
**BROADENING THE SERVICE OFFERING FOR
CUSTOMERS OF UNIVERSITY PROPERTIES OF
FINLAND LTD**



Bachelor's thesis

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ABSTRACT

The background of this thesis is the commissioner's, University Properties of Finland Ltd, who aim to find out the service needs of the University campus users. The company is developing and letting the campuses for Universities and their customers to use. It has a vision to make campuses lively UniverCities. This goal demands new services and service providers to come to the campuses.

The aim of this thesis is to find out if there are possibilities to broaden the service offering in University campuses in Finland. This is done by researching the needs of the customers and to make a comparative research in the Top Universities of the world to get an insight in what direction is the services business in the old and most appreciated universities going.

The thesis is executed by researching the existing services marketing theories from literature by Kotler et al., Lovelock et al. and the information found in literature and internet of the business. The comparative research was done by investigating the homepages of the Top Universities of the world 2011 – 2012 and by interviewing the professionals. The survey of services was executed in March 2013 with Webropol online survey tool.

Main results of the thesis were to find out that there are many possibilities to enlarge the service offering, according to the comparative study. Also when looking at the Services survey answers, there is a potential market for added services. Theory of service marketing supports strongly the enhancing of the service portfolio too. The thesis results show that by broadening the service offering in University Campuses, it is possible to reach the goal of building UniverCities. It would be useful to make a research to find out possible pricing models for the service products and concepts to find out the viability of UniverCity concept.

Keywords Services marketing, university, Top Universities benchmarking, services survey, UniverCity

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TIIVISTELMÄ

Tämän tutkielman lähtökohtana oli toimeksiantajan, Suomen Yliopistokiinteistöt Oy:n, tarve selvittää yliopistokampusten käyttäjien palvelutarpeet. Suomen Yliopistokiinteistöt Oy kehittää ja vuokraa tiloja yliopistojen tarpeisiin pääkaupunkiseudun ulkopuolella. Yrityksellä on visio tehdä kampuksista eläviä “UniverCity” kampuksia. Päämäärä vaatii uusia palveluita ja palveluntuottajia kampuksille.

Tutkielman päämääränä oli selvittää, onko mahdollista laajentaa palvelutarjontaa yliopistojen kampuksilla. Tutkimus tehtiin kartoittamalla asiakkaiden tarpeet ja tekemällä vertailututkimus maailman johtaviin yliopistoihin. Tavoitteena oli selvittää mihin suuntaan palveluliiketoiminta on menossa perinteikkäissä ja kaikkein arvostetuimmissa yliopistoissa.

Tutkielma nojautuu olemassa oleviin palvelumarkkinoinnin teorioihin. Lähteinä käytettiin pääasiassa Kotlerin ja Lovelockin kirjallisuutta sekä muita alan kirjallisia lähteitä. Vertailututkimus tehtiin tutkimalla yliopistojen kotisivuja sekä haastatteleamalla alan ammattilaisia. Palvelututkimus tehtiin maaliskuussa 2013 Webropol-ohjelmalla internet-kyselynä.

Vertailun tuloksena saatiin selville, että olisi järkevää laajentaa palvelutarjontaa kampuksilla. Palvelututkimuksen tuloksiin perehdyttäessä kävi ilmi, että yliopistoympäristö on potentiaalinen alusta lisääntyville palveluille. Palvelumarkkinoinnin teoria tukee myös vahvasti palvelutarjooman laajentamista. Tutkimuksen perusteella voidaan todeta, että palvelutarjooman laajentamisella mahdollistettaisiin UniverCity-konseptin toteutuminen. Palvelukonseptien hinnoittelumallit olisi tarpeellinen selvittää jatkotutkimuksella UniverCity-konseptin kannattavuuden todentamiseksi.

Avainsanat Palvelumarkkinointi, UniverCity, yliopistot, Suomen Yliopistokiinteistöt

Sivut 42 s. + liitteet 5 s.

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Appendix 1 SURVEY OF SERVICES QUESTIONS AND ANSWERS IN A REPORT

1 INTRODUCTION

Commissioning company is University Properties of Finland Ltd (later UPF), which is a company owned by the Finnish State 33 % and the Universities in which the company operates. The shareholder Universities are situated in Finland, outside the Helsinki Metropolitan area and these Universities are main customers for the company. Universities in question are Lappeenranta University of Technology, Tampere University of Technology, University of Eastern Finland, University of Jyväskylä, University of Lapland, University of Oulu, University of Tampere, University of Turku, University of Wasa and Åbo Akademi University. (www.sykoy.fi)

University Properties of Finland Ltd was established in 2009 to capitalize Finnish universities outside Helsinki Metropolitan area. The financial strength of the company is based on the premises they own and develop for the universities use. UPF turnover in 2012 was approximately 133 Million € and total value of assets is approx. 984 Millions €. The research and development are an important part of the company's operations and company is proactively developing the "knowledge Finland" in the branch of educational properties. (www.sykoy.fi)

The company has a low hierarchy specialist organization and it currently employs 26 people. The organization is small and the structure of the organization is based on the large number of subcontractors and service providers, and the basis of the functions lies in contracts made with chosen service providers.

There are five persons in the Group of Leaders and they are:

CEO Mauno Sievänen

CFO Anssi Koski

Director, customers and property Development Juha Uotila

Head of Property Development and Investment Aki Havia

Head of Property management, Services & Sustainability Mervi Huhtelin

UPF operates according to the guidelines of Corporate Governance and Shareholders agreement. The principals of the shareholders agreement are:

“- Universities have the possibility to use the premises that meet their needs and are reasonably priced.

- The value of the properties is preserved also in the long run; and the cost efficiency of maintain and management.

- The owner universities are treated equally and fairly.

- Fostering of property heritage and sustainability.”

(<http://www.sykoy.fi/en/company/>)

This study will cover and do research work to find out is it possible to enhance the service offering in the university campus areas and what

would be the needs of the companies situated in the University Campuses, in premises that are owned by the commissioning company UPF. The purpose of this study is to find out are there any service needs that would make university campuses more attractive for companies to enter. Attractive so that the university would benefit it when there would be more companies who work with them together, there would be a win-win situation and so that the university becomes more attractive place to study and to work for international professors and researchers.

In the future, there is a strong need to get companies to university premises, as universities are tending to tighten the space they are operating in. There will be free spaces available, thus there would be a synergy to get companies to these emptying premises. It would be beneficial for both the companies and universities, as this could increase the interdisciplinary knowledge and lower the gap between study and work. The services in the campuses are at the moment mainly operated and organized by the universities themselves. The commissioning company, UPF, is letting the premises, constructing and taking care of the duties that keep the buildings in good condition.

The service sector would be a new business concept for the company, and therefore there is need to find out what the service offering should include and to study, based on the services marketing theories, how the concept should be structured and what is important for this kind of customers in general.

1.1 UniverCity concept

One of the company's strategic goals is to enhance the service offering inside the campus areas so that the campus would be like UniverCity where all the elements of the modern city would be represented. The brochure of Future Learning Environment made by UPF tells that the future visions is – University Campus is an open, inspiring and attractive interdisciplinary and international meeting arena where new knowledge is created and learned effectively, and where knowledge is quickly utilized in improving competitiveness, new business and wellbeing. Therefore, this vision is not attained if people and companies do not find campuses attractive places to spend time. The Campus area should be a lively unit including all the elements of the city, like grocery shops, variety of restaurants, spare time and hobby possibilities, places for events and fairs, enterprises in the same premises and all the services they would need. (Company brochure: Future learning environment and Strategy presentations)

The thesis includes two main parts and those are the applicable theory and the empiric research of the same subject. Research is a comparative research for the top universities of the world and a survey done for companies who have established in university campuses already. There will also be conclusions made from the interviews that have been made by UPF to find out the opinions of the top researchers and professors. The

campuses that the research will cover are Lappeenranta University of Technology, Tampere University of Technology, University of Eastern Finland, University of Jyväskylä, University of Lapland, University of Oulu, University of Tampere, University of Turku, University of Wasa and Åbo Akademi University. The research method will include a www-based questionnaire for the companies situated in the University campuses. An analysis is done to find out the needs of the companies, which are seen as customers for the company, University Properties of Finland Ltd. and the service providers. The needs of universities, students and employees have been surveyed by the company already in 2011 and again in 2013, so there is no need to study this further. However, the writer is able to make conclusions or refer to these studies in this thesis also.

The aim of this study is to find out if the services play an important role in the campus development and is it possible to enhance the service offering in the University campuses. The aim is also to find out is there a true business for the company or is the service selection just the value adding plus for customer relations management. Pricing of the possible services or service products is not investigated in this study. This study is only answering the question of needs and the possibilities to develop the services in the campuses.

1.2 Developing a reasonable service offering

How to develop a reasonable and beneficial service offering for university campuses? It is vital to find out what services are necessities and which ones would be the supplementary services that add the customer loyalty and help to keep customers in the premises. This question is first tackled by studying the theory of services marketing to understand the whole concept of services and customer needs. From the theoretical foundation, it is important to be able to make the conclusions of the research done.

In this thesis the term University campuses means the university itself and the numerous other companies that are situated in the university campus premises as well as the area around buildings. The thesis aims to find out what services the companies and other campus users need and what they want. Which services would make their life easier and which are the ones that they need to be able to survive. In addition, from the gathered knowledge it is possible to make suggestions how the service offering should be formulated and how to plan the service products.

The objective is to find out are there business opportunities in the campus environment in service sector and to structure the services so that the company UPF will have an understanding what is the core service and which are the supplementary services that add the customer loyalty. It will also be monitored if there is a concept that could fit to every campus that the commissioning company owns.

1.3 Procedures, methods and techniques

To make the survey and to gather the interview information the company database and files are used. Background information will also be gathered from the company and information includes the data of the university contact persons, the lists and information of the third party companies in the campuses and the service structure and the analysis of the being situation. The current situation will also be found out and covered by interviews in case when there is not enough written material available.

The research part will be done from by two different methods. First research will be a comparative research of the Top Universities of the World. The second part will be a survey for the companies operating in the campuses in Finland. The third part will consider material gathered from commissioning company interviewing top researcher professors in universities. The survey will be executed by a www-based questionnaire using the Webropol program and interviews are done by telephone and filed to company database. The survey results will be recorded with the Webropol program and interviews in form of written reports, which are concluded in this thesis. The final conclusions will be drawn according to the results.

1.4 Reporting results

Results of this thesis will be reported literally and in form of a Power-Point presentation. Results are reported in the course of the writing process for the company use and the final thesis will be ready in May 2013.

There will be charts from the survey results and literal report of the findings in the comparative research. The final results will be drawn together from these two research types to form an insight of the big picture to be able to make the future plans about the services and how the service products should be formulated and offered for customers in the campuses. The basics of the conclusions are built on theories of services marketing and change management as these theories give a good foundation for understanding and formulating new approaches for service business in the company.

2 SERVICE MARKETING THEORY

According to Kotler et al., marketing can be defined as identifying and meeting human and social needs. There is also a very short expression for marketing and that is “meeting needs profitably”. In order to market and to create demand, there have to be the knowledge for being able to identify the needs of the customers. (Kotler et al, 2012, Marketing Management p.7) These following chapters will explain the basics of marketing and services and the most important things on knowing the target market, identifying the needs and setting up successful marketing plans.

2.1 Definition and characteristics of services

The American Marketing Association defines services as - “Activities, benefits and satisfactions which are offered for sale or are provided in connection with the sale of goods.”

The defining characteristics of a service are:

1. Intangibility means that the services do not have a physical existence. Services cannot be touched, held, tasted or smelt. This is the feature that makes services so much different from a product. This special feature also poses a clear challenge to those who are engaged in marketing a service. They need to join tangible attributes together with intangible offering.
2. Heterogeneity or variability means that the nature of services is that each service offering is unique and cannot be exactly repeated not even by the same service provider. This is because people render the services and the happening when the service is delivered or attained is always unique.
3. Perishability means that services cannot be stored, saved, returned or resold once they have been used. When the service is attained by a customer, it is consumed and cannot be delivered to another customer. For example if a customer is not satisfied with the services of a barber, he cannot return the service of the haircut that was rendered to him. At the most he may decide not to visit that barber again in the future or ask for compensation in an utmost situation.
4. Inseparability or simultaneity of production and consumption. This means the fact that services are generated and consumed within the same time frame. For example a massage is delivered to and consumed by a customer simultaneously unlike a takeaway burger which the customer may consume even after a few hours of purchase. And also it is very difficult to separate a service from the service provider. The masseur is necessarily a part of the service of a massage that he is delivering to his customer. (Management Study Guide, 2013)

Services are economic activities which one part delivers to another. Services are not tangible products and you cannot deliver ownership and physical elements to another party. Customers are usually having and expect to have value for their money, time and effort so that they get access

to goods, labour, professional skills, facilities and systems or networks. (Lovell et al. 2009 pp12 -13)

Services can be categorized into four broad categories by different nature and delivery process of the services. These categories are people- processing, possession – processing, mental stimulus processing and information processing. In the chart below, there are examples to clarify the nature of different categories. (Lovell et al. 2009 pp. 15-16)

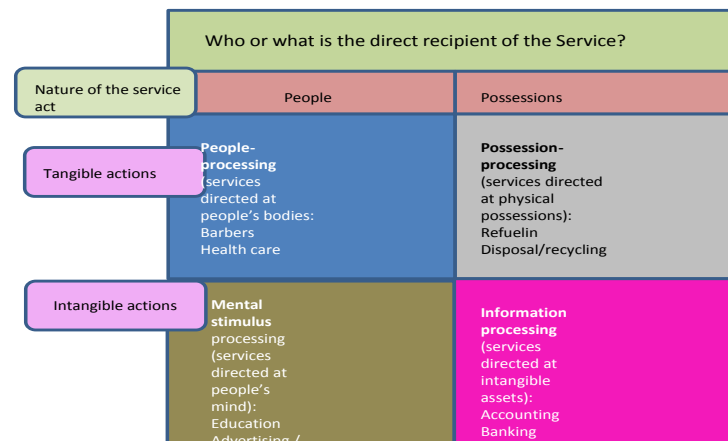


Figure 1 Four broad categories of services chart (Lovell et al. Essentials of Services marketing 2009 page: 15)

People processing services are delivered to people themselves such as hairdresser services, transportation service, feeding services. Customers need to be present when the service is delivered that is why the planning of the location is essential. (Lovell et al. 2009 pp. 15 – 16)

Possession processing is classified a service where the customers may ask service provider to deliver service for a part of their physical possession. An example of this kind of service could be elevator repairing or laundry machine repairing and similar types of services.

Mental Stimulus processing are the services that have impact on peoples mind and thinking. The service provider has a possibility to influence behaviour. Customers do not need to be physically present in the same position as a service provider. The transfer of services can happen through the information channels for example. This kind of services can be “inventoried” and consumed later or consumed repeatedly. Examples of mental stimulus can be musical experience, teaching, visual images and these can be stored electronically and consumed later even many times. (Lovell et al. 2009, pp. 16 – 17)

Information processing service products are the most intangible forms of service products. Information processing services include services like accounting, law, management consulting or medical diagnosis. It can be dif-

difficult to see the difference between mental stimulus and information processing services. And for simplicity, these two types of services are sometimes called information-based services. (Lovelock et al. 2009 p. 18)

2.1.1 Types of services

Services can be divided to core services and supplementary services. It is important for a company and employees to know which ones are core services and which ones are supplementary services. Core services are the main products that a company does business and gets its income from. Supplementary services are services that are supporting the sale of a product itself or give extra value for the sold product and customer.

- **Core Services:** A service that is the primary purpose of the transaction. Eg: a haircut or the services of lawyer or teacher.
- **Supplementary Services:** Services that are rendered as a result to the sale of a tangible product. Eg: Home delivery options offered by restaurants above a minimum bill value. (Management Study Guide, 2013)

2.2 Shift to service economy

It is stated in the service marketing theory from internet Managementstudyinguide.com that the world economy today is seen more as a service economy. This is mostly due to the increasing importance and share of the service sector in the economies of most developed and developing countries. In fact, the service sector growth has long been considered as an indication of a country's economic progress.

Economic history shows that all developing nations have invariably experienced a shift from agriculture to industry and then to the service sector as the main stay of the economy.

This shift has also brought about a change in the definition of goods and services themselves. Services are not seen separately from products any more. Services represent nowadays increasingly an integral part of the product and this interconnectedness of goods and services is represented on a goods-services continuum. (Management Study Guide, 2013)

The size of service sector is increasing all over the world in all countries. Therefore including service marketing into the company's strategy is important and vital. Services apply so closely to the products and to various industries in the extent that it is worth studying and taking to company's strategies at early state. Almost all products that are succeeding in long term include services. There are countries, which live almost totally by services such as Cayman Islands (95% of GDP), Jersey (97 % of GDP) and Hong Kong (91 % of GDP). The most booming service sectors in the world are financial services and tourism. New services are being introduced more and more all the time and most new jobs are created in the

service sector. According to the article, the great jobs switch in The Economist, (October 1, 2005) the fastest growth is happening in the knowledge-based industries like business services, education and health care.

Many companies have changed from manufacturing firms to marketing stand-alone services through the transformation of bundling services with the products. Examples of this kind of companies could be IBM and Kone Oyj. (Lovelock et al. Essentials of Services Marketing 2009 pp. 6 - 9)

2.3 Service Product

Services are intangible and not simple to see and that makes the delivery of service not easy to measure or render the service to the customer as the same every time. This is why it is good if the service can be made seen and visible like a product. A service product consists of two components, the core and supplementary services. Supplementary services are like surrounding the core product. Supplementary services add to the core product by making it easier to use and adding up its value and attraction.

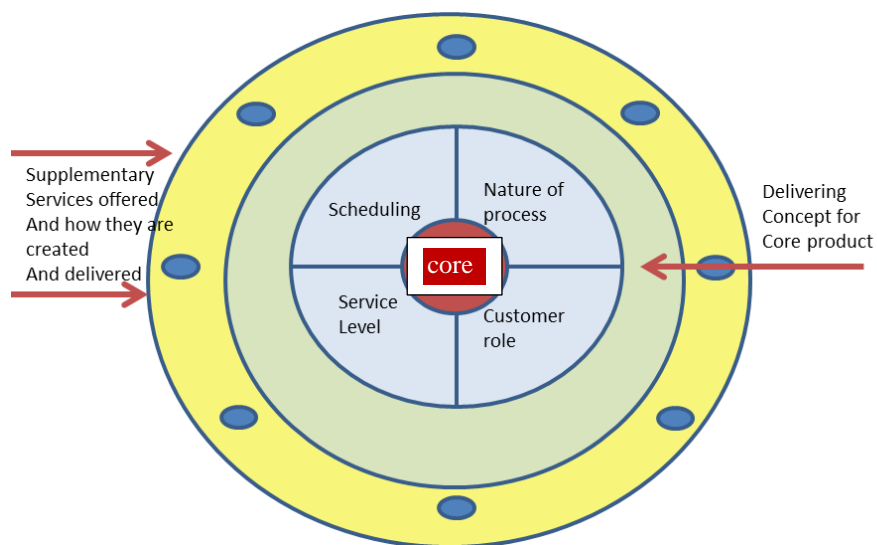


Figure 2 Figure of Service product, Lovelock et al. 2009, page 87 Essentials of Services Marketing

The figure shows how the supplementary services and the delivery process are integrated to the core product. The figure shows the service offering for an overnight stay at a luxury hotel. The delivery process is specified for each supplementary element. In hotel and tourism the more expensive the core product is the more standardized the delivery system must be and more versatile the product must be, so the higher level of service is required from each element.

2.4 Marketing Mix

Traditional marketing mix consists of four P's (product, place, price and promotion). When dealing with services or service products the traditional four P's of marketing are not enough. Three more P's are needed, as the nature of services is so unique. The additional P's in services marketing are process, physical environment or physical evidence and people. Together it is nowadays spoken of Seven P's of services marketing. In the following chapters it is explained what these 7 P's stand for.

2.4.1 Product

Service product is in the center of company's marketing strategy. A service product has to be very well designed to succeed on the market. If a service product is poor the other six P's of marketing mix cannot make it survive, even if the rest six P's would be well functioning. Marketing mix planning work has to start from the product and the product has to meet customer basic needs. The supplementary elements and products can reinforce the image and make the product more desirable. (Lovelock et al. Essentials of Services Marketing 2009, pp. 84 -99)

2.4.2 Place

Service deliveries can happen in a certain place, these services are often People-Processing services which operations requires physical attendance of customer like barbers shop for example. Many of these services are delivered in real time and they happen when the customer is present. Customers nowadays tend to be busy and want services when it suits them, not when it suits for the service render. Therefore, the convenience and availability has become a determinant factor and a good competition factor. That is why more and more services are available 24/7 or are aiming for that nowadays. Customer waiting times are also an area that is researched and competed in.

Many services in the information processing and mental stimulus sector are not dependent on place. These service products are fully or partially delivered via electronic systems. Services like banking, music and even teaching in some cases can be rendered totally through electronic channels. Some service products can be ordered by telephone only. These services are available anytime and independent of physical place and attendance. This requires different approach than the people-process services to get to the result of a positive customer experience. (Lovelock et al. Essentials of Services Marketing 2009, pp. 110 – 122)

2.4.3 Price

To be successful financially effective pricing is a corner stone. Pricing is usually more complex in service sector than it is with physical products. In physical products, the product is easier to calculate and measure.

Three main things affect pricing strategy, and they are cost, competition and value to customer. All these factors have an implication to prices and there are different ways to set the prices by using these ideas.

Cost-based pricing

Many service organizations have a higher rate of fixed costs than variable costs depending on the need to create for example performances. It is also hard to find out the costs related to producing an intangible service, much harder than when producing a product and allocating the costs for that.

In tracing the costs at service sector the Activity-Based Costing (ABC) is widely used especially in complex services that include a great deal of fixed costs and variable and semi-variable costs with shared resources. If ABC is implemented well to estimate the costs of creating different types of services and the service company can be in better position.

Value-based pricing

No service can be sold if the customer does not see or agree on the value of the service. To be able to use this pricing method a marketer must know his customers perceived service value.

Net value means that the service equals the benefits for customer minus costs. If the net value is negative, that means that the customer does not buy the product. A customer must always feel that he is getting at least the equal amount of benefit than he/she is paying. The value can vary from person to person a lot which means the marketer must know his product very well to be able to set the pricing correctly.

Competition-based pricing

Companies that offer similar services than their competitors need to monitor their competitors carefully and try to balance prices accordingly. If customers feel that there is no difference between the service products of different companies they may just choose the most inexpensive offering. The company that has the lowest cost per service unit is having a market advantage, which in turn usually means price leadership in the market.

Price competition is greater with:

- Increasing number of competitors
- Increasing number of substituting offers
- Wider distribution of competitors / substituting offers
- Increasing excess capacity in the industry. (Lovelock et al. Essentials of Services Marketing 2009, pp. 136 – 146)

2.4.4 Promotion

Marketing communications is a very important factor for the success of service-company. If there is not any effective communication the potential customers may never know of the existence of a company, or the service offering it has to offer. Marketing communications have the following specific roles:

- Position and differentiate the service
- Help customers in evaluating service offerings and highlighting meaningful differences.
- To promote the service personnel and back-office operations contribution.
- To create a communication content that adds value for customers.
- To facilitate customer involvement in production.
- To help the demand match capacity by stimulating or dampening the process.

It can be difficult to communicate the benefits of a service for a customer due to service's performance like nature. Especially this is the case when the service does not involve any tangible actions. Anyhow, these problems can be tackled and overcome by careful planning and implementing a decent marketing communications strategy. (Lovelock et al. 2009 pp.172 - 174)

After the target groups of customers are defined, it is possible and important to plan the marketing communications mix. This means selecting the right mix of cost effective communications channels. The marketing communications mix for services is often very versatile as there is a need to find the way to also instruct customers and make strong brands on top of the traditional advertising, personal communications, sales & promotion and PR. It is possible to find masses of communication channels for these functions and therefore it is important to know the customer to be able to choose the right ones. (Lovelock et al. 2009, p. 177)

2.4.5 Physical evidence

Because of the intangible nature of the services the service providers are very likely to try to incorporate some tangible elements into their offering to enhance their customer experience. For example, many hairdressers at the moment are investing on their waiting areas and providing customers some extra services such as magazines and even refreshments, that makes their service more tangible and memorable for their customers. (Management Study Guide, 2013)

2.4.6 People

People are a defining factor in a service delivery process, since a service is inseparable from the person providing it. Thus, a restaurant is known as much for its food as for the service provided by its staff. The same is true of banks and department stores. Consequently, customer service training for staff has become a top priority for many organizations today. (Management Study Guide, 2013)

2.4.7 Process

The process of service delivery is extremely important since it ensures that the same standard of service is repeatedly delivered to the customers. Therefore, most companies have a service description, which provides the details of the service delivery process. (Management Study Guide, 2013)

2.5 Cornerstones of service marketing

2.5.1 Marketing research

Careful market research must be done before anything else is determined. For the basis of 4 P's = product, price, place and promotion (or 7 P's when dealing with services marketing) we need segmentation, positioning and targeting. We will have to make the research first to find out the customer needs. After we know our customer we can segment them into different groups. (Kotler, P. and Armstrong, G., 2004, Principles of Marketing)

2.5.2 Segmentation

The segment target groups can be for example age, family size, hobbies and so on. After the target groups are decided, then it is possible to form segment groups and to target certain products and services to meet the needs of that group. The basics of segmentation are various and it is of importance which measurement and criteria is chosen. After the criteria are chosen then there might still be for example two different segments that will be served but differently. There can be for example the professional buyers and business-to-business segment, there can also be the consumer segment and the seller must therefore know the big difference between these two segments of customers to be able to serve them the right way to maximize the profit. (Kotler, P. and Armstrong, G., 2004, Principles of Marketing)

2.5.3 Targeting

When the segments are identified within the market, it is then possible to target various marketing strategies and promotions according to the needs of the individuals of a certain segment. When the market segments have

been created, the chosen actions are then aimed and decided, this process is called targeting.

Targeting is made after the markets have been segmented, then it is possible to target according to certain groups wishes. Organisations target their products among the various segments, with the help of various marketing plans and schemes. For example, Nokia offers handsets for almost all the segments. They understand their target audience extremely well and each of their handsets fulfills the needs and expectations of the target market. (Management Study Guide, 2013)

2.5.4 Positioning

Positioning is the last stage in the Segmentation Targeting Positioning Cycle. Once the organization has decided on its target market, it tries hard to create an image of its product in the minds of the customers. The marketers create a first impression of the product in the minds of consumers through positioning.

For example, Garnier offers wide range of cosmetics for both men and women. A female would never purchase a sunscreen lotion meant for men and vice versa. That's brand positioning. (Management Study Guide, 2013)

2.6 Implementing Service Strategy

The study will focus on key aspects of service strategy implementation in the following chapters. These important aspects according to Lovelock et al. are

- Managing relationships and building loyalty
- Complaint handling and service recovery
- Improving service quality and productivity
- Organizing for change management and service leadership

Following chapters will cover the roles of Managing relationships and building loyalty, Improving service quality and productivity and Organizing the change management and service leadership. The thesis will not cover the complaint handling and service recovery theory more profoundly nevertheless it is noticed that they are extremely important in implementing the service strategy.

2.6.1 Managing relationships and building loyalty

Customer loyalty is more than just behavior. Loyal customer's behavior includes preference over other product or service, liking and future intentions. Loyalty describes customer's willingness to frequently buy from a company for a long time and recommend the product or company for

friends and partners. It has been researched that loyal customers are more and more profitable for companies year after year. Therefore, it is better for the companies that they can retain customers instead of customer defection. In marketing, the term defection describes customers who are not buying from the same supplier anymore but are transferring their brand loyalty to another company. Zero defections means that the company is keeping all the customers they can serve profitably. Rising defection rates tell that something is wrong with service quality or that the customers are getting more value from competitors.

There are found to be four factors that cause growth according to Reichheld and Sasser. These factors are:

- Profit from increased purchase.
- Profit from reduced operating costs.
- Profit from referrals to other customer.
- Profit from price premium. (Reichheld et al., 1990, Harvard business review, Quality comes first, Zero Defections (September-October) p. 108).

Customers are not born loyal to any company. It is pure fact that customer loyalty is difficult to build and companies use lots of energy and money to build loyalty schemes for conducting customer behavior. Customer loyalty can be seen like feel of loyalty according to Lovelock et al. and it is seen in the Figure below. This figure gives a framework of thinking how to build a customer loyalty. It is made up with three sequential strategies that form the customer loyalty:

- Build a foundation for loyalty
- Create loyalty bonds
- Reduce churn drivers

(Lovelock et al. 2009, p. 312 – 313)

Building a foundation for loyalty, starts with segmenting the market, so that the company is able to meet the needs of a customer and to target the right customers. Companies should be able to choose carefully their target segments and then see and decide what they can deliver and who to serve. All the aspects of delivering the service, in the right amount, cost, capacity and timing, should be taken into account so that there is a win-win situation for both, customer and service deliverer.

CRM – Customer relationship management systems

CRM means the whole process by which relationship between customer and companies are built and maintained. CRM system captures customer information and delivers it to various touch-points. Well-implemented CRM system delivers customization and personalization for a customer. Customer information is carefully gathered in detail and this in turn can result to service improvement and increased customer value. Personaliza-

tion and improved quality and communication usually results to more loyalty. From the company's perspective, the system allows the company to understand the customer better. Thus, it should prevent customer defecting.

Important thing in CRM is that it should offer a 360 degrees holistic view of the customer and thus help everyone in the company, including partners and suppliers to have the same view of the customer. (Lovelock et al., 2009, pp. 326 – 327)

2.6.2 Improving service quality and productivity

There are different measurements of quality and quality means different things for different people. It also affects from which perspective the subject is looked at. In this thesis, the quality will be looked from customer perspective, so that the aim is to meet or exceed the customer needs. Zeithaml et al. have done a lot of research on service quality. They found and pointed out ten dimensions to evaluate service quality from customer perspective. In their following research, they have found correlation in these variables and they have combined variables into five large dimensions:

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy (Zeithaml et. Al.)

Gap model was developed by Zeithaml et al. to identify and correct the service quality problems. This model identifies the five possible gaps that lead to final and most serious gap and that is service quality gap, which means the difference between customer expectations and what they feel that was delivered. The gaps that can lead to service quality problems are:

- Gap 1 – the knowledge gap
- Gap 2 – the policy gap
- Gap 3 – the delivery gap
- Gap 4 – the communications gap
- Gap 5 – the perceptions gap
- Gap 6 – the service quality gap

The main goal in evolving the service quality is to close or narrow these gaps because they can at any point damage the customer relations. This improved service quality needs to identify the causes of the gaps to make the gap disappear. (Lovelock et al. 2009, pp. 370 – 371)

There are many tools to analyze and address the service quality problems, for example the Fishbone Diagram, Pareto Analysis and Blueprinting. It is not important for this study to look at them more deeply, as the service process is just being set up for the commissioning company.

It is important for a company to look at the quality and productivity aspects together rather than separately. It is important for a company to deliver quality experiences more and more efficiently to improve its long time profitability also. (Lovelock et al. 2009, pp. 380 – 386)

One systematic approach to productivity and quality improvement and process standardization is the Total Quality Management (TQM) this concept was developed in Japan originally and they are widely used in manufacturing and in service companies and firms recently. TQM includes quality and productivity tools such as control charts, flow charts, fish bone diagrams and they are being used for monitoring service quality and reasons for any specific problems. There are important dimensions that have been found that are important for successful implementation of TQM system specially in service sector:

- 1) top management commitment,
- 2) HRM,
- 3) technical system,
- 4) information and analysis system,
- 5) benchmarking,
- 6) continuous improvement,
- 7) customer focus,
- 8) employee satisfaction,
- 9) union intervention and employee relations,
- 10) social responsibility,
- 11) service escapes,
- 12) service culture.

TQM can help organizations to achieve service excellence. (Lovelock et al. 2009, p. 397)

TQM in educational institutions

What is the meaning of service quality in higher educational institutions? Sakthivel et al. proposed a TQM model for higher education institutions to be used with five variables that are measuring various aspects of service quality. They propose that these following variables would increase student satisfaction, which is very important when competing of best students globally today. Five variables for higher education are:

- Commitment of top management
- Course delivery
- Campus facilities. There is mentioned that attention needs to be focused on having excellent infrastructure and facilities and these facilities also have to be properly maintained.
- Courtesy
- Customer feedback and improvement.

They have studied engineering students from various institutions and their findings showed that two variables were more important for student satisfaction and they were commitment of top management and campus facilities.

ties. They found also that ISO 9001:2000 certified higher education institutions were heading towards TQM and they were offering better quality of education than non-ISO institutions. (Sakthivel et al., 2005, the TQM Magazine, pp. 589 – 673)

2.6.3 Change management and Service leadership

Theories of motivation

Early motivation theories were developed in 1950's and they are still used in the basis of contemporary theories and widely used when processing motivation theories in management today. This thesis study will also cover shortly the Maslow's hierarchy of needs theory. He stated that there exists a hierarchy of five types of needs in every human being. The needs are physiological needs, safety needs, social needs, esteem needs and self-actualization needs. They are piled up like a triangle starting from Physiological and piling up in order from there. As each level of need is satisfied, the next need becomes dominant. A substantially satisfied need no longer motivates people. According to Maslow, if one wishes to motivate somebody it is necessary to know where that person is in the hierarchy and focus on satisfying needs that are at or above that level. (Robbins, Decenzo, 2004, Fundamentals of Management)

The Service Profit Chain demonstrates that service leadership requires high performance in several areas. Customer relationship is very important to be managed effectively and there must be loyalty building strategies implemented. It is essential to create value for target customers so that customers see the offering better than the competitors one is. Continuous improvement is important to productivity and service quality. Employees must be enabled and motivated specially in the service sector. Top management need to drive and support every step of the Service Profit Chain.

To implement the Service-Profit Chain it means that marketing, operations and HRM functions need to work together and have a good mutual coordination. All companies do not follow the Service-Profit chain, there are four different levels of service performance identified and only the last two of following use the principals of Service-Profit Chain:

- Losers who survive because customers have no choice but to buy from them.
- Nonentities, who are functioning in the cycle of mediocrity.
- Service professionals function in the cycle of success.
- Service leaders who are the best in their industry.

It is important to recognize what affects to motivation to change in general. When there is a need to change, the action on people's side there is always the motivation affecting on the process itself. This study will look at the point of a potential customer who would be establishing to a university campus and what would influence his motivation to move or stay there. (Robbins, Decenzo, 2004, Fundamentals of Management)

3 SERVICE NEEDS FOR UNIVERSITY PROPERTIES OF FINLAND LTD.

3.1 Current situation

University Properties of Finland Ltd was founded in 2009. It was started when Finnish state ratified the University law and Universities became independent institutions from the state. The company was created to capitalize the Finnish universities. Thus, the company University Properties of Finland was founded and the State and universities were each given shares of the company.

The situation is interesting as the company's owners are more or less same than its customers. There exists a dual need to provide reasonably priced premises for universities and on the other hand a need to make profit to be able to pay dividend for the owners.

Company's principles according to shareholders agreement are:

- Possibility for the universities to use the premises that meet their needs and are still reasonably priced.
- To preserve the value of the properties in the long run.
- To treat owner universities equally and fairly.
- To foster the property heritage and sustainability.

University Properties of Finland is owned by the Universities outside the Greater Helsinki area 2/3 and The Finnish State 1/3. The owner Universities are University of Eastern Finland, University of Jyväskylä, University of Lapland, Lappeenranta University of Technology, University of Oulu, Tampere University of Technology, University of Tampere, University of Turku, University of Vaasa and Åbo Akademi University. (www.sykoy.fi)

Company's value of assets is about one milliard € and it consists of the universities that are situated outside the Helsinki Metropolitan area (10 universities). The annual turnover is about 133 million €. University Properties of Finland owns the premises that are measured about 1.1 million m². The company functions according to universal principles for property branch management and business, not like a public purchasing unit.

Nowadays there is a strong need to develop the premises of universities to be able to make them desirable places to study and to attract the researchers and professors as well as students from all over the world to come to Finland. In the future, there is a need to get a lot more applicants here and to make the Finnish students and researchers to stay in Finland. Competition is severe also in the aspect of higher education. (Suomen Yliopistokintestöt Oy, Annual report 2012)

UPF has taken a comprehensive approach to development. The company is involved in many research programs and one and largest one of these is

RYM-SHOK research, which is partly TEKES funded project, researching indoor environment and educational premises. The aim is to study what kind of environment is the best for learning, researching and teaching. The aim of these studies and research is to build a concept of most desirable University premises for Finnish Campuses and that concept is called UniverCity.

UniverCity is a campus where learning and premises are totally restructured. It would be a lively city where there are enough places to meet, to learn, to work, to discuss and to do teamwork. There would be enough services so that even companies would like to integrate into the campus and facilitate living at the campus for students and their families. To be able to change the whole structure and to make a university area a lively city needs a lot of change in Finland. Change is needed in the buildings, changing in the way of thinking and working, changing the atmosphere, so that the premises and surroundings would include places for the entrepreneurs to have their enterprises there. Places that allow the social meeting possibilities including different kinds of restaurants, cafés, shops and happenings during the evenings and so on. It would be ideal if the university Campus area would be like a business center. That would benefit both the university and the companies that are established there. (Interview 12/2012, Olli Niemi, UPF)

3.1.1 Aim to be the most modern Campus developer in Europe

Today University Properties of Finland Ltd. is an organization that is putting a lot of effort in research and development. The company has been doing interviews and surveys for the University personnel and students as well as for top researchers to find out what kind of premises would be ideal for the university purposes and what makes university a world-class campus. It has also been questioned what services would be desirable for different users. This business sector has not been researched before, so with this thesis study, the company gains a broader insight of the service needs of their customers and will be able to design their service offering accordingly.

3.1.2 Customer segments

The customer segments of the company are:

- universities,
- users, (students, researchers and employees in the university)
- companies in the university premises.

The main and most important customer of these segment groups is universities. At the moment UPF has leased most of its premises directly to universities and the users and companies are universities customers mostly, not directly UPF's. Universities facility organization is representing the di-

rect customer for the company. They are also taking care of the facilities and their customers using campuses daily.

Now there is also a possibility to extent the customer basis when there are more modern campuses being built for example in Tampere and Jyväskylä, in the following years and also big projects going on in other campuses in the future.

It is important to find the interests and needs of the customers segment: Companies that operate in the campuses are usually co-operation companies for universities. Students and employees in the campus areas are also possible future employees or entrepreneurs and it is important for UPF that their customers want to come to the campus and that the Universities are competitive and attempting. This group has been delivered a survey in 2011 and now again in 2013, so the needs and wants of this large customer group are well researched already.

3.1.3 Possibilities to implement service strategies

There is a need to implement a service strategy for commissioning company. The organisation of UPF is a low hierarchy matrix organisation and that provides several possibilities of finding the best solutions structuring and building the service strategy. This thesis study does not give straight answers for the strategy building but the outcome of this work can give background information for the strategy work.

Before implementing the service strategy and making the choices it would be important to know what are the services that the universities, different kinds of companies and students need in the campuses? Is it important for them who the deliverer or deliverers of these services are? Which services are extremely important for the future customers, and which are the services that are a nice supplement for the selection but not so important? These are the questions that the research work of this thesis will tackle by doing the benchmarking study and making the survey for the companies operating in the campuses and by finding out the results of the Campus survey for the university staff and students and the telephone interviews for the top researcher professors in Campuses.

3.1.4 Need for the research in Service sector

UPF is going to enhance their service offering in the following years. There are buildings being built with the new ideology UniverCity that has been researched and tested already in Holland Delft University for example. UniverCity is a concept that unifies the university, research and enterprises to physically close together so teaching, learning and research and enterprising will all be happening in the campus area in the future. That would be beneficial for all parties and the campus area would be a livelier place, as a modern city in the future. That means more opportunities for all

who are using, working, studying and teaching in the campus. (Alexandra den Heijer, Managing the University Campus, 2012)

It is important to understand all the needs of different user groups and also modern international trends to be able to offer companies the premises and infrastructure that they need. There is a need to truly understand which are the services that different users need, what would be the reason to come to establish in campus and how much mutual aspects they have with universities. Are the needs of all parties the same?

UPF has researched a lot of things that are going on in the university world and in future learning spaces and future spaces in general. That information is of a great value in forming a big picture on where the whole concept of learning and the need of university premises heading to. It is also important to know the needs of universities and their personnel as well as students. To enlarge the knowledge of this aspect the company has done a vast campus survey in 2011 and in 2013. That was delivered to about 100 000 addresses in all university campuses outside the great Helsinki area and there were approximately 8 000 responses in 2011 and about the same number in 2013. That is why we are able to predict what the students and employees want from future campuses.

The concept of letting spaces for the companies from the university campus area has been relatively small and it has basically been accomplished by universities themselves. So the contracts have been subcontracts for University Properties of Finland Ltd. In the future it is also possible that UPF is serving companies and enterprises directly too. It is therefore important to find out the reason why companies would like to establish in the university campus and what the valued services are that would also bring more income for UPF. In this research and survey that is now being executed the monetary aspects will be left out. This study only concentrates on what the customers would need, not what they would be ready of paying for. The core product of UPF is at the moment to offer safe and healthy premises for the universities. It is possible to find new supplementary products to help the letting of the premises for the use of companies and enterprises also.

3.2 Research

Research consists of two parts. There is the existing knowledge that can be exploited in the comparative research of the top universities of the world rankings and the second part consists of survey that is done among the Finnish universities and their co-operative companies that already exist on the campuses. Looking from these different perspectives helps to understand the big picture and tells something about the way in which the future seems like for the Universities and which are the services that could give the company a competitive advantage.

3.2.1 Research type and execution

Comparative research

The research question is tackled by collecting data from these selected Universities and by interviewing specialists.

This comparative research is executed on the basis of internet information as well as interviewing management and employees of University Properties of Finland Ltd. The information for this study is gathered during years 2011 – 2013 when the company has organized executive excursions to the campuses in Europe and USA.

Service survey for the companies at the campuses and interviews of top researchers

The survey was done in March 2013 by www-based questionnaire tool Webropol. The questions were delivered in the form of closed questionnaire, which was sent as link by E-mail to companies who are operating in University campuses in Finland. The survey was executed in Finnish and the questionnaire is translated to English for this study. The group of answerers is quite small, but there are not many receivers in this group either. That is why the comparative research is also taken into the thesis study so that we are able to see a more reliable picture of future possibilities.

3.2.2 Object of the research / for whom the research is done

Research is done for the purposes of University Properties of Finland Ltd to help them design and implement new service products for the Future campuses. Campuses that will be like UniverCities with full of activities and bonding the surrounding community tightly to University to include companies, students, employees, professors, research teams, entrepreneurs and all kinds of activities that a lively city includes.

The comparative research is executed by studying the internet and interviewing persons in the company who have recently visited campuses around the world. The other part of the research is done as www-based survey and it is sent directly to the people who work in companies that are operating or have been operated in the campuses of University Properties of Finland Ltd. The receivers of the survey were from very different kinds of companies. There are some service producing companies such as XX – runs restaurants in the campus areas in Tampere and there are some research intensive companies, such as XZ and XY which are operating in the campuses of University of Eastern Finland – Joensuu and Kuopio campuses. So the respondent share is very versatile in the branch of business and they come from four different campuses, which are University of Oulu, University of Eastern Finland (Kuopio and Joensuu Campus), University of Tampere and Tampere University of Technology. The respond-

ents come from different branches that include from healthcare to research intensive companies.

The Survey is done in Finnish for the companies and the survey is translated for this thesis. The original survey questionnaire and the results are enclosed as appendices (appendix 1).

3.2.3 Comparative research

Comparative research is done for 5 top universities of the world 2011 – 2012. Research question in the study is to find the trends and brands that are helping the university to reach to the top and to find out the service offering they are using in order to get best people to come and study or work at the campuses.

1. California institute of Technology - California, USA

“Alumni include movie director Frank Capra, who graduated in 1918, but its 124-acre campus predates nearby Hollywood. More than 30 Caltech students have won Nobel prizes, and one alumnus – Harrison Schmitt – has walked on the Moon. Home to Nasa’s Jet Propulsion Laboratory, it has a faculty of about 300 teaching around 2,000 students.” (TSL Education Ltd., 2012)

Services at Caltech:

The Housing Office furthers the goals of Caltech by providing convenient, attractive housing. To this end, the Housing Office guarantees housing for all first year undergraduate students and all first year graduate students. There are various services that Housing at Caltech provides. For example: Housing for different study phases and on and off campus housing, Baby pool services, furniture, custodial services, recreational buildings

Each of the three Catalina Properties (north, central and south) has a recreation centre for residents' enjoyment. Each resident is provided with a key to the building. The recreation centres are equipped with outdoor barbecues, patio furniture, ping pong, foosball, pool tables, large-screen cable TV, VCR, stereo equipment, kitchenette and fireplace. They also house the Catalina's washers and dryers, all card-operated.:

Services Caltech offers: AV-services, bookstore, Credit Union, Dining, Graphic resources, mail services, parking, security, staff and faculty consultation centre, women’s centre. Facilities for Sports, Athletics, Physical education and recreation are also provided. This includes all possible forms of, recreation and personal trainer & locker services.

They also offer the Children's Center at Caltech, which is a non-profit organization providing quality early education and care for infants, toddlers and preschool age children, for the Caltech and Pasadena communities. Caring, nurturing educators staff this outstanding program. The Center has resources to support child, staff, and parenting development. The Center also provides leadership in the early childhood field for other colleges and

universities. Caltech also offers a wide range of parenting services. These are nanny services, babysitting and medical resources and services. (California Institute of Technology, 2012)

2. University of Harvard - Cambridge, USA

“The oldest academic institute in the US, it dates from 1636 and is named after its first benefactor, John Harvard. It has the global academy’s largest financial endowment and boasts more than 40 Nobel laureates. It’s 210-acre main campus and 23 satellites house 10 faculties and the Radcliffe Institute for Advanced Study.” (TSL Education Ltd., 2012)

Harvard University offers for the students and personnel the following services:

Housing, dining, health services, libraries, as well as on site Campus police. Apart from this they offer recreation and entertainment including Museums, Digital collections, Office for the fine Arts, Theatre, Galleries and many various sport and leisure activities in athletics and recreation facilities. (University of Harvard, 2012)

2. University of Stanford - Stanford, USA

“Founded in 1891 by railway tycoon Leland Stanford in remembrance of his son, who died aged 16, Stanford is said to be, after Harvard, the US’ most selective university, accepting around 7 per cent of applicants. Its alumni founded corporate giants including Hewlett-Packard and Google. The world’s third-richest university, it teaches about 7,000 undergraduate and around 4,000 graduate students.” (TSL Education Ltd., 2012)

Stanford offers their students a wide range of services, which are grouped here roughly:

Housing services, dining, shopping, libraries, athletics and recreation of all kinds of clubs and possibilities as well as arts and entertainment all found on campus. (University of Stanford, 2012)

4. University of Oxford - Oxford, UK

“Twenty-six British prime ministers, at least 30 other world leaders, 12 saints and 20 archbishops of Canterbury have been Oxonians. Oxford virtually invented college life in the 13th century. The world’s third-oldest surviving university offers approximately 12,000 undergraduates a choice of 38 colleges and six permanent private-residence halls.” (TSL Education Ltd., 2012)

University of Oxford is the second oldest surviving university in the world and the oldest in the English-speaking world. Teaching began at Oxford already in 1096 and developed quickly from 1167, when English students were banned from attending the University of Paris by Henry II. Oxford is a collegiate university with thirty-nine self-governing colleges which are

all related to the University in a type of federal system. There are also seven Permanent Private Halls, founded by different Christian denominations. The typically English (and American) residential collegiate system, used in Oxford, where both the living and academic aspects of the university life are situated in one location, is perceived offering a friendly and safe atmosphere and is very appealing for students.

Oxford attracts students and scholars from across the globe, with almost a quarter of the students from overseas. The student population of over 18,000 includes more than 130 nationalities. The University Alumni Office offers help and guidance to students in the form of mentoring, financial assistance and awards. There are programs, such as The Oxford University International Internship Programme (OUIIP) and the society for student and alumni networking (OxSAS) that offer opportunities for networking. (University of Oxford, 2012)

5. Princeton University - Princeton, USA

“At the heart of American academic life since its charter in 1746, Princeton is one of the smallest of the private Ivy Leaguers, but can boast more than 30 Nobel laureates among its past faculty and alumni. Its 500-acre campus accommodates around 5,000 undergraduates and 2,500 postgraduates overseen by more than 1,100 academics.” (TSL Education Ltd., 2012)

Princeton University offers on the campus the following services: housing for individuals, couples and families, dining of all kinds of restaurant possibilities including for example Kosher Dining hall and many other special ones. There are also lots of Chapels, Hindu and Muslim rooms / temples. There are also Ministries of most religions found at the campus. There are also all these health and wellbeing centres and possibilities and also athletics and fitness places and clubs. There are events and exhibitions and art galleries found also. (Princeton University, 2012)

3.2.4 Services in campuses survey

This survey was executed in March 2013 and the survey questionnaire was sent for totally 35 receivers, the survey questionnaire can be found from the appendices (appendix 1). The receivers were chosen on the basis that they already had a contact for university campuses and they were the contact persons for companies that have rented their premises from the Universities. There were companies from the campuses of University of Oulu, University of Eastern Finland (Kuopio and Joensuu), University of Tampere and Tampere University of Technology.

The survey was on in the internet for 10 days for answering, the response percentage was 31 % and total number of respondents was 11 separate answers. The responses are important and valuable for commissioning company as they come from different branches of business. There are service companies who's customers are in the campuses (XX, XA and XB), there are research intensive companies (XY) and Spin-off's (XC, XZ) so the da-

ta gives a high variety of customer companies and insight to broad customer group.

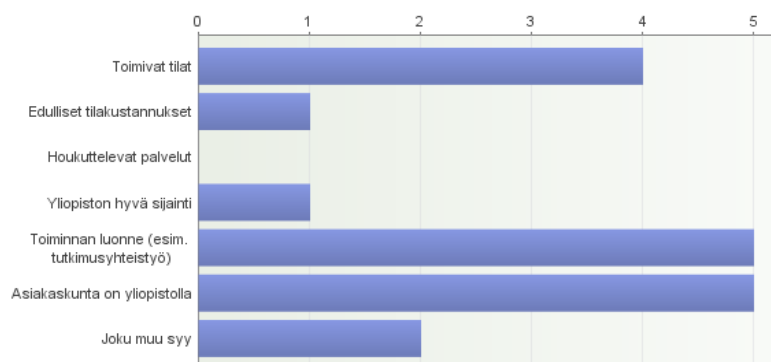
The survey questions try to find out what the reasons are why companies have decided to establish in the campus area. For how long have they been there and what are the services that they feel they must be provided and what are services that would be nice to have in the campus area. It was also asked if the company has left the campus already and if so, what have been the reasons for leaving campus area.

These questions are important for being able to define the service products that are needed when constructing a campus which is like UniverCity or a business park to the campus area and letting the premises there. It is also important to know the customer well enough for being able to offer them added value and appropriate services with the premises when they are establishing to the campus area or future UniverCity. How to build a service offering that creates a win-win-win situation for the universities – companies – UPF. It is also important to have a comprehensive view in what situation the companies in the campuses are now. What are the reasons why they have decided to move in there, or move out from the campus.

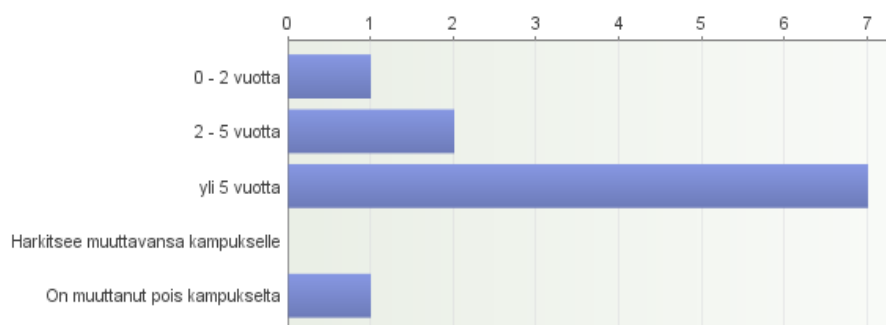
Question number 1 is a multiple choice question, where answerer can choose many of the given options or other reason in case if there is not a perfect choice provided.

What has, in your opinion, affected the situation that the company is located in the university campus? (11 answers)

Choices are well working premises, affordably priced premises, attractive services, good location of the university, nature of the business (for example research co-operation, clientele in the University and some other reason



Question number 2 describes for how long the company has been located on the campus. The choices are 0 – 2 years, 2 – 5 years, over 5 years, thinking of moving to campus, has moved out from the campus



Question number three is only for those who have left out of the campus and it asks to define why? There was only one answer for this, so it is left out here and can be find in appendix 1.

Question number 4

Following alternatives measure the importance of the office services for the respondent and company. Please indicate the importance by choosing from the options. Number of respondents: 11

	1 Not impor- tant	2 Nice adding	3 Quite impor- tant	4 Im- portant	Total	Average
Lobby Services	4	2	1	3	10	2,3
Catering services	3	2	0	5	10	2,7
Plant care	6	4	0	0	10	1,4
Meeting services	2	3	4	2	11	2,55
Copying and printing services	2	3	3	2	10	2,5
Lawyer / case law services	7	2	1	0	10	1,4
Ad taping and identification marking	6	3	1	0	10	1,5
Travel agency	7	1	1	1	10	1,6
Information desk	2	5	1	2	10	2,3
Mailing and courier services	0	3	6	2	11	2,91
Cleaning services	0	1	4	5	10	3,4
Operator and call center services	7	3	0	1	11	1,55
Secretarial services	7	1	0	2	10	1,7
Security services	2	1	2	4	9	2,89
Change carpet services	3	5	2	0	10	1,9
Total	58	39	26	29	152	2,17

Question number 5

Following alternatives measure the importance of the wellbeing and spare time services for respondent / company. Please indicate the importance by choosing from the options below. Number of respondents: 11

	1 Not impor- tant	2 Nice adding	3 Quite impor- tant	4 Impor- tant	Total	Average
Car wash	7	1	2	0	10	1,5
Car rental	5	3	1	2	11	2
Hairdresser / Barbers shop	7	1	1	1	10	1,6
Beauty saloon	8	0	1	0	9	1,22
Book shop	6	0	2	2	10	2
Kiosk	2	3	2	3	10	2,6
Concerts and showings	4	5	1	1	11	1,91
Gym / Fitness possibilities	2	2	4	2	10	2,6
Grocery	3	4	3	0	10	2
Restaurant	0	2	2	7	11	3,45
Health services	2	3	2	3	10	2,6
Sport happenings	4	4	2	0	10	1,8
Snack and beverage machines	0	7	2	1	10	2,4
24/7 cafes and lounges	1	3	2	4	10	2,9
Total	51	38	27	26	142	2,18

Question number 6

Following alternatives measure the services that are connected to information systems and IT-infrastructure and their importance for companies in the campus. Please indicate the importance by choosing from the options below. Number of respondents: 11

	1 Not impor- tant	2 Nice adding	3 Quite impor- tant	4 Im- portant	Total	Average
Helpdesk IT- backup	3	3	3	1	10	2,2
Data center services	5	3	2	0	10	1,7
Leasing/rental services for com- puters and equipment	5	2	3	0	10	1,8
Well working IT structure and network	0	2	0	8	10	3,6
Videoconferencing equipment and connections	1	0	4	6	11	3,36
Total	14	10	12	15	51	2,53

Question number 7

Following alternatives measure the importance of research services for companies and respondents. Please indicate the importance by choosing from the options below. Number of respondents: 11

	1 Not impor- tant	2 Nice adding	3 Quite impor- tant	4 Im- portant	Total	Average
Research and development funding services	4	3	1	3	11	2,27
Library	2	2	5	2	11	2,64
Researcher search	4	4	1	2	11	2,09
Coordination and admini- stration	6	2	3	0	11	1,73
Research lab. services	5	2	1	3	11	2,18
Researcher resourcing	5	2	3	1	11	2
Total	26	15	14	11	66	2,15

Question number 8

Following alternatives measure the importance of product design, market entry and business services for companies in the campus. Please indicate the importance by choosing from the options below. Number of respondents: 11

	1 Not important	2 Nice adding	3 Quite important	4 Impor- tant	Total	Average
Customer acquisition and sales services	6	2	1	1	10	1,7
Business development and research funding	4	3	3	1	11	2,09
Legal contracts	6	3	1	0	10	1,5
Internalization services	4	3	3	1	11	2,09
Market entry / commercializing services	5	3	1	1	10	1,8
Market research	5	2	3	0	10	1,8
Marketing services	5	5	1	0	11	1,64
Banking and funding services	5	2	3	0	10	1,8
Patent services	7	1	1	1	10	1,6
Risk management and insuran- ces	5	3	2	0	10	1,7
Financial and accounting services	6	2	1	1	10	1,7
Business property development services	5	1	4	0	10	1,9
Workload and recruitment services	5	2	3	0	10	1,8
Business consulting	6	2	3	0	11	1,73
Business startup services	5	1	2	2	10	2,1
Total	79	35	32	8	154	1,8

Question number 9

Please indicate three most important services or service-units for your company.

Number of respondents: 9

1. Good co-operation with university to advance the safety of study environment and students health.
2. Premises services, Maintain services, Cleaning services
3. Research co-operation, laboratories, event support
4. XY has co-operation agreement with University in Joensuu:
 - co-operation in strategic value areas.
 - Research infrastructure co-operation, common labs
 - Knowledge change co-operation, International guests, lecturers, seminars
5. Co-operation with research centers, well performing cafeteria and dining services, Barber services have been missed a lot
6. Bookkeeping, Restaurant and cafeterias, Funding
7. Network, cleaning services, food and beverages
8. Porter, mail and printing services
9. Restaurants, mailing services and video conferencing

Question number 10

Free comments on services or the survey: Number of respondents: 4

1. The survey was not fitting well for XB. The most important feedback is that premises are often overpriced compared to world outside the campus.
2. Campus co-operation between XY and University of Eastern Finland is a good example of a very successful location. Because XY has its own building, there is no property co-operation daily, parts of University personnel is located in the XY house, but there are no persons from XY in the University premises permanently.
3. Cleaning and other services work well. It is hard for people to find their ways in rambling campus. The bus connections to centrum are weird, buses drive on queue and in the evenings hardly at all.
4. Has been working well so far.

3.3 Interviews of Top Researchers in Finnish Universities

In winter 2013 the Top Researchers and Professors (later Researchers) of customer Universities were interviewed by UPF. They were asked about services among other things. There were fourteen Researchers interviewed and the answers were handled anonymously; the original interviews can be found registered in UPF files, Campus survey 2013.

When Researchers were asked what are the most important factors that affected the attractiveness of a university the open answers were very versatile. There are four things that seem to be thought as very important as they were all mentioned at least by three different persons in their answers, they were image and brand, location, high-quality education and research.

When Researchers were asked what are the most important research supportive services that you use at the moment. There were 14 items that they have named and the most important of these fourteen were library and databases, financial services, bookkeeping, project management, travel services, translation and transcribing services. All the other that were mentioned are information management services, well-functioning communications systems, facility support / premises management, innovation and project preparing services, procurement, legal and purchase services, research change services, HR services

Researchers were asked what services should be developed or offered more. After that question, the list of answers became very long. The most wanted services were: international financing consultation aid, innovation services, social services (restaurants, pubs, bookshops, meeting places etc.), internalization services, video-conferencing, innovation services, agreement services, economic monitoring during projects, layer services, marketing aid or support, enterprise co-operation and start-up advice, language skilled HR-services and better IT systems.

For the question what should be developed in your university overall the list was shorter than in previous questions. At the UPF's side it is very interesting and promising to see that also the Researchers want services like: More services for free-time activities (gym, restaurants, pub, barbers shop and daily services), service center in the main hall for different kinds of services, 24/7 opening hours or late night opening. (UPF Material for campus survey / Top Researcher interviews)

4 RESULTS OF THE RESEARCH

4.1 Results of the comparative research

It is evident that the campuses of top Universities in the world have a large scale of services to offer for the students and staff and they also advertise and market these services. It is part of their brand, that besides excellent study possibilities they offer exquisite housing facilities, social happenings, sporting events and other activities. The top universities are big international institutions and they are offering, partly through historic reasons, their students much more than just facilities for studying and researching. These Universities talk of a Student life as a whole and they want to provide a good standard of student life. This was evident in every Top Five University compared. The services these Universities offer are an integral part of the University, top class education and academic excellence cannot be separated from the services, they are interwoven and benefit from one another.

In Finland, there is a lot to do and develop in the field of service offering for students and staff. Even though housing is important it has not been considered a University service. It became evident from the campus survey done by UPF that the Finnish students and employees do not know to demand many services at all, their main concerns were the functional and operational study facilities. But as we are looking forward to foreign students, we have to start to be more creative with our service offering and in marketing these services. Foreigners, especially from USA or Europe, are used to having elements that are more social and more choices around them, than just the one “Only” cafeteria for example. It would be vital for Finnish Universities to follow and benchmark the best Universities if in the future they want to build a good academic reputation and gain the best students and funding.

In Finland on the other hand, when we do not have University campuses offering all these services, it could make a difference. We could do even better by offering e.g. technically advanced teaching experiences in advanced facilities. It is possible that we need a “UniverCity” and start something totally different that would increase the number of foreign students and academics and increase the co-operation between Universities and Business life.

4.2 Results of the Services Survey

In question number one the multiple choice question on why did the respondent think the company is located in the campus the answers were divided so that five of the total amount of answerers thought the reason to be the nature of the company functions (for example research co-operation) and also as much appreciated was the reason that the clientele is in the University. Attractive services were not chosen by any of the respondents. Four of eleven answerers thought that the premises were well working for

the purpose and thought that it has affected to their decisions to be located in the campus. Some other reason was chosen by 2 answerers and the reasons were to build up the company image and a spin-off company starting from the campus. Only one of answerers chose affordable costs of premises and good location of the University in the town.

In question number two it was asked for how long had the company been operating in the premises of University campus. These answers show that majority of the companies have been there for quite long, so they have a good insight in university campus functions. Seven of the answerers told that they have been on campus for over five years, two told they have been there for 2 – 5 years, one of the answerers told 0 – 2 years and one told that the company had moved away from the campus. The one company that had moved away from the campus told that the cost of the premises was too high and that the premises were unsuitable or not good enough for the company operations.

In question number four the importance of the office services for the companies were measured. There was 15 different functions and they were valued from 1 not important – to 4 Important. The average of all these fifteen functions was 2.17 meaning that they are seen altogether as being a nice adding for the company. There was one service that was evaluated as being quite important, cleaning services 3.4, being the average for that particular service and five of those answerers were evaluating it to be important. The lowest average scores of this group were plant care and law services 1.4.

In question number five the importance of the welfare and spare time services were measured. There were 14 different services in this category and the total average of these fourteen was 2.18 and the best average score of the group went to Restaurant services 3.45. There were 7 answerers of 11 who considered it important, two of them quite important and 2 a nice adding. The lowest average score of this group 1.22 went to Beauty salon.

In question number six the importance of IT- infrastructure and information services were measured. There were 5 different functions in this group and the average importance of all these services was 2.53, and this is the highest rate of the overall averages. There were two functions that were over the evaluation 3 which is quite important, well working IT structure and network 3.6 and Videoconferencing premises, equipment and connections 3.36.

Question number seven measured the importance of research services for answerers and companies. There were six different services related to research and the average of these services for all customers was 2.15. None of these services got the average over 3. The best average of these services was 2.64 and this was for library and information search services. The lowest average was 1.73 and it went to coordination and administration of research projects.

Question number eight measured the importance of product design, market entry and business services for the companies in campuses. There were 15 questions in this group and the average of all these services for all answerers was 1.8. This group had the most even average ratings for different functions and there were not any over average score 3. Two best were hardly over two and they were internalization services 2.09 and business development and research funding services 2.09.

In question number nine it was asked to name three most important services or service units. There were 9 answers for this question and the answers were:

- 1. Good co-operation with the university to promote students study environment's safety and student health.
- 2. University facilities, Maintenance services, Cleaning services
- 3. Research partners, laboratory, venue support
- 4. Metla has co-operation agreement with University of Eastern Finland in Joensuu campus, Co-operation in strategic value areas, Research infrastructure, common labs, Information exchange co-operation, international guests, lecturers, seminars
- 5. Co-operations with research schools, Good cafeteria and meal services, Barber services are longed for a lot
- 6. Bookkeeping, Restaurant and cafeteria services, Funding
- 7. IT and telecommunications, Cleaning services, food and drink
- 8. Janitors, Mail offices and Printing services
- 9. Restaurant services, mail services and videoconferencing premises

In four out of nine answerers comments were one of the most important service named to be restaurant, cafeteria or food. In four different answers out of nine was the co-operation with the university seen as a very important factor. And third important service was the research co-operation in these answers and it was mentioned in three different answers out of nine. Mailing services and cleaning services were mentioned in two different answers and the rest of the comments were unique mentions.

Questions number 10 was a free comments question for services or the survey itself. There were four answers out of eleven in this question and the free comments were:

- The survey was not suitable for XB. The most important feedback I can give is that the premises are often overpriced, compared to world outside the campus area.
- Campus co-operation between XY and University of Eastern Finland is one good example of well succeeded positioning in the campus. Because XY has own building, the co-operation does not happen daily, the personnel of University has positioned in the XY

house, but there are no persons from XY positioned in the University Campus.

- Cleaning and other services work well, it is difficult for people to find their way in the labyrinth like campus. The bus connections to city centrum are strange ones, buses go on queue and in the late hours hardly at all.
- Worked well so far.

4.3 Growing market for services

The comparative research showed that all the top universities have a wide range of services offered to the students and employees. In the English speaking world it is very traditional to connect living in the campus and studying, so it is natural that the campus areas are lively and offering lots and lots of activities as well as services. The service sector is according to the studies and modern tendencies also growing in the world class universities.

The research showed that there is a growing market and need for services in the campuses. Nowadays and in future it will not be attempting enough for companies, co-operatives of the universities, universities or students if there is nothing else than the premises in the product portfolio of University Properties of Finland Ltd. The trend in the Universities of the World and in Finland is the growing need of service products supporting the core service which is to provide healthy and well-functioning premises for the needs of Universities and their co-operative companies.

One of the reasons to offer a versatile service selection for companies could be just the fact that the more there are services available the more it would attract companies to come to the premises. It can well be seen to be the most important competitive factor when companies are choosing where to establish in the future. Today consumers and companies are so demanding and there is a lot of choice in business parks and premises that it is important that customers feel they are getting more value for money than originally thought.

These companies that were surveyed in the Services research were proven to be quite longstanding and loyal customers for Universities, they had been there mostly over 5 years and only one had left the campus. The reason for leaving the campus was that the premises were not suitable or good enough for the company operations. It would have been interesting to know would the services have had an adding to the feel of premises being good, so that the customer would think otherwise. These are the possibilities that should be taken account on when building up a service strategy and measurements for the quality improving system.

4.4 Problems in steady demand

According to the comparative research, the Top Universities have lively campuses and one reason for that is that they offer also accommodation and homes to rent in the campus area. That makes them naturally lively and they also have slightly bigger numbers of students there compared to Finnish universities, that it is easier to get service providers there. In Finland, there might be a problem to get businesses and service providers to the campuses as the demand could be small when measured with normal business measurement figures.

There arose also the question of pricing in the premises. One of the problems might be the fact that there is a certain challenge in producing the great amount of services for campuses, which are lively just a short period of the day and a short period of year. There might be a lack of audience or consumers during the certain period. It must be figured out which comes first supply or demand? And how is it possible to add the supply of services affordably and meet the demand so that it fulfils the needs of customers in a way that they are not sensing to be rejected or that the campus is totally out of the operations for a certain period of the year.

If it would be possible to get more people to the campuses even in the evenings to spend time and work or whatever the reason is then the door-step for the businesses to establish in the campus are would be lower.

4.5 Challenges in managing the timespan

Timespan or the time consumed at the university area plays a crucial role in the service design and service marketing plan. The comparative research shows that when there is a big enough campus and accommodation offered at the area it makes the campus area lively enough to set up a versatile service offering there. The campus areas of the Top Universities compared here are all situated outside the city centre. This shows also that they have potential and that they have succeeded to lengthen the timespan from the office hours. These Universities have for example lively alumni activities and premises for those also.

If Universities are changed to UniverCities, lively places where all aspects of studying, working and free-time activities are at hand and 24/7 opening hours are fulfilling, that needs careful planning and designing the service offering and also services marketing plan has to be done carefully. Nowadays the world is changing so quickly and it is important to be fast and be prepared to react quickly to sudden changes.

There are lots of challenges in designing the service offering profitably. The need and the customer group is so versatile that it demands various product packages that should be clearly put into a form of service product that can be seen and is pictured so well that it comes real to the customer. The various needs and different strategies of the universities must be taken into account when constructing a service offering for UPF in a certain ar-

ea. It would be important that the service offering is somehow possible to copy “blueprint” as it is described in the book *Essentials of Services Marketing* by Lovelock et al. (2009). This is also problematic, as it has to take in account the diversity and features of each University Campus that operates with the commissioning company. UPF will need to do a lot of cooperation with the owner Universities to succeed in this task so that their main customers are also pleased with it.

4.6 Opportunities with combinations of operations

According to the study, the opportunities are great in this area. Looking at the comparative research results of the Top Universities it can be realized that even if the world is changing to digital one there are also more and more need for premises and services. There is huge need for different kinds of professionals to meet in informal meeting places, like cafes, libraries, corridors, events or even gyms.

The results of the survey show that there are clearly lots of possibilities for developing the campuses towards the idea of UniverCity. There is for example a lot of interest for Cafés and lounges that would be open 24 / 7 and a great need for videoconferencing facilities and equipment for the companies and the free-time spaces and activities are seen quite important. This all tells of the growing interest for companies to come to campus and the need that the campus would be more lively and pleasant place to work, to study and to spend time.

There are numerous possibilities in expanding the service product portfolio when the amount of campus users is so versatile and vast. There are very different customer groups and therefore the service providers can come to the campus from many different operations. One of the aims for the companies is to be able to socialize and get to know and get use of the universities laboratory and research facilities, also the interdisciplinary aspect was mentioned in the group of researchers.

5 RECOMMENDATIONS

5.1 Comparative research

The comparative research shows that there is high potential in University campuses. If the company succeeds to get housing or accommodation to the campus areas or to very close distant, then the possibilities for a lively campus would grow and the demand would be obviously growing accordingly. To be able to get to the UniverCity goal that demands the versatile offering of service companies, consumers, students, research, companies and the university itself and all these groups should have a common goal to make the campus a place to be. According to comparative research this attitude is strong in the Top Universities of the world and they are proud

and willing to co-operate and influence in the University and the Campus. They also have long traditions that guide them and give them support to go to right direction.

Brand of the University is helping these Top Universities to grow even more. When they have strong brands, they are not threatened by loss of applicants, studying going to web or not having funding for the projects. These big Universities continue their growth and they attract students from all over the world to come there. It would be wise to start branding Universities in Finland also, and part of this branding is done by creating fresh, modern premises and good facilities to study with all the possible services the campus user could need. It is possible to draw a conclusion of this comparative research that the more there is services the better and attempting the University is.

5.2 Webropol survey

The Webropol survey research results show that the core product is the appropriate premises for all kinds of customers in the Campus. There are different kinds of companies and the mostly stated reasons for operating in the campus area are Clientele in the campus (5 answers), the nature of the actions (for example research group, 5 answers) and well working premises (4 answers). This was a multiply choice question and it was possible to give several reasons, these were clearly getting the most answers. From the answers we can see that it is important that the company and the university have a connection. These customers are not there just because of empty and inexpensive spaces. It would be beneficial for all three parties commissioning company UPF, university and service provider if the cooperation is lively and beneficial so all parties will get something more out of it than just money and a marketplace. That would add the atmosphere and positive flow in the campus if all parties were like blowing to the same spot, just like the Top Universities of the World are, proud of their origins. There are certain services that were considered important by majority of the persons answering the survey; these services were Cleaning, Restaurants, Videoconferencing and Internet connections. From scale 1 – 4 these were all valued to be over 3.

There are many services that were given values from 2 to 3 and these services were seen to be nice – or quite important for the companies answering the survey. These services should be also considered to be in the service selection of the company, although they would be of interest for the companies and possibly other campus users.

5.3 Top Researcher Interviews

There were masses of services the Researchers would appreciate in the campuses. Above others, this group mentioned strongly image and branding, internalization services, free-time facilities and social services also as well as good information technology and videoconferencing. There were also asked after marketing services, longer open hours and lively meeting places.

5.4 Based on research

It is possible to draw a conclusion based on research done altogether that it would be beneficial to segment and group the customers and to target certain services for certain groups. All customer groups are missing services they see as important to have in the campuses, targeting would help the delivering of the services to right audience. One service point was mentioned in answers and that would be a good solution to have in every campus and the service desk could then offer different kinds of services from subcontractors and information services concerning the campus.

It would be beneficial to research also the pricing possibilities for the products so that the company would have some data on what the customer would be ready to pay for certain kinds of services and how the pricing would be formed in the strategy. One big part of the marketing strategy is the pricing policy.

Based on research, the author would recommend that the commissioning company UPF would start designing and implementing a service marketing strategy for the company.

5.5 Based on theory

Service economy is a fast growing area in the world and there are possibilities and the possibilities offer different kinds of ways to grow a business.

Service products are important to be defined due to their perishability and intangibility. Service has to be made a product like so that people can sense it and it would be easier to buy repeatedly. It is valuable to design the product keeping in mind what is the core service or product and to implement the supplementary services to support the core product. This was described to be like a service flower in the theory part. The product flower should be formed so that different kinds of customers can take the petals that they want from the flower. The petals are the service lines that are packed together and there are lots of petals to choose from. The Service flower would be built so that all the services are possible to order from the same channel so that makes it easy for a customer to add or change the service selection according to their needs and that is the important factor

for the customer that he feels that the services are customized for him or her and feels that he is getting value for his money.

According to this research, there is a great need to define the service product first carefully and then implement the strategy that takes into account on all the seven P's of services marketing. Those are Product, Place, Price, Promotion, Physical evidence, People and Process. All these are very important to define and recognize their importance. After this has been done it is also important to segment the customers, target the certain market with certain products and then finally position the products to the market so that they are there for good and visibly and that customers recognize certain elements and brands and after all this is done the buying is easy for the customer and if the service products are right and meet the customer needs there is no limit for the success.

After the service strategy is implemented it would be important to plan the relationship managing and loyalty building programs for the company and all this should be seen as going into a circle of improving the service quality so that the aim is to constantly exceed the customer needs. This way the service concept is usually well succeeding.

6 CONCLUSIONS

6.1 Company

UPF has a strong financial background and lots of possibilities to develop the campuses towards the UniverCity concept. Commissioning company wants to invest in universities so that they would be competitive in the global market and the vision is to be the most attractive Campus developer in the future.

There is a good drive going on in UPF and universities and different authorities are very supportive and positively reacting for these aims. Future looks bright and interesting for UPF, its customers and co-operatives.

6.2 Theory

The society can be more and more seen like a service society because services play important and bigger part of the total production in welfare countries. In some countries the share of the services from GNP is already over 90, and the figures are going up everywhere, constantly.

The most important findings from the theory are to recognize how important is the market research, analysis of the operations, cornerstones and setting up a comprehensive service marketing plan. Service marketing differs a lot from product marketing. A product is easy to market and pro-

mote as it is touchable and possible to see and feel. The quality is also somehow measurable in a product through visibility. To promote all the aspects of a service product and to deliver it for a customer in a certain way is much more demanding. For being able to deliver good service quality it demands service-minded people and good processing so that the service product can be recognized as a same every time the same service is rendered.

Theory shows that the marketing needs careful planning, long time perspectives and visions to be able to try and reach them. It is extremely important to know the customer needs and wants and being proactive. It is important to be able to segment and target the customers and then being able to build a flower of services according to the customer needs and so that customers are feeling to get more than they expected from the services and products. The cornerstones of the marketing are researching, segmenting, targeting and positioning.

An important factor is also managing the change. Changes are inevitable and profound when Universities who have remained quite stable and similar for a century are now going into more and more capitalized direction. It is valuable for UPF employees and management to be familiarized with the change management theories to be able to meet this period of change and get customers and co-operators adopt the new way of thinking what the transformation to UniverCity needs.

6.3 Research

Research showed that there is a large market for the educative premises in the world of the Top Universities of the World and that the models should be partly applicable here in Finland too. The research done for the customers in Finnish universities also showed that the customers have interest in modern campus and attractive services. Research showed which could be possible main services and which could be an attempting adding and increasing the lively atmosphere of the UniverCity.

Survey done for the companies in the campuses show that there would be a lot of interest in having more services to campuses and to have a lively university and campus surroundings. Survey also showed that the companies have clients on campuses or they are doing some kind of co-operation with the universities they are established in. This strengthens the view that it would be important and vital for both parties if there is more spaces to meet informally and to network.

In the interviews of Top Researchers it was found out that they also value many different kinds of services. There were research intensive services mentioned as well as all kinds of supportive services like translation, bookkeeping, transcribing, marketing and so on and also quite many mentioned better social services like restaurants, bars or pubs, shops, gyms and even barbers shops.

From the research it is possible to draw a conclusion that an enlargement of the service offering would be a right solution and largely appreciated by campus users. It would be important to build the customer segments to be able to target the right services for certain groups and position the services to the market. Building the customer loyalty after that and to try and improve the services constantly is an aim that is good to reach for.

6.4 Recommendations

With careful planning and building up a service marketing strategy that combines the applicable theoretic knowledge and research done, it is possible and profitable for commissioning company to start enhancing their product portfolio for extended service offering for their customers that are situated in the premises of UPF.

It would be useful to target certain services so that they would meet the needs of right customer segments. In addition to that, the informal meetings and change of interdisciplinary knowledge should be made easy by creating places to meet and organizing venues for the customers. These actions and services would also add up the customer satisfaction and create lively campuses as well as create added value for customers in such a unique way that they are not able to find easily elsewhere. This would be the competitive advantage the campus developer UPF could get and render for their customers.

6.5 Future research - pricing models

In this study services marketing theory was researched very profoundly and broadly, not concentrating on specific detail. It would be useful to get into detail in for example pricing possibilities and to research what would be the most affordable pricing model for UPF and what would the customers be willing to pay for services. It should be important to research the pricing models and possibilities before setting up a complete service marketing plan and actions for these future campuses. It is evident on the basis of this thesis that by broadening the service offering in the university campuses it is possible to create the UniverCity. It would be interesting and useful to read a study on the viability of the UniverCity concept with all fancy services.

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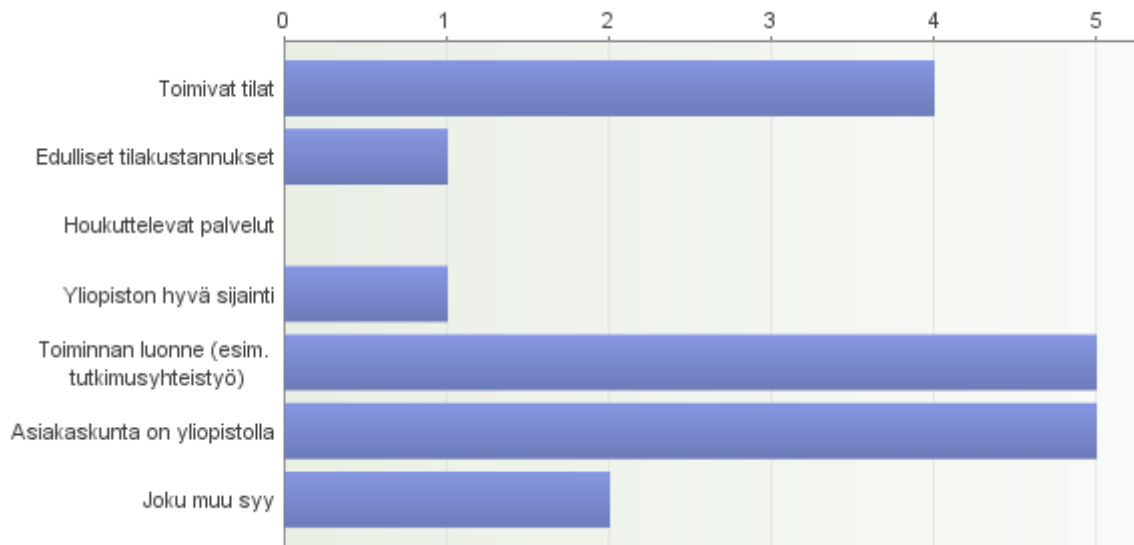
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ORIGINAL SURVEY OF SERVICES QUESTIONS AND ANSWERS IN A REPORT

Palvelut kampuksille

1. Mikä on käsityksesi mukaan vaikuttanut yrityksen sijoittumiseen yliopistokampukselle? (voit valita usean vaihtoehdon).

Vastaajien määrä: 11

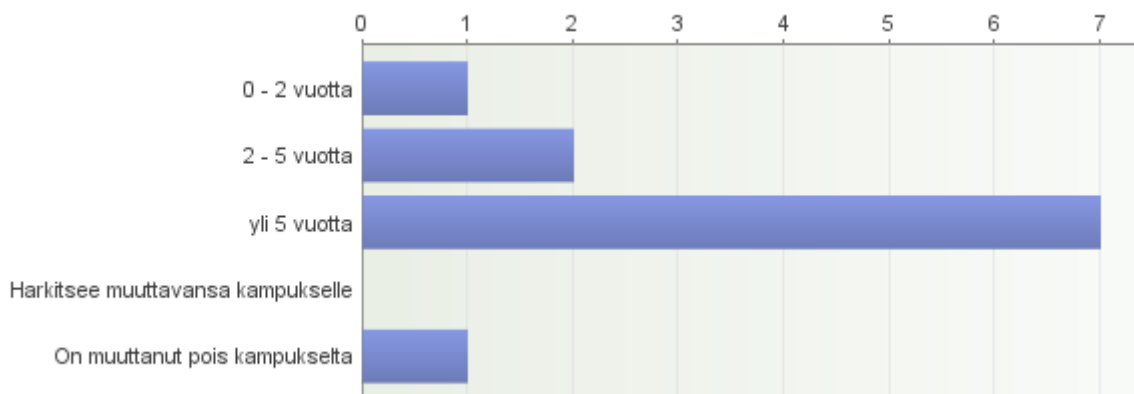


Avoimet vastaukset: Joku muu syy

- Toiminnan imagon nostaminen. Metlalla on oma rakennus yliopiston kampusalueella
- YO lähtöinen spin off

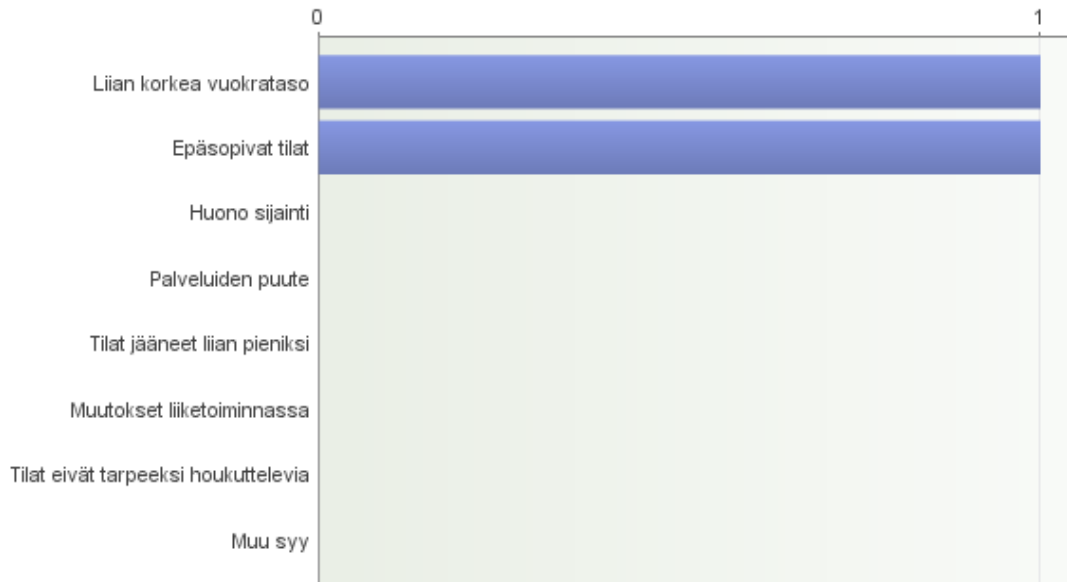
2. Kuinka kauan yritys on toiminut kampuksella?

Vastaajien määrä: 11



3. Jos vastasit edelliseen kysymykseen yrityksen muuttaneen pois, merkkää seuraavista väittämistä mitkä syyt vaikuttaneet poismuuttoon. Mikäli yritys edelleen kampuksella, voit hypätä nuolella seuraavaan kysymykseen.

Vastaajien määrä: 1



4. Seuraavilla kysymyksillä mitataan toimistopalveluiden tärkeyttä vastaajille / yrityksille. Vastaajien määrä: 11

	1 ei tärkeä	2 mukava lisä	3 melko tärkeä	4 tärkeä	Yhteensä	Keskiarvo
Aulapalvelut	4	2	1	3	10	2,3
Catering palvelut	3	2	0	5	10	2,7
Kasvienhoito	6	4	0	0	10	1,4
Kokouspalvelut	2	3	4	2	11	2,55
Kopiointi- ja tulostuspalvelut	2	3	3	2	10	2,5
Lakiasiapalvelut	7	2	1	0	10	1,4
Mainosteippaukset ja merkintäpalvelut	6	3	1	0	10	1,5
Matkatoimistopalvelut	7	1	1	1	10	1,6
Neuvontapalvelut / Information desk	2	5	1	2	10	2,3
Postitus- ja kuriiripalvelut	0	3	6	2	11	2,91
Puhtaanapito	0	1	4	5	10	3,4
Puhelinvaihte- ja vastauspalvelut	7	3	0	1	11	1,55
Sihteeripalvelut	7	1	0	2	10	1,7
Turvapalvelut	2	1	2	4	9	2,89
Vaihtomatot	3	5	2	0	10	1,9
Yhteensä	58	39	26	29	152	2,17

5. Seuraavilla kysymyksillä mitataan hyvinvointi- ja vapaa-ajan palveluiden tärkeyttä vastaajille / yrityksille.

Vastaajien määrä: 11

	1 ei tärkeä	2 mukava lisä	3 melko tärkeä	4 tärkeä	Yhteensä	Keskiarvo
Auton pesupalvelut	7	1	2	0	10	1,5
Auton vuokrauspalvelut	5	3	1	2	11	2
Kampaamo ja parturipalvelut	7	1	1	1	10	1,6
Kauneudenhoitopalvelut	8	0	1	0	9	1,22
Kirjakauppa	6	0	2	2	10	2
Kioski	2	3	2	3	10	2,6
Konsertti- ja näyttelytapahtumat	4	5	1	1	11	1,91
Kuntosali / kuntoliikuntapalvelut	2	2	4	2	10	2,6
Päivittäistavarakauppa	3	4	3	0	10	2
Ravintolapalvelut	0	2	2	7	11	3,45
Terveyspalvelut	2	3	2	3	10	2,6
Urheilutapahtumat	4	4	2	0	10	1,8
Välipala ja virvoitusjuoma-automaatit	0	7	2	1	10	2,4
24/7 kahvilat ja oleskelutilat	1	3	2	4	10	2,9
Yhteensä	51	38	27	26	142	2,18

6. Seuraavilla kysymyksillä mitatetaan tietojärjestelmiin ja IT-infraan liittyviä palveluita ja niiden tärkeyttä yrityksille kampuksilla.

Vastaajien määrä: 11

	1 ei tärkeä	2 mukava lisä	3 melko tärkeä	4 tärkeä	Yhteensä	Keskiarvo
Helpdesk IT- tukipalvelut	3	3	3	1	10	2,2
Konesalipalvelut	5	3	2	0	10	1,7
Tietokoneiden ja laitteiden vuokrauspalvelut	5	2	3	0	10	1,8
Toimivat tietoliikenneyhteydet	0	2	0	8	10	3,6
Videoneuvottelutilat ja laitteet sekä yhteydet	1	0	4	6	11	3,36
Yhteensä	14	10	12	15	51	2,53

7. Seuraavilla kysymyksillä mitataan tutkimuspalveluiden tärkeyttä vastaajille / yrityksille.

Vastaajien määrä: 11

	1 ei tärkeä	2 mukava lisä	3 melko tärkeä	4 tärkeä	Yhteensä	Keskiarvo
Kehittämisen- ja tutkimusrahoituksen hakupalvelut	4	3	1	3	11	2,27
Kirjasto- / tiedonhakupalvelut	2	2	5	2	11	2,64
Tutkimuskumppanien kartoituspalvelut	4	4	1	2	11	2,09
Tutkimushankkeiden koordinointi- ja hallinnointipalvelut	6	2	3	0	11	1,73
Tutkimuslaboratoriopalvelut	5	2	1	3	11	2,18
Tutkimushenkilöresurssit	5	2	3	1	11	2
Yhteensä	26	15	14	11	66	2,15

8. Seuraavilla kysymyksillä mitataan tuotteistamis-, kaupallistamis- sekä yrityspalveluiden tärkeyttä vastaajille / yrityksille.

Vastaajien määrä: 11

	1 ei tärkeä	2 mukava lisä	3 melko tärkeä	4 tärkeä	Yhteensä	Keskiarvo
Asiakashankinta ja myyntipalvelut	6	2	1	1	10	1,7
Jatkokehitys- ja tutkimusrahoituspalvelut	4	3	3	1	11	2,09
Juridiset sopimuspalvelut	6	3	1	0	10	1,5
Kansainvälistyspalvelut	4	3	3	1	11	2,09
Kaupallistamispalvelut	5	3	1	1	10	1,8
Markkinatutkimuspalvelut	5	2	3	0	10	1,8
Markkinointipalvelut	5	5	1	0	11	1,64
Pankki- ja rahoituspalvelut	5	2	3	0	10	1,8
Patentointipalvelut	7	1	1	1	10	1,6
Riskienhallinta- ja vakuutuspalvelut	5	3	2	0	10	1,7
Talous- ja tiloimistopalvelut	6	2	1	1	10	1,7
Toimitilojen kehittämispalvelut	5	1	4	0	10	1,9
Työvoima- ja rekrytointipalvelut	5	2	3	0	10	1,8
Yritystoiminnan konsultointipalvelut	6	2	3	0	11	1,73
Yritystoiminnan käynnistämispalvelut	5	1	2	2	10	2,1
Yhteensä	79	35	32	8	154	1,8

9. Nimeä yrityksellesi kolme tärkeintä palvelua tai palvelukokonaisuutta.

Vastaajien määrä: 9

Toimitettu yrityksen käyttöön

10. Vapaat kommentit palveluista tai kyselystä.

Vastaajien määrä: 4

Vastaukset toimitettu yrityksen käyttöön