



Designing a new feedback system for Fysioline Fressi Oy

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A well-designed feedback system is an essential component for businesses to manage customer satisfaction effectively. Understanding the importance of customer feedback and its impact on business success was integral to this thesis. The thesis identified the different types of feedback gathering methods and systems currently used. To design and develop an effective feedback system process that met the identified requirements, the thesis analyzed all the crucial requirements.

This thesis aimed to design a modern customer feedback system for Fysioline Fressi Oy, that would assist them in collecting, analyzing, and utilizing customer feedback to improve their services and products. The methodology used in this thesis involved a comprehensive review of relevant literature on customer feedback, customer satisfaction and feedback systems. It also involved a survey and interview with Fressi personnel.

The outcome of this thesis was a feedback system design that businesses can use to enhance current feedback gathering practices and analyze customer feedback more efficiently. Overall, the literature findings contributed to the development of best practices for managing customer satisfaction through effective feedback management. The feedback system designed in this study will improve the existing process of collecting feedback as well as increase the volume of data collected for businesses to enhance their customer experience, increase customer loyalty, and ultimately improve their customer satisfaction.

Keywords: Feedback system, Customer feedback, Customer satisfaction

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1 Introduction

This thesis was conducted as a development project, and the topic was the implementation, development, and utilization of a customer feedback system for a company. The partner company in my thesis was Fysioline Fressi oy. The goal of the project was to create a simple working process for Fressi to gather customer feedback efficiently. In doing so, I created a tailored survey with impact questions intended specifically for the customers of Fressi. To generate the correct impact questions, I first examined the company and their values, investigated how customers are prompted to give feedback currently, as well as gained understanding about their current customer interaction habits. This was very important to establish early so that meaningful data could be collected.

With the right questions and tools, the company will be able to learn about the overall customer experience as well as find out important ways to improve services. This project imploded a new and modern way for Fressi to collect feedback and utilize the information gathered to improve their business in relation to customers. The feedback application offered to the company on demo basis for collecting data used for gathering feedback was provided by Webropol Oy.

1.1 The goal of my thesis

I chose this topic because in my years working in Webropol, a leading online survey and feedback software company, I have learned the importance of customer feedback and what it means to a business. It is an essential tool used to guide and inform a company's decision-making and changes to its products and services. Without customer feedback, it is nearly impossible to measure customer satisfaction among current customers. The importance and knowledge of knowing how your customers view your product and the company is of great value and a real asset. This is why I found it fascinating and interesting to examine a company that had not yet measured customer feedback in its most beneficial way. There are endless possibilities and gains from requiring customer feedback, especially in today's competitive markets where the customer plays a vital and relevant role in a business's growth.

As stated in the introduction, the goal of my thesis project was to create a simple working process for the company to gather customer feedback efficiently. Understanding and gaining knowledge about current customers, habits and practices was an integral part of thesis. It was also important to get a proper understanding of their customer interaction habits. This knowledge was gained by conducting a semi-structured interview and a survey. I interviewed key staff members and employees to get a better understanding of concepts, opinions, and their experiences.

To reach my development goal I needed to clarify and answer the following question: How to create a simple process for a company to gather and monitor customer feedback. I have developed this process and documented exactly what it took to ensure it was correctly done. The purpose of the thesis was to provide knowledge, tools, and steps for a company to create their own functional process for gathering customer feedback.

1.2 Case Fysioline Fressi

Fressi is a Finnish family business that was established in 1979. At that time the first Fressi gym was established in the city center of Tampere. It immediately profiled itself separately from more traditional gyms by offering group exercises as its only product. At the time those group exercise classes were offered only for women. (Fressi 2021.)

Over the past 40 years the Fressi chain has grown largely with it now owning more than 40 outlets throughout Finland. With 13 full-service wellness centers and multiple 24-hour gyms, Fressi has become the largest domestic player in the industry. It is owned by a Tampere based family company Fysioline Oy and as proof of Finnishness has been awarded the official Key Flag symbol. (Fressi 2021.)

Today, Fressi offers a wide range of gym and group exercise services for men and women, regardless of fitness or size. This low threshold entry approach is of great importance to them and really underlines their values. The company highlights that an enjoyable moment for customers' wellbeing in a spacious and clean room is a key to their success. They offer a relaxed atmosphere and high-quality customer service to ensure customers come and go with a good mood and freshness for the day. (Fressi 2021.)

2 Customer feedback as a tool to enhance customer satisfaction

No matter what kind of business, products, or services that you sell, the customer is always the most important object in a company's operation. The customer is the person that receives, consumes, or buys your product and services. Without customers a business cannot thrive, let alone survive. So, it is safe to establish that customers are indeed the cornerstone of any modern business. They can lead your business to greater levels if you know how to serve them in the correct way. (Jokinen et al. 2000, 222.)

In this chapter of the thesis, I introduced the theme of customer feedback as well as explained how customer feedback gathered can be utilized to enhance customer satisfaction. There are several important key components that consist within customer satisfaction. Employee satisfaction is one of those components and I have explained how employee satisfaction directly affects the overall satisfaction of customers.

Scott Tousley, the team leader of growth marketing stated that Brian Halligan, CEO of HubSpot has said: 'Feedback is the breakfast of champions'. He goes on stating that if we do not know what is right, we cannot do more of it. If we do not know what is wrong, we cannot do less of it. Without customer feedback, a company is destined to fail. (Tousley n.d.)

2.1 The meaning of customer satisfaction

According to Kotler & Armstrong (2004, 14-17), they define customer satisfaction to be the magnitude to which the products supposed performance matches a customer's expectations. Customer satisfaction thus depends on the products' perceived performance in regard to a buyer's expectations. According to Peter and Olson (2010, 393) customer satisfaction is an important subject in marketing through customer research. This means if customers are satisfied with a product, service, or brand, they will be more likely to continue to purchase it and tell others about their good experiences. If they are dissatisfied, they are more likely to switch products or brands and complain to manufacturers, retailers, and other costumers. (Peter & Olson 2010, 393.)

Customer satisfaction is the key method measured that determines how the product or services provided by a company meets the customer's expectations. It is the most important indicator of a customer's intention and willingness to purchase your services and a good measuring tool for customer loyalty. Simply stated If the customers' expectations are met, then the customer is satisfied. This feeling of satisfaction leads to a stronger relationship between the customer and the service provider. The more the relationship benefits both parties, the more certain the customer will continue using the service. (Jokinen et al. 2000, 222.)

2.2 What affects customer satisfaction?

Customer satisfaction is one of the most crucial issues concerning a company's business and operations. Companies and all organizations focus on ensuring the customer receives the best service possible. There are many factors that affect customer satisfaction. According to Hokanson (Figure 1) these factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service. (Hokanson 1995).

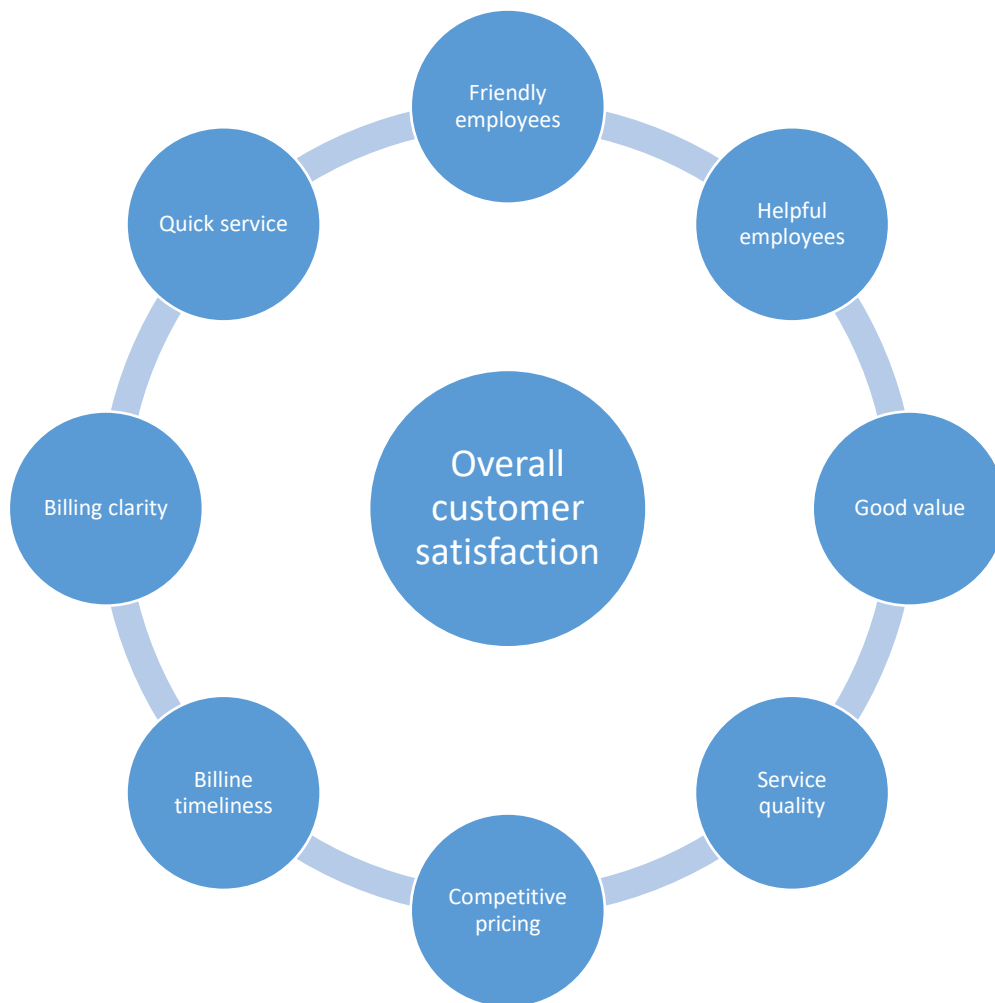


Figure 1: Factors that affect customer satisfaction (Hokanson 1995)

The most important trait of a friendly and helpful employee is the belief in customer service abilities. A good employee believes in their abilities to make the customer satisfied and exceed the customer's expectations. A helpful and friendly attitude should feel sincere. If a customer service person is missing a desire to serve, then the outcome becomes forced and unappealing. (Jokinen et al. 2000, 235.)

Service quality refers to the level of excellence and effectiveness of the service provided by a company or organization. It is a measure of how well the company meets or exceeds the customers' expectations in terms of the service they receive. Competitive pricing refers to a pricing strategy in which a company sets its prices in line with the prices charged by its competitors. The aim of competitive pricing is to attract customers by offering them a price that is comparable to or lower than the prices charged by other companies in the same market. (Hokanson 1995.)

In terms of customer satisfaction, competitive pricing can be beneficial in many ways. Firstly, it can make customers feel that they are getting a good deal on the product or service being purchased. When customers believe that a company's prices are fair and competitive, they are more likely to be satisfied with their purchases and with the company overall.

Competitive pricing can also help to build customer loyalty. If a company continuously offers competitive prices, customers are more likely to return to that company in the future, rather than switching to a competitor. This can lead to increased customer retention and higher levels of customer satisfaction. (Hokanson 1995.)

Billing timeliness refers to the speed and accuracy with which a company processes and sends out bills to its customers. Regarding customer satisfaction, billing timeliness can have a major impact. Customers always expect to receive accurate bills in a timely manner. When bills are late or inaccurate, it can create frustration and inconvenience for customers. Late bills can also lead to late payments, which can cause cash flow issues for the company. When they are processed and sent out quickly and accurately, customers are more likely to feel that the company is organized and efficient. Billing clarity refers to the level of transparency and understanding provided by a company's bill or invoice. Customers expect to receive invoices that are easy to read and understandable. When invoices are complicated or unclear, it can create frustration and confusion for the customers. This can also lead to payments being late, arguments over amounts, and a negative perception of the company. When invoices are clear and easy to understand, customers are more likely to feel confident in the accuracy of the charges and will be more willing to make payments on time. Therefore, a company that prioritizes billing clarity can improve its customer satisfaction levels and overall reputation. (Hokanson 1995.)

Quick service refers to the speed and efficiency with which a company serves its customers. The customers value their time and expect to be served quickly when they interact with a company and its services. When a company provides quick services, customers are more likely to feel that their needs are being met and that their time is being respected. This can create a positive perception in the minds of customers, which can increase their satisfaction with the company. (Hokanson 1995.)

2.3 Employee satisfaction affects customer satisfaction

Friendly employee, helpful employee and quick service are all among the terms that are often heard when discussing customer satisfaction. An employee that can carry out their duties whilst retaining these values is truly an asset to the company. According to Robbins & Judge (2016, 66-67) several studies have shown that satisfied employees are more productive employees. Not so long ago it was considered that there was no correlation between job satisfaction and job performance. However, a review of almost 300 different studies strongly

suggests that the bond between the two is important and they do indeed affect each other. (Robbins & Judge 2016, 66.)

When studying customer satisfaction, it is important to investigate the satisfaction of employees. Passionate, committed and cared for employees are motivated to do more than the bare minimum. Satisfied employees love challenges and are highly proactive in developing their individual skills. This will directly and indirectly affect the attitude, effectiveness, and motivation of the employee. A satisfied employee is more likely to make extra effort when it comes to making sure customers are satisfied. (Capelle 2013, 2-3.)

2.4 Customer service

Customer service and customer interaction is the communication between a customer and a company. Every instance of interaction, service or communication is a chance to connect with the customer. In doing so you have a chance to satisfy them, increase their customer experience and ensure that they feel welcome to come back again. When your customer service is up to par, you create a chance to gain loyal customers. This customer loyalty means sticking with a supplier who treats him or her well and gives them substantial value in the long term even if the supplier does not offer the best price in a particular transaction. (Lovelock & Wirtz 2007, 338-341.)

Quality customer service helps to build trust and loyalty among customers and can lead to increased customer satisfaction. It can also help to resolve possible problems and customer complaints as well as improve the overall customer experience and enhance a business's reputation. In addition to this, providing good customer service can result in positive word of mouth advertising and referrals, which can help to attract new paying customers. The number one reason customer service is so important in a business is because it directly affects revenue. According to Rosen (n.d.) 84% of organizations working to improve customer service report an increase in revenue. (Rosen n.d.)

2.5 Gathering feedback from customers

Understanding customer needs is important to the employees and company. Therefore, collecting customer feedback is integral to a company's success. Feedback from customers provides valuable insight into what customers like and dislike about a company's products or service and can be used to identify areas of improvement. Giving feedback should be easy and accessible. Making it easy for customers to give feedback is important for enabling a positive customer experience and improving overall customer satisfaction. By making it easy for a customer to give feedback a business can really increase the amount of feedback received. This feedback is of great value when a company attempts to improve their existing products and services. (Dixon et al. 2013.)

Customer feedback is gathered in service organizations in several different ways. These different ways and effective possibilities to gather information present themselves especially when you are in direct contact with the customer. The employee who interacts with the customer and receives the feedback is an important feedback information channel to the company. The problem and risk here is that the feedback received is often only known to the receiving employee and is not necessarily forwarded to the rest of the organization. This, however, can be avoided by implementing an electronic system that gathers feedback information and directs it to the right target in the organization. (Ylikoski 2001, 170-171.)

Examining the relationship between customer feedback and customer satisfaction is very important. This is because service quality plays an important part in customer satisfaction and customer satisfaction directly provides information about the quality of the service. (Ylikoski, 2001, 156.) Overall, gathering feedback from customers is a critical component of any successful business strategy, as it helps to ensure that a company is meeting the needs and expectations of its customers.

2.6 A satisfied customer generates profits

The customers play a very important role in the business because they directly or indirectly affect the profit margin of a company. This revenue acquired from customers dictates every business decision made by a company. All companies measure their success in a similar fashion where the success or failure is based on money that comes in minus money that comes out. Simply put, without customers there are no sales, without sales there is no income and without income there is no profit, and the business model will not stay alive. (Rosen n.d.)

The more satisfied the customer is, the stronger the relationship between the customer and the service provider develops. Satisfied customers are more likely to become repeat customers and make additional purchases, which can lead to increased sales and profits over time. (Jokinen et al. 200, 222.) They are also more likely to recommend a business to others, which can help to attract new customers and increase brand recognition. In addition to this, satisfied customers are often more forgiving and understanding when problems arise, which can help to reduce the costs associated with resolving customer complaints and issues. (Rosen n.d.)

2.7 Loyal customers play a major role in a business's growth

According to Ylikoski (2001, 173-180), customer satisfaction creates the foundation for customer loyalty. Customer loyalty is, however, solely required to develop a long-term customer relationship. A customer will remain loyal if they feel they are really getting tremendous added value from the company compared to other competitors and if they have

been satisfied with the service received. Customer loyalty is often viewed based on a customer's purchasing behavior. In doing so the company is interested in knowing how long and how often the customer has used the service. Customer loyalty is a vital factor in a company's growth and performance. Ylikoski (2001) states that customer loyalty is directly linked with the repetitive behavior of customers to use services provided. A loyal customer will frequently repurchase a product or service from the same provider for a long period of time. This long-term customer relationship is financially beneficial for the service organization thus leading to business growth. There for customer loyalty has a significant impact on an organization's profitability. (Ylikoski 2001.)

2.8 Customer experience

According to Kankkunen and Österlund (2012), customer experience is defined by how customers view and experience their interactions with the company. It is there for the customers' overall impression of doing business with the company. The customer experience is created as a result of all the encounters and engagements a customer has with the company. It is formed and influenced by everything a customer can feel and experience, such as marketing, sales, customer service, customer expectations, products, and services quality. (Kankkunen & Österlund 2012, 47-53.)

Customer experience, its measurement and its quality are important because the internet and social media have given every consumer the opportunity to use their own voice and influence other customer on such a scale that it really affects the company income and success. Customer experience has a significant impact on a business's success. A positive customer experience can lead to increased customer loyalty, repeat business and positive word of mouth recommendations. On the other hand, a negative customer experience can lead to lost customers, damage to the company's reputation thus decreasing revenue. (Kankkunen & Österlund 2012, 47-53.)

2.9 Follow up based on feedback gathered

Customer support is not just about resolving a customer's first question and then moving on without action. It is important to ensure that the customer is happy with the resolution, so consistent, thoughtful follow-ups are key. Responding to customer feedback shows the business values its customers and is committed to providing the best possible experience. Regularly following up on customer feedback truly is important for businesses. This also encourages customers to become more engaged with a business. Many studies have shown and emphasized the importance of customer feedback and the value of acting based on that feedback. Businesses that actively follow up on customer feedback and take appropriate actions as well as improve service quality are more likely to enhance customer satisfaction

and increase customer loyalty because they demonstrate true transparency and accountability. (Verhoef et al. 2002.)

3 Implementation

The goal of my thesis was to develop a customer feedback system for Fysioline Fressi Oy. To succeed in my goal, I first needed knowledge and understanding about their current customers and customer interaction habits. It is because of this that I chose to conduct a semi structured interview, as well as an online survey with the company employees. The contents of both the interview and survey were established beforehand and were divided into guiding themes. The guiding themes chosen were customer satisfaction, employee satisfaction and gathering feedback. This approach was chosen because Gillham (2005, 70) has written that the semi-structured interview is the most important way of conducting an interview because of its flexibility balanced by structure, and the quality of the data so obtained. Planning the interview with themes and specific guidelines ensured that the interview ran smoothly, and the conversation was fluid. (Gillham 2005.)

One of the strengths of using this qualitative approach was the enablement to use patterns of human behavior that can be otherwise difficult to establish. Different aspects such as experience, attitude and behavior can be extremely difficult to capture quantitatively, whereas a qualitative approach enables interviewees to explain in detail how, why, or what they were thinking, feeling, and experience during a certain situation or interview. (Gillham 2005.)

3.1 Semi-structured interview

A semi-structured interview is created with pre-determined themes. The themes are all the same for each interviewee even though the conversation between different interviewees varies in style and flexibility. The semi-structured interview aims to take people's interpretations and their meaning into consideration. Interviewees are given space and freedom to express themselves, although the aim is to discuss predetermined themes with all subjects being interviewed. (Saaranen-Kauppinen & Puusniekka 2006a.)

I chose to conduct a semi-structured interview as my qualitative method, because this method offers a dynamic approach to my development work. The semi-structured interview enabled me an opportunity to follow up on all answers given by respondents in real time, thus generating important and valuable conversation around the subject.

The semi-structured interview is widely used in literature and is a very popular method used. Its popularity is premised on the fact that interviewees are granted a large freedom of

speech. In addition to this, as the themes have been predetermined, this allows beginning the analyzing of data by themes to be easier. (Saaranen-Kauppinen & Puusniekka 2006a.)

According to Saaranen-Kauppinen & Puusniekka (2006a) a semi-structured interview demands a thorough familiarization with the subject area as well as a good understanding of the interviewees situation to be able to focus on specific theme. In a semi-structured interview, the themes should be based on the focus research topics. In my semi-structured interview, I chose three themes that are customer satisfaction, employee satisfaction and gathering feedback. (Saaranen-Kauppinen & Puusniekka 2006a.)

In addition to predetermined themes and questions, it is also important to choose the correct interviewees for your semi-structured interview. The participants of a semi-structured interview should not be chosen at random but should be well researched to make sure they are people who can give you valuable information about the topic in question. It is because of this reason that I chose to conduct my semi-structured interview with Tanja Ferreira who is the gym correspondent at Fressi Oy situated in Kamppi Helsinki. As gym correspondent she oversees all matters concerning the gym, from acquisitions to employee work schedules. She has an experience of over 10 years with the company and that truly gave her words powerful insight and value.

3.2 Survey

A structured interview, which is also known as a survey interview is the most formal form of interview, in which answerers fill in a questionnaire in a guided manner. The survey interview uses a survey form with ready established questions and ready established answer options. The questions are asked in the same order for all interviewees and interviewees must choose the answer that suits them best. (Saaranen-Kauppinen & Puusniekka 2006b.)

In my development work I chose to conduct a survey, because the survey is suited best for such study and development work where the purpose is to quantify the material and process it with means of statistical analysis. Sometimes open-ended questions are also included in the form interview, which can later be processed qualitatively or quantitatively by classifying the answers afterwards. The number of open-ended questions and the variety of answers determines whether they can be applied to the needs of a qualitative analysis. (Saaranen-Kauppinen & Puusniekka 2006b). It is for this reason that my survey consists of mainly open-ended questions.

The characteristics of a good research survey include various important key points. To begin with, the survey itself should be clear, clean, and attractive. The text and questions should be well laid out and not too crowded. (Heikkilä 2014.) This is why the survey I used was designed in the way that is shown in Appendix 1. The survey was kept quite simple and

straightforward to ensure that answering is easy and fluent. Heikkilä (2014) states that in a good survey only one question is asked at a time. Questions concerning the same topic are grouped and the survey begins with one or more simple questions to engage the answerer. This is why my survey is also very clear and clean. My survey was intended to make the interviewee feel that answering the questions was important and of great benefit.

Survey participants should be chosen wisely, and participants should be people who have knowledge of the topic being developed. (Saaranen-Kauppinen, 2006b). As my development work focuses on the company in question, Fressi, I chose to conduct my survey with the working employee staff of Fressi. The staff of Fressi work daily in the company and are in frequent contact with their customers. This is why they had the most knowledge of matters that concerned the overall customer satisfaction process.

3.3 Data analysis

The goal of my thesis project was to create a simple working process for a company to gather customer feedback efficiently. In my development work I chose to analyze the data using a very commonly used method referred to as document analysis. Document analysis refers to the process of examining and interpreting printed, written, or electronic documents. It involves using various methods and techniques to extract relevant information from documents, including text, images, and other types of data. In the document analysis of my own data, I started by going through the collected results several times. After that, I made observations and discoveries using previously defined keywords. Using this method enabled me to find key points and results that were relevant findings for my work. According to Ojasalo et al. (2009, 121) document analysis is suitable for development work where the aim is to draw conclusions from verbal, symbolic or communicative material that has been put into written form. Document analysis was thus a suitable method for my work because I collected data myself with a survey and an interview, which I later transcribed into text. (Ojasalo et al., 2009.)

In document analysis there are two key analysis methods that can be distinguished apart. These methods are content analysis and content decomposition. Content analysis refers to the attempt to describe the contents of documents verbally, and its goal is to search for and identify the meanings of the text. Content decomposition refers to the analysis of documents, where the content of the text is described quantitatively, for example with numbers or how many times a certain key word presents itself within the text. (Kyngäs & Vanhanen 1999.) The processing of the material gathered is based on logical reasoning and interpretation, where the material is initially broken down into separate compartments, conceptualized and later reassembled into a logical assortment. Ojasalo et al. (2009) emphasize that, before the analysis itself you must decide whether to analyze the overt content, also referred to as

manifest content, or also the hidden messages referred to as latent contents. The methods are not mutually exclusive, so they can therefore be used simultaneously. (Ojasalo et al., 2009.) In my thesis, I chose to use both methods because I noticed while transcribing that I received tremendous amounts of information about overt contents, but also a lot of useful information from hidden messages.

As stated earlier in my thesis, the material used in document analysis can be analyzed in many ways. The document analysis process figure (Figure 2) presents one of the most common ways to analyze data received with document analysis. The goal of the following diagram is to help the reader understand the course of the process.

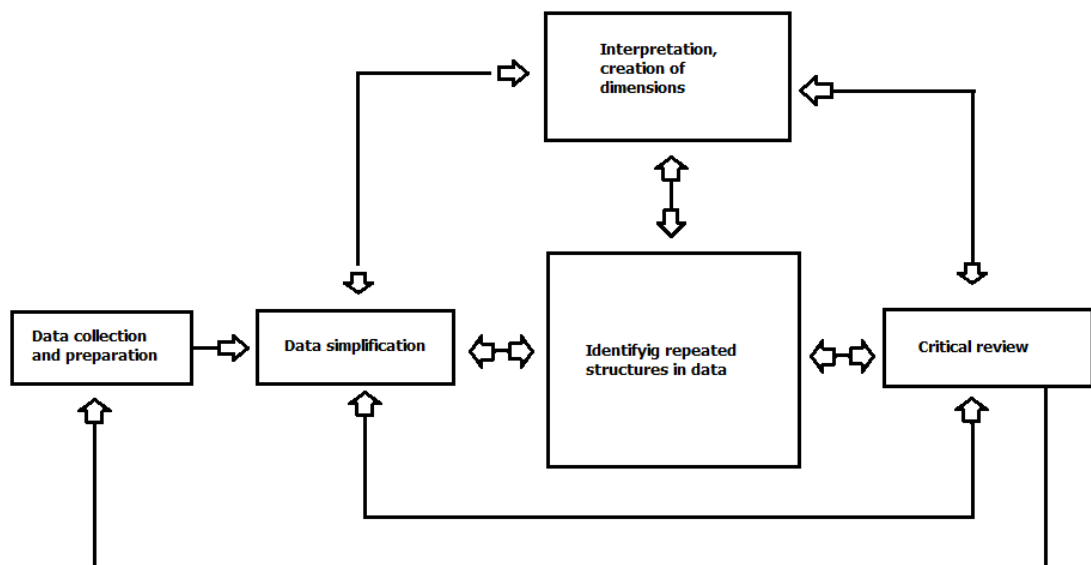


Figure 2. Document analysis process. (Ojasalo et al., 2009)

The goal of collecting data and preparing the material is to ensure that the material is clear and that the content is ready to be analyzed. In my thesis, this meant editing the interview and survey material digitally in the form of transcription. Ojasalo et al. (2009) write that during the preparation phase all possible corrections and edits should be made to the material. It is also recommended that if you have interviewed several people, then each person's interview should be filed individually with their own names. (Ojasalo et al., 2009.)

In content analysis, the data obtained is simplified. This means clarifying and summarizing text or data. This enables identifying common features and recurring themes from large amounts of materials. Summarizing extensive materials increases the information value.

Large amounts of material are otherwise difficult to use, so to use it for decision making or interpretations, it is essential that the data be simplified. (Ojasalo et al., 2009.)

After summarizing and reducing the material, the material is grouped. The material is reviewed for concepts describing similarities or differences. Similar concepts should be combined into one named category. After that, the created categories are combined with the help of abstraction. With this, it is possible to create a description of the research object. (Ojasalo et al., 2009.) I identified recurring themes in the data using my predefined keywords and based on them I managed to create different categories to facilitate the analysis of the results. The categories I formed in my work were customer feedback, employee feedback and gathering feedback.

After abstraction, the next phase is to form interpretations and conclusions. Previous theories and studies serve as an aid to the interpretations. Definitions are drawn up from the observations and results, which directly answer the set research questions. Definitions are then used to make conclusions and recommendations for development work. (Ojasalo et al., 2009.)

3.4 Customer feedback gathering methods

There are several different types of feedback gathering methods that companies can use to collect feedback from their customers. Feedback can be gathered with online surveys, feedback forms, feedback tablets, feedback boxes, emails, telephone, and social media.

A company should plan the feedback gathering method according to how much feedback they intend to receive and how the company wants to process the feedback. A company can also design its own feedback system with a computer using Microsoft programs such as Excel or Word.

Currently there are several electronic systems available, which are considered the easiest and most effortless way to collect and manage data. The electronic systems use, for example, online surveys that work on the internet or with an email link. The answerers can fill in the surveys online and the answers obtained are automatically stored in the systems database. This enables automatic reporting online of the collected results and monitoring of the real-time progress of the survey.

In my thesis, I focused on using the Webropol survey and reporting application. I collected information from Fressi employees using a Webropol online survey I created. Webropol is the most versatile survey and reporting application on the market. With the help of its intelligent analytics, information turns into understanding, with which you develop your company's operations successfully. Webropol is a comprehensive tool for conducting online surveys. It

brings you a lot of advanced flexible functions and several data collection methods. (Webropol n.d.). I used Webropol in my research survey. As the thesis process developed, I evaluated the Webropol applications and their compatibility to meet the customer Fressi Oy's possible need and requirements.

Overall, the key to effective customer feedback is to choose the right tools and methods to collect feedback, and to use the feedback to make meaningful improvements to the customer experience.

4 Results

In my thesis, I conducted a semi-structured interview with the store manager of the target company Fressi Oy Kamppi. I chose her to be interviewed because she was responsible for all the company's operations at the Kamppi location. She thus had the best expertise and was able to provide me with valuable information about the company's processes, operating methods, and customers' operating models.

With the use of data analysis, I was able to find important key points for my thesis from the interview and survey answers received. The information received via interview was later transcribed into text data. To support the semi-structured interview, I also implemented an online survey using the Webropol survey tool. This survey was sent to all Fressi Kamppi employees. The operations at Fressi Kamppi had five permanent gym workers and four rotating gym instructors on contract. All in all, the survey reached nine employees and four of them finally completed the survey.

In order for the interview and survey to proceed smoothly without challenges, both the interview and survey were divided into three central themes in advance. These themes were customer satisfaction, employee satisfaction and collecting feedback.

I began my interview with the theme of customer satisfaction by asking the interviewee how aware she thought she was about current customer satisfaction at their gym. The interview revealed that according to the company's knowledge, the customers were indeed satisfied with the services and gyms facilities. This statement was also well supported by the responses of the survey respondents as they had all answered that they thought the customers were very satisfied. As the interview progressed, it became more apparent that there was room for improvement in the current way of collecting feedback.

In both the semi-structured interview and the survey, the satisfaction of employees and its effect on customer service were emphasized in the answers. The interviewee expressed how important it is for them to maintain a comfortable and welcoming work environment where

employees are satisfied. She explained how this leads to employees maintaining a positive customer service mindset with which to service their important customers. Answers to the survey supported this, as they expressed how satisfied they were with their employer. According to the employee respondents, this employee satisfaction had a direct impact on their customer service abilities.

For my development work, the most important key data that arose from the interview and survey was precisely how the company currently collects feedback from customers and how this feedback was managed. During the interview, it became apparent that the current simple paper feedback form situated in the locker rooms and downstairs lobby was quite outdated. The paper feedback form was not very informative (See appendix 2 for feedback form) with only one question titled ‘‘Matter’ prompting for feedback. The employees’ answers to the survey also supported this information, as they emphasized that they mostly ask for feedback orally about matters such as how the customers’ gym training had gone.

The paper feedback forms were to be returned to a feedback box situated near the company’s reception upstairs of the gym. This feedback box was opened daily in the evenings when they had employees present. In the interview, it was revealed that follow up on feedback was usually only after three days because of resource limitations.

Based on answers received from the interview and the survey, it was concluded that the company’s current feedback system needed improvement. The interview and survey responses both emphasized the challenge of collecting feedback via paper forms located downstairs and away from the reception. If a customer forgets to write the feedback after getting dressed, or there is no employee present at the reception when leaving, then precious feedback is at a fear of being lost.

The information obtained in the interview and the survey both supported the conclusion that a renewed feedback system for the company in the form of the Webropol WOTT feedback device was to be implemented. Based on the data received it was able to be stated that the feedback device in question should be placed near the reception and in the vicinity of the exit, so that giving feedback is made simple and efficient. The WOTT feedback device and stand weigh in at twenty kilograms and reach a height of 120 cm. The stand is by default a pearl white color, which can be customized with a magnetic sticker that enables implementation of the target company’s color themes and possible logos. In the figure below (Figure 3), is presented the WOTT stand in its default form, and it will be further customized using the Fysioline Fressi colors and themes.



Figure 3. Webropol WOTT

The questions for the WOTT tablet were prepared in the Webropol system. Each question was prepared in 3 languages: English, Finnish and Swedish with the answerer given option to change language whenever during answering. There were 5 questions in total, the first of which used a hide/show rule based on the respondent's answer. The following figure (Figure 4) represents the first question with thumb icons as answer options on the WOTT device.

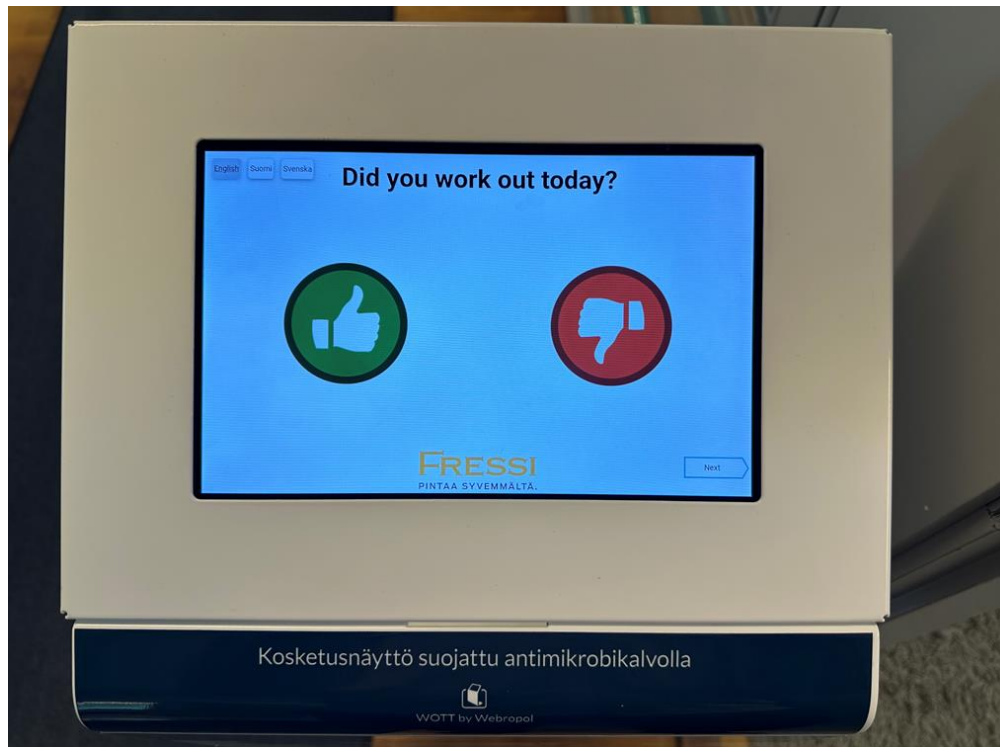


Figure 4. First question with thumb icons

The next figure (Figure 5) presents the second question with smiley icons as answer options. Question 2 will only be presented to answerers that select the thumb up answer option from previous question 1.

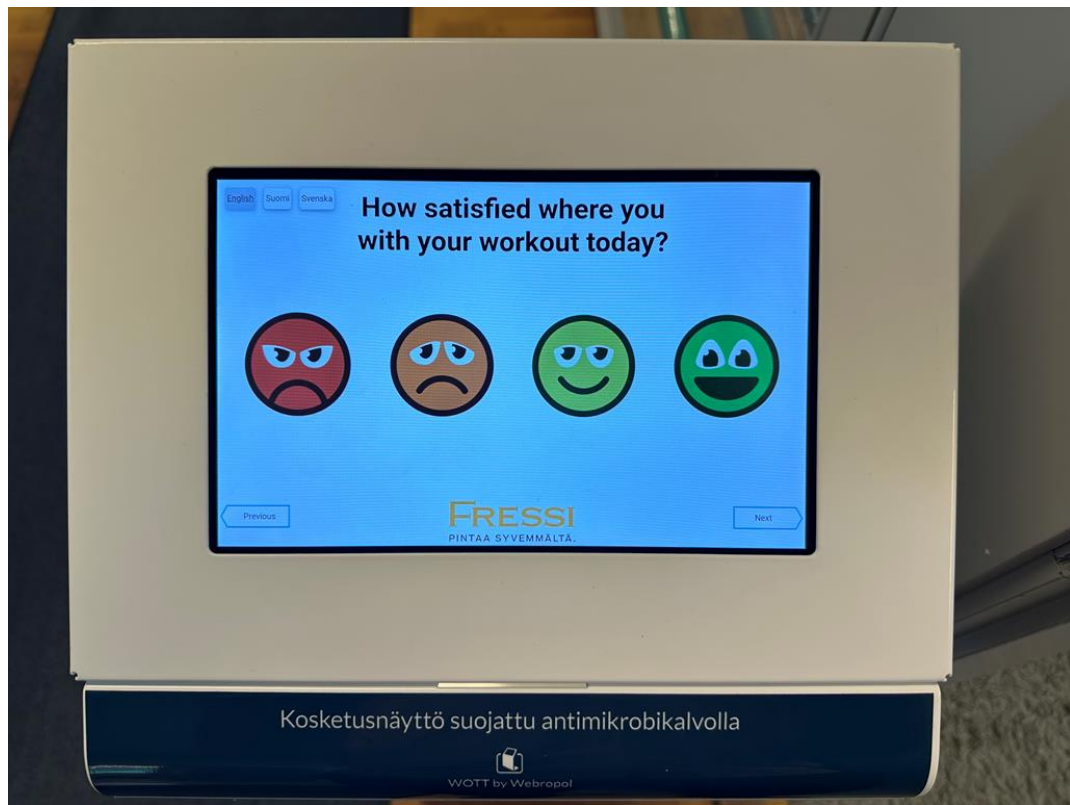
















Figure 5. Second question with smiley icons

Different questions were equipped with alternating answer options. All questions and answer options are presented in the table (Table 1).

Questions	Answer options
Did you work out today?	 
How satisfied were you with your workout today?	   
How satisfied were you with the tidiness of the gym?	   
How satisfied were you with the customer service?	   

What could we do better?	Open ended question.
--------------------------	----------------------

Table 1. WOTT questions and answer options

5 Conclusions

The goal of my thesis was to create a customer feedback system for Fysioline Fressi Oy. I required essential benefits for my development work by conducting a semi-structured interview, as well as conducting a survey alongside it. For the interview, it was important to choose a person within the company who has the most responsibility and knowledge of the company's operations. Using both methods enabled me to acquire confirming perspectives and confirmations of the data collected.

Setting an appointment for the semi-structured interview was quite fast and straightforward, with the interview itself lasting for 40 minutes. Dividing the interview into themes and transcribing using color codes was useful and saved me a lot of effort in the later stages of the development work. I had some challenges in getting the answers to the surveys in time, because I had not set a clear deadline for the answers to be given. In the final phase, I understood to set a deadline and with this action I finally got answers in sufficient time to proceed with my thesis.

As a conclusion and result of my thesis, I can state that I understand the importance of customer satisfaction, as well as the importance of collecting customer feedback efficiently. Today, there are several electronic feedback systems available, which are the easiest and most effortless way to collect and manage feedback. To conclude, whatever method is used to collect feedback, it should be implemented in such a way that it is easy for the customer to give feedback.

A customer is the key component to a company and is the reason why a company should pay attention and really focus on the customers' needs and requirements. With the use and understanding of the themes listed in my thesis a company will gain more insight on customer feedback tools and their importance. The result of my thesis was the decision that Fressi Oy in Kamppi could really benefit from the WOTT application offered by Webropol Oy. A half-year trial was implemented with Fressi, based on which after the cooperation could possibly continue with a larger volume of application orders. Webropol WOTT application is a feedback device designed for measuring instant customer experience. The service includes a touchscreen feedback device equipped with an internet connection SIM-card and steady twenty-kilogram stand. The appearance of the stand can be customized, so the Fressi stand carries their look and color scheme.

The prior paper feedback form used by Fressi was not very informative, so smiley emojis were used in the options of the WOTT survey, which gather feelings in real time. Follow up questions based on selected answer options were set. The follow-up questions are displayed in the form of open-ended questions and the respondent can give open feedback using the digital keyboard on the touchscreen device. To ensure that giving feedback is easy and convenient, the WOTT device was placed near the reception and the front door.

With the use of WOTT feedback device, collecting feedback is modern, effortless, and convenient. WOTT device immediately sends answers received from the device to the application reporting, so there is no fear that valuable feedback will be lost or won't reach its destination. In addition to this the Webropol survey and reporting tool is easy to use, so reporting the answers and acting on them is made easier.

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Appendix 1: Survey



LAUREA
AMMATTIKORKEAKOULU
Yhdessä enemmän

Survey for Ikenna Ikegwuonu thesis

Thank you in advance for all the answers you have provided!

There are no correct/incorrect answers, everything is appreciated..

CUSTOMER SATISFACTION

1. On a scale from 1-5 how satisfied do you think your customers are after engaging with your product or other team members?



Very satisfied



Quite satisfied



Neutral



Quite unsatisfies



Very dissatisfied

2. What do you consider your own customer service strengths to be?

3. What do you feel are the different aspects that affect your customer service abilities and skills?

EMPLOYEE SATISFACTION

4. What are some steps you think could be taken to enhance your employee satisfaction?

5. What are some factors you think that enable you to be better at customer service?

GATHERING FEEDBACK

6. At the moment, how do you ask for feedback from customers?

7. How often do you ask for feedback?

8. What do you do with the feedback collected?

Appendix 2: Paper feedback form

Pvm: _____ Keskus: _____

Kenelle: _____

Asia: _____


Nimi: _____

Puh: _____

E-mail: _____

Osoite: _____

Asiakaspalvelija: _____

 SOSMALAISTA
PALVELUJA

FRESSI
LIIKUNTA- JA HYVINVOINTIKESKUS