

Master's thesis

Creative Design Management

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Service Marketing Study

Heidi's Bier Bar Helsinki



Master's Thesis | Abstract

Turku University of Applied Sciences

Creative Design Management

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Service Marketing study

- Heidi's Bier Bar Helsinki

This study is an analysis of the service of Heidi's Bier Bar Helsinki. Heidi's Bier Bar Helsinki is a large nightclub operating in central Helsinki. The venue is part of a bigger chain of nightclubs.

The objective of this study was to map out the service of the nightclub as a service blueprint and look for improvements from a service marketing perspective. The blueprint and part of the study is based on interviews implemented for different service roles in the venue. Interview results were used to plan and implement a questionnaire for the guests of the nightclub. Similar questions were also asked from the management of the venue to see how these three groups' answers and opinions align. A comparison was done against the main competitors of the nightclub based on public data. The study also produced a guest profile for the nightclub which was found to be nearly the same as the marketing people of the venue defined before the study.

The conclusion of the study is that the nightclub is performing well in the very competitive market of nightclubs in Helsinki. A list of suggestions for improvement based on the findings of the study is also supplied.

Keywords:

Marketing, service marketing, nightclub, service blueprint

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Palvelumarkkinointitutkimus

- Heidi's Bier Bar Helsinki

Tämä tutkimus on analyysi Heidi's Bier Bar Helsingin palvelusta. Heidi's Bier Bar Helsinki on Helsingin keskustassa toimiva suuri yökerho. Yökerho on osa suurempaa yökerhoketjua.

Tämän tutkimuksen tavoitteena oli kartoittaa yökerhon palvelu palvelusuunnitelmana ja etsiä parannuksia palvelumarkkinoinnin näkökulmasta. Suunnitelma ja osa tutkimuksesta perustuu yökerhon eri työntekijöille toteutettuihin haastatteluihin. Haastattelutuloksia käytettiin yökerhon vieraille suunnatun kyselyn suunnittelussa ja toteutuksessa. Vastaavia kysymyksiä esitettiin myös tapahtumapaikan johdolle jotta nähtäisiin miten näiden kolmen ryhmän vastaukset ja mielipiteet ovat linjassa. Vertailu tehtiin julkisten tietojen perusteella yökerhon pääkilpailijoihin. Tutkimus tuotti myös yökerhon vierasprofiilin, jonka todettiin olevan lähes sama kuin minkä yökerhon markkinointiosasto oli määritellyt ennen tutkimuksen aloitusta.

Selvityksen tulos on että Heidi's Bier Bar Helsinki pärjää hyvin erittäin kilpailuilla Helsingin yökerhomarkkinoilla. Lisäksi tutkimuksessa on luettelo tutkimuksen tuloksiin perustuvista parannusehdotuksista

Asiasanat:

Markkinointi, palvelumarkkinointi, yökerho, palvelusuunnitelma

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List of abbreviations (or) symbols

HBB Heidi's Bier Bar

HBB Helsinki Heidi's Bier Bar Helsinki

1 Introduction

Heidi's Bier Bar Helsinki (later HBB Helsinki) is a large nightclub in central Helsinki. The nightclub can host up to 700 people on its three floors. HBB Helsinki was opened in 2018 by Danish nightlife operator REKOM Group. Currently there are 6 HBB venues in Finland and 23 in total across four countries.

Since opening in 2018 there have been many international crises. The Covid-19 closed down the whole business and one could say it still affects the operation in 2024. The current economical situation is difficult and interest rates are high. Due to the general economical situation guests are not visiting nightclubs as much as before. The latest crisis is the raising of the general VAT in Finland by 1,5% which will affect recreational services heavily.

I worked in marketing for REKOM Group and thus also for HBB Helsinki. There is a lot of competition between nightclubs in the Helsinki region – according to Google Maps there are 18 competitors with same or similar offering within 200 meters of the venue. As a designer and a marketer I started to think about ways we could outperform the competition and increase the market share of HBB Helsinki.

There are several advantages which makes HBB Helsinki service different from the competitors. Many parts of the service provided are heavily branded and already designed to be better than the competitors. HBB Helsinki service exceeds customer expectations in multiple ways. As an international brand HBB could offer big scale benefits from a service marketing perspective. REKOM is able to do A/B testing of service procedures, marketing procedures, events and activations on a scale that cannot be matched by the competitors. If a successful format is found the best practices can be shared to all 23 HBB venues.

Core of this study is a documentation of the HBB Helsinki service as a service blueprint. This blueprint makes the service process understandable to the whole

organization and it can be used as the basis of evolving the service. The blueprint will be reviewed from a services marketing perspective.

1.1 Objectives of the Study

The objective of this study is to map out the service process of HBB Helsinki and analyze it from a marketing perspective. My aim is to find the parts of the process that are not thought through, gaps in the service process and the ones that create an opportunity for marketing.

The staff of HBB Helsinki will be interviewed. I will also implement a questionnaire for the guests based roughly on the same structure. There will also be a third questionnaire which will be sent to the management of HBB Helsinki. This research enables me to study the process from many angles, compare alignment between customer expectations, service delivery and management's view to uncover possible gaps in the service process.

The staff interviews are designed to map out:

- Service blueprint
- Selling opportunities
- Marketing opportunities
- List out the main competitors for reflection
- Service level
- HBB mission

The guest questionnaire is designed to map out four themes:

- Guest profile for marketing
- Efficiency of the marketing channels
- Service level and service gaps
- Feedback from the guests
- NPS -score for HBB Helsinki

The management questionnaire is designed to map out:

- Service level from the management's perspective
- Mission of Heidi's from the management's perspective

1.2 Significance of the Study

The findings of this study are scalable to multiple venues. HBB is a brand that was founded in Copenhagen in 1995. New venues have been opened steadily since in the Nordics and Britain. Currently there are a total of 23 Heidi's Bier Bars across the world - 6 venues in Finland, 9 in Norway, 6 in Denmark and 2 in Britain.

1.3 Scope and Limitations

During the time of the study REKOM made many changes to its organization in Finland. The study is partly based on interview data which was collected in January and February in 2024. Change negotiations of REKOM were finished on 20.2.2024 and the result was that the organization and processes changed significantly. Since that date the service process has been under constant change and it's being altered to fit the current resources. From a research perspective it would be impossible to study it at the current time so the study is focused on the process as it was in until the end of february 2024.

Interviews for the study were completed before the end of the negotiations so the data up to that date is viable. There's a problem comparing this to the guest questionnaire data which was gathered 17.-24.4. Organizational changes take some time to reflect in the service level perceived by the guests.

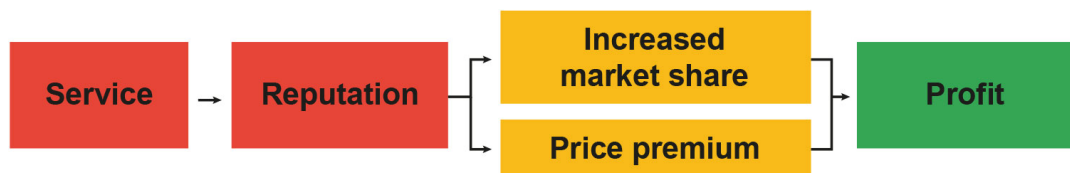
2 Theory

2.1 Services marketing

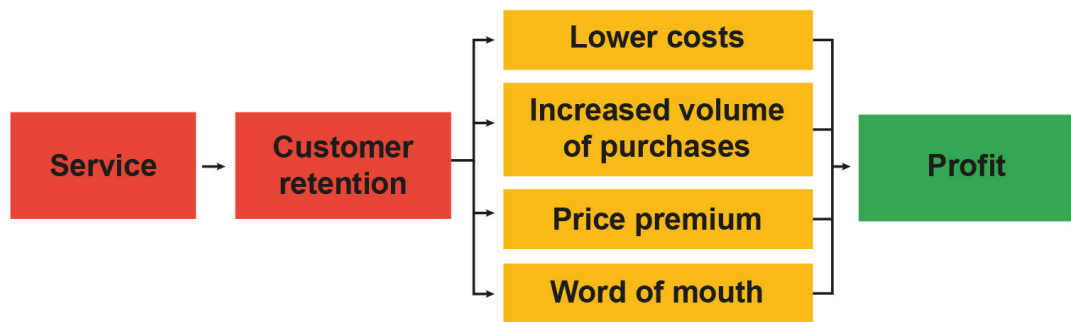
Marketing of services is a separate theory from the marketing of products. Services have these defining characteristics - services are intangible, heterogeneous, inseparable and perishable. A service is experienced as it happens and it cannot be returned or resold. In a sales process a service is an abstract idea which should communicate the correct service level and promises to the target audience. Clear definition of the audience helps to understand how and where the communication should take place. (Wilson 2022, 14-15)

Understanding the customer needs is a key element in service marketing. It is essential to match or exceed the customer expectations when delivering the service to create a lasting relationship with the customers. Reichheld used a good analogy in his article “The one number you need to grow” about a leaking bucket. Promotions and activations bring more water to the bucket but if the bucket is leaking heavily this makes no difference to the outcome.

Service marketing can be analyzed via its defensive and offensive effects. Offensive effects mean attracting more and better customers. When the service is good the company is able to gain a positive reputation and through that possibly a bigger market share. Which in turn will make the company able to charge more for its service. Defensive effects on the other hand means keeping the existing clients acquired for repeat business. (Wilson 2022, 391-393)



Picture 1. Offensive marketing effects of service on profits (Wilson 2022)



Picture 2. Defensive marketing effects of service on profits (Wilson 2022)

2.2 Service quality

Service quality is an abstract concept. Service marketing theory approaches it from an objective perspective. Service quality is measured on scale how well the expectations of the guest are met. It encompasses several dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Below is a list of the dimensions and practical examples from the nightclub industry.

2.2.1 Service quality dimensions

1. Tangibles: This dimension relates to the physical aspects of a service, such as the appearance of facilities, equipment, and personnel. It includes factors like cleanliness, modernity, and professionalism that contribute to the overall perception of service quality.

Examples: Staff, cleaning at the venue, staff uniforms, interior design, lights & audio.

2. Reliability: Reliability refers to the ability of a service provider to deliver the promised service consistently and accurately. It involves aspects such as dependability, timeliness, and consistency in service delivery. Customers expect the service to be reliable and free from errors or disruptions.

Examples: Atmosphere, availability of tables, service quality & queues

3. Responsiveness: Responsiveness measures how well a service provider responds to customer needs, requests, and inquiries. It involves factors such as promptness, willingness to help, and attentiveness to customer concerns. A responsive service provider can effectively address customer issues and provide timely assistance.

Examples: Host actions, music enquiries, free water & emergency actions

4. Assurance: Assurance pertains to the knowledge, competence, and credibility of the service provider. It includes elements such as the expertise and courtesy of the staff, the trustworthiness of the service provider, and the ability to instill confidence in customers regarding the service being provided.

Examples: Security, bartender expertise & event quality

5. Empathy: Empathy reflects the extent to which the service provider demonstrates care, understanding, and personalized attention towards customers. It involves factors such as attentiveness, individualized service, and the ability to relate to customers' needs and emotions. A service provider that demonstrates empathy creates a positive emotional connection with customers.

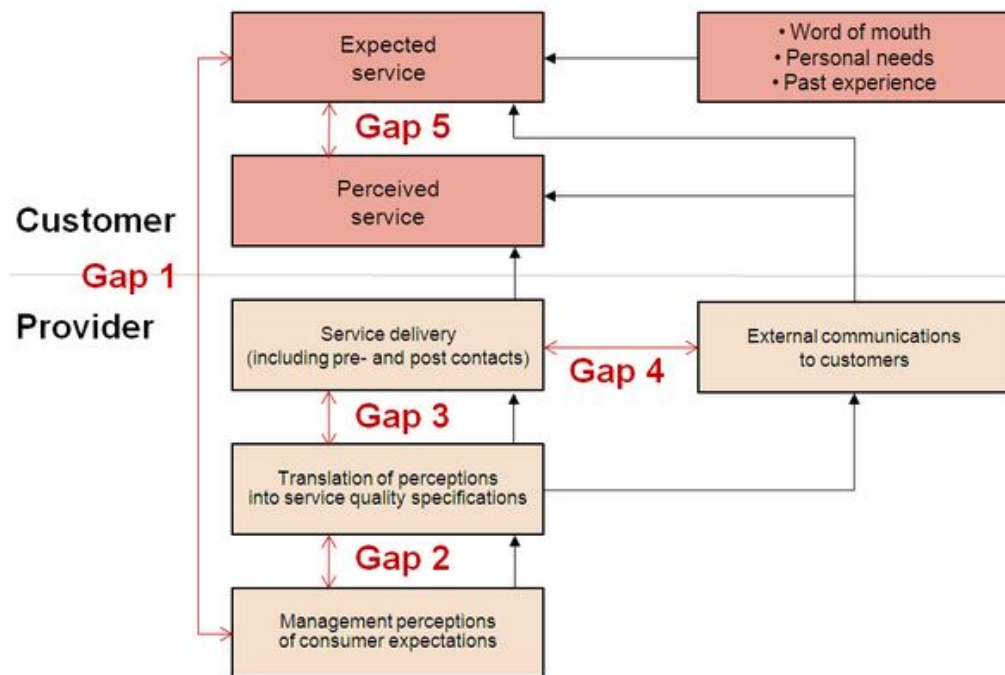
Examples: Listening to feedback, providing a phone charger & calling a taxi

(Parasuraman, Zeithaml and Berry, 1985, 47)

2.2.2 The Gap model

The GAP model is a strategic framework that is built to map out service quality as a process. It helps identify the gaps between customer expectations and the actual service delivered, allowing companies to identify areas for improvement and enhance customer satisfaction. (Wilson et al., 2021, 25-34)

Gap Model of Service Quality



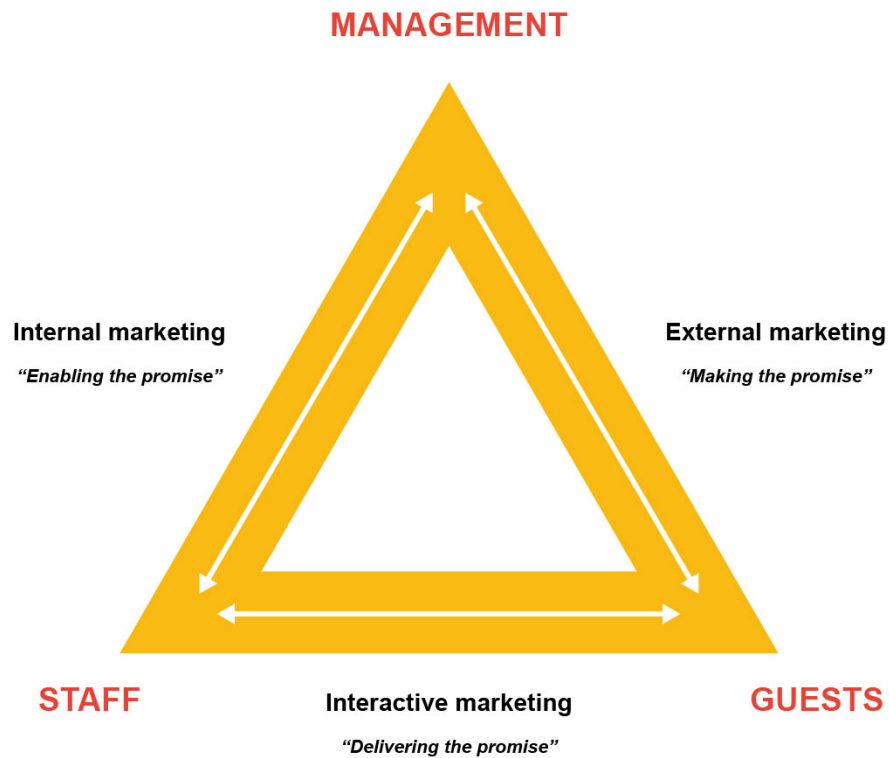
Picture 3. GAP -model as a chart. (Service Innovation & Design 2014)

The Gap model consists of a service map and the focus of the model is on the four gaps. The gaps in the model consist of:

- **Provider gap 1:** Not knowing what customers expect
- **Provider gap 2:** Not selecting the right service quality designs and standards
- **Provider gap 3:** Not delivering to service designs and standards
- **Provider gap 4:** Not matching performance to promises
- **The customer gap**

The customer gap is closed by addressing all the other gaps in the list. Keeping the gaps closed closes the customer gap and then the provided service matches the customer expectation in an optimal way.

2.3 Communications and the services marketing



Picture 4. The services marketing triangle, applied to this study (Wilson et al., 2021, 348)

Service marketing is about promises. Promises made and the promises kept to the customers. From the picture 4 we can see the three interlinked groups who work together to manage, produce and promote a service successfully. All the parties need to be aligned on the process for a seamless service delivery.

Between management and guests there is the external marketing "making the promise". This section in practice means all the marketing communications done in the company. Social media posts, advertising, campaigns - anything that is communicated to the guests. As we are talking about an intangible

service in practice all this communication can be seen as “making a promise” to the guests.

On the bottom of the triangle is the interaction between guests and staff. This part is called interactive marketing “delivering the promise”. Here the promised service happens. Promises made by the management to the guests are either kept or broken by the staff (including suppliers, technology, agents etc). If the promises are not kept or delivered the guests are dissatisfied and will eventually leave.

Staff and management are connected by internal marketing “enabling the promise”. Management’s job is to make sure that staff has all the data, tools and resources needed to deliver the promised service. Practical examples are recruiting, training, motivating and providing the needed equipment. If service employees are not able or willing to deliver the service on the promises made the triangle will collapse and the service / company will not be successful.

(Wilson et al., 2022, 348-366)

I added the arrows both ways to the figure. These signify the importance of two-way communication in the service delivery. To make the right promise marketing needs to be aware of the guests preference and listen to feedback from the guests. Management needs to be aware of the needs of the staff to be able to enable. Staff needs to adapt via guest feedback to deliver the service properly.

2.4 Service blueprint

Service blueprint is a service design tool designed to visualize a service process. It gives the maker of the blueprint a possibility to study each step of the process in detail and understand how each part contributes to the service as a whole. It is classified as a tool that can simultaneously depict the whole service process, the points of customer contact and the evidence of the service from a customers point of view (Wilson 2022).

Service blueprint was introduced to the world in the 1980s by the service design pioneer G. Lynn Shostack in her work “Designing Services That Deliver”. (Shostack 1984). Documenting a service as a blueprint enables the organization to systematically evolve the service.

Blueprint is a linear map depicting the customer journey (or some other process). The map is divided into four sections: Customer actions, front stage actions, backstage actions and support processes. Front stage and customer actions are divided by a “line of interaction”. For example if a guest orders something from a bartender it would be a front stage action visible to the guest. A backstage action for this process would be refilling the inventory which would not be visible to the guest. Front- and backstage actions are divided by the “line of visibility”. Support process for this example is the checkout system. Support processes are divided from the backstage actions with a “line of internal interaction”. Next to customer actions maps also list the physical evidence. For the previous example the physical evidence could be a menu card, bought beverage or both. The level of detail chosen for the service blueprint can be customized according to the objectives of the study or the complexity of the service process (Wilson 2022)

2.5 Measuring service quality

Net Promoter Score (later NPS) is a metric invented by Frederick F. Reichheld in 2003. It is a single question metric that is used to measure customer loyalty. Customers are asked to answer the following question: “How likely is it that you would recommend our company to a friend or colleague?”. The answers are supplied on a scale from 0 to 10. 0 meaning not at all likely, 5 neutral and 10 as would highly recommend.

The results are then ranked so that everyone answering 0-6 are marked as “Detractors”, 7-8 as “Passively satisfied” and 9-10 as “Promoters”. NPS score is achieved by calculating the percentage of customers who respond with nine or ten (promoters) and the percentage who respond with zero through six

(detractors). Then subtract the percentage of detractors from the percentage of promoters to arrive at your net-promoter score. The result is a single percentage number and the higher the number is the more loyal the customers are (Reichheld 2003).

As a question, the NPS question has many purposes. It asks about the overall experience of the customer. By adding the extra dimension of "...would recommend our company to a friend or colleague" the question engages the customer on a personal level. Their own reputation is on the line. This is a strong metric on probability of word of mouth recommendation.

NPS is best used in an industry where word of mouth has a big difference to a company's financial results. Word of mouth is critical in an industry serving high end B2C services like nightclubs.

As a tool the NPS system is really simple and easy to implement to the various stages of the service process. As a metric it is also standardized so that comparison between nightclubs and the industry in general can be used to make business decisions.

2.6 Customer value and loyalty

Recognizing the long-term value of a customer is fundamental for business success. By focusing on maximizing customer lifetime value, prioritizing retention and loyalty, and investing in relationship building, companies can create sustainable growth, drive profitability, and establish a competitive advantage in the marketplace.

In her marketing article published on Harvard Business Review workplace expert Gallo writes that "acquiring a new customer can be from 5 to 25 times more expensive than retaining an existing one. Keeping a customer happy makes more sense than actively recruiting new ones (Gallo 2014). A research pioneer Frederik Reichheld found out in 1990 that "by increasing customer

retention rates by 5%, companies can increase profits by 25% to 95%.”
(Reichheld 1990).

In conclusion it makes business sense to recognize the the importance of the current customers. Business should acquire more customers but also focus on keeping the current customers.

3 Methodology

3.1 Data Collection Methods

Data for this study is collected from the following channels:

1. Social media reviews (last two years)
 - a. Google
 - b. Tripadvisor
 - c. Facebook
2. Social media accounts (HBB Helsinki and competitors)
 - a. Facebook
 - b. Instagram
 - c. Tiktok
3. Website analytics
4. Internal review systems
5. Nyx -app data
6. Staff interviews
 - a. Interview per service role
7. Guest questionnaire
8. Management questionnaire

3.2 Online reviews

Online reviews of Heidi's Bier Bar Helsinki were categorized and analyzed for the past two years. There have been significant changes in the operation of the venue earlier but to my knowledge the process has been quite stable for the two year period. I chose this timeframe also to focus on the time after Covid-19 pandemic during which the operation of nightclubs in Finland was restricted heavily.

3.3 Social media accounts

All social media accounts were reviewed to draft the guest profile for HBB Helsinki. This data can be misleading since many of the followers of social media are inactive - they have started to follow HBB Helsinki at some point after the launch of the venue in 2018.

All social media accounts were also reviewed for reviews or constructive feedback. This was limited to the public posts (messages on these channels is partly private) to have a comparable data with the competitors.

Comparison with the main competitors was done comparing the publicly available data. This includes the amount of followers on social media channels, public ratings and amount of reviews given to the venue.

3.4 Website analytics

Heidi's Bier Bar Helsinki website uses Google Analytics. This data was reviewed to see which marketing channels drive traffic to the website. Website is the only place which hosts the booking form for tables. Table booking is the main target / meter in marketing efforts. This metric is easy to track and if the nightclub has booked all the tables in advance the financial result of the night is likely to exceed the goals set for the night.

3.5 Internal systems

REKOM Group operates a significant number of bars, restaurants and nightclubs and they have developed their own backend system to measure business meters. The system is used to see how each venue is succeeding and to focus the marketing efforts. Part of the system is an internal review process which is implemented regularly by the management called "the Light venue visit". I mapped out the data from this system for the past two years to see the trends from management's perspective.

Heidi's Bier Bar has a device called Lightbooth installed in the venue. Lightbooth is a selfie camera free to use for all the guests. In the backend it's a lead gathering system which saves data about the guests. This data was reviewed to have a better understanding of the guest behavior at the venue.

3.6 Nyx -app

Nyx -app is the customer loyalty system used by Heidi's Bier Bar. The user data in this system is significant. This data is used to create the guest profile for the venue. Problem with this data is that there is no way to see from the app who are actually active users - the data is gathered since 2018 and this means that the average age of their users for example does not reflect the actual guests of the venue anymore.

To counter this and get more reliable data I contacted the app developers and was able to get the data on the active users only. This is a new feature in the Nyx system and it was not available for the last two years which would have been optimal for this study. The applied data is from 29.1.2024 - 29.4.2024.

3.7 Staff interviews

The process started with the regional managers interview. In this interview I uncovered all service roles at the venue. I contacted a person from each service role and used the same interview questions to interview them all. Some roles were overlapping in the venue so I focused only on the critical parts of the process.

Interviews were implemented face to face if possible. One interview was implemented as an online meeting. Interviews were implemented 1.2.-6.3.2024.

Following interviews took place:

- 6.3.2024 - Venue manager
- 4.3.2024 - Bartender
- 23.2.2024 - Ticket sales
- 22.2.2024 - DJ
- 22.2.2024 - Guest Relations / bartender
- 21.2.2024 - Host
- 20.2.2024 - Account manager
- 16.2.2024 - Head of security
- 14.2.2024 - Social media / Shift -manager
- 1.2.2024 - Regional manager

There were several objectives in the staff interview:

1. The service process step-by-step for the service blueprint
2. Feedback processes and functions
3. The service level perceived by the staff
4. Service promise / objective
5. Map out the main competitors of HBB Helsinki
6. Numeral appraisal of the service (1-10) for comparison

Full questionnaire as attachment (appendix 1)

3.8 Guest questionnaire

Guest questionnaire was implemented 17.-24.4. Survey tool Jotform was used to gather the data from the guests. Jotform offered all the functionalities required for a reasonable fee (Silver level, 49€ / month). Questionnaire was implemented in Finnish and English. For the questionnaire I gathered prizes to make it more effective. The prizes were sent out to randomly selected participants on 25.4.2024.

Required technical functions for the survey software:

- GDPR consent
- Custom graphics and colors
- No advertisements
- Up to 2500 submissions
- 100 000 views on the form
- Multi language support

Invitation to take part in the questionnaire was sent to all contacts of the venue:

- Nyx-app message to all users
- Newsletter to all subscribers
- Pop-up on the website
- Banner on the website
- Campaign on Facebook and Instagram

The reach for the campaign was (estimate):

- Instagram posts, 2 500 persons
- Instagram stories, 4x 1200 persons = 4 800 persons
- Facebook posts, 1100 persons
- Nyx message, 358 opens
- Direct email, 400 persons
- Website pop-up and banner, 500 persons

Prices for the participants:

- 2 person VIP -ticket package to Helsinki City Festival
- 2 person VIP -ticket package to Tapiola Festival
- 2 person ticket package to Weekend Festival
- 3 pcs of gift vouchers to HBB Helsinki
- 10 pcs of HBB branded beanies

There were several objectives in the guest questionnaire:

1. Gather data about the HBB Helsinki customers
2. Evaluate the effectiveness of HBB Helsinki marketing channels
3. Numeral appraisal of the service (1-10) for comparison
4. Open feedback to HBB
 - a. What could we do better?
 - b. What kind of (extra) service could we offer to provide more value?
 - c. What kind of events do you hope for in the future?

Full questionnaire as attachment (Appendix 1.)

3.9 Management questionnaire

Management questionnaire was implemented with the Jotform survey tool. Questionnaire was a simplified version of the staff interview to map out possible gaps in service. Survey tool Jotform was used since the management is international and difficult to interview in person. This survey was implemented on 23.-29.4.2024.

Management questionnaire included:

1. Numeral appraisal of the service (1-10) for comparison
2. Questions about HBB service for alignment

Full questionnaire as attachment (Appendix 2.)

4 Heidi's Bier Bar Helsinki

4.1 General

Heidi's Bier Bar Helsinki is a heavily themed nightclub built around an After Ski - theme. The venue can host up to 700 guests on its three stories. The venue also has a roof terrace (third floor). The nightclub is located in the center of Helsinki at Yrjönkatu 4. The area where the nightclub is located is a "bar street" and there are multiple bars and clubs within 100 meters.

Heidis Bier Bar Helsinki targets customers 18+ on the weekdays and 20+ on weekends. Nightclub is open four days a week. The age limits are Wednesday and Thursday R18, Fridays R19 and Saturdays R20.

According to the Heidi's Bier Bar brand book the venue is "The best Après-ski Bar in the world!" The venue is described in the brandbook as: "At Heidi's Bier Bar, our guests can experience true après-ski and October party vibes, which we create by offering large draught beers from our many different taps, while dancing on the tables in the light of fireworks and great après-ski and German schlager music." (REKOM 2020.)

Heidi's Bier Bar is a concept developed and operated by a Danish company called REKOM Group. There are six Heidi's Bier Bars in Finland. These are located in Helsinki, Turku, Pori, Oulu, Jyväskylä and Tampere. This concept is also operated in Denmark (6 venues), Norway (9 venues) and in the UK (2 venues).

4.2 REKOM Group

REKOM Group is a Danish nightlife operator founded in 2007. REKOM operates in Denmark, UK, Norway and Finland. In 2024 Finland is the smallest of these markets financially and by a venue count. In total REKOM Group operated 215 venues in 2022. The group's venues were visited by more than 15

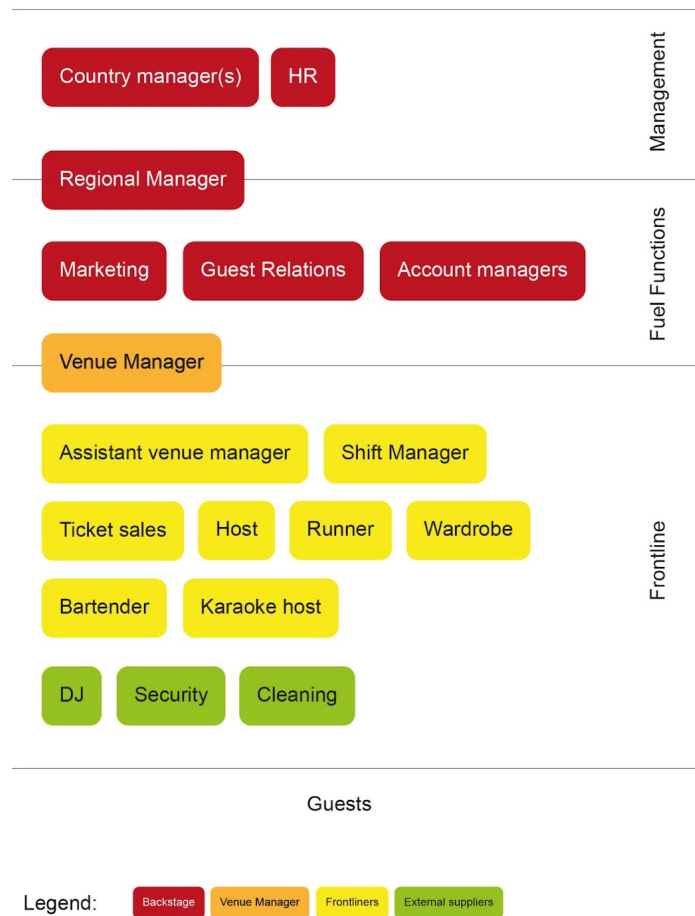
million guests. Financially the group's turnover was around 294 million euros (+2.200 mDKK). (REKOM 2022.)

4.3 Organization

The organization of HBB Helsinki is a hierarchical model in three stages. There is the upper management which has very little to do with the day-to-day operation. Contact person to upper management is the Regional Manager. In the management level there is also another separate segment called the fuel functions. These include marketing, sales and the guest relations (customer service).

Contact person to the nightclub is the venue manager. All frontliners who work at the venue report to the venue manager. This is the key position in the nightclub organization. Venue manager is in charge of the whole staff and operation in the physical nightclub.

Suppliers are external companies who support the operations. In my study I have included the security services, cleaning and DJs because they are integrated to the service provided. Maintenance, landlords, electricity, logistics etc suppliers are not included.



Picture 5. HBB Helsinki organization

4.3.1 Service roles: Management and fuel functions

Descriptions of all service roles are based on the interviews done for HBB Helsinki. This section is divided into sections based on picture 5.

Country manager

Country manager is responsible for the big picture – success of a business of the country. The country manager rarely takes part in the daily operation of a single nightclub. Country managers make big decisions on the operation and

negotiate supplier deals. Country managers report to the group management in Denmark.

Human Resources (HR)

HR is a key person for the staff. Contracts of employment and all staff related issues are the responsibilities of the human resources. HR does not have a say in day-to-day operation of the nightclub.

Regional Manager

Regional manager is a top level manager of multiple nightclubs. Regional manager is a supporting role to the venue manager and the one who is the contact person between upper management and the venue. Regional manager is responsible for the financial results of the venue.

Marketing

Marketing consists of multiple people at REKOM and they work all the venues in the country. Finnish marketing has a dedicated person for many activities - for example digital marketing, social media and media production.

Guest relations

Guest relations is responsible for most of the direct communication to the guests. Guest relations operate every venue in Finland and they answer enquiries via phone and email. For HBB Helsinki their main responsibility is the management of table bookings. All table booking enquiries go to the guest relations who check the availability of the tables and confirm the bookings if possible.

Guest relations also manages the lost and found items for the venues. Most of the feedback received from the guests are also routed via guest relations. This group manages the online reviews received too. This role is the most vital of the positions outside of the venue to the service level perceived by the guests.

Account managers

The responsibility of these people is to achieve sales and keep in touch with bigger organizations who arrange parties and events in HBB Helsinki. They also arrange bigger events at the venue, for example student parties.

Service roles: Venue manager

Venue manager (VM) is the most important role in the nightclubs organization. VM is the key person communicating to the fuel functions, reporting to the management and managing the operation at the nightclub.

VM is present at the nightclub when it is in operation. VM wears a different uniform than other frontliners to communicate authority to the guests. During the evenings VM is the one who handles difficult service recoveries.

4.3.2 Service roles: Frontliners

Assistant venue manager

Assistant venue manager (AVM) is the second in charge of the venue. If the venue manager is unavailable the AVM is in charge of the operation. This is a supporting role to the venue manager. AVM also wears a different uniform than other frontliners to communicate authority to the guests.

Shift manager

Shift manager is the third in charge of the venue. Special responsibility of this role is the management of staff resources according to the expectations of the night. Shift manager makes sure that all the required staff is available when needed. Shift manager also wears a different uniform than other frontliners to communicate authority to the guests.

Ticket sales

This role is the first person in HBB uniform the guests meet. Ticket sales are done next to the entry. Function is to cash the entry fee and the wardrobe from the guests.

Host

During the night the host has many responsibilities. When a guest with a booking enters the venue the host is there to greet them and direct them to the reserved table. During the night the host engages the guests in direct sales and serves the beverages directly to the tables. Host's responsibility is also all the table shows. Host is a central role to the perceived service quality.

Runner

Runner is the role which makes sure that all the tables in the venue are clean and empty glasses and bottles are removed from the tables and reintroduced to the rotation. There's no dedicated runners in HBB Helsinki and this responsibility is shared between all the roles in the venue. Mainly this is done by the host of the night.

Wardrobe

Wardrobe is responsible for taking the jacket and possible bags from the guests upon entry. They greet the guests, take their jacket for safekeeping and give the claim ticket in return. Wardrobe is also the spot for lost and found items during the night. Wardrobe in HBB Helsinki is operated either by staff or the company which provides the security services. Wardrobe also hosts a defibrillator and the first aid equipment.

Bartender

Bartender is the one serving the beverages for the guests. Items for sale vary from beer bottles to cocktails. During operation there's several bartenders working in the several bars of HBB Helsinki.

Karaoke Host

The Karaoke Host is simultaneously working in the bar. This role operates the karaoke equipment, announces the next singer and if needed sings to upkeep the atmosphere at the venue.

4.3.3 Service roles: Suppliers

DJ

Music is operated from the DJ booth on the dance floor. DJ is instructed to play music that is in line with the HBB brand. DJ also receives requests for songs during the night which they try to implement. DJ services are managed by an external company which has multiple people working the role.

Security

Security is first met upon entry when they check the guests ID, intoxication level and tickets on the door of the venue. During the night the security manages the door and queue, wardrobe if needed and patrol the venue regularly. Security is responsible to handle all disturbances during the night. According to Finnish law there's at least 1 security person present for 100 guests. On a normal weekend night there's 7 security personnel in the venue.

Cleaning

Cleaning is outsourced to an external company. The cleaners arrive at the venue after it is closed and make sure everything is ready for the next evening. Cleaning in the middle of the operation is done by the HBB staff.

Other roles

A large nightclub has many suppliers but all of the suppliers are not part of this study. Selection was made to include suppliers who contribute to the perceived service quality by the guests.

4.4 Loyalty software - Nyx -app

Nyx is a cloud based mobile operated application that is used to manage and promote nightclubs. According to their website Nyx is "a management suite tailored to high-end nightlife". The application offers many tools for guest activation (tickets, perks, membership cards, entry lists), a table booking system and marketing tools for the venue. (Nyx Systems 2024).

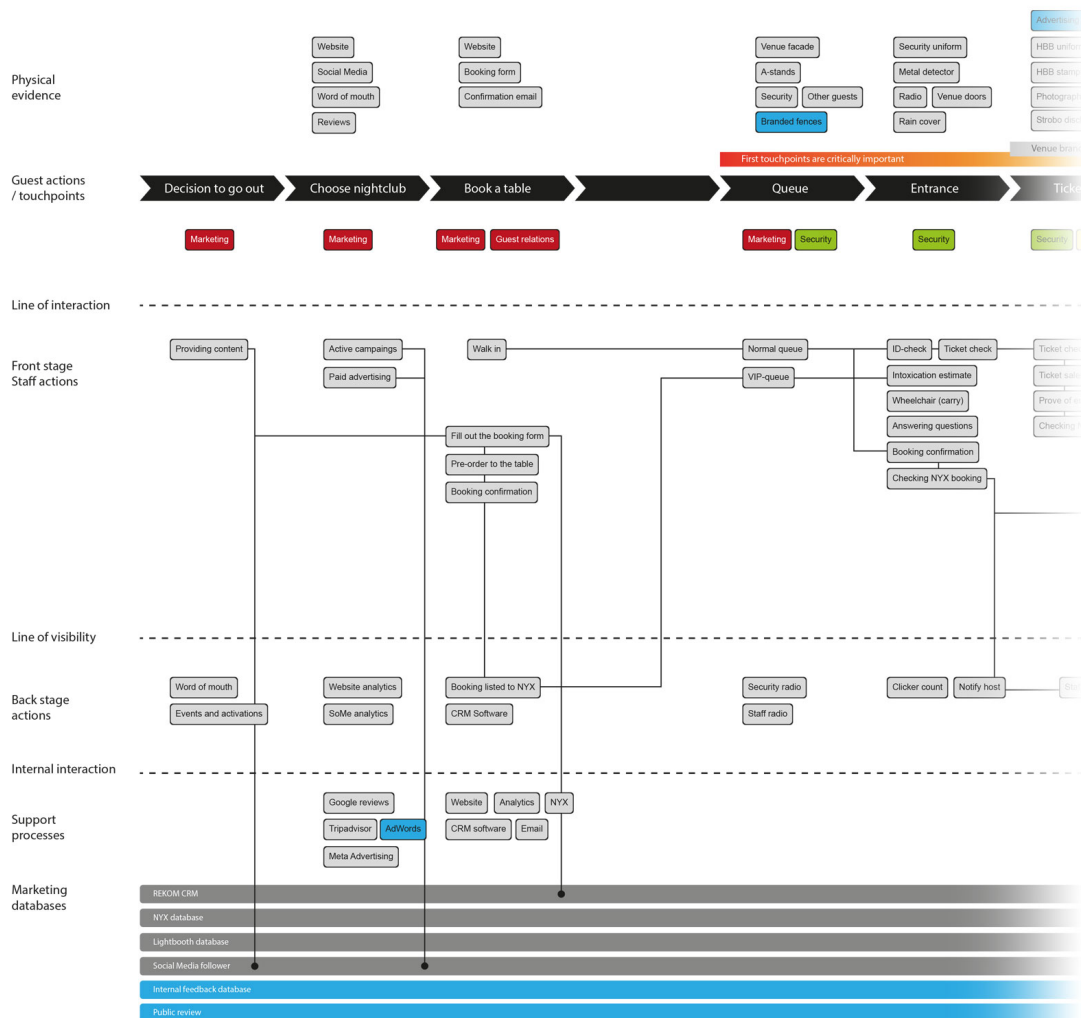
HBB Helsinki uses the Nyx -app as the nightclubs table booking system. When guest relations confirms the table booking it is updated to the Nyx application. Security at the venue uses the app to confirm the booking before entry.

For guests the loyalty app has membership cards. Basic membership is free to all guests. Different student unions and external groups have various membership levels with their own dedicated perks. For example these include free entries and drink discounts or vouchers.

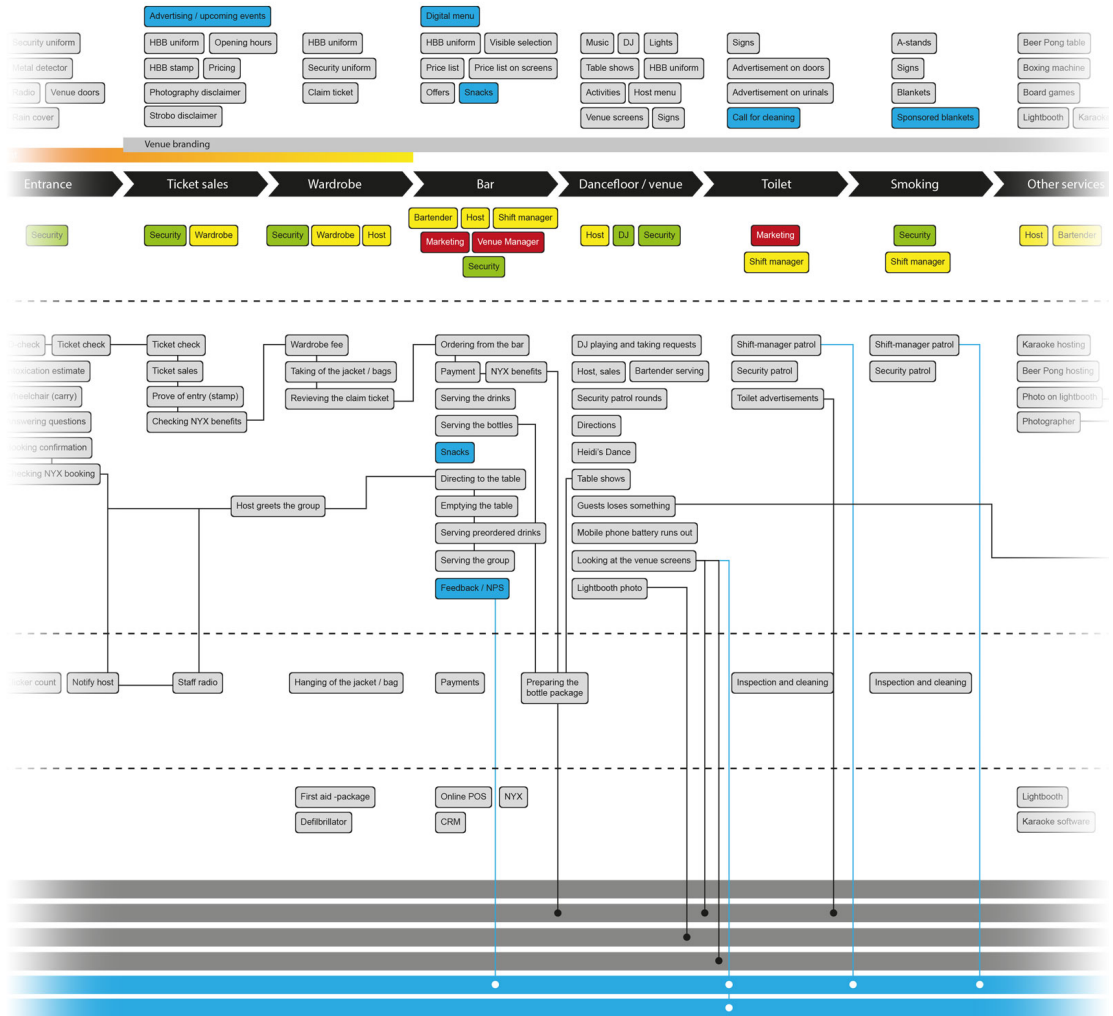
Nyx is used as a marketing tool to promote upcoming events. A push message can be sent to all the registered users who will receive a notification on their mobile phones.

5 Service Blueprint

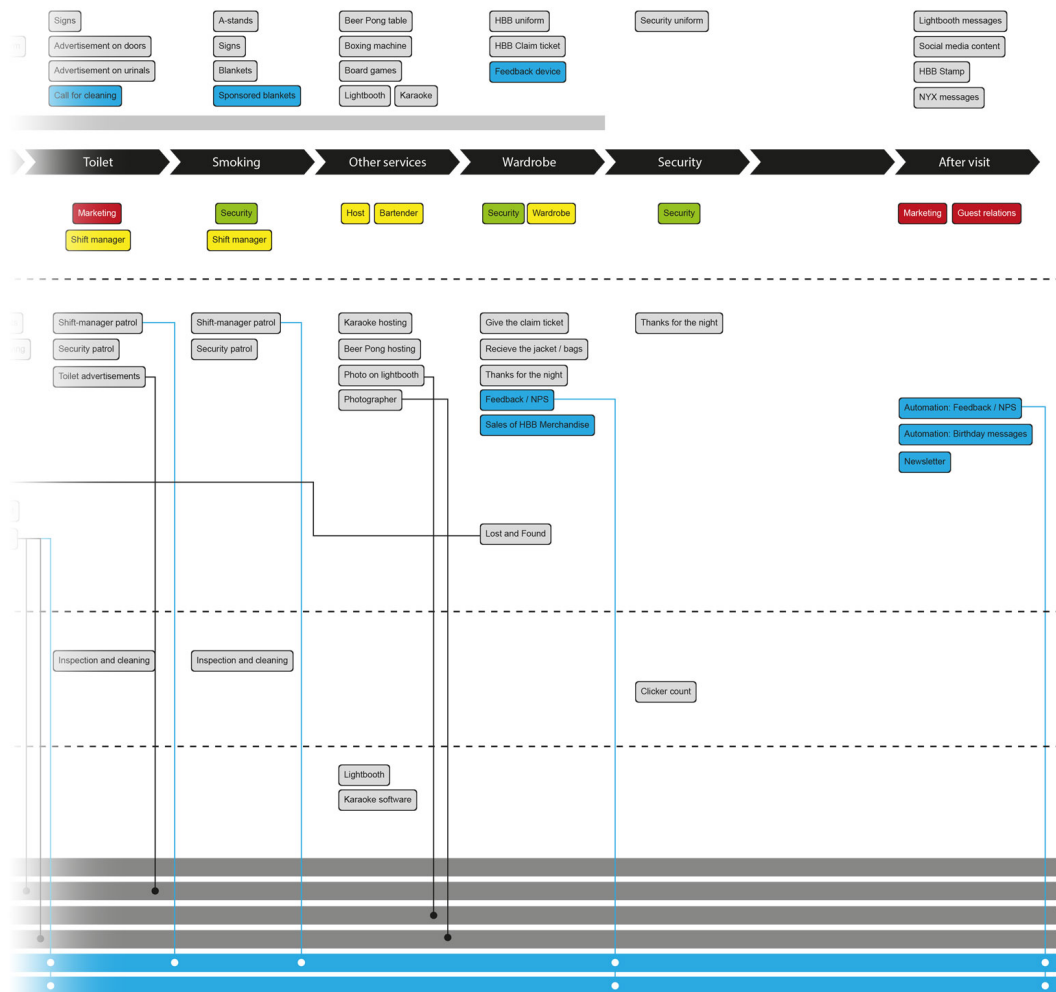
The service blueprint is based on the interviews done for the staff of HBB Helsinki. The image is large and divided into three parts for better readability. The color coding is same as used on the picture 5. Blue color signifies the additions I recommended in this study.



Picture 6. Service blueprint of HBB Helsinki. Image 1 of 3.



Picture 7. Picture 6. Service blueprint of HBB Helsinki. Image 2 of 3.



Picture 8. Picture 6. Service blueprint of HBB Helsinki. Image 3 of 3.

Conclusions

Mapping out the service process is a rewarding process. When the service is documented it is possible to evaluate and evolve the service. I have added the blue elements to the process to enhance the marketing process. I have not included some of the extra services provided by HBB Helsinki in the blueprint to keep it focused on the core service.

6 Questionnaire results

A section of the questionnaire was numeral appraisal on a scale from 1-10. The same questions were (with few exceptions) asked from the guests, staff and the management. Primary objective was to evaluate the service produced from the guests perspective and to gather data and ideas for improvement. Secondary objective of this study is to see how well the answers of guests, staff and management are aligned.

Results have been calculated into percentages to make a more accurate comparison. Datasets of the groups are of different sizes.

Datasets:

- Guests n = 337
- Staff n = 10
- Management n = 3

6.1 Venue

This question was to rate the venue generally. It covers the physical venue and its functionality.

Venue, general

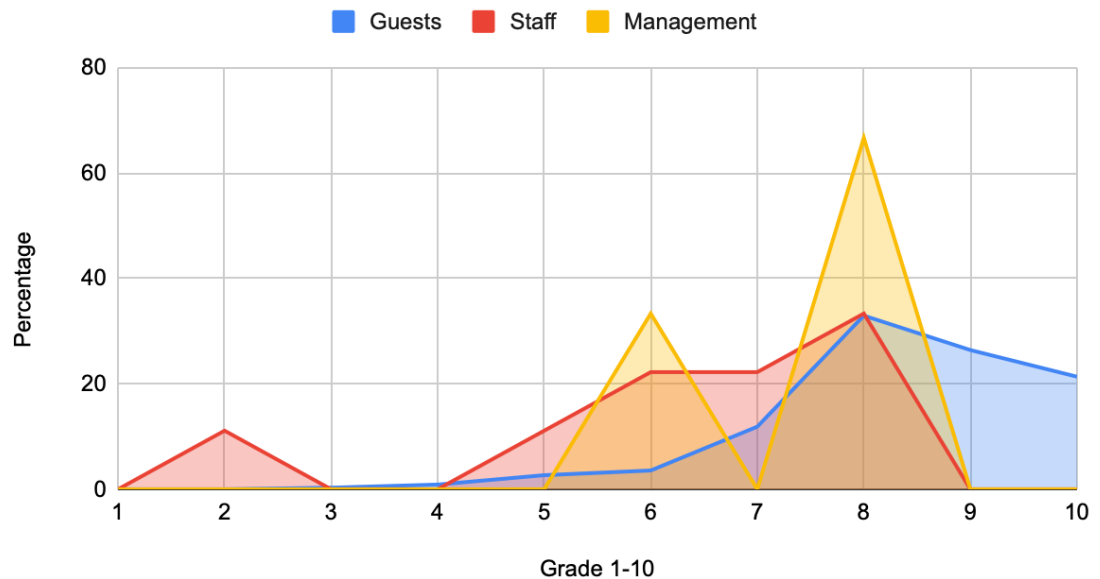


Figure 1. Venue, general - comparison

As we can see from the image the guests have given a good grade to the venue overall. The answers to this question are aligned to the positive end of the scale. It seems that the staff and the management are more critical of the state of the venue.

A questionnaire could be made to the management and the staff to list the improvements the venue requires. Staff and management are more aware of the situation and the state of the venue could be fixed before this opinion starts to be seen by the guests.

6.2 Entrance fee

This question was to appraise if the entrance fee is on an acceptable level. Only the guests answered this question.

Entrance fee

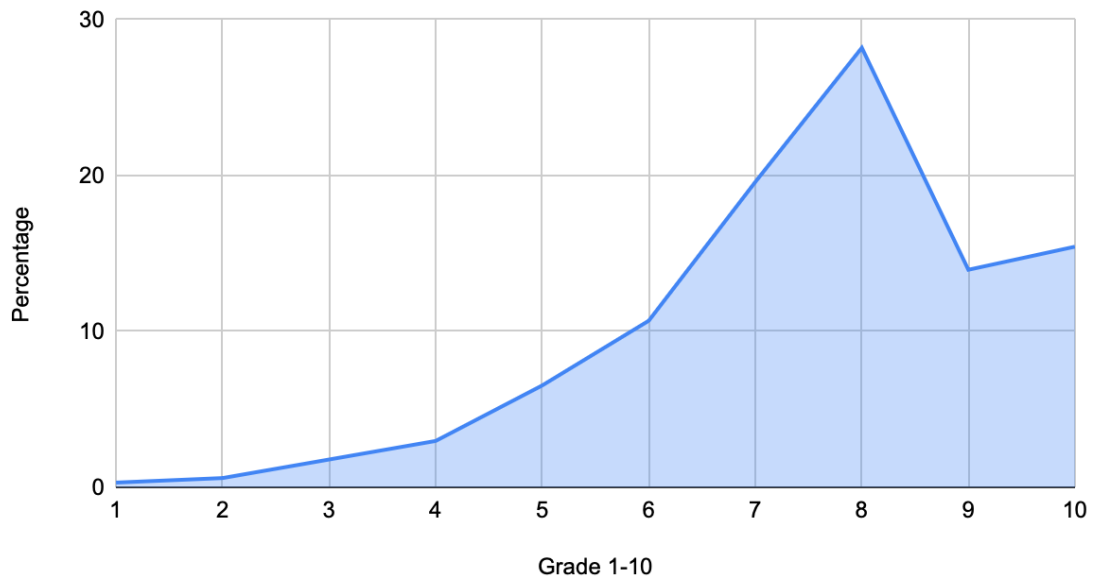


Figure 2. Entrance fee, guest questionnaire

Guests are happy with the current entrance fee. 77,5% of the respondents gave the entrance fee a grade of 7-10. 15,43% of the guests gave the entrance fee a grade 10. There could be a possibility to even raise the ticket price from the current level if needed.

Entrance fee serves a dual purpose at a nightclub. It naturally has a financial objective but it is also a signal of the service level at the venue.

6.3 Lights and lightning

This question is to appraise the level of lights and lightning at the venue. Lights are an important factor considering the general atmosphere at the nightclub.

Venue lightning and lights

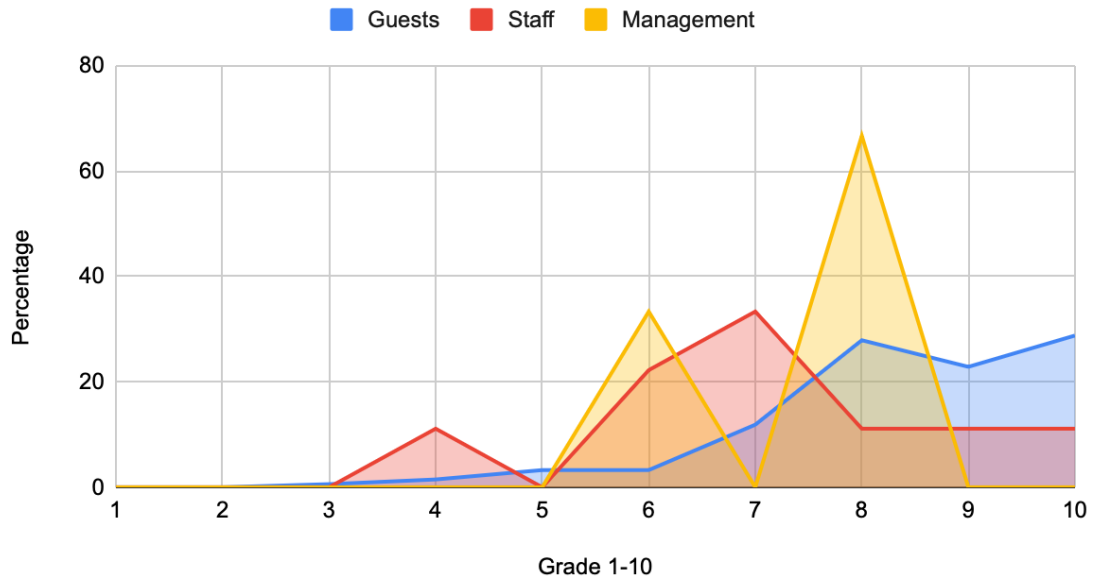


Figure 3. Lights and lightning – comparison

Guests are really satisfied with the current light and lightning at the venue.

79,52% of the respondents gave this a grade of 8-10. Part of the management and staff have given a less good grade. My personal opinion is that the staff is more critical of the lights since they look at the lights every evening.

In the interviews (DJ & Shift-manager interviews 2024) I learned that the current light setup is operated by the staff or run on automation. There's no link between the audio and the lights on the dance floor. DJ's would be able to operate the lights too if given the opportunity. Technically they would be able to create more drama controlling the audio and lights in sync and thus create a better atmosphere to the dance floor. (DJ 2024)

6.4 Audio

Audio at the venue

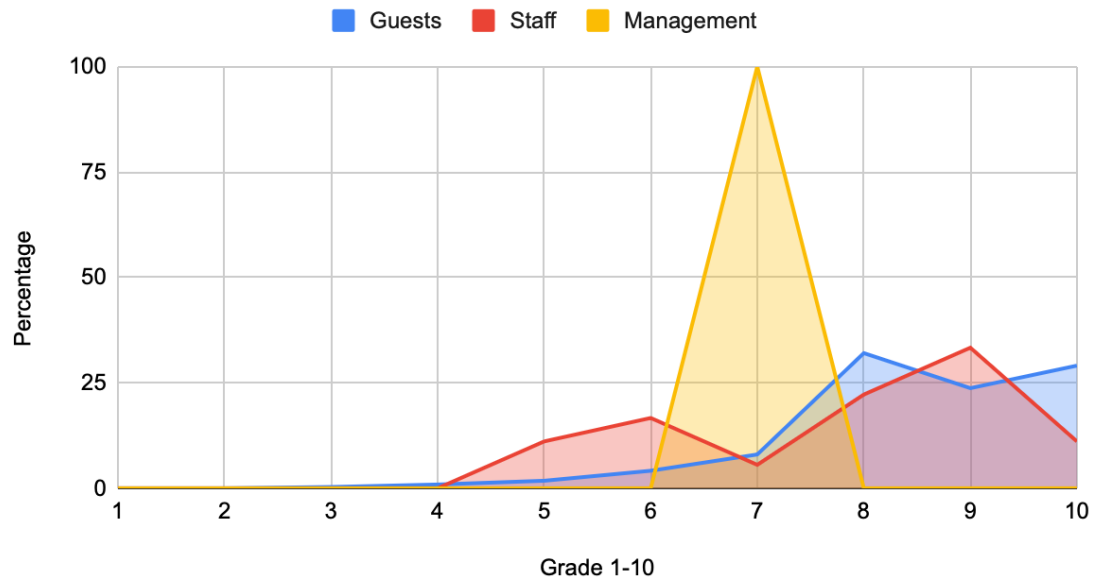


Figure 4. Audio at the venue - comparison

Guests and the staff are happy with the current audio setup. Management has given this an unanimous grade of 7 and should be asked what they would improve on this.

There's an issue with the audio levels on the roof terrace of the venue. Music on the roof disturbs the local residents nearby. This issue could be fixed by hiring an audio technician to redirect and to adjust the current speakers. Minimizing stray audio is a common task companies like Akukon, A-insinöorit and Sitowise can handle (DJ 2024).

Audio was also mentioned in the open part of the questionnaire under the question "What could we do better at Heidi's?". A single respondent said that the music in the venue is sometimes distorted when volume is high. I suspect this is a technical issue with the mixing board the DJ uses - some setting causes the signal to clip and is the reason for the distortion (Guest questionnaire 2024).

6.5 Atmosphere

This question was to rate the atmosphere in the venue on scale 1-10.

Atmosphere is critically important - it is recognized as one of the most important factors which are considered when comparing nightclubs.

Atmosphere

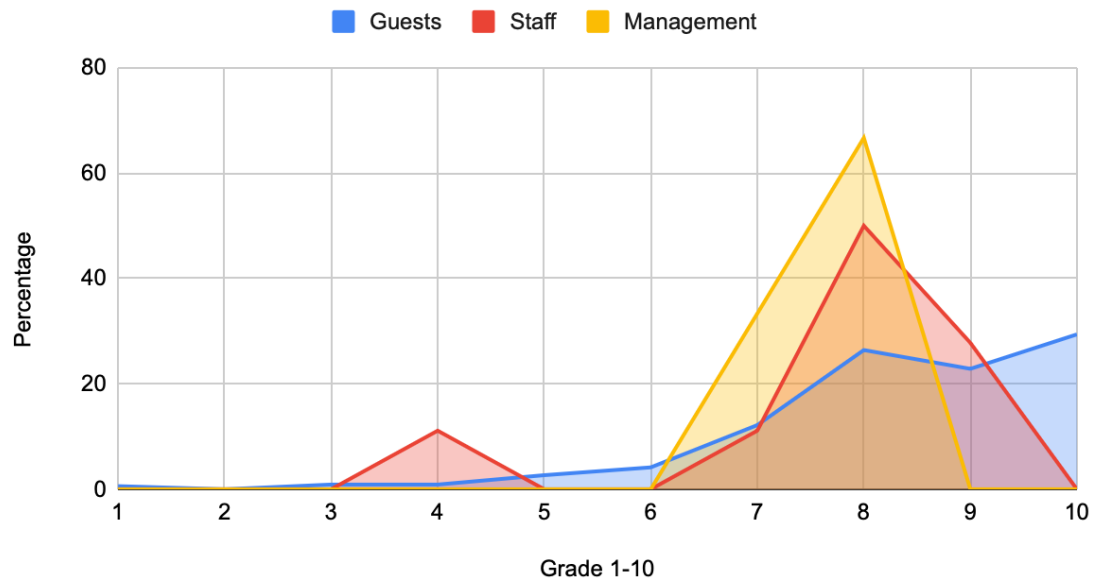


Figure 5. Atmosphere at the venue, comparison

All parties agree that the atmosphere in the venue is good. Grades 8-10 are given by 78,64% of the guests, 77,78% of the staff and 66,67% of the management.

Guest responses to this question are really positive. Further research could be made to the management and the staff on how to improve the atmosphere.

6.6 Events and activations

On this question the respondents gave the events and activations of the venue a grade from 1-10. From a marketing perspective events and the activations

(campaigns and offers) are the main effort to fill up the venue with guests every night.

Events and activations

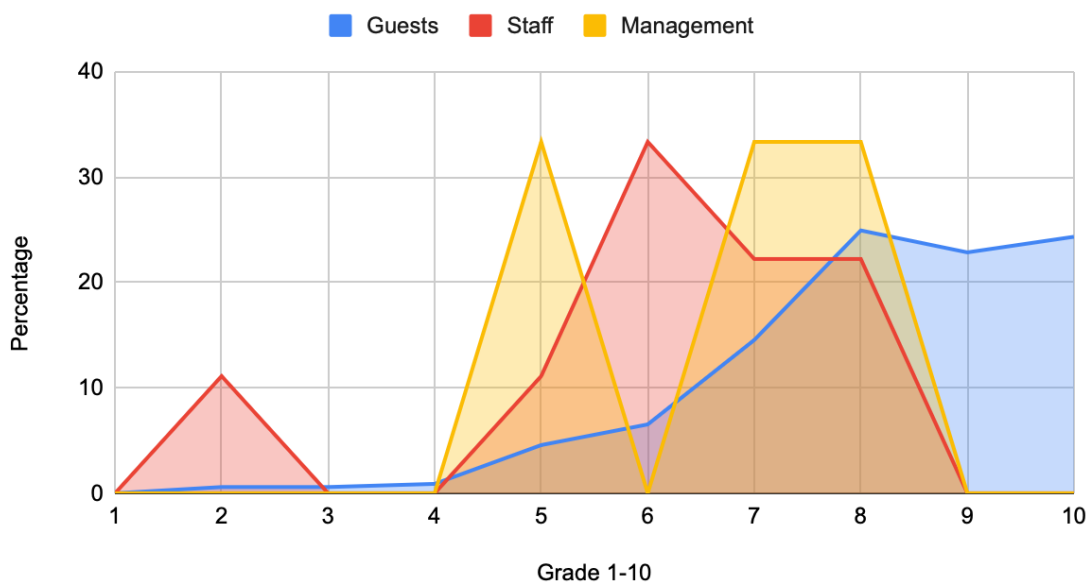


Figure 6. Events and activations, compared

Guests are happy with the current events and activations. 72,11% of the respondents gave this a grade of 8-10. The problem with this setup is the misalignment between the teams. Further investigation should be made into why staff and the management have given this such low grades.

In the questionnaire there was also an open question “What kind of events would you like us to arrange in the future?”. Many respondents answered that they are really happy with the current offering and HBB Helsinki should make no changes. When asked “What kind of extra service could we provide” multiple respondents asked for more special prices and happy hour promotions.

6.7 Service level

In this question the respondents were asked to grade the current service level on scale 1-10.

Service level

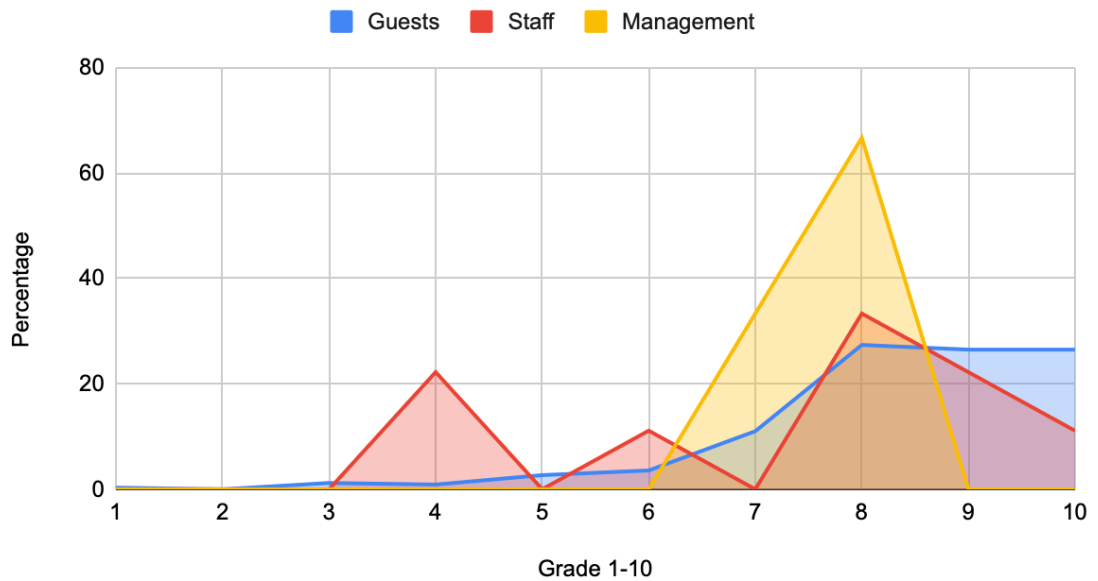


Figure 7. Service level, compared

Current service level is good in HBB Helsinki. From the guests 80,36% graded the service provided with a grade 8-10. Management is aligned with the guests. The responses provided by the staff vary a lot and this should be looked into. There's a gap between the service delivery by the staff and the perceived service by the guests. One possible explanation is that since they are the ones providing the service they approach it in a more critical manner. Of course all service failures in the venue are also known to the staff.

6.8 Selection at the bar

In this question the respondents were asked to grade the selection at the bar with a grade 1-10.

Selection at the bar

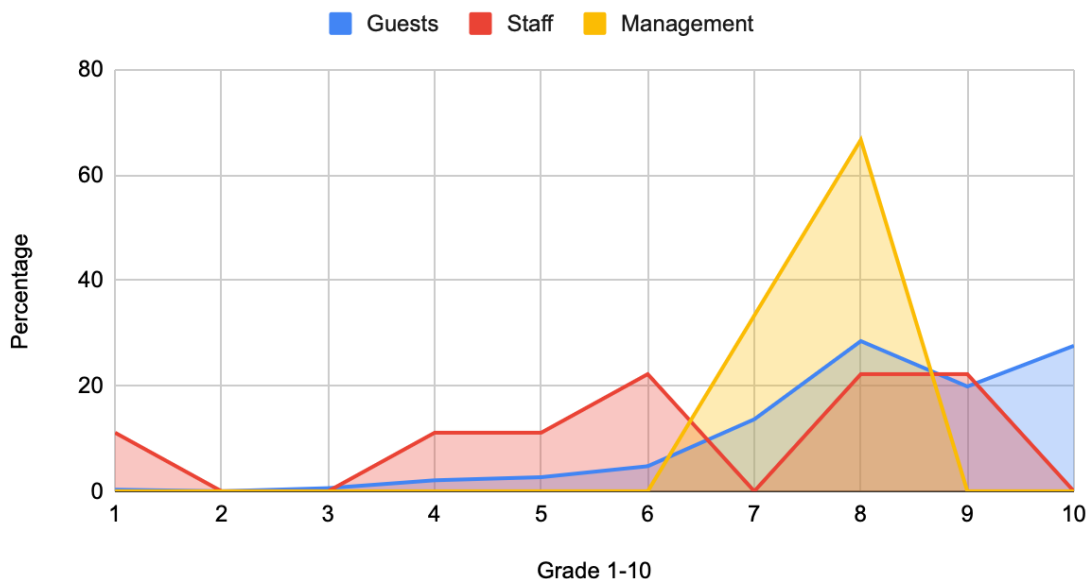


Figure 8. Selection at the bar, compared

Guests are satisfied with the current selection at the bar. 75,79% of the guests graded the selection with 8-10. Management is aligned with this result. The staff however are giving very variable grades on this question and should be asked on how this could be improved.

In this study it became very evident that one of the biggest mis expectations people have about HBB Helsinki is the limited beer selection. The name of the venue makes a service promise in itself. Compared to the general Finnish venues the beer selection in HBB Helsinki is minimal.

There were multiple answers to the open question “what extra service could we offer” about the bar. Many guests were asking about better cocktails or a mocktail menu.

6.9 Price level at the bar

In this question the respondents were asked to grade the price level at the bar with a grade 1-10.

Price level at the bar

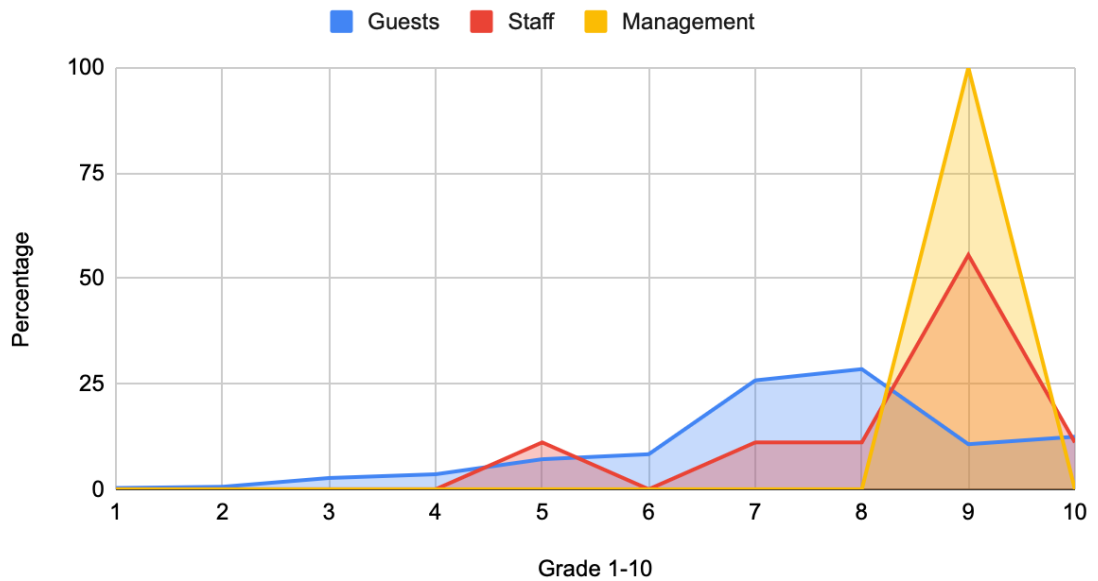


Figure 9. Price level at the bar, compared

Staff and the management are aligned with the price level good at HBB Helsinki. Grades 8-10 were given by 100% of the management, 77,78% of the staff but only 51,63% of the guests.

Staff and the management can see the big picture of the pricing. Price levels in nightclubs have risen constantly since Covid-19 and I think this could be one explanation for the low grades given by the guests.

6.10 Security

In this question the respondents were asked to grade security with a grade 1-10.

Security

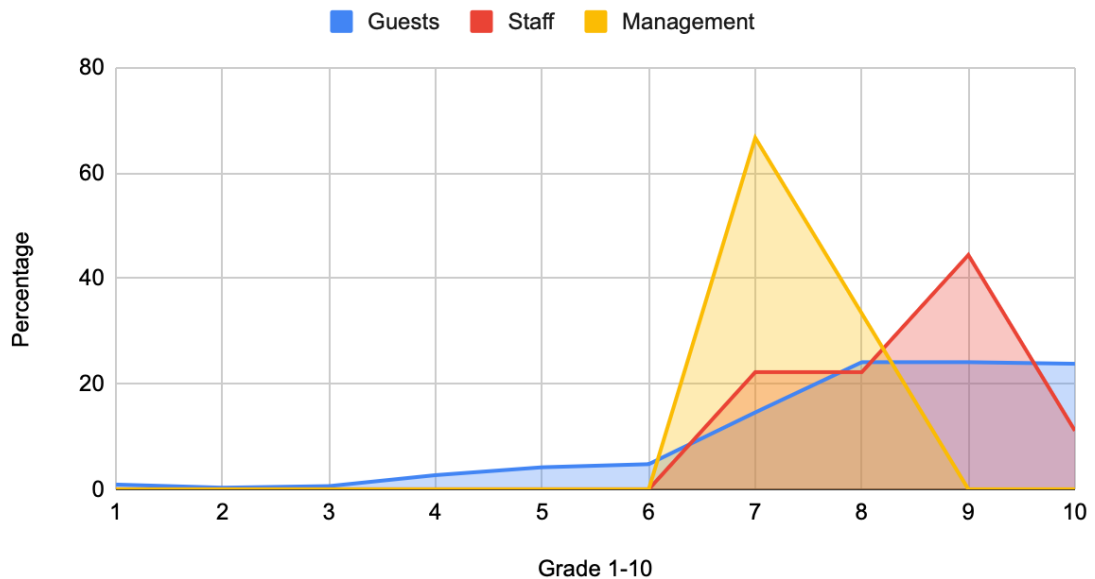


Figure 10. Security, compared

72,03% of the guests were happy with the security and gave a grade of 8-10. Staff is aligned with the guests. Management is misaligned and this should be looked into.

Security services have a tendency of gathering bad feedback. The security personnel have to block people from entering the venue, break up fights and remove guests from the venue. This generates mainly negative feedback.

When looking at Google reviews and the open feedback from the questionnaires, security is one of the most common sources of negative feedback. This is inevitable but all feedback about security should be forwarded to the security company to know what's happening.

6.11 Cleaning

In this question the respondents were asked to grade the cleaning of HBB Helsinki with a grade 1-10. This question was not asked from the guests.

Cleaning



Figure 11. Cleaning, compared

Venue cleaning seems to be on an acceptable level. Management rated cleaning with 6, 7 and 8 and the 66,67% of the staff gave this a grade from 8-10.

Main cleaning is done by an external company after the evening which is doing a good job. Cleaning responsiveness was raised in the answers of the guest questionnaire. If there is a mess during the night the guests hoped that it would be cleaned sooner. One possible solution would be to add a sign to the toilets with instructions to let the staff know cleaning is needed.

6.12 Sustainability

In this question the respondents were asked to grade sustainability at the venue with a grade 1-10. This question was not asked from the guests.

Sustainability

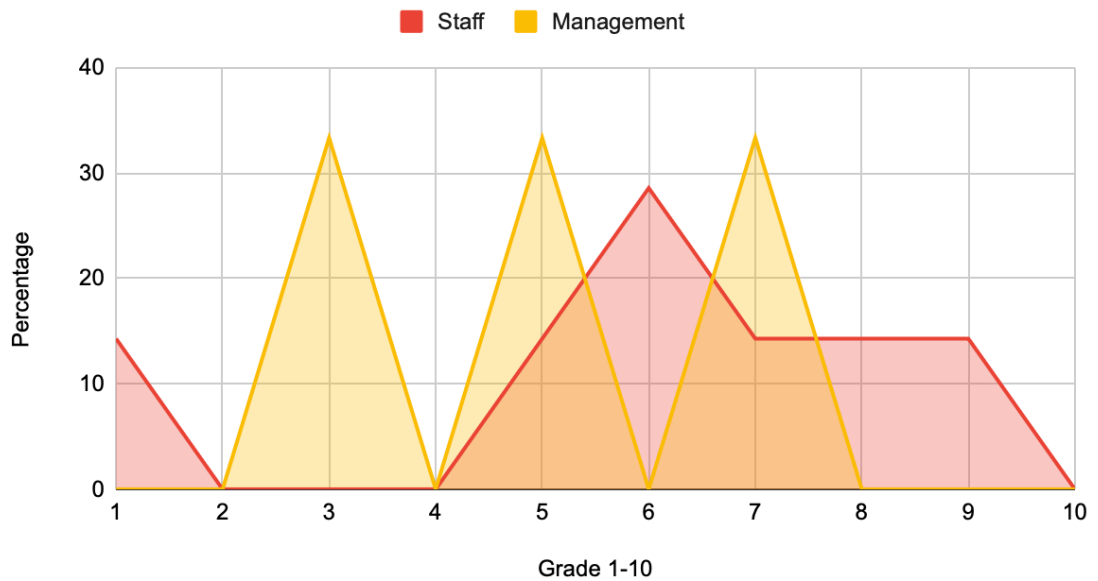


Figure 12. Sustainability, compared

The results on this question are not optimal. There's definitely room for improvement in the sustainability of the venue.

The target group of HBB Helsinki is very environmentally aware. Sustainability could be an angle used in marketing which would favor HBB Helsinki compared to the competition. As a theme it is a simple and understandable concept to use for content generation on social media.

6.13 Online marketing

In this question the respondents were asked to grade the online marketing activities of HBB Helsinki with a grade 1-10. This question was not asked from the guests.

Online Marketing

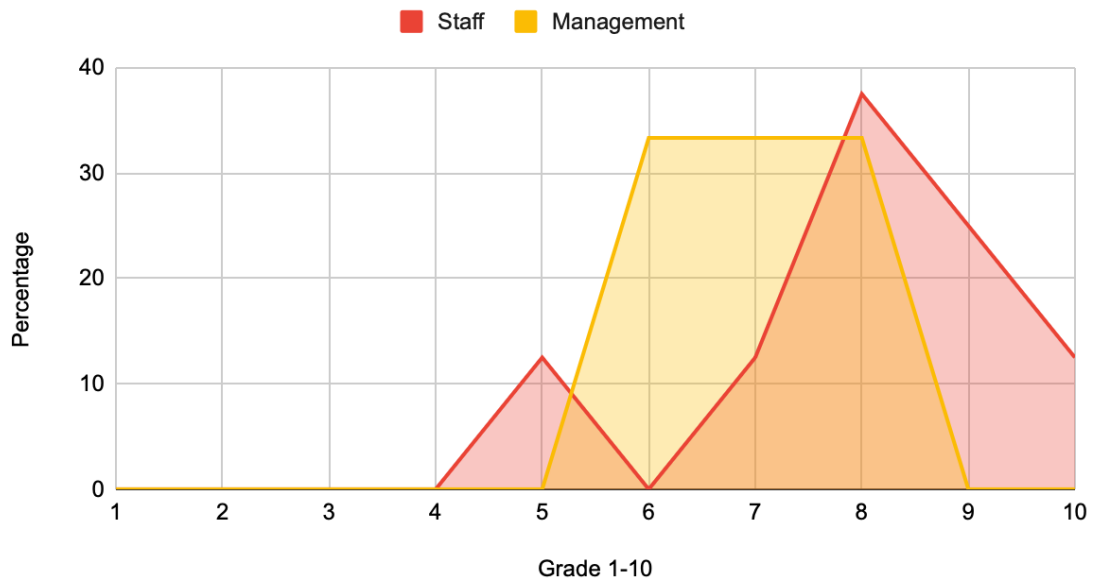


Figure 13. Online marketing, compared

75% of the staff are happy with the current online marketing efforts. The management has given these lower grades and should be asked what can be improved.

Marketing for HBB Helsinki is mainly done online and if there's room for improvement this should be looked into. There's a dedicated section in this study where online presence of HBB Helsinki is compared to the competition.

6.14 Offline Marketing

In this question the respondents were asked to grade the offline marketing activities of HBB Helsinki with a grade 1-10. This question was not asked from the guests.

Offline marketing

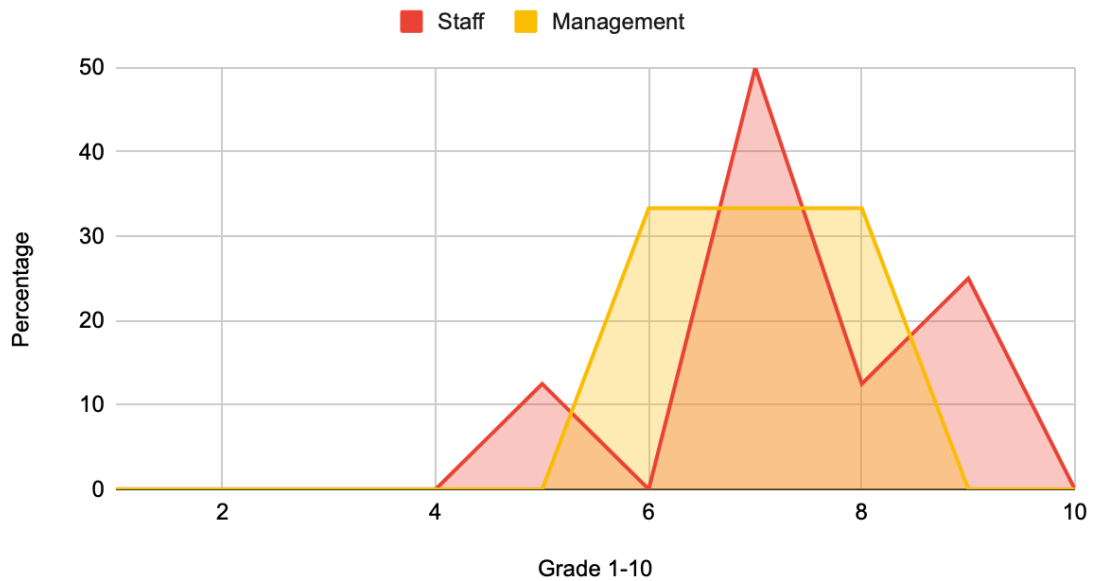


Figure 14. Offline marketing, compared

When compared to the online marketing results (Figure 13) these results are very similar. The lower grade given by the staff can be because HBB Helsinki mainly focuses on online marketing. The visible offline marketing materials are very limited.

6.15 Net promoter score (NPS)

In this question the respondents were asked how likely it is that they would recommend HBB Helsinki to a friend or a colleague.

Net Promoter Score (NPS)

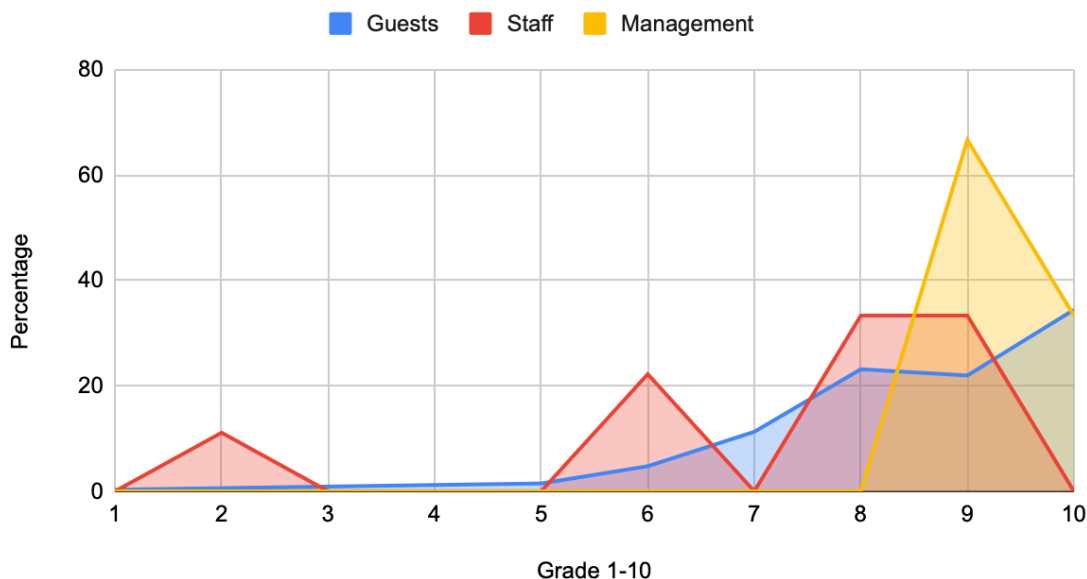


Figure 15. Net promoter score, compared

Image is presented in the same way as the others in this section for easier comparison. Net promoter score is defined in a different way than the other results in this study. The results are then ranked so that everyone answering 1-6* are marked as “Detractors” and 9-10 as “Promoters”. Number of detractors is removed from the promoters to calculate the NPS score (scale -100 to 100).

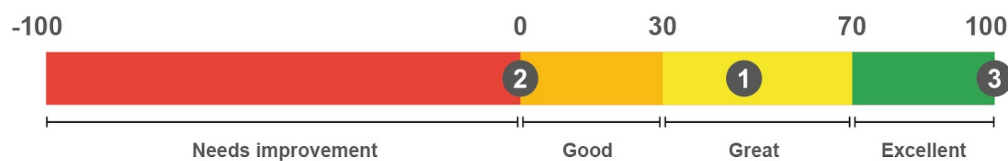
Table 1. Net promoter score, results

	Detractors	Promoters	NPS score*
Guests	9,2%	56,38%	47,18
Staff	33,33%	33,33%	0
Management	0%	100%	100

*) Note - official scale for NPS questionnaire is 0-10. This questionnaire was on a scale 1-10 so the results are not comparable to external data.

Evaluating NPS scores is relative - there are no absolute answers on what number is a good score. This metric is best used to see the trend over time. If

the NPS result is negative it is a strong indication that there's a lot of issues to address. Result of 0-30 is a good result that can be interpreted that there are more promoters than detractors. Result of 70-100 is an excellent score and implies that the customers are generating a lot of positive word of mouth. The higher the NPS score is the more likely the customer referrals convert into new leads. According to the article "What is a Good Net Promoter Score? (2024 NPS Benchmark)" service industry has an average NPS score of 16 but this score also includes internet providers. (Raileanu 2024.)



Picture 9. NPS results on applied scale. 1 = guests, 2 = staff, 3 = management

6.16 Conclusions

The guests of HBB Helsinki are satisfied with the service provided. The staff and management see opportunities for improvement in the service. The results of the staff interviews could be influenced by the change negotiations which were in effect when the interviews were implemented.

Overall it seems that the different groups included in this study are aligned in their opinions. Sustainability is an issue that could be improved and maybe even used in marketing to gain competitive advantage.

A notable discovery was that the price level in general (products and the entry fee) is appreciated by all the parties. According to the research results the pricing could even be slightly raised.

7 Competitive Analysis

HBB Helsinki is located in central Helsinki and there's a lot of competitors. Direct competitors are located really close and changing from nightclub to another is easy. Within 200m from the venue location there are 18 competitors with the same or similar offering (Google Maps 2024).

7.1 Competitors, guest questionnaire

In the guest questionnaire we asked the participants to list their top three nightclubs in Helsinki. Here's all the nightclubs that got over 10 mentions. Each mention was awarded one point even if it was listed first or as the best. For reference HBB Helsinki got 298 mentions on the same questionnaire.

Competitors (guest questionnaire)

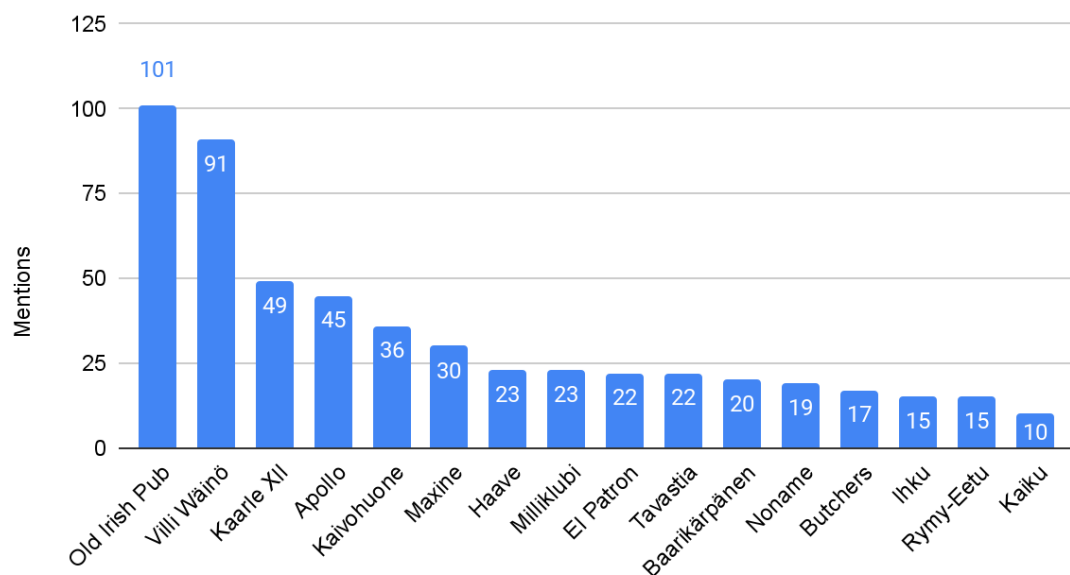


Figure 16. Top competitors according to the guest questionnaire

Other mentioned venues in the guest questionnaire (with less than 10 mentions) were: Mascot, Set's Cellar, Kuudes Linja, Hercules, DTM, Siltanen, Erottaja, Post Bar, On the Rocks, Svengi, Teatteri, Mummotunneli, Molly Malones, Set's

Backyard, Musta Härkä, Post Bar, Black Bird, Iguana, Bar Loose, VENN, Kult, Lepakkomies, Bank, Rooftop Miami, Anna K Karaokebar, Shot Club, Holiday, Hang Out, Room Boulevard, Itis Pub, Allas Sea Pool, Lucky Lady, Zetor, Bier Bier, Aussie Bar, Gate A21, Kalliohovi, Le Bloom, Meritähti, KOMA, Tenkka and Valkoinen Sali.

7.2 Competitors, staff interviews

In the staff interviews everyone interviewed was asked to list the top competitors of HBB Helsinki. Amount of mentions was not limited. All the staff interviewed was asked to list all relevant competitors.

Competitors (staff interviews)

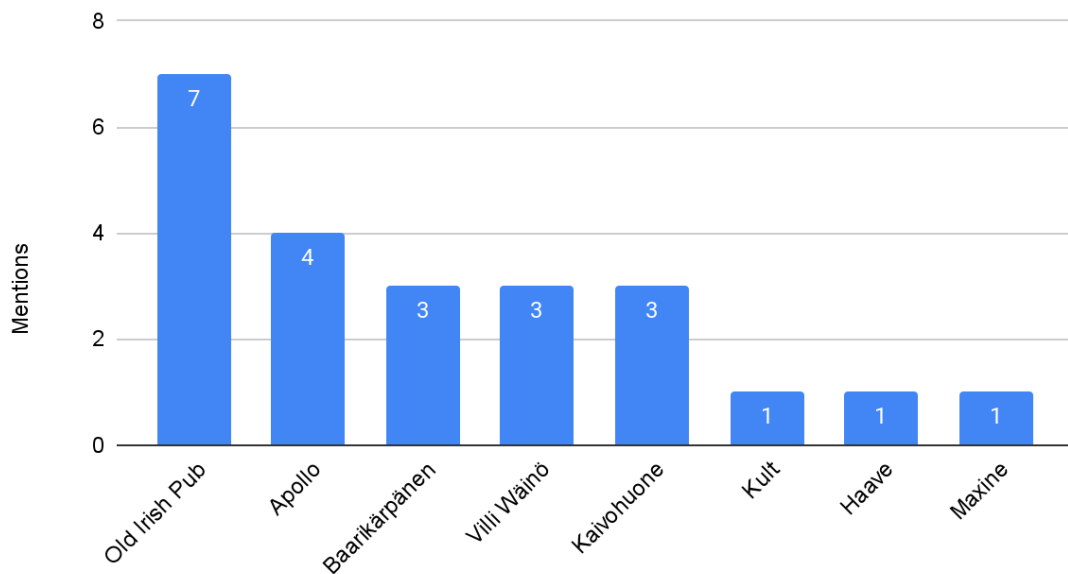


Figure 17. Competitors according to the staff interviews

7.3 Conclusion, main competitors

The list of competitors are similar from the staff and the guests perspective. On both graphs the Old Irish Pub is mentioned as the number one competitor. Surprisingly from the second place onwards the graphs differ. It's surprising that

the staff has not mentioned Kaarle XII at all. Noname at place 12 on the guest questionnaire is something that needs to be recognized. Noname opened the venue on 5.4.2024 and the questionnaire was implemented on 17.-24.4.2024.

From this data I chose the top 6 from the guest questionnaire for more detailed comparison. Baarikärpänen could have been added to this comparison too but it has been closed for 2024 and it's looking for a new location.

List of top competitors:

1. Old Irish Pub
2. Villi Wäinö
3. Kaarle XII
4. Apollo
5. Kaivohuone
6. Maxine

7.4 Competitors, online presence comparison

The public social media channels are good meters to compare services to each other. Data is publicly available and easy to compare. As we can see from the figure 18 HBB Helsinki is the leader in the main social media channels for the target group (Instagram, TikTok). On TikTok HBB Helsinki has a really good lead. Old Irish Pub, Villi Wäinö, Maxine and Kaarle XII are not on the service at all. When measured by the likes of videos posted HBB Helsinki is in a league of its own (Likes on TikTok: HBB Helsinki 69500, Kaivohuone 15100, Apollo 321).

On Facebook HBB is in fourth place. Facebook is dominated by Kaivohuone and Apollo which both host a lot of live music events. Facebook is an optimal platform to promote live music / artist events.

Social media presence compared

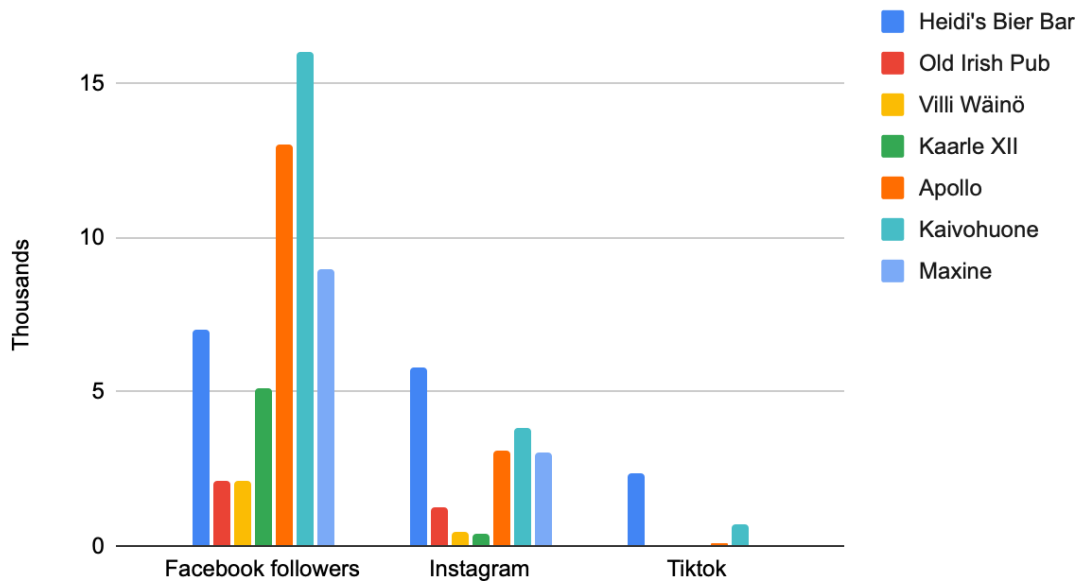


Figure 18. Social media presence comparison

7.5 Competitors, reputation / review comparison

Figure 19 is the comparison data on review sites. Google is used widely overall and TripAdvisor is the main channel for tourists in the area.

Heidi's is performing acceptably compared to the competitors. Villi Wäinö and Kaarle XII have the best reviews. Apollo has better reviews on Google and is tied with HBB Helsinki on Tripadvisor. Old Irish Pub is not present on TripAdvisor at all.

Star ratings is the easiest metric to understand quickly but also the amount of reviews must be taken into account (table 2) HBB Helsinki has the third most reviews on Google (1078). Maxine has only 232 and when compared HBB Helsinki makes an impression of a more popular place.

Reviews and reputation

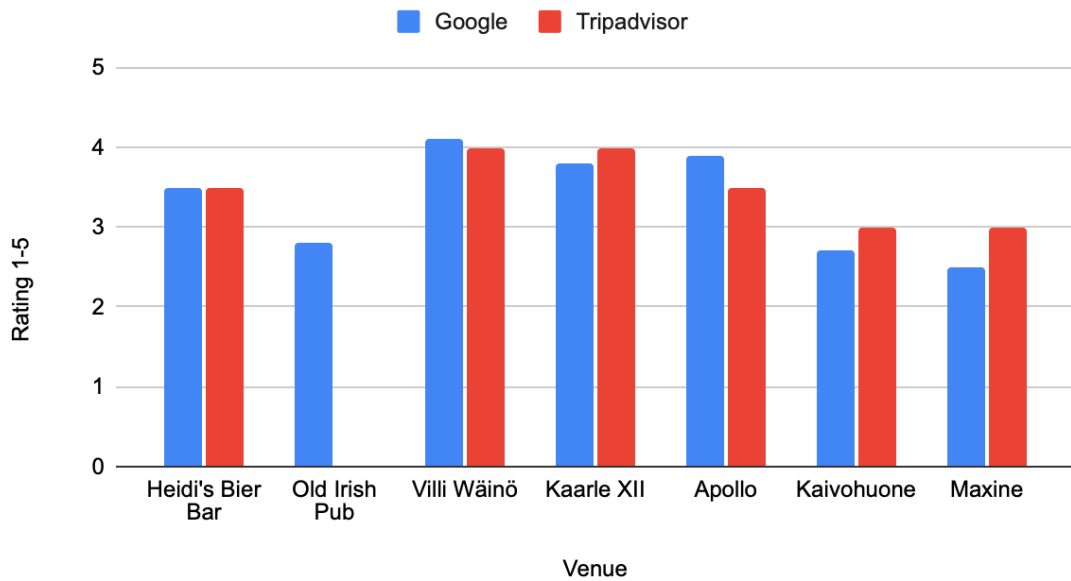


Figure 19. Reviews comparison

Table 2. Amount of reviews per service

	Google reviews total	Tripadvisor reviews total
Heidi's Bier Bar	1078	32
Old Irish Pub	633	0
Villi Wäinö	1086	125
Kaarle XII	946	44
Apollo	1813	53
Kaivohuone	269	13
Maxine	232	26

7.6 Conclusions

HBB Helsinki is performing great when compared to the competitors found in the staff interviews and the questionnaire. HBB Helsinki is outperforming all competition on TikTok which is one of the most attractive marketing channels to the target group of 18-20 year olds. Guests should be directed to produce more reviews on the public channels to make the venue more attractive to the new

guests. HBB Helsinki is performing well in the review comparison but with effort it is possible to outperform the competitors on this front also.

8 Guests

The target audience of marketing for HBB Helsinki is the 18-22 year old people around the metropolitan area. I analysed the data available to create an understanding of the guest profile.

8.1 Social media followers, geography

Geography, social media

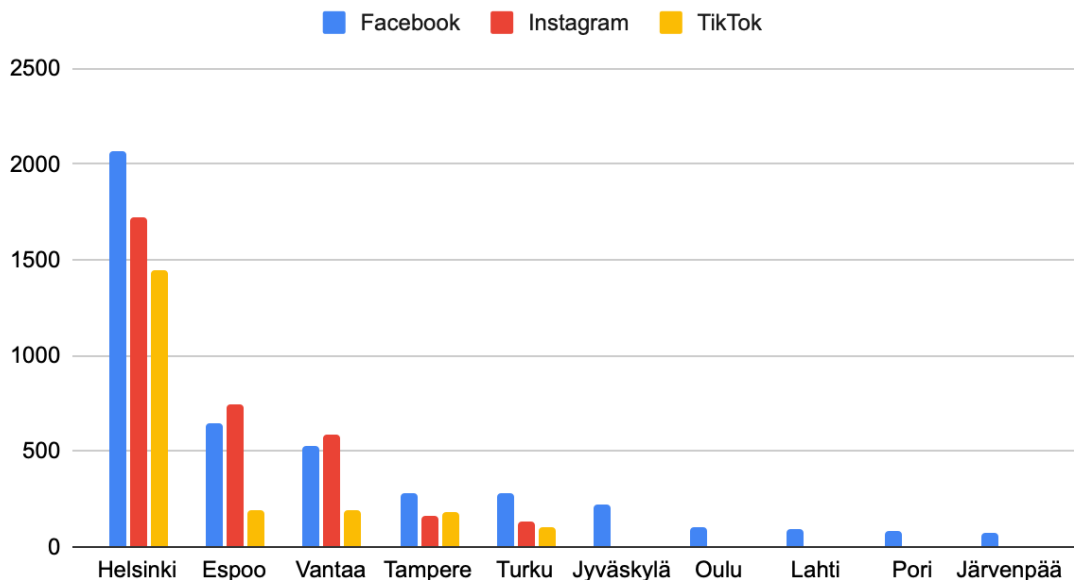


Figure 20. Social media followers, geography (30.1.2024)

From the data we can see that HBB Helsinki followers on social media are primarily from the metropolitan area (Helsinki, Espoo, Vantaa). There are also followers from the cities that host a HBB venue of their own (Tampere, Turku, Jyväskylä, Oulu, Pori).

HBB brand is of interest to the followers even if the venue is not in their own town. The visitors of HBB Turku for example also follow HBB Helsinki and so on. As a brand HBB has cross-marketing potential.

It seems that Tik Tok is more strongly geographically based social media. The reason for less followers in smaller towns can be also interpreted so that Tik Tok is not so widely used outside the metropolitan area.

8.2 Social media followers, age

Facebook, Instagram and TikTok

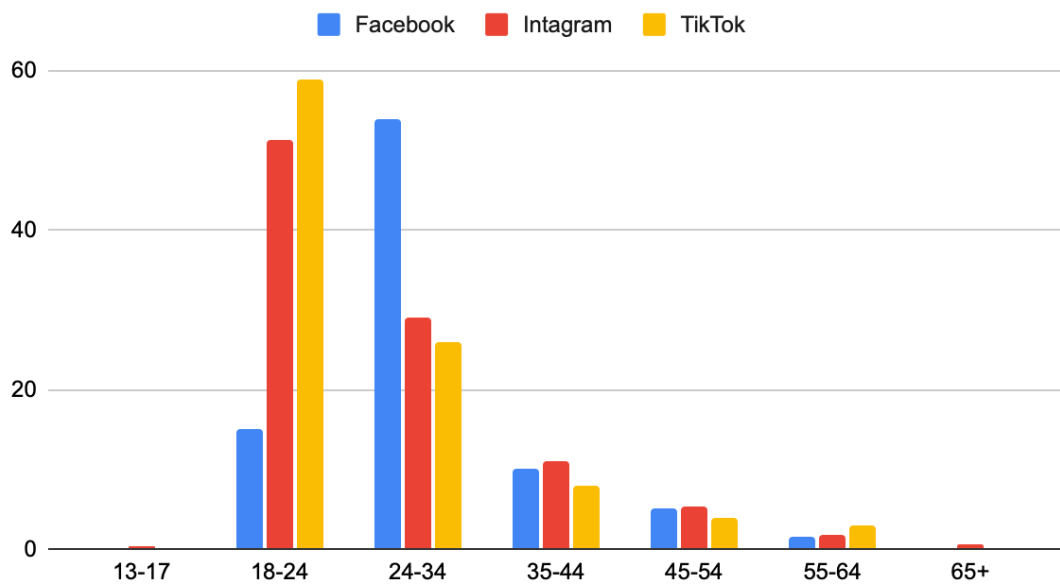


Figure 21. Followers of social media, by age

Social media followers are concentrated on ages of 18-24 and 24-34. TikTok and Instagram dominate for the main target group of 18-24 year olds. TikTok is dominant for the 18-24 group. Facebook fans are older and the service is dominant in the 24-34 age group.

HBB Helsinki was opened in 2018 and the follower base in Facebook was formed near that time. It would seem that not many people have unsubscribed / unliked the Facebook page and thus their age is maturing as time goes by. According to 2023 data Facebook has maintained its strong user base but Instagram and Tik Tok are growing quickly - especially among the young users (18-24 years old) targeted by HBB Helsinki.

8.3 Nyx user data

Nyx is the loyalty app used by HBB Helsinki to provide discounts and incentives to the loyal guests. As a service Nyx does not remove the unused accounts so every account create is by default included in the basic data. If a person has created an account as 18 year old when HBB Helsinki was founded and uses it once he/she is still in a system and shown as 26 years old now.

To see the active users there's also revised data which shows genders and average ages of the people who have used the service (29.01.2024-29.4.2024). This is a more accurate overview of the users.

Table 3. Nyx users, gender and age (all users n=14540, active n=1847)

Data	Male	Female
Percentage of all users	43,36%	56,64%
Average age, all users	24,6 years	23,6 years
Percentage of active users	47,37%	52,63%
Average age, active users	22,6 years	21,4 years

8.4 Marketing channels

This part of the questionnaire asked the guests which marketing channel do they follow to get information on HBB Helsinki events and activations. The amounts reported here closely follow the follower base amounts (Figure 18).

Marketing channels, Guest questionnaire

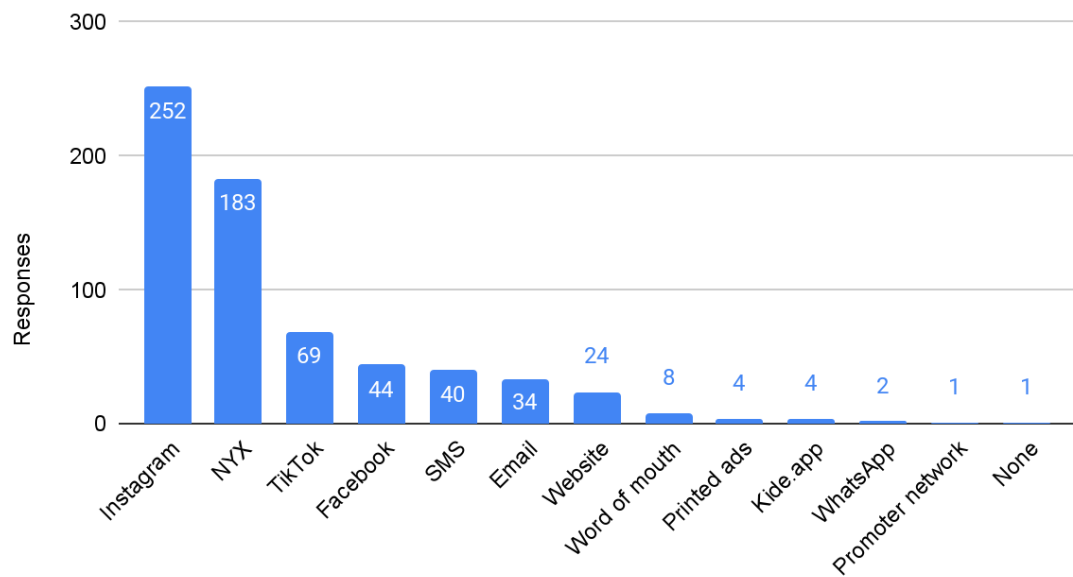


Figure 22. Marketing channels, Guest questionnaire (n= 666)

8.5 Guest profile

Geography, guest questionnaire

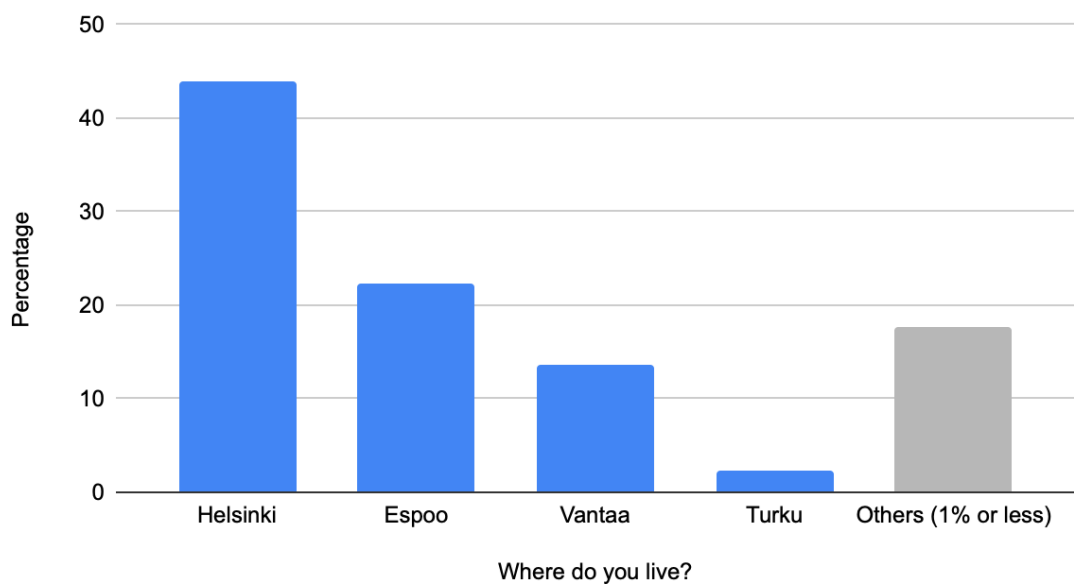


Figure 23. Guest questionnaire, demographics (n=338)

According to the questionnaire data the guests of HBB Helsinki are mainly from the metropolitan area. 43,9% are from Helsinki, 22,38% from Espoo and 13,66% from Vantaa. This is also reflected in the social media followers. Other towns are present in the data but with small percentages. The other towns are the ones that have a HBB venue of their own.

8.5.1 Age

Age, Guest questionnaire

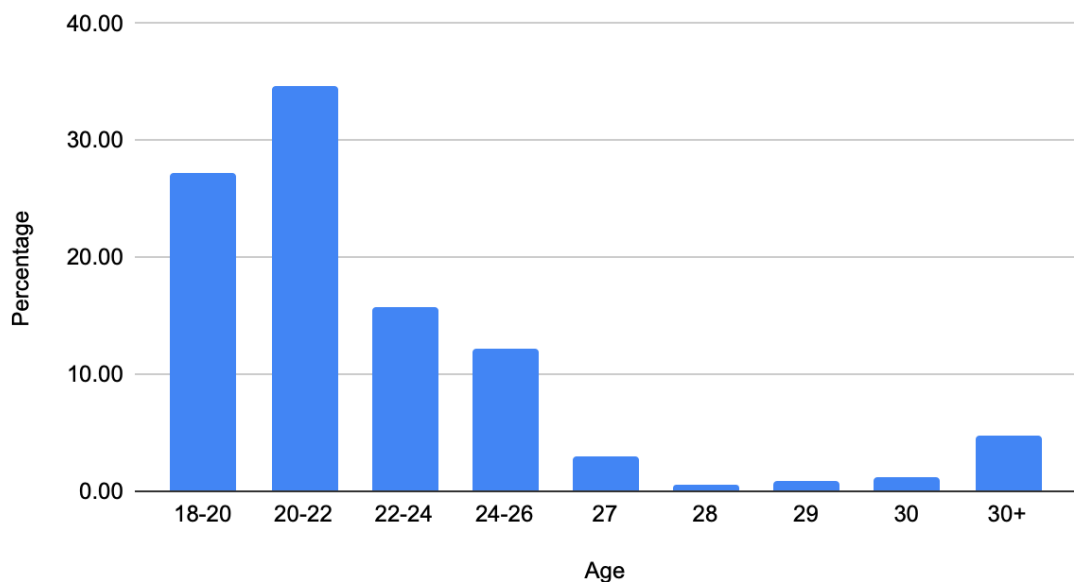


Figure 24. Guest questionnaire, Age (n=338)

89,64% of the respondents on the questionnaire are 18-26 years old. The questionnaire was built so that the respondents choose a two year option starting from 18 years. Majority of the answers (34.62%) were 20-22 years old. Second largest option was 18-20 years old.

The applied Nyx data shows the average age of users by gender. Males average age is 22,6 years and women 21,4 years.

Average age of the followers on social media is older than this. This is due to “followers aging with the venue” - there are inactive followers who do not

unsubscribe. The social media data is based on the division made by Meta analytics (18-24, 24-34, 35-44...). TikTok fans are 60% in the 18-24 group. Instagram is dominant in the same age group with 51,4% of the fans. Facebook fans are a bit older and the main group of 54% of fans is 24-34 years old.

8.5.2 Gender

Gender, Guest questionnaire

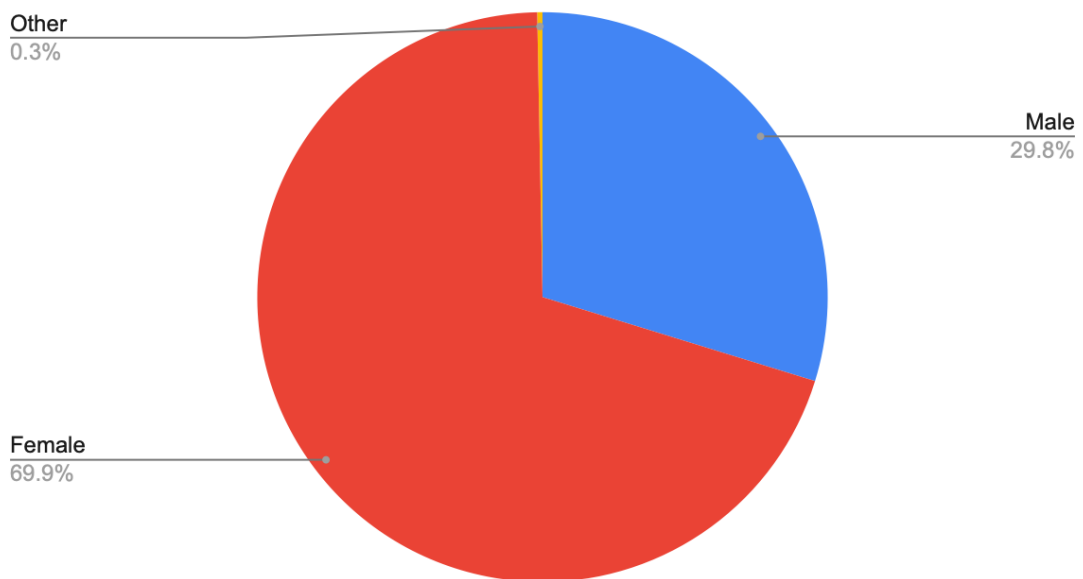


Figure 25. Gender, guest questionnaire (n=336)

According to the data there are more female followers and fans than males for HBB Helsinki. On the questionnaire 69,94% answered that they are females, 29,76% males, and 0,3% other. The Nyx data also has inactive users but for the genders the whole data is applicable. According to the whole Nyx data the users are 56,64% females and 43,36% males. The number of the active users is similar with 52,63% female and 47,37% males.

8.5.3 Occupation

Occupation, Guest questionnaire

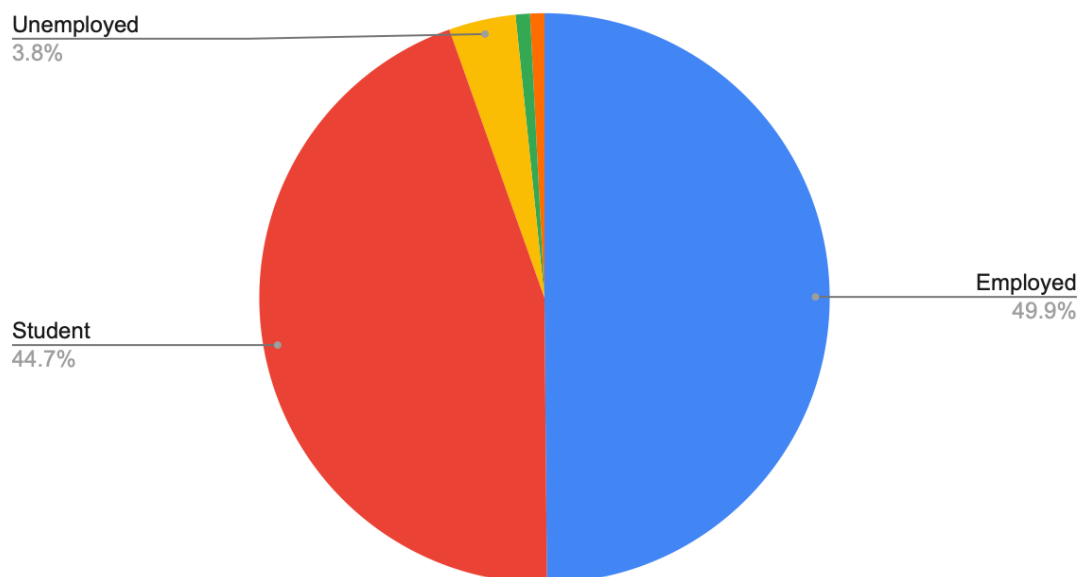


Figure 26. Occupation, guest questionnaire (n= 369)

According to the questionnaire data 49,9% of the guests are employed and 44,7% are students. Small percentage of the questionnaire participants are unemployed or serving in the military.

8.5.4 Visit frequency

Visit frequency, Guest questionnaire

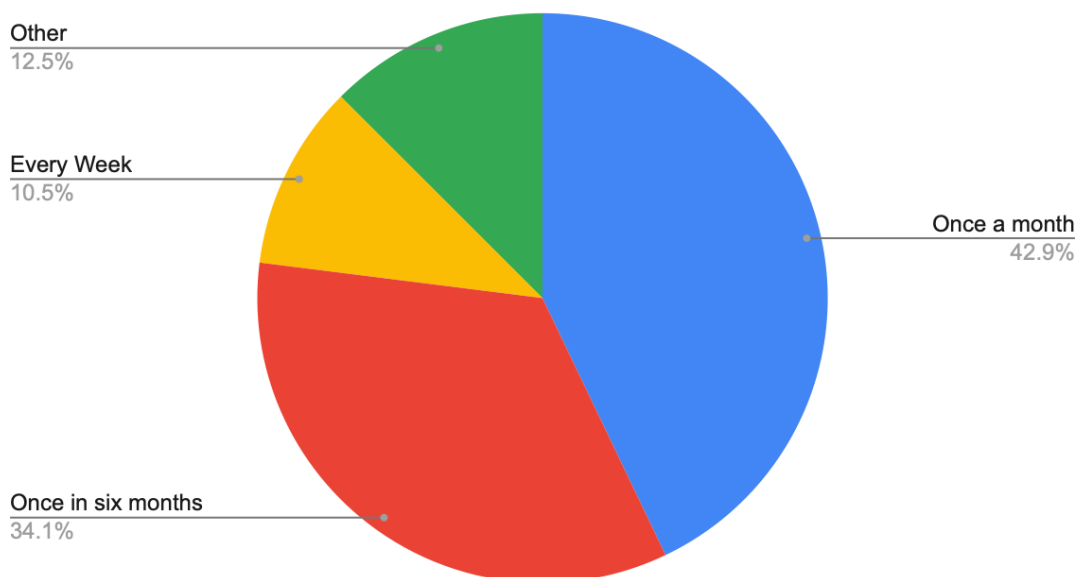


Figure 27. Visit frequency, Guest questionnaire (n= 352)

Almost half of the questionnaire respondents visit HBB Helsinki once a month (42,9%). 10,5% visit every week. 34,1% said that they visit once in six months. Rest of the respondents (12,5%) have chosen the option “other” and their answers vary from “now and then” to “whenever I can” and thus are insignificant from the study’s point of view.

8.5.5 Nyx -membership

Are you a NYX-member?

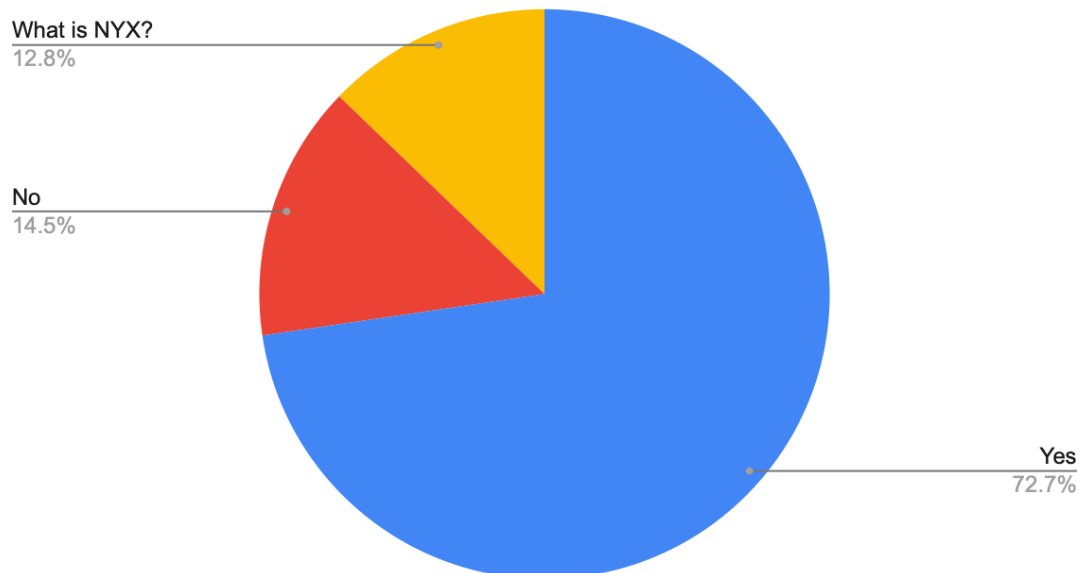


Figure 28. Are you a Nyx-member? Guest questionnaire (n= 344)

72,7% of the respondents are Nyx members of HBB Helsinki and 14,5% are not. 12,8% did not know what Nyx is.

9 Event ideas

In the guest questionnaire the guests were asked ideas for upcoming events and activations. Generally most feedback of the current practices was positive.

Event ideas, guest questionnaire

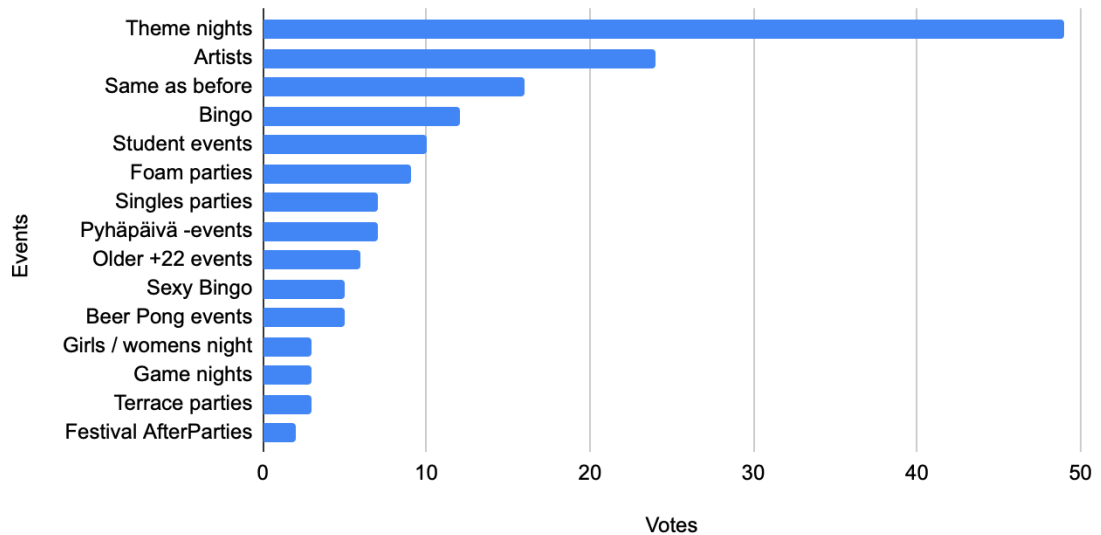


Figure 29. Event ideas, Guest questionnaire

Guest were asked what kind of events they hope HBB Helsinki to arrange in the future. The answers were categorized and here's top 15 listed. Theme nights were by far the most popular opinion. Same as before is a category listing all the responses which said that HBB Helsinki is doing well and should continue as it is.

There were also individual suggestions "more karaoke" and "arrange a karaoke competition. Since most HBB venues offer karaoke the competition would be a good activation which would be easy to scale up to the other venues.

Conclusions

The current events and activations are performing well. Guests asked more “theme nights” which means events that the guests are able to dress up for. Guests also asked for more live events but the HBB Helsinki venue in itself is not optimized for artists but this should be looked into. There could be guests DJ’s or other live events that can be implemented in the venue.

10 Feedback

Public feedback online (last two years) and the open feedback received from the questionnaire was categorized by topic. This was done by loosely defining on which part of the service this feedback is about and then evaluating if the feedback is positive or negative. By categorizing we are able to determine which part of the service process receives the most feedback.

10.1 Positive feedback

Positive feedback, categorized

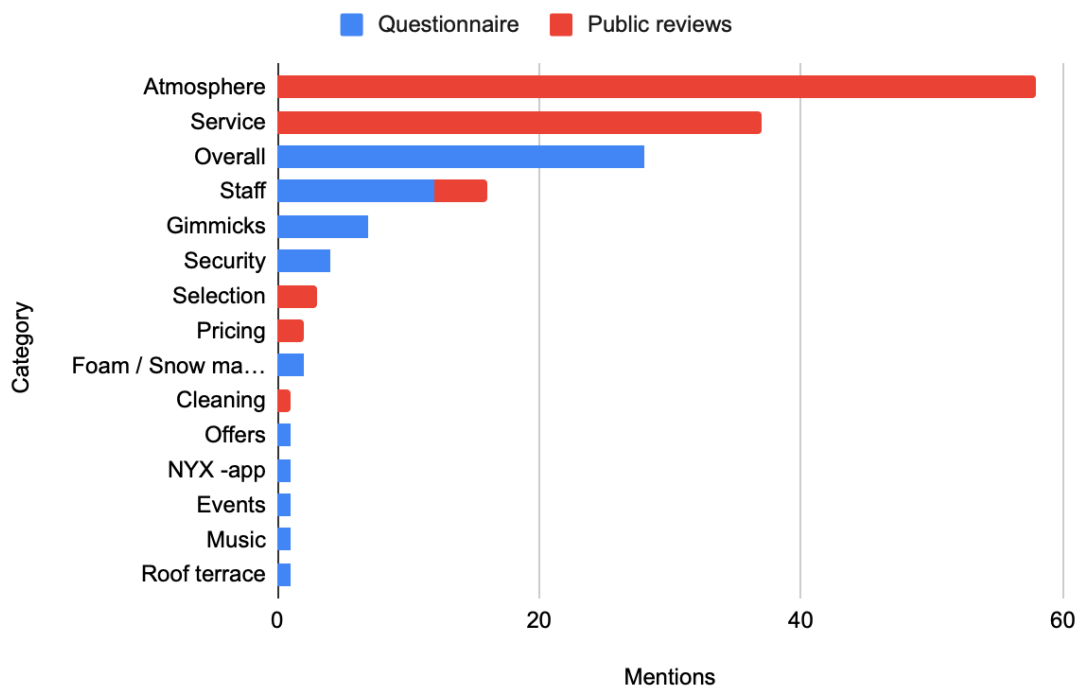


Figure 30. Positive feedback, categorized

According to the image figure 29 we can see that HBB Helsinki receives good feedback on its atmosphere, service and staff. Category “Overall” includes all feedback which says that the guest is happy with everything.

10.2 Negative feedback

Negative feedback, categorized

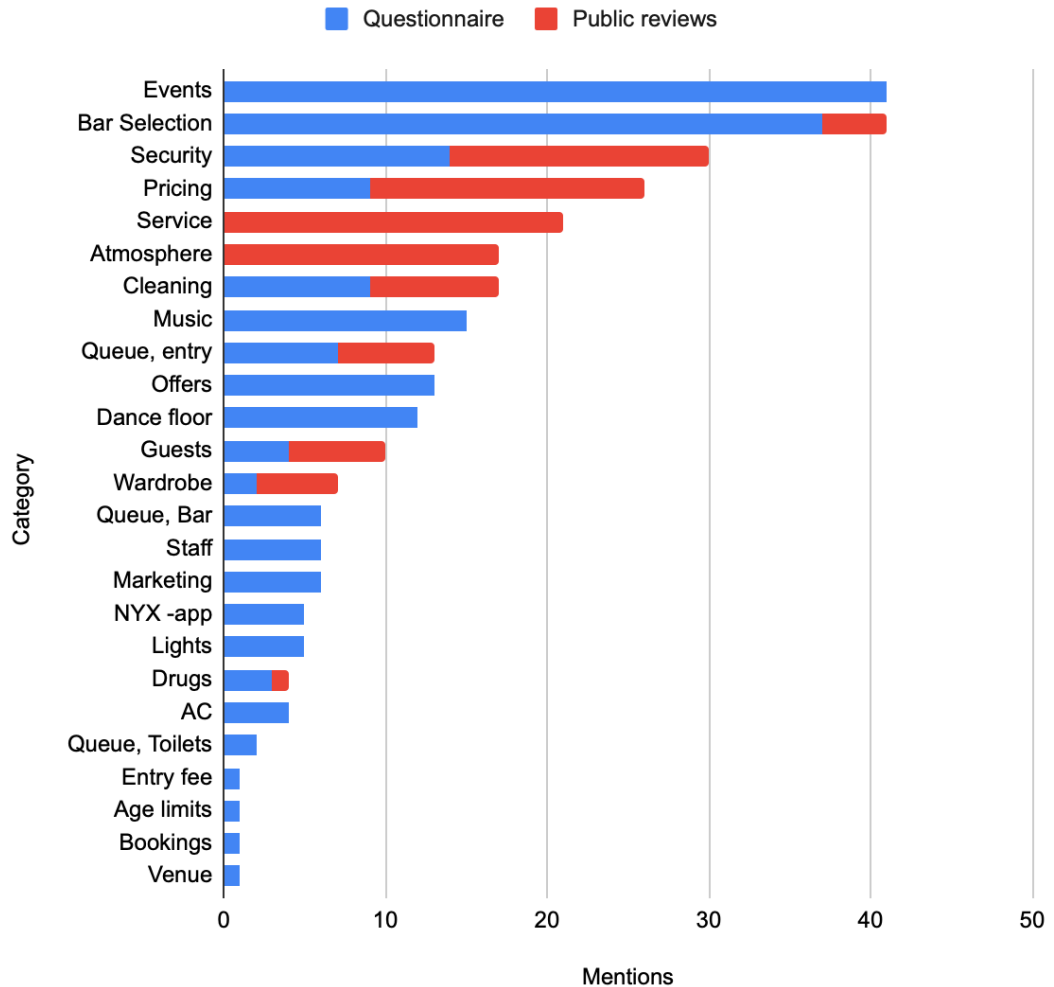


Figure 31. Negative feedback, categorized

According to the image figure 30 we can see that HBB Helsinki receives negative feedback on events, bar selection, security and pricing. The event - category includes all event related feedback. Bar selection covers all bar selection related feedback.

10.3 Conclusions

The public feedback given to the venue is mostly positive. HBB Helsinki is performing really well. All public reviews should be answered publicly to take care of the negative reviews. It's inevitable to get negative feedback but when the business takes part in the conversation this turns into neutral or even positive discussion. Feedback in general should be encouraged to co-create and improve the service with the guests.

11 Study results and recommended actions

This chapter summarizes the ideas that have been raised by this study for further improvement. Overall it seems that HBB Helsinki marketing is on a good level. Events and activations receive good feedback and the guests are pleased with the current level of service. Pricing level is appreciated from the management and the guest perspective.

I have listed the actions and recommendations for the HBB Helsinki below.

11.1 Internal review tools

Review that the metrics used to follow the nightclubs performance are up to date and track the data which makes business sense. I would add the NPS metric to the regular performance report to all of the nightclubs to track customer satisfaction.

Review and think about the internal review system. The questions (or meters) on the internal review tools seem outdated. According to the data of the past two years the reports are submitted by a small group. I think that the whole REKOM staff should have access and incentives to submit these reports. The review system is a great tool and provides transparency and co-creation possibilities to the whole operation. Currently it is not used up to its full potential.

11.2 Staff feedback

Create a system for regular staff feedback. From the interviews I learned that staff of HBB Helsinki receive very limited feedback on their work. To motivate the staff and upkeep a desired level of service regular feedback is required.

11.3 Mission statement

Staff and management are not aligned on the service mission of HBB Helsinki. A clear mission should be produced and implemented to the whole organization. The mission of HBB could be a brand level statement and implemented to all the venues. If the statement is venue specific I'd recommend that the staff is asked to produce the new mission since they are the ones producing the service.

New mission statement should be added to all the memos and agendas of the HBB Helsinki. For example as a question "how was [mission statement] visible to the guests" or "what did we do to produce [mission statement]". Applying the statement to practice and regular repetition of the phrase would integrate the mission on a deeper level.

The mission statement should also be communicated regularly to the guests. It could be written out on regular intervals in social media but also integrated into the content creation. Make a plan to produce content that supports the mission.

11.4 Utilize the benefits of scale

Most of HBB events and activations are not venue specific and thus could be applied to any HBB venue. All repeating events and activations could be documented and ranked for easy usage.

Example documentation would include:

1. Event data
2. Links to graphic templates
3. Instructions to produce the event
4. Resources needed
5. Notes by HBB venues

Event and activation data would be hosted in a cloud service so that all HBB venues would have access to the resources. This would generate a bank of

events and activations where best practices would be shared between venues automatically.

For events and activations HBB could also utilize A/B testing. The same event or activation could be done in two venues in a slightly different way and compared to find the best practices.

11.4.1 Venue manager forum

Create a forum for the venue managers across all HBB venues to share best practices. I learned from the interview that the venue manager is responsible for many operations and the practices differ a lot between the venues. Sharing the best practices would benefit all and enforce the HBB brand internally.

11.4.2 Staff exchange program

Job functions are nearly identical in all HBB venues. To share the best practices and to promote service culture it would make sense to transfer the best staff around. This is an extreme proposition but I thought of the HBB staff exchange program where the staff could easily apply to do short times at a different HBB venue. Exchange of the best customer service staff between venues would share the best practices and motivate the staff. This would make HBB a more appealing place to work for the new service superstars.

11.5 Sales of HBB merchandise

Sell the HBB merchandise at the venue. Focus on the products that have a function from the guests perspective. For example a guest could need a new t-shirt during the night - or an umbrella if the weather is rainy. In the questionnaire some guests were enquiring if there is merchandise for sale.

I'd add the merchandise for sale to the wardrobe even though it is a place where a queue is formed. They have the room and the payment option. With a

clear for sale sign all the entering guests would be aware of the merchandise. HBB merchandise could also be used as a token for customer retention and as a price for competitions.

11.6 Loyalty app renovation

Nyx app is an integral part of the HBB Helsinki operation. From the interviews I learned that the system is now growing in complexity. There's no clear structure to the perks and memberships. In practice the complexity of member perks is building queues in the venue.

The system is built so that an organization can have exclusive perks. I would simplify the system so that there would be a set amount of membership levels. For example normal, silver and gold. Then the staff would know straight away what perks the guest is entitled to.

As a marketing system there could be automation to remove the inactive users. If the user has not used the application for a set period his membership would be invalidated. The guest data could still be in the system but so that marketing is able to distinguish between active and inactive users.

To promote the app I'd add Nyx pricing to all the menus in the venue. A highlighted "members only" price should be clearly visible next to the regular pricing. This would promote the loyalty system and generate more leads for marketing.

11.7 Guest feedback

Track and ask feedback from the guests. If a guest gives the staff some feedback it is either dealt with straight away, routed to the venue manager or sent to the guest relations but the feedback is not stored anywhere. A clear feedback management system would be valuable.

11.8 Feedback channels

I'd build a section to the REKOM internal tools where all feedback from the guests is recorded. All staff would be able to post feedback from the guests there and the whole organization could access it in the same location. Same tool could be used to operate and manage the NPS metric.

For the website I'd add a feedback page. This page would include a text box for open feedback, NPS recommendation and an optional "I'd like to be contacted about this feedback" checkbox which would open an option to submit consent and contact information. This feedback could be routed to either the venue manager or to the REKOM internal tools.

The dedicated webpage could also be available at the Wardrobe too on a tablet. If a guest want's to send feedback at the venue they could do it straight to the system with this tool.

11.9 Public reviews

Encourage public reviews. According to the review comparison (figure 19) HBB Helsinki should do better with reviews to outperform the competitors. Ask for reviews when the guests are leaving the venue. There should be a clear sign next to the door where the guests are encouraged to submit a review on Google, Tripadvisor or some other platform. Tripadvisor stickers should be added so that those are visible upon entry to the venue.

Google reviews can be embedded to the website too to encourage guests to review. There are third party tools available designed to do this. All public reviews should be regularly answered. This shows HBB Helsinki as an active participant in the discussion. Even bad reviews (if handled efficiently) promote the business.

Track, document and follow up on all feedback received via reviews. At times the guests suggest really good improvements to the service and operation.

11.10 Bar offering

Upgrade the beer offering to match the name of the venue. There should be a decent selection of beers available in the venue. From the interviews I learned that there used to be a large selection of bottle beers but the circulation of the inventory was the problem. A solution could be to sell “a selection of craft beers” for a fixed price. According to the bartender the selection could be visible in the fridges behind the bar and sold as there is stock left.

Multiple guests asked for snacks (and even food) to be sold in the bar. I'd add a bowl of salted nuts, little pringles packages and pretzels for sale at the bars. These would compliment the offering and enforce the afterski brand.

Cocktail and mocktail menus were mentioned in the guest questionnaire and the staff interviews. Both should be tried at the venue. Current cocktails are made with a mixer and spirit only. This is a fast way to serve but on the other hand it is also uninspiring to the bartender and not a premium experience to the guests.

For easy testing this could be only in a dedicated bar first to see how it goes. If premium cocktails are made in the venue the products could be tested in a dedicated event.

11.11 Service languages

In the feedback part of the questionnaire several guests said that they were surprised that the staff in HBB Helsinki do not speak Finnish. This might be a service problem when since the target group is so young. Since there are also staff in the venue who can speak Finnish I would add a name banner with the flags of the languages the staff can speak on their uniform. The guest would be able to choose a member of the staff who they feel comfortable to approach.

11.12 Customer journey 2.0

Evaluate the service blueprint of the venue and make sure that all possible points the guests have a possibility to subscribe the newsletter, join Nyx or follow the venue on social media. This way the guests already in the venue will be added to the marketing databases of HBB Helsinki. The guest can be marketed to with lower costs in the future.

11.13 Marketing automations

Activate and use the email automations. For example HBB Helsinki could send an email following all the bookings asking for feedback and reviews. Another automation that is already in use on other markets is emailing guests with offers few weeks before their birthday. These tools are available already and would be a really cost-efficient way to engage with the guests.

12 Evaluation and results of this study

The main objective of this study was to produce the service blueprint and to review it from a marketing perspective. To understand the process in detail staff of HBB Helsinki were interviewed. For this study one person from each of the most important service roles was interviewed. Producing a service blueprint to a service as complex as a large nightclub is a challenging process but by focusing on the core service it was possible.

To evaluate the service blueprint and best practises a guest perspective was required. I designed a set of questions for the guests based on the findings I on the staff interviews and the service blueprint documentation process. To make the questionnaire appealing I was able to arrange good incentives from the partners of REKOM. The questionnaire was advertised in HBB Helsinki marketing channels with the materials and graphics I produced for this campaign. As a result the questionnaire was submitted by 340 participants which is a decent sample to base assumptions upon. Questionnaire also produced a profile of the guests which is included in this study.

A short questionnaire was produced for the management to review on how their opinions align with the staff and guests. Data produced is shown in the figures in this study.

To support the marketing perspective also an evaluation of the competitors was implemented based on the list of competitors produced by the questionnaire. The biggest competitors were evaluated against HBB Helsinki with the data available online (reviews, followers etc).

For this study the timing of the process was a big challenge. The study was started in January and at the same time REKOM group begun change negotiations. While the interviews were implemented most of the staff did not know if their position will continue or be terminated which influences the interview results. My personal position was terminated in March and due to this I lost direct access to company data which in turn affected the structure of this

study. The service blueprint done for this study is not directly the process in use at the venue after the change negotiations. As a research the study is still valid and ideas are applicable to other venues of REKOM.

This study found good results and relevant issues that can be improved in the HBB Helsinki service and marketing process. Some of the findings can be implemented also in the other HBB venues or even adopted to the process of marketing REKOM nightclubs in general.

Personally this study was very insightful. When the process started I thought I had a clear picture on the service process of HBB Helsinki. I had done projects for the nightclub for about three years. But when looking into the process in detail I realized that I've had many assumptions and generalizations of the process which were either misaligned or even totally wrong. As a professional this study taught me to assume less and investigate more. It was a rewarding process to implement the theory I have learned on Service Marketing and Service Design courses in practice. I hope to do more work in these fields in the future.

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Staff Interview Questions

Your role

How long have you worked for HBB Helsinki?

What are you responsible for?

Explain your service process step-by-step

What kind of questions / help do the guests ask from you?

What's the difference between VIP-guests and guests from your perspective?

If a guest is displeased what do you do?

What would you improve on your post?

How do you get feedback about your work?

Have you participated in courses?

Your most memorable customer experience at HBB?

HBB Service

What is our mission at Heidi's?

What happens when you receive feedback from the guests?

What kind of (extra) service could we offer to produce more value?

What should be the focus for 2024 at HBB Helsinki?

Competition

Who are our main competitors and why?

Numbers

Venue 1-10

Venue lights 1-10

Venue sound 1-10

Atmosphere 1-10

Events and activations 1-10

Quality of service 1-10

Selection at the bar 1-10

Price level 1-10

Online marketing materials 1-10

Offline marketing materials 1-10

Security 1-10

Cleaning 1-10

Accessibility 1-10

Sustainability 1-10

How likely would you recommend HBB Helsinki to a friend or a colleague 1-10

Management Questionnaire

HBB Service

What is our mission at Heidi's?

What happens when you receive feedback from the guests?

What kind of (extra) service could we offer to produce more value?

What should be the focus for 2024 at HBB Helsinki?

Numbers

Venue 1-10

Venue lights 1-10

Venue sound 1-10

Atmosphere 1-10

Events and activations 1-10

Quality of service 1-10

Selection at the bar 1-10

Price level 1-10

Online marketing materials 1-10

Offline marketing materials 1-10

Security 1-10

Cleaning 1-10

Accessibility 1-10

Sustainability 1-10

How likely would you recommend HBB Helsinki to a friend or a colleague 1-10

Guest Questionnaire

Part 1: Customer information

Fill in the information about you. Note that the winners of the prizes are notified via email. Fill your information correctly.

Name

Email address

Place of residence (choose option)

Options: Helsinki, Espoo, Vantaa, other

Age (choose option)

Options: 18-20, 20-22, 22-24, 24-26, other

Gender (choose option)

Options: male, female, other

Your current occupation (choose option)

Options: student, employed, other

How often do you visit HBB Helsinki (choose option)

Options: weekly, once a month, once in 6 months, other

What are your three (3) favourite nightclubs in Helsinki? (open question)

Fill the information as a list (best first). You can also elaborate your answer further.

Part 2: Marketing

Answer a few questions on how the marketing messages of Heidi's Bier Bar Helsinki reach you.

Are you a Nyx-member of Heidi's Bier Bar Helsinki? (choose option)

Options: Yes, no, I don't know what Nyx is

How do you receive information about Heidi's Bier Bar Helsinki events and offers? (choose option)

Options: Instagram, TikTok, Facebook, website, printed advertisements, email, Nyx -app, other

Which platforms do you use to follow Heidi's Bier Bar Helsinki?

Options: Instagram, TikTok, Facebook, other

Part 3: Heidi's Bier Bar Helsinki as numbers

Rate the following on a scale from 1 to 10. 1 is the worst alternative and 10 the best. At the end of this section there is a text field where you can elaborate on your answers further if needed.

Venue 1-10

Entrance fee, price level 1-10

Lights and lightning at the venue 1-10

Audio quality at the venue 1-10

Atmosphere 1-10

Events and event offering 1-10

Service level 1-10

Selection at the bar 1-10

Price level at the bar 1-10

Safety at the venue 1-10

How likely are you to recommend HBB Helsinki to a friend or colleague? 1-10

Open feedback

Here you can elaborate on your answers if needed

Part 4: Ideas and improvements

Fill in your ideas on what we could improve at Heidi's Bier Bar Helsinki? What kind of events would you like to see more?

How can we improve?

What extra service can we provide to make your experience better?

What kind of events do you hope for in the future?