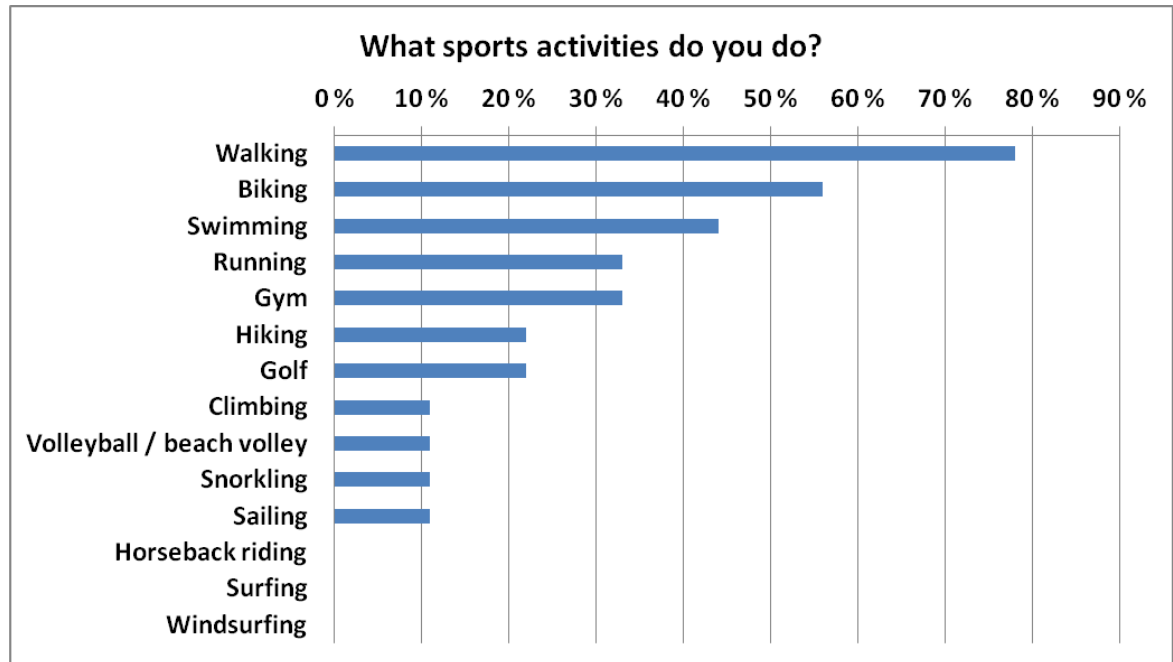


FIGURE 16. What sports activities do you do?

The reason for asking so many different sports activities was not that Valkea Marina would organize the most popular ones during the Altea Club meetings. Most of the popular sports are easy to conduct alone or without any special equipment (walking, swimming, running, gym). The main reason for asking many sports activities was to cover some sports that require special equipment (climbing, sailing, surfing, windsurfing, horseback riding) and some other activities that require bigger group to organize or that are safer to do with someone else (hiking, golf, beach volley, snorkling).

There might be too small amount of people in Altea Club for organizing climbing, beach volley, snorkling or sailing. There were nobody interested in horseback riding, surfing or windsurfing. Although, these sports could be possible to organize if there were other people joining or group established already. Possibly there are some other Altea Club members that did not take part into the survey, e.q. Altea Club members' families or friends, their rentees, Valkea Marina employees and

trainees or their friends. There are always groups playing beach volley, road and mountain biking, running and snorkling.

There was also possibility to list other sports activities that the respondents like to do. Two had answered tennis and one pilates and taiji. Tennis would be also a sports that is not for big groups but through Altea Club the ones willing to play it could find a partner to play with.

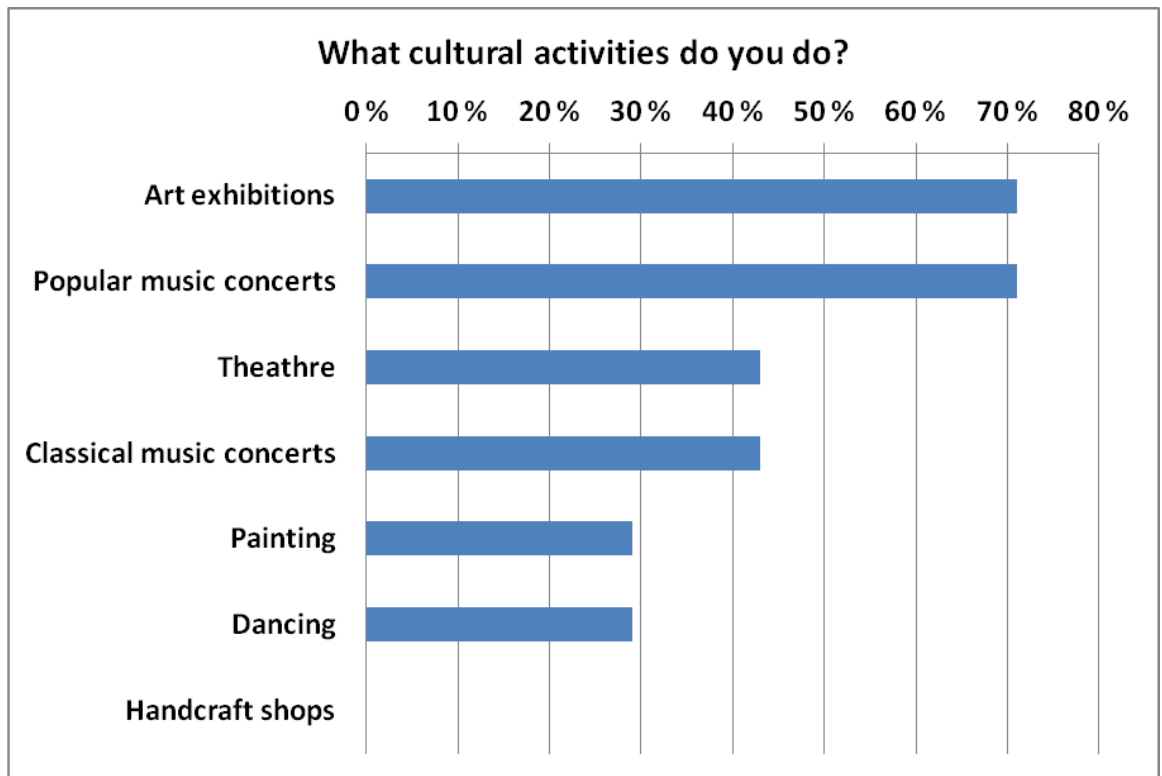


FIGURE 17. What cultural activities do you do?

Cultural activities listed on Figure 17 are the type that are hard for Valkea Marina to organize but the events can be informed in the newsletters and Altea Club members can visit them together. Previously Valkea Marina has invited Altea Club for rock concerts, for example. Altea is full of art exhibitions, concerts from classical music to jazz and popular music, creative art evenings, places for dancing and handicraft shops. It could be possible to inform them about the events and the ones who are interested could join the events in small groups.

Other cultural activities mentioned were reading/literature (three times), writing, architecture and interior decoration, and musicals. Literature is very popular free-time activity, but there might be only few that would be interested in joining an event only for literature. Writing skills could be utilized well in Altea Club online forum or later if there is a local Finnish newspaper some day.

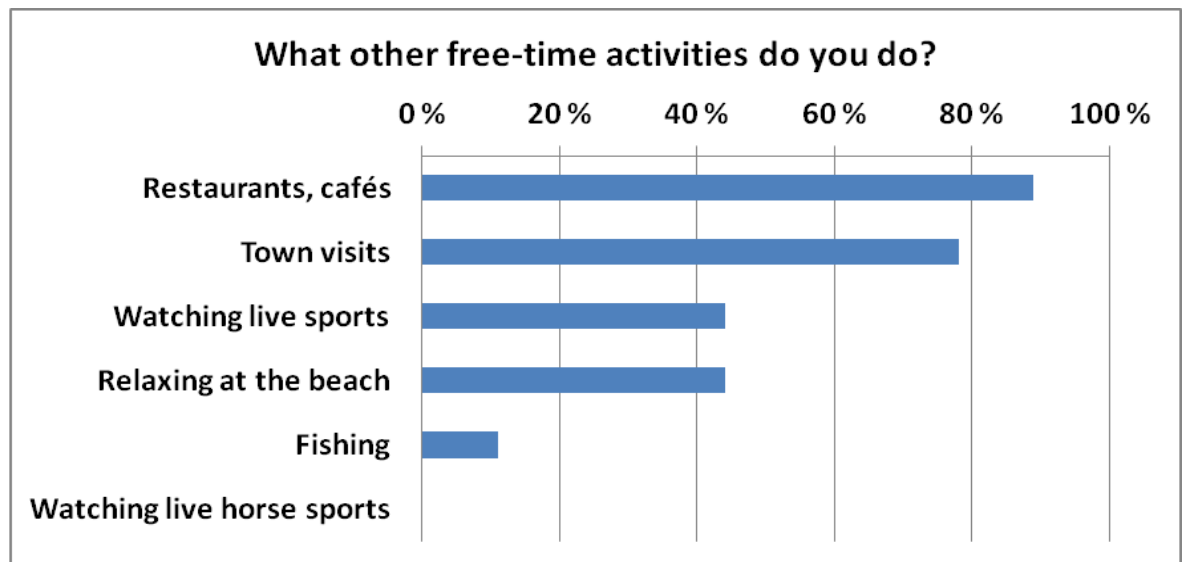


FIGURE 18. What other free-time activities do you do?

It was not any surprise that restaurants and cafés are so popular (89%). Spain has very good quality and relatively cheaply-priced restaurants and cafés, and only in Altea there are over 200 restaurants to enjoy Spanish and international cuisines. Also, as most of the Finnish people do not know Spain very well, there are lots of different towns with different nature, architecture, history, people and characteristics. Spain is a great country to get to know.

Other free-time activities mentioned were studying, gardening, languages and handicrafts.

When preparing the questionnaire, there was pondering about the need of questions for an online chat room. The questions were left out because the online chat room would have been one of the development ideas anyway. Luckily, the

respondents also suggested the chat room, so it will definitely be good to do. The respondents even gave good ideas for possible topics.

4 DEVELOPMENT SUGGESTIONS

According to the analysis of the survey in the Chapter 3, the development suggestions will be presented in this chapter. The main outcomes are two marketing calendars, one-time calendar for new customers (lasts one year beginning at the moment of purchase) and annual calendar of Altea Club activities for the year 2012 (for all the customers). Also, some development ideas for Altea Club organization will be given. The ideal situation would be where the members of the club organize the meetings by themselves and develop it according to their needs. The development ideas presented in this chapter require information systems to some extent. Those requirements will be also presented shortly. Finally, ideas for the further survey topics are listed.

4.1 Altea Club

There is a lot of potential in developing Altea Club. The idea of establishing Altea Club for the Finnish community and tool for after-sales marketing was exceptional and creative. Altea Club is a great competitive advantage for Valkea Marina as it completes the service process that begins far before the actual purchasing decision. Now at this point, Altea Club has stuck into a situation that it has been since it was established. It has been developed moderately. Altea Club has to be developed in order to get better benefit of it.

Development of Altea Club has two main challenges. First of all, it requires time and labor to organize the events and secondly, it is not as well utilized as it could be. That means, organizing more events and greater variety of them, developing a feedback system that allows Altea Club being developed according to the needs of the members, and developing more efficient organization; and information and communication system for Altea Club. Here, the organization will be discussed; an

event calendar will be described in the chapter 4.2, feedback system and communication system in the chapter 4.3.

One possible way of developing Altea Club is to share responsibility with the members of Altea Club. That way it would require less time and labor from Valkea Marina. At the same time, the variety and number of events organized, customer satisfaction and positive word-of-mouth would increase. The ideal situation would be where Altea Club is organized by the members; they plan the annual calendar as they wish, plan the events and organize them, inform the other members about the upcoming events and develop Altea Club according to the interests of the members. Of course, this cannot be reached at once, but with small steps. Also, the current customer base might not be large enough for relying only on them in organizing Altea Club.

4.2 Infrastructure for development

Some infrastructure development steps that could be suggested are:

1. Implement the **event calendar** (Marketing calendars below in the Chapter 4.2.) and develop it together with the members of Altea Club. Ask their opinion about the events, the frequency etc. The event calendar should be easily accessible for both Valkea Marina employees and Altea Club members.
2. Create an **online discussion forum** for Altea Club (see Chapter 4.3.). The customers have suggested it in the open question of the survey done in this thesis. Create topics for discussion and take part in the discussions actively. Inform the members of Altea Club and possible customers about the newly opened forum and let them know all the new discussion topics. Good places to inform about those are newsletters and Altea Club meetings.

Topics could be for example:

- Sports activities: Where is a good place to do sports? Looking for a friend to go with.
 - Culture: Informing about events. Looking for a friend to go with.
 - Good ways to learn Spanish.
 - Travelling to / from / in Spain.
 - Practical tips for living in Spain.
3. Create the **feedback system** (see Chapter 4.3.). There should be a way to collect spontaneous feedback, but also requested, planned feedback. This is essential in developing Altea Club towards what the members really like and thus increase the customer satisfaction. Also, the customers feel they are cared and listened, which increases the positive word-of-mouth.
 4. Establish a **board of Altea Club**. There should be members from Valkea Marina, permanent residents as well as occasional visitors. The board would decide about the events, planning and organizing them, inform the members about the upcoming events and update the web pages (or at least implement them together with Valkea Marina) and help integrating newcomers. There can be other participants in the meetings of the board than just the official members. More participants – more ideas.
 5. Suggest someone of the members of Altea Club to become the **chairman of Altea Club**. Valkea Marina should have at least one **representative** in the board.

The steps two and three are included in CRM tools, or at least they should be. It is relatively simple to create online calendar for Altea Club activities and discussion

forum. Feedback system is more challenging, because it requires planning years ahead. The requested feedback can be collected in many different formats, for example online survey, paper questionnaire, interview or group discussion. It should be recorded carefully in each case.

The steps do not need to be taken in the order set nor all of them need to be utilized. They can also be modified or taken simultaneously if needed. If this list gives ideas for development of Altea Club, it has reached its goal.

4.3 Marketing calendar

The marketing calendars should be in an Internet or intranet based system that management could update regularly and all the workers would have easy access into. Also, the Altea Club members and possibly other people, too, should have easy access to annual calendar so that they could plan their trips to Spain in advance. There are two kinds of calendars produced here: one-time calendar and continuous, or annual, calendar. The one-time calendar begins when the customer purchases a property. That is also the point when after-sales begin. One-time calendar is run for one year. The annual calendar is continuous, and it is similar to all the members of Altea Club. It also begins at the moment of purchase. The customer just joins the annual circulation. The annual calendar should be developed continuously and it can be different for every year.

4.3.1 One-time calendar

Immediately after the deal has been legalized

1. Send a text message, email or call: "Congratulations, your deal has been legalized! You made a good decision..." Let the customers know that they are supported, even when the after-sale-depression comes. It comes to everyone.

2. Ask the customer to come to the office. Shake their hand, tell “congratulations” again and offer them a nice cake and coffee. Have a small conversation about the property, their plans for using it and their next moves. Ask, if they are going to renovate it, if they need to purchase some furniture, car or something else and remind them about the great variety of after-sales services that Valkea Marina has. But do not go into details if the customer does not suggest it.
3. Invite the customer for a dinner and discuss with them in order to get more familiar with them. Also, the relationship will become more personal. Remember to support the customer with their decision done. If the customer is in Finland when the deal is legalized, invite them to visit as soon as they come to Spain next time.

The first weeks

4. Be in contact with the customer daily at least for the first week. You can send a text message, email or call them. Just let them know that you are there for them and you will let them know about even the smallest detail concerning their property. Often the customer has to go back to Finland soon after closing the deal or even before that, so they can become very nervous if they do not hear anything about the property.
5. Offer and remind about the after-sales services of Valkea Marina. Now you can suggest straight many services such as purchasing an internet or telephone connection.
6. Let the customer know about Altea Club. Tell about the purpose of it and how it works. Encourage the newcomer to join the first meeting that is held on the first Monday of every month and introduce them to the other members.
7. Bring the customer a house-warming gift. It can be a quality kitchen

equipment (knife and cutting board set), local piece of art or some equipment for their hobby.

After three months

8. If you are not in a constant contact (despite of newsletters or other impersonal emails), call the customer or send them an email. Ask, how are they doing, are they satisfied with the property or if they have had any problems with it. Ask also, if they are planning to come to Spain in the near future and welcome them to the office for a coffee whenever they can. Remind them again about the after-sales services and Altea Club.

After six months

9. Contact the customer again.

After one year

10. Buy the customer a lottery ticket. In Spain or in Finland, it does not matter. Tell the customer that if they win, they can purchase any apartment they can imagine.

The first Christmas

11. Send the customer a nice Christmas card.

4.3.2 Continuous (annual) calendar for the year 2012

This annual calendar includes mostly the events for Altea Club. Remember to add the annual fairs, local fiestas and concerts. The Altea Club events are only suggestions, but they are done on the basis of the information collected in the survey.

January

- The first Monday: New Year's dinner

February

- The first Monday: Presentation about the history of the area. In a café or restaurant with a big screen or video projector.
- Week 8 (winter holiday in Finland): Presentation about the sports activities of the area: places, different sports, famous athletes and some specialties of the area. Carting race in Finestrat.

March

- The first Monday: Spanish cooking course
- Sports day: Golf, tennis, walking, biking or anything with smaller groups or together. Dinner in Altea afterwards.

April

- The first Monday: Town visit, Villajoyosa. Tour in Valor chocolate factory and picnic by the beach or in the river park.
- Following the Ice Hockey World Championships in Helsinki through internet. In Valkea Marina office or at someone's home. Set up a video projector and lots of small snack.

May

- The First of May –celebration. The Finnish “Vappu”. Very important festival

for the Finns.

- Town visit, Alicante. Castle, harbor and city tour. Lunch or dinner together. The trip should be organized during the weekend.

June

- The first Monday: Presentation about the Hofstede's Five Dimensions of the Cultures, focus on the differences between Finland and Spain. In a café.
- Midsummer picnic by the beach and Midsummer rituals after the midnight.

July

- The first Monday: Presentation about some town, for example Javea.
- Town visit: A day-trip to Javea. Beautiful train ride.

August

- The first Monday: Presentation about the history of Spain. In a café.
- Evening picnic to L'Olla fireworks.

September

- The first Monday: Natural sight visit and dinner in a restaurant. For example the Springs of Algar and dinner in Callosa.
- Altea local fiesta.

October

- The first Monday: Presentation about the Spanish architecture including historical styles by Muslims during their occupation. In a café.
- Week 41 (autumn holiday in Finland): Hiking trip for example to Sierra Bernia or Sierra Gelada. The guide should tell little about the history of the place.

November

- The first Monday: Spanish cooking course
- Town visit: Valencia. There are lots of good museums, Science Park and aquarium as well as shopping centers in Valencia. The trip should be organized during the weekend so that it is possible to stay there overnight.

December

- December 6th, Finnish Independence day: Dinner together in a nice restaurant.
- Organize a Christmas party, Finnish "Pikkujoulu".
- Send Christmas cards (electronical).

4.4 Further surveys

During the thesis process, following ideas for possible topics of further surveys came across:

- Finnish communities elsewhere:
 - Fuengirola, Torrevieja, Canary Islands, French Riviera, Florida, Central Europe, Sweden, Norway and anywhere else
 - The level of their organization (official / unofficial)
 - What kind of activities do they organize?
 - What is their organizational structure like? Who is involved in the decision making?
 - What are the marketing medias?
 - Also other communities in Costa Blanca and Spain, for example Norwegians in Alfaz del Pi / Albir or Germans in Calpe
- Good working environment as a part of success cycle. (See also Figure 5.)
- Feedback systems (internal and external, spontaneous and requested) as parts of continuous developing of the company.

5 CONCLUSIONS

This thesis work was a natural continuum to the challenging tasks during my internship at Valkea Marina during the summer 2011. Here, I have had a possibility to apply all the knowledge that I have gained during my education at Seinäjoki University of Applied Sciences.

The reason behind the thesis was to create a referral engine that begins to market itself. In the other words, to help Valkea Marina to reach the critical mass of customers that would begin to market itself. This goal can be achieved by offering customers enough positive experiences so that it would create them a preference (the customers would not even think about other service providers because of the quality of services of Valkea Marina) and also begin to refer Valkea Marina to other people. Should all this happen, the positive word-of-mouth begins to go around and bring more customers for the company.

In my thesis, I have created a development program for Valkea Marina's after-sales services. The program includes two marketing calendars; one for newly-purchased customers and the other, annual calendar, for Altea Club. Other outcomes of the thesis are development stages of Altea Club organization and suggestions for feedback system and CRM-tools. Grounds and ideas for marketing calendars I received from the survey that I carried out during the thesis process. At the end of the thesis I listed the suggestions for the topics of further surveys that came across during the writing process.

At the moment it is hard to tell if the development ideas are effective or not. Although, after making theoretical research (about relationship marketing and CRM, service marketing and customer satisfaction) and carrying out the survey, I have created the best solution for the current situation of Valkea Marina according to my knowledge. In the work I have taken into consideration the limits of the company (labor force available, cost-efficiency and usage of internet), demands

of the customers (with the help of the survey) and the request to have physical outcomes. The future will show if this development program have helped Valkea Marina to get closer to the bigger goal, to reach the critical mass of customers in Costa Blanca Norte area.

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APPENDICES

Appendix 1. Questionnaire (in Finnish)

Altea Klubin kehittäminen

Taustatiedot

Kuinka kauan teillä on ollut nykyinen asuntonne Espanjassa?

- yli 5 vuotta
- 3-4 vuotta
- 1-2 vuotta
- alle 1 vuosi

Mikä (mitkä) on asuntonne pääasiallinen käyttötarkoitus?

- Asun siellä suurimman osan vuodesta
- Lomailen siellä itse
- Lomailen puolison / perheen kanssa
- Vuokraan asuntoa muille
- Ostin myyntiin
- Joku muu, mikä?

Kuinka paljon aikaa vietätte vuosittain Espanjassa?

- Asun siellä suurimman osan vuodesta
- Käyn muutamia kertoja vuosittain
- Käyn kerran vuodessa tai harvemmin

Mihin vuodenaikaan olette yleensä Espanjassa?

(Voitte valita useampia vaihtoehtoja)

- Keväällä (maalis-toukokuu)
- Kesällä (kesä-elokuu)
- Syksyllä (syys-marraskuu)
- Talvella (joulu-helmikuu)

Altea Klubi

Kuinka usein olette osallistuneet Altea Klubin toimintaan?

- 10-12 kertaa vuodessa
- 7-9 kertaa vuodessa
- 4-6 kertaa vuodessa
- 1-3 kertaa vuodessa
- 0 kertaa

Mistä Altea Klubin tapahtumista olette pitäneet eniten?

Kuinka kiinnostuneita olisitte osallistumaan seuraaviin Altea Klubin aktiviteetteihin?

Valitse sopivin vaihtoehto

		En lainkaan	Jonkin verran	Hyvin paljon
Esitelmiä alueen kulttuurista / historiasta	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esitelmiä lähialueen kaupungeista	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kaupunkivierailuja (lähialueelle kauemmaksi)	tai <input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luonnonnähtävyyksissä vierailuja	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Konserttievailuja	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taidenäyttelyt	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Valitse sopivin vaihtoehto

		En lainkaan	Jonkin verran	Hyvin paljon
Teatteri	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ruokailuja ravintoloissa	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yhteisiä kahvihetkiä	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Espanjalainen kokkikurssi	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yhteisiä piknikkejä (esim. rannalla, puistossa...)	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rantaretkiä	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Urheilutapahtumien seuraaminen	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Liikunta-aktiviteetteja	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jotain muuta, mitä? <input type="text"/>	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kuinka usein toivoisitte Altea Klubia järjestettävän? (Nykyisin kerran kuukaudessa)

- Useammin kuin kerran kuukaudessa
- Harvemmin kuin kerran kuukaudessa
- Nykyinen on sopiva

Harrastukset ja kiinnostuksen kohteet

Mitä vapaa-ajan liikuntaa harrastatte?

- Kävely
- Juoksu
- Vaeltaminen / retkeily
- Kiipeily
- Pyöräily
- Lentopallo / rantalentopallo
- Golf
- Uinti
- Surffaus
- Purjelautailu
- Snorklaus
- Purjehdus
- Ratsastus
- Kuntosali
- Jotain muuta, mitä?

Mitä kulttuuriaktiviteetteja harrastatte?

- Klassisen musiikin konsertit
- Populaarimusiikin konsertit
- Teatteri
- Tanssi
- Taidenäyttelyt
- Käsityöpajat
- Maalaus
- Jotain muuta, mitä?

Mitä muita vapaa-ajan harrastuksia teillä on?

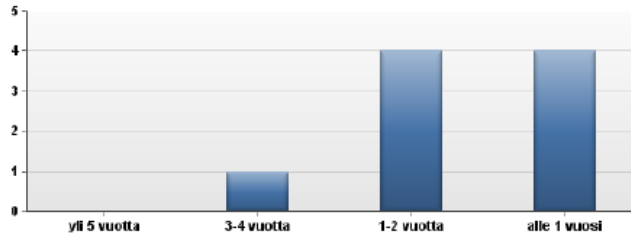
- Rentoutuminen rannalla
- Kaupunkivierailut
- Ravintolat, kahvilat
- Urheilutapahtumien seuraaminen paikan päällä
- Hevosurheilun seuraaminen paikan päällä
- Kalastus
- Jotain muuta, mitä?

Muita kommentteja ja ideoita

Muita kommentteja ja ideoita Altea Klubin kehittämiseksi
(Aiheesta tai aiheen vierestä)

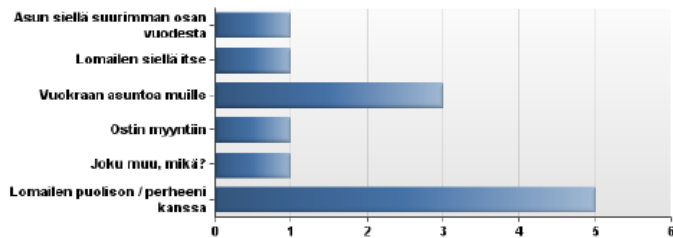
Appendix 2. Results of the survey (in Finnish)

1. Kuinka kauan teillä on ollut nykyinen asuntonne Espanjassa?



#	Answer	Bar	Response	%
1	yli 5 vuotta		0	0%
2	3-4 vuotta		1	11%
3	1-2 vuotta		4	44%
4	alle 1 vuosi		4	44%
	Total		9	

2. Mikä (mitkä) on asuntonne pääasiallinen käyttötarkoitus?

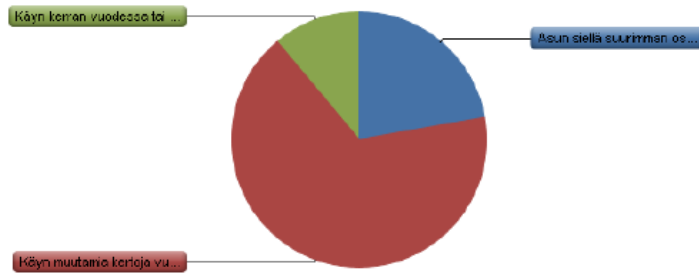


#	Answer	Bar	Response	%
1	Asun siellä suurimman osan vuodesta		1	11%
2	Lomailen siellä itse		1	11%
3	Vuokraan asuntoa muille		3	33%
4	Ostin myyntiin		1	11%
5	Joku muu, mikä?		1	11%
6	Lomailen puolison / perheeni kanssa		5	56%

Joku muu, mikä?

Asun siellä pysyvästi.

3. Kuinka paljon aikaa vietätte vuosittain Espanjassa?



#	Answer	Bar	Response	%
1	Asun siellä suurimman osan vuodesta		2	22%
2	Käyn muutamia kertoja vuosittain		6	67%
3	Käyn kerran vuodessa tai harvemmin		1	11%
	Total		9	

4. Mihin vuodenaikaan olette yleensä Espanjassa? (Voitte valita useampia vaihtoehtoja)

#	Answer	Bar	Response	%
1	Keväällä (maalis-toukokuu)		8	89%
2	Kesällä (kesä-elokuu)		4	44%
3	Syksyllä (syys-marraskuu)		8	89%
4	Talvella (joului-helmikuu)		6	67%

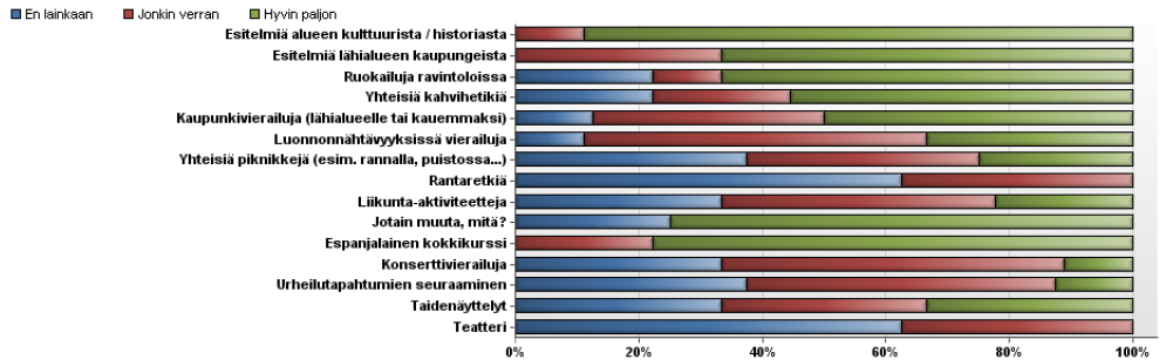
5. Kuinka usein olette osallistuneet Altea Klubin toimintaan?

#	Answer	Bar	Response	%
1	10-12 kertaa vuodessa		0	0%
2	7-9 kertaa vuodessa		0	0%
3	4-6 kertaa vuodessa		3	33%
4	1-3 kertaa vuodessa		1	11%
5	0 kertaa		5	56%
	Total		9	

6. Mistä Altea Klubin tapahtumista olette pitäneet eniten?

Text Response
Maanantai-tapaamiset ovat ilo, samoin jotkut kulttuuritapahtumat
Klubin tapahtumia ei ole ollut Alteassa käyntieni aikana.
Olen ollut Alteassa liian vähän aikaa voidakseni arvioida aktiviteetteja yleisellä tasolla. Toistaiseksi mukavinta on ollut tapaamiset Valkea Marinan toimistossa.
itse en ole ehtinyt käydä. vaimo on käynyt muutamia kertoja
Seurustelusta muiden suomalaisten kanssa.

7. Valitse sopivin vaihtoehto



#	Question	En lainkaan	Jonkin verran	Hyvin paljon	Responses
1	Esitelmää alueen kulttuurista / historiasta	0	1	8	9
2	Esitelmää lähialueen kaupungeista	0	3	6	9
3	Ruokailuja ravintoloissa	2	1	6	9
4	Yhteisiä kahvihetkiä	2	2	5	9
5	Kaupunkivierailuja (lähialueelle tai kauemmaksi)	1	3	4	8
6	Luonnonnähtävyyksissä vierailuja	1	5	3	9
7	Yhteisiä piknikkejä (esim. rannalla, puistossa...)	3	3	2	8
8	Rantaretkiä	5	3	0	8
9	Liikunta-aktiiviteetteja	3	4	2	9
10	Jotain muuta, mitä?	1	0	3	4
11	Espanjalainen kokkikurssi	0	2	7	9
12	Konserttivierailuja	3	5	1	9
13	Urheilutapahtumien seuraaminen	3	4	1	8
14	Taidenäyttelyt	3	3	3	9
15	Teatteri	5	3	0	8

Jotain muuta, mitä?

Kirjallisuuspiiri

Snorklausretkiä

Suomalaisille tärkeiden juhlien, kuten Itsenäisyyspäivän ja Vapun vietto. Silloin olisi mukava järjestää jokin juhla, vaikka varaamalla kokonaan jokin pieni ravintola uusien asuntokohteiden esittely etukäteen

8. Kuinka usein toivoisit Altea Klubia järjestettävän? (Nykyisin kerran kuukaudessa)

#	Answer	Bar	Response	%
1	Useammin kuin kerran kuukaudessa		3	33%
2	Harvemmin kuin kerran kuukaudessa		1	11%
3	Nykyinen on sopiva		5	56%
	Total		9	

9. Mitä vapaa-ajan liikuntaa harrastatte?

#	Answer	Bar	Response	%
1	Kävely		7	78%
2	Juoksu		3	33%
3	Vaeltaminen / retkeily		2	22%
4	Kiipeily		1	11%
5	Pyöräily		5	56%
6	Lentopallo / rantalentopallo		1	11%
7	Golf		2	22%
8	Uinti		4	44%
9	Surffaus		0	0%
10	Purjelautailu		0	0%
11	Snorklaus		1	11%
12	Purjehdus		1	11%
13	Ratsastus		0	0%
14	Jotain muuta, mitä?		3	33%
15	Kuntosali		3	33%

Jotain muuta, mitä?

puutarhan hoito

tennis, Pilates, taiji

tennis

10. Mitä kulttuuriaktiiviteetteja harrastatte?

#	Answer	Bar	Response	%
1	Klassisen musiikin konsertit		3	43%
2	Populaarimusiikin konsertit		5	71%
3	Teatteri		3	43%
4	Taidenäyttelyt		5	71%
5	Käsityöpajat		0	0%
6	Maalaus		2	29%
7	Jotain muuta, mitä?		5	71%
8	Tanssi		2	29%

Jotain muuta, mitä?

kirjallisuus

lukeminen

arkkitehtuuri/sisustus

Musikaalit

Lukeminen, kirjoittaminen, opiskelu.

11. Mitä muita vapaa-ajan harrastuksia teillä on?

#	Answer	Bar	Response	%
1	Rentoutuminen rannalla		4	44%
2	Kaupunkivierailut		7	78%
3	Ravintolat, kahvilat		8	89%
4	Urheilutapahtumien seuraaminen paikan päällä		4	44%
5	Hevosurheilun seuraaminen paikan päällä		0	0%
6	Kalastus		1	11%
7	Jotain muuta, mitä?		3	33%

Jotain muuta, mitä?

puutarhanhoito

käsityöt

Kielikurssit.

6. Mistä Altea Klubin tapahtumista olette pitäneet eniten?

Text Response

Maanantai-tapaamiset ovat ilo, samoin jotkut kulttuuritapahtumat

Klubin tapahtumia ei ole ollut Alteassa käyntieni aikana.

Olen ollut Alteassa liian vähän aikaa voidakseni arvioida aktiviteetteja yleisellä tasolla. Toistaiseksi mukavinta on ollut tapaamiset Valkea Marinan toimistossa.

itse en ole ehtinyt käydä. vaimo on käynyt muutamia kertoja

Seurustelusta muiden suomalaisten kanssa.