

Customer satisfaction survey and development plan for case company Vaihmalan Hovi

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<p>The objective of this Bachelor's thesis is to research the current state of customer satisfaction in Vaihmalan Hovi and to create a development plan for the future according to the findings. Vaihmalan Hovi is a fairly new private family owned hotel-restaurant situated in Lempäälä, Pirkanmaa. Thesis is commissioned by Vaihmalan Hovi and conducted by the cooperation of two authors to analyse the topic in depth.</p> <p>Purpose of this thesis is to find how Vaihmalan Hovi is doing from the customer point of view? Moreover, the mission is to figure out what can Vaihmalan Hovi do to provide and create more memorable and meaningful visits for the customers. Research of this thesis is mainly based on quantitative research method multiple choice questionnaire. Online reviews, literature review and mystery shopping create the qualitative base for the thesis. The study was conducted in the timeline of October 2014 - November 2014 with the respondent rate of 92. Mystery shopping was used for data gathering in the timeline of December 2014 - January 2015.</p> <p>Thesis begins by Vaihmalan Hovi company introduction. Secondly theoretical framework covers the most important key concepts concerning customer satisfaction, -loyalty and – experience. Also customer satisfaction measurement and mystery shopping as a research method is defined. This is followed by definition of research methodology which is quantitative research. Data collection process and its key concepts – scope, reliability, validity and limitations are gone through. This leads the reader to the analysis of reviews already made online. Subsequently backgrounds of questionnaire respondents are revealed. Then answers of the questionnaire and mystery shopping findings are analysed. Finally development plan and conclusions made by the authors are introduced. Last chapter defines the suggestions for future research. The results indicate the need for customer satisfaction measurement also in the future.</p>	
Keywords Customer Satisfaction, Customer Experience Management, Customer Experience Survey, Development Plan, Customer Value	

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1 Introduction

In the era of the customers, companies highly depend on their possibility to create more than satisfactory experiences for their customers. Customer satisfaction is crucial to the organization, but still fairly difficult to measure. The problem is that measuring customer satisfaction does not tell anyone how to achieve or exceed it. Customer satisfaction is essentially the sum of a series of customer experiences. In other words, the result of the good experiences minus the bad ones. Customer satisfaction equals often to loyal customers and loyalty (frequent profitability) is good for the business.

As a property in the countryside, the case company Vaihmalaan Hovi benefits and depends highly on loyal customers. Since they are a unique hotel-restaurant with a county style, customer expectations are high. Therefore, concentrating on their customers, caring about customer satisfaction, exceeding customers' expectations and managing customer experience should be a vital part of their company identity and internal strategy.

The purpose of this thesis is to help Vaihmalaan Hovi to improve their organization and services while increasing their customer experience and satisfaction. The work is commissioned and supported by Vaihmalaan Hovi. Concentrating on hotel and restaurant services, other features of the property are left out.

One of the authors has both customer and working experience from Vaihmalaan Hovi. The background knowledge and previous experiences helps to create more detailed and appropriate base for the thesis; hoping it does not become a burden or a problem of having the preknowledge. Wider understanding also assists to develop a more suitable and realistic future plan.

1.1 Objective

The objective of this thesis is to search the current state of customer satisfaction in Vaihmalaan Hovi. How is Vaihmalaan Hovi doing from the customer point of view? Moreover, the mission is to figure out what can Vaihmalaan Hovi do to provide and create more memorable and meaningful visits for the customers. The objective was achieved by sending out a customer satisfaction survey and then having mystery shoppers to look into to the facts more closely. After the current situation was analysed, mystery shoppers were given nine gift cards to use went to the property to gather more information. Based on these findings and further analyses a development plan for Vaihmalaan Hovi was created.

The research question was formed based on the objective; how would Vaihmalan Hovi be able to make more memorable and successful visits for its customers?

1.2 Key concepts

This thesis begins by Vaihmalan Hovi company introduction. Secondly theoretical framework covers the most important key concepts concerning customer satisfaction, -loyalty and -experience. Methods for customer satisfaction measurement and advantages are introduced. Also mystery shopping as a research method is defined. This is followed by definition of research methodology which is quantitative research. Data collection process and its key concepts – scope, reliability, validity and limitations are gone through. This leads the reader to the analysis of reviews already made online. Subsequently backgrounds of questionnaire respondents are revealed. Then answers of the questionnaire and mystery shopping findings are given. Finally development plan and conclusions made by the authors are introduced. Last chapter defines the suggestions for future research.

2 Company introduction

Vaihmalan Hovi is located in the countryside of Lempäälä, a town of 22 167 inhabitants (Väestörekisterikeskus, 31.10.2014). The maison is situated 20km south from Tampere, Pirkanmaa region. Quite near to the center of Lempäälä, by Vanaja water, close to the motorway as well as conveniently between Helsinki and Tampere. Therefore Vaihmalan Hovi is easy to reach and to find from various directions. Since Vaihmalan Hovi is situated in the countryside, customers usually have a clear need to fulfil as they come to visit.

The courtyard consists of the main mansion, old garage, and a separate house called Voudin talo with some of the hotel rooms, a lake sauna and an old, big garden with groves of apple trees and berry bushes including a few sheep and rabbits to entertain the guests. Vaihmalan Hovi was totally renovated around 2008 when the property was bought by the current owner family. The style and atmosphere were also renewed in the process. The buildings were restored with respect to the long history with an international twist. Every building has been decorated with a fashioned French countryside style like the Hollandaise design brand Riviéra Maison. Vaihmalan Hovi is an ideal setting for a hotel, restaurant, spa, meetings and celebrations. Vaihmalan Hovi is developing constantly; at this moment there is a garden pavilion and a larger expansion to the main building under construction.

2.1 History

The esker of Vaihmalan has a long history. As the area is situated near Vanaja water, colonization has taken place there already in the Iron Age. The Vikings have also been visiting the area while raiding in the 900s and 1000s according to their items found from the area (Narvasoft, 2015) giving some inspiration to the design of the place.

The current maison brick house was built in 1914. Back then, the maison was an almshouse to host elder people and handicapped citizens, but also some people in good health to get all the work around the property done. Later in 1930s and 1950s the maison was expanded. In addition to the main house, there was a house for the bailiff, a lakeside sauna, a barn and a byre, which unfortunately has been demolished. (Narvasoft, 2015). The almshouse moved in to a new building in the 1980s, and the maison was left alone to deteriorate. Some kind of accommodation businesses were set up by several entrepreneurs, but none of these became successful. (Rissanen 2015a). As already mentioned, the current owners bought Vaihmalan Hovi in 2008, during the same year they opened the property as a new accommodation and restaurant business (Rissanen

2015a).

2.2 Accommodation

There are 8 rooms in the manor house and 9 more in Voudin talo. They all are unique, standard rooms with pretty little details and themes like golf or travelling. Voudin talo is designed following its history from the 1700's. Each room is air conditioned and has its own bathroom. All rooms are equipped with TV and hairdryer. Also the rooms in the main building have a wireless Internet. (Vaihmalan Hovi 2014b). All the rooms in the main house are allergy-free. Animals e.g. dogs can stay in the rooms of Voudin talo. The rooms can be booked through Booking.com, by calling, emailing, filling in the form on the hotel's website and by just walking in. The hotel doesn't have room fluctuating rates – the price stays the same all the time. It is 99€ per night for two persons, 86€ for one person per night including breakfast (Vaihmalan Hovi 2014b). Each room can accommodate two people with a baby crib if needed, some also have an extra bed. The hotel is occupied about 30-55% of the year, depending on the season. Summer time is the busiest with about 55% occupancy and winter after Christmas is quieter with the lower occupancy. (Rissanen 2014c).

2.3 Restaurants

There are two restaurants in Vaihmalan Hovi. By the reception there is bistro Kynsilaukka and downstairs an á la carte restaurant Viikinkikellari.

Kynsilaukka is a casual restaurant with a wide variety of dishes ranging from pizzas and hot wings to escargots and grilled steaks. During summer time the bistro serves customers also at the terrace that holds up to 100 guests. The bistro includes also a bar that has to offer drinks from cocktails to excellent cognacs and fine dining wines. The bistro offers lunch from Monday till Friday as well as on Sundays. The menu varies from day to day weekly. Breakfast with a Finnish twist for hotel customers is also served in Bistro Kynsilaukka. (Vaihmalan Hovi 2014c)

Vaihmalan Hovi has one big ballroom that can hold up to 90 guests and two cabinets; August's cabinet for maximum of 24 people and Serafiia's for a few more. Together it is possible to organize gatherings and parties for approximately 130 guests for example weddings and birthday parties. Vaihmalan Hovi's kitchen develops special order menus according to the guest's taste within celebrations. The ballroom and August's cabinet are also equipped with projectors and screens for conference and meeting needs. (Vaihmalan Hovi 2014c)

Viikinkikellari is an atmospheric and intimate restaurant with a fine dining atmosphere. "Menus change according to the season and always carry Finnish delicacies with a French twist." (Vaihmalan Hovi 2014c). The restaurant mainly uses local ingredients for example fish, crabs and cheese from the local farmers. As an example, last autumn the menu was inspired by a local mansion, Laukon kartano, which has long food traditions. In the menu there are wine suggestions to each dish from entrees to the dessert. (Vaihmalan Hovi 2014c). Viikinkikellari tells the guests the story of the Vikings in the area by its atmosphere and themed paintings. Furthermore, Viikinkikellari is suitable for small celebrations or meetings.

2.4 Facilities

In addition to accommodation and restaurant facilities, Vaihmalan Hovi offers refreshing surroundings for meetings and conferences as mentioned earlier. It also offers packages from golfing, horseback riding, river floating, ATV-riding, playing beach volley, dog sledding or going for a canoe trip to companies and groups in co-operation with different adventure organizers. It is also possible to just simply go fishing, rowing, hiking or biking in the surrounding nature. (Vaihmalan Hovi 2014a). Vaihmalan Hovi also organizes weddings, gatherings, memorials, family dinners etc. - basically all kind of celebrations and parties.

Moreover, Vaihmalan Hovi has a Day Spa, which operates from Tuesday till Saturday and is available for everyone. The spa has relaxing beauty treatments as well as sport and hot stone massages. There is a steam sauna and a Jacuzzi, which can also be reserved. The lake sauna by Vanaja-water was built in 1920's and it used to serve bathers as a washing facility and as a sauna for a communal home. In 2008 the sauna was completely renovated to its current modern appearance. It can serve up to 15 persons at a time. The lake sauna is a perfect solution for just spending time with friends and also suitable for meetings. (Vaihmalan Hovi 2014d). Putiikki-shop is situated in the manor house with now two floor premises full of items to attract the design enthusiasts to Vaihmalan Hovi.

2.5 Staff

In addition to the owner family, Vaihmalan Hovi has currently staff for about 12 people. During the summer time the amount of workers is almost double. The waitresses work as receptionists as well; most of the staff is multitasking. Staff includes housekeeping, waitresses, chefs, maintenance people, a service manager, marketing manager, restaurant manager, boutique workers and a lot more. (Rissanen 2015b).

2.6 Customer segments

Vaihmalan Hovi is targeted to basically everyone, depending on what type of services the customers use.

Bistro Kynsilaukka is segmented to families with children, young couples aged 18-35 and older middle age couples from 35 to 55 years old. Also people coming for lunch are a major segment nowadays. The hotel side attracts meeting customers, individual business men and workers, guests who have come to a celebrations and older couples having a great time getting spoiled. The ballroom and meeting facilities are targeted to small and middle sized companies, organizations and associations, wedding couples and other family celebrations as well as smaller units of a bigger company. Putiikki-shop on the other hand targets for people interested in design (both locals and any other design enthusiasts), bistro, meeting and ballroom guests and also the ones who are accommodated in Vaihmalan Hovi. Day Spa is for the locals and for customers, who want to spoil themselves, mostly middle aged. (Rissanen 2014b).

Customers are mainly Finnish, but there are also foreign customers especially during the summer time. The main foreign customer groups are German. The customer flow per day is 50 to 100 customers. During the busiest time from June to August, there are even 100 to 170 customers per day. The numbers stay basically the same during weekdays and weekends. (Rissanen 2014c).

3 Theoretical framework

This chapter introduces and defines the main concepts concerning customer satisfaction, customer satisfaction measurement, customer loyalty and customer experience. Service quality and mystery shopping are defined. Theoretical framework is written to support the research and findings of the thesis.

3.1 Customer satisfaction

Businesses have always been highly dependent on customers and their buying power but the importance of customer satisfaction in a business has grown during last decades. Without customers buying power a great product or service simply isn't profitable. Nowadays the facts concerning customer satisfaction are increasingly understood. Keeping existing customers is known to be far more cost-saving than acquiring new ones. Likewise connection between customer satisfaction and company profitability is well-known among business organizations. However customer satisfaction measurement and benefiting from the results is still in the shoes of a child (Hill & Alexander 2006, 1). This means, not measuring customer satisfaction at all or measuring it in inadequate way.

Customer satisfaction has been defined in various words and phrases. According to Hill & Alexander (2006, 2) customer satisfaction is a measure of how organization's total product performs in relation to a set of customer requirements or simply "doing best what matters most to customers" (2006, 9). Another description offered by Hill, Roche & Allen (2007, 2) defines customer satisfaction as the range of attitudes and feelings that customers hold about their experiences with an organization. These attitudes guide customer's future behavior. That is whether to purchase products from a company again or change to the competitors offerings. In addition Kotler (2007) has described customer satisfaction simply accordingly: "If the product matches expectations, the consumer is satisfied. If it exceeds them, the consumer is highly satisfied, if it falls short the consumer is dissatisfied" (Hill, Roche & Allen 2007, 31).

However also perceptions towards a company or a product guide customer's purchase decisions. Perceptions are subjective prejudices, which can build up early before the customer ever enters the company. Perceptions are therefore images in customers' minds which can mirror stereotypes. They are also affected from word of mouth and peer evaluation. This image can be met or destroyed though customer experience which leads to either satisfaction or dissatisfaction.



Figure 1. Hill, Roche & Allen (2007, 4)

Moreover high customer satisfaction correlates to the total product (core product and service) meeting or exceeding customers' needs, wants and perceptions. In conclusion it means understanding what customers' priorities and future demands are. As the figure 1 shows, customers' behavior originates from their attitudes. Only the (highly-) satisfied customers tend to return and behave in a way that leads to organizational outcomes (Hill, Roche & Allen 2007, 4).

Simple pattern is if the customer is highly satisfied, he/she will likely become loyal. Customer loyalty leads to company profitability in the long run. Customer loyalty and commitment will be precisely covered in the following chapter (3.2).



Figure 2. Abraham Maslow's hierarchy of needs (Maslow, 1943)

Abraham Maslow's (1943) hierarchy of needs is a world known theory from the field of psychology. According to the theory and studies behind it basic human needs have to be satisfied before one can climb the pyramid to self-actualization and experiential activities

(Maslow, 1943). When looking at customer satisfaction and human needs, this model becomes beneficial. In hotel and tourism business basic needs translate to a safe and clean room without disturbance. Customer satisfaction is built from the lowest levels upwards. As an example if a hotel has beautiful interior design and magnificent staff, it is not quite good enough if the hotel room is dirty, cold or malfunctioned.

3.2 Customer loyalty

Loyal customers are extremely important to any company in any field, as they tend to recommend the company to friends (peer marketing), choose the company repetitively, use multiple products of the company (less price sensitive) and know what they want, usually also getting it. Loyal customers believe their chosen supplier is the best for them in the field committing to the organization (Hill & Alexander 2006, 17). In hotel business travelers commonly choose one particular hotel chain repetitively since they find it reliable based on their previous experiences and they trust getting what they expect.



Figure 3. Hill, Roche & Allen (2007, 32)

Hill, Roche & Allen (2007) have described The 3 R's of customer loyalty found by Harvard Business School: retention, related sales and referrals. Customer's lifetime value increases over time, which makes loyal customers highly profitable to the company. (Hill, Roche & Allen 2007, 19) Levels of customer lifetime are introduced below.

Levels of Customer lifetime value (Hill, Roche & Allen 2007, 19)

- Acquisition : Cost of acquiring customers (marketing) occurs usually during first year
- Base profit: Second year or later
- Revenue growth: Customer is satisfied and chooses the company apart from others, product awareness increase, buys more
- Cost savings: Long term customers cost less because they tend to get what they expect and are familiar and satisfied with the company
- Referrals: Highly satisfied customers tend to recommend the company. This level

eliminates the cost of acquisition, as the company achieves new customers

- Price premium: Loyal and long-term customers are willing to pay a price premium since they trust the company will provide a good value for the money (Hill, Roche & Allen 2007, 19).

3.3 Measurement of customer satisfaction

Hill & Alexander (2006, 2) define customer satisfaction measurement as the measurement of organizations performance as a supplier from customers perception. In other words measurements show how customers' expectations are met in reality.

Customer satisfaction is said to be one of the most important parameter indicating main performance in any business organization (Grigoroudis & Siskos 2010, 1). Moreover customer satisfaction is very abstract and intangible which leads to the necessity of its measurement. In order to be managed and understood customer satisfaction measurement is essential. Measurable parameters provide concrete proof of customers' perceptions towards the organization, its products and services.

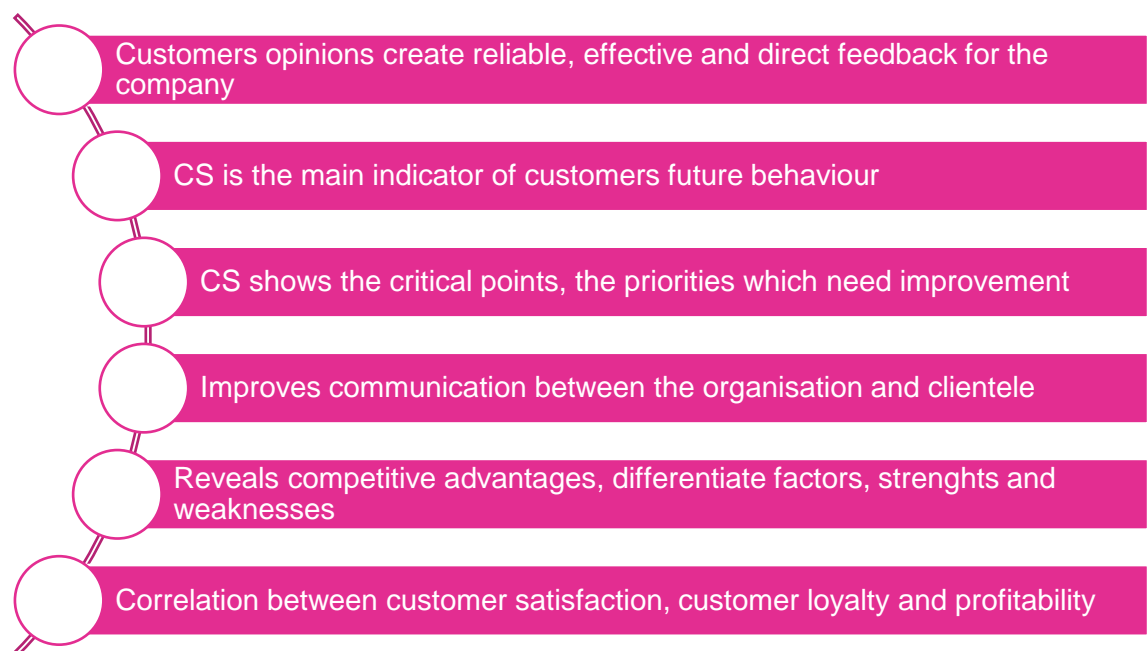


Figure 4. Why to measure customer satisfaction (Kalinainen 2015 - based on Grigoroudis & Siskos 2010)

Why to measure customer satisfaction? Firstly professionally-made customer satisfaction surveys have remarkable advantages. Customer's opinions create reliable, effective and direct feedback from company's actions to the company itself (Grigoroudis & Siskos 2010,

1). As mentioned before customer attitudes direct their future behavior. Measurement of customer's attitudes and feelings not to forget the whole satisfaction level towards the company is the main indicator of predicting their future plans towards the organization.

Secondly results of customer satisfaction measurement might give managerial tools to understand customer's opinions. Advantage is to make the right decisions based on these customer opinions to increase the satisfaction levels and hence customer retention (Hill & Alexander 2006, 9). Furthermore an accurate customer satisfaction survey provides the critical points – the priorities which need improvement in the company. These are the priorities in which the company should focus on in order to improve customer satisfaction (Hill, Roche & Allen 2007, 39-40).

Suggestions for quality improvement revealed by customer satisfaction survey results can highly motivate the employees as the feedback of their work come straight from the customers themselves and not only from the managers. In addition as customer satisfaction measurement is optional, it is still highly recommended action in any organization as several researches has shown high correlation between satisfaction level, customer loyalty and profitability (Grigoroudis & Siskos 2010, 3).

Moreover customer satisfaction surveys improve the communication between the organization and clientele. They also examine if certain new actions or products have an impact on the clientele and also which are the products which fulfill or exceeds customer's expectations and which should be developed (Grigoroudis & Siskos 2010, 1-3). Customer satisfaction surveys are beneficial as they can reveal the differentiate factors against competitors – almost like a SWOT analysis figure based on customers judgment (Grigoroudis & Siskos 2010, 1-3).

In addition to the last, according to Grigoroudis & Siskos (2010, 2) the main reasons for measuring customer satisfaction are the following. Customer satisfaction measurement might help a company to understand its customers in a deeper level, as many tend not to give complaints during the situation. This can be due to customer's attitudes or consequences which might occur, or simply lack of time. Majority of customers are more likely to express their dissatisfaction level through an anonymous survey. Customer satisfaction survey might reveal different perceptions in quality or processes between managerial department and customers as well. This lens of customer gives great viewpoint to the organization. Methods for customer service measurement can be found in both quantitative and qualitative research.

3.4 Service quality

Hunt & Ivergård (2015, 1) define service as perishable interaction occurring person-to-person between the service provider and the user given and received in the situation. It is often subjectively experienced by the customer. Fundamental components of service encounter are described to be the following three: a service delivery system, a service task and a set of service standards (Hunt & Ivegård 2015, 3). It is important that service has a meaning, purpose and so called vision which is understood by both managers and employees. Meaningless service encounters undoubtedly lead to customer dissatisfaction and even the phenomenon of customer frustration. This is a situation when meeting customer's expectations are failed (Hunt & Ivegård 2015, 4).

Service quality can be the main key differentiation factor when comparing competitive organizations. Organization has to have service standards which demonstrate the quality of service tasks. Often the service standards mirror organizations values, mission and vision (2015, 5). Hunt & Ivegård (2015, 5) emphasize the significance of both transparent and measurable service standards for service providers and customers. Hence the employees know how to act upon standards which meet customers' needs and wants. Also visible service standards allow comparative evaluation of the service among competitors. This is important both for the service provider and customers, for development (Hunt & Ivegård 2015, 5).

Dissatisfaction is without doubt the reason behind customer loss. Therefore it is remarkably important as a business organization to understand why customers are dissatisfied, seeing the real meanings and reasons behind their actions. The figure 5 of service quality gap illustrates five root causes and possible reasons often behind customer dissatisfaction introduced by Hill & Alexander (2006, 6). These gaps are usually arisen because of misunderstanding or differences in perception between service provider and the customer. When these gaps are understood, they can be identified and "closed" by customer satisfaction measurement, analysis of its results and changes (Hill & Alexander 2006, 8).

SERVQUAL is a quality management tool for businesses created already in the year 1988 by Zeithaml, Parasuraman & Berry (Zeithaml, Parasuraman & Berry 1990)

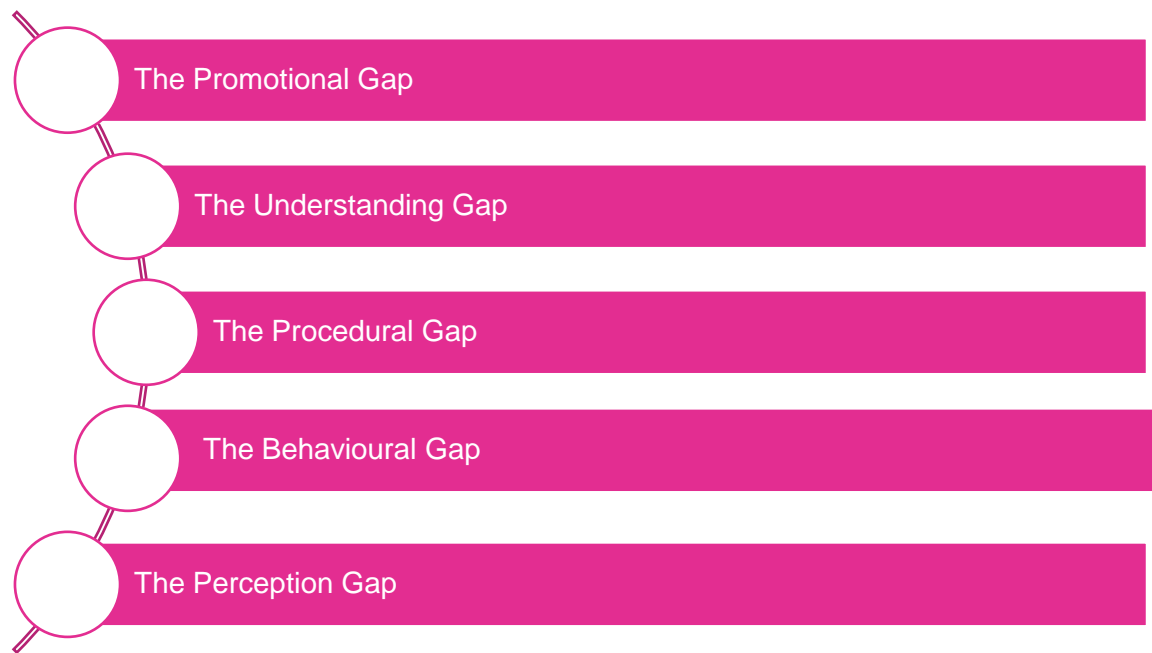


Figure 5. The SERVQUAL gap (Hill & Alexander 2006, 5-8)

The first gap of service quality is promotional. Gap is born when the marketing communications - promotion and public relations create unrealistic expectations in customers' minds which are not fulfilled. Realistic marketing is hence important.

The following gap is understanding, meaning that managers' perception of customers' priorities are inaccurate. This simply signifies that managers don't know what perceptions, needs and wants their customers have.

The third gap is procedural. When looking at this gap, concrete operating procedures create dissatisfaction even though customer expectations might be taken into account.

Fourth gap of service quality is the behavioral gap, meaning insufficient level of employee behavior, that is, customer service. Reasons behind behavioral dissatisfaction can be in lack of employee training, lack of service standards and lack of management.

Perception gap is the last one in the service quality. Customers' perception is their own reality in which they base their purchase decisions, even if the perception is inaccurate (Hill & Alexander 2006, 8). Consequently dissatisfaction can be born from unfulfilled perceptions in customers mind. Customer satisfaction measurement is thus the key element to understand these personal and individual expectations (Hill & Alexander 2006, 5-8). Service quality is often measured by observing methods, such as mystery shopping. This topic is introduced in the next sub chapter (3.5).

3.5 Mystery shopping

As noted before variance in service quality can decrease customer satisfaction considerably. Mystery shopping is a form of observation made by professionals acting as potential customers. It is used to evaluate the service process rather than the outcome. All in all mystery shopping focuses on the experience as a whole – which procedures happen and which do not. It is a way to evaluate employee's service standards as the staff is not informed about the mystery shoppers (Wilson, 1998).

For instance service quality which varies majorly might be a sign of low performance by the front office. Mystery shopping is ideal way to provide more information about customer satisfaction that quantitative surveys cannot reveal. For example, customers tend not to fill sufficient amount of detailed information to a survey.

Moreover mystery shopping is a great sub tool for customer satisfaction measurement. Its agenda is to give detailed information of the service processes but also provide understanding of customer reactions. Therefore mystery shopping is a useful tool for managers bringing practical benefits. Professional mystery shoppers often observe aspects such as cleanliness, waiting times, staff friendliness and helpfulness and service procedures. For instance if the customer was greeted by ones name or not (Hill, Roche & Allen 2007, 12). It reveals which procedures have to be focused on in staff trainings and evaluations and which do not.

Disadvantage of mystery shopping is that although mystery shoppers act like regular customers, they tend to become much more critical and highly aware of processes typical customers wouldn't even notice. Thereby mystery shopping might not provide accurate information of how "normal" customers feel (Hill, Roche & Allen 2007, 12-13). Mystery shopping can also create stress and pressure to the employees (Wilson, 1998).

3.6 Customer experience

"Experience is everything" (Smith & Wheeler 2002, 1)

Customer experience is a combination of opportunities and courage, more than just a moment of service in a shop. It is a new brand (Korkiakoski & Löytänä 2014, 8), being part of the company strategy. It is created through words and acts.

Kortesuo & Löytänä (2011, 11) have created a definition for this: it is a sum of encounters, conceptions and emotions the customer forms of the company. Customer experience is an experience, affected by feelings and subconscious interpretations. According to Meyer and Schwager (2007, 2), customer experience is “the internal and subjective response customers have to any direct or indirect contact with a company”. Direct contact occurs when the customer purchases, uses or is served by the company. Indirect contact involves unplanned encounters with the company’s products, services, or brands in the form of word of mouth recommendations or criticism, advertising, news reports, reviews et cetera. Customer experience encompasses every aspect of the company’s offerings; advertising, packaging, product and service features, ease of use, reliability and the quality of customer care of course.

A company cannot fully influence on creating the experience for the customer, but they can choose what kind of experiences they are willing to create. The stronger emotions, encounters and conceptions are created, the stronger is the customer experience (Kortesuo & Löytänä 2011, 45). A company should be able to create a memorable experience with positive feelings like happiness, joy, delight or positive surprises. For being able to do this, a company has to know its customers. What is ordinary and everyday to them? What is ordinary to one customer can be an experience to the other. How do you surprise them and create new, positive emotions through your service and product?

Experiences have always been connected to the entertainment industry. Today, creating a customer experience goes far beyond theaters and theme parks (Gilmore & Pine 1998, 99). Companies stage an experience every time they engage customers in a memorable, personal way. As Gilmore and Pine (1998, 98) state, an experience is alike as any offering; like any good, service or commodity. Comparing service to an experience, the difference of these two comes clear. Buying a service means getting a set of intangible activities that the customer carries out on her/his behalf, while buying an experience means paying to be engaged in a personal way by spending time enjoying memorable events that the company stages (Gilmore & Pine 2011,3).

3.6.1 Concentrating on customers

“The social responsibility of a company is to increase its profits”, wrote once an American ecologist in New York Times (Friedman 1970, 1). In the era of the customers, this no longer is the only way of managing a company. Today the management’s most important task is creating value for the customer. In other words, the company creates the prerequisites for the values, but the customers create their own values. Korhonen & Löytänä

(2014, 24) also state that the only mission a company should nowadays have, is to exceed the customers' expectations. It is hard to live up to someone's expectations, let alone exceeding them. If companies were to get one task, it should rather be about the customers, than the owners of the company. In order to be successful, they need to focus on their customers. This is the era of the customers. Succeeding in this era requires an ability to create a valuable experience to the customer, which means shifting from customer acquisition to customer experience.

As obvious as it is, every employee gets their salary from the customer, based on the customer experience (Kortesuo & Löytänä 2011, 16). Still, this isn't the case in every company. Concentrating on the customer means applying the whole organizational strategy to this viewpoint. It can even become the biggest strategic competitive advantage of the organization. This process of concentrating on customers should be introduced to the company one step at a time, to gain a structured company with a strong base. Korhikoski & Löytänä (2014, 26) present four levels of customer focus; concentrating on customers, reacting to customers, committing to customers and being excited about customers (Customer Think Corporation 2012). Most of Finnish companies are on the level one, they plainly concentrate on their customers.

3.6.2 Different levels of experience

Customer experience is divided into many different levels. Some of them are presented here below. In addition to the four levels of customer focus (Korhikoski & Löytänä 2014, 26) presented above, customer experience can be divided into three different levels (Kortesuo & Löytänä 2011, 61-62) and three different stages (2011, 51) but also to four different realms by Pine and Gilmore (2011, 45).

Before the company tries to exceed the expectations and to deliver a successful customer experience, it needs to be able to create the core experience. The customer experience will become more versatile through broadening the core experience. In practice, the service provider brings something to the core experience that will create more value of the product or the service to the customer (Kortesuo & Löytänä 2011, 61-62.). A core experience is simply the benefit of a product or a service and its formed value, as a result of which the customer makes a buying decision (Kortesuo & Löytänä 2011, 61). The core experience is not only the product or the service, but also its value, which is created by the customer. A company creates the elements of a value for the customers by creating meaningful experiences to them. When the core experience is secured and in control, the next step is to form an extended experience. This means adding something to the experi-

ence to add value to the customer; adding an extra service or an extra feature to the experience (Kortesuo & Löytänä 2011, 62). For example making customers to enjoy themselves besides just eating and drinking. This is still something, a customer could expect to get. Something that does not yet exceed the expectations.

Experience happens in different ways. Kortesuo & Löytänä (2011, 51) divide the three different stages in customer experience. The first, most common is a random, coincidental experience. The second one is a predictable experience, which is planned in beforehand and independent from time or place. The third, a guided experience, is also planned in beforehand and independent from time or place, but in addition distinguishable, creating value as well.

An experience may engage guests in different dimensions. Pine and Gilmore (2011, 45) point out four realms of experience; entertainment, educational, escapist and esthetic.

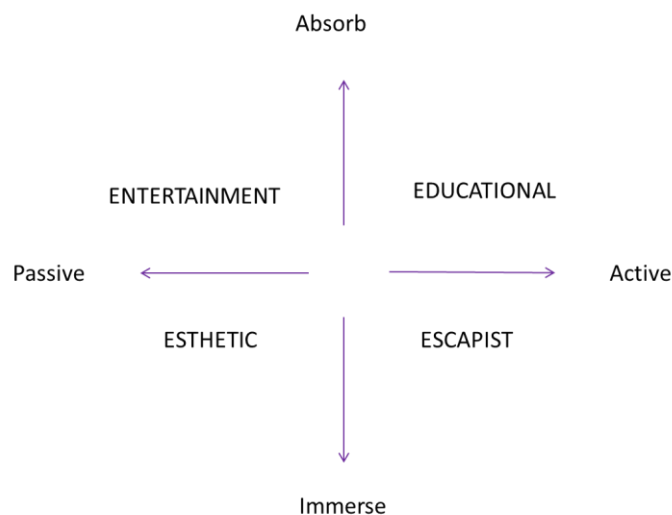


Figure 6. Four realms of Experience (Gilmore and Pine 2011, 46)

In the first dimension guest participation is shown on the horizontal level fluctuating from passive participation to active participation. In active participation the guest participate in creating their own experience. (Gilmore & Pine 2011, 45). Like in some restaurants, guests can participate in creating their menu of different dishes.

The second dimension corresponds to the level of connection of environmental relationship that combines customers with the event. Absorption - grabbing guest's attention by bringing the experience into the mind - means the experience goes into the guest. While at the other end immersion – becoming part of the experience – signifies the guest goes into the experience.

3.6.3 Customer experience management

Customer experience management (CEM) maximizes the value created (Kortesuo & Löytänä 2011, 13). CEM strengthens customers' commitment to the company, increases customer satisfaction, the number of referees and the opportunities for cross selling and extra sales. In addition, it gives longer customer relationships, strengthens customers' willingness to recommend, increases the amount of development ideas given by the customers, increases the value of the brand, makes customers more committed and decreases the loss of customers and the amount of negative feedback. Also getting new customers is then easier and more inexpensive. So CEM maximizes the value created for the customer and therefore increases the profits of the company. It is a strategic way of thinking (Kortesuo & Löytänä 2011, 22), hoping to get a bigger share of the markets in the end.

CEM differs from its ancestors, customer relationship management and quality management. While quality management concentrates on developing the company from its own point of view, customer experience management focuses on the customer's needs (Kortesuo & Löytänä 2011, 20). On the other hand, customer relationship management gathers information about the customer; customers' needs, customizing a product or a service, segmenting customers, recognizing the most profitable customers. It differs too as it starts from the company's data management, while CEM from customers' experiences (Kortesuo & Löytänä 2011, 20, 22).



Figure 7. Customer experience in a focus (Vilpas 2015 – based on Kortesuo & Löytänä 2011, 15)

Customer service is just one part of customer experience, like marketing or human resources. (Kortesuo & Löytänä 2011, 15). They are just on the background, while customer service and sales department are often the ones to actually encounter with the customer. Having customer as your focus, you for example don't need that much marketing, when the experiences of your customers are your ads, they speak for themselves.

3.6.4 A successful customer experience

For being able to create a successful experience, the company is required to concentrate on five different perspectives; strategy, management, encounters, measurements and in the organization culture (Korkiakoski & Löytänä 2014, 16). As the perspective shifts towards the customer, the needs of customers come to focus. Nowadays everything should be easily and fairly fast accessible. The era of the customer meets the speed of today, bringing new challenges to the customer service. There is no need to offer a multiplicity of features, but rather embed the value proposition in offerings' every feature (Meyer & Schwager 2007, 3). In other words, to create products and services through value; to create a new feature to a product, since it amplifies the experience. However, to realize the whole benefit of the experience, companies must design deliberately engaging experiences (Gilmore & Pine 1998, 98). Service becomes the stage for the experience; you no longer sell the service but the experience. Staging experiences is does not mean entertaining the customers; it's about engaging them (Gilmore & Pine 2011, 45).

Experience is always an interpretation (Kortesuo & Löytänä 2011, 19), therefore very different from serving a product. However, customer experience can also be based on raw materials and the fact that the customer experiences and does the things herself/himself. Like if you are a bikini body trainer, you provide the tools for the customer to get fit, but they get to work out and also get more self-confident on the way. The objective is to create all-encompassing experiences around the product or the service (Kortesuo & Löytänä 2011, 18). To enriching the experience, companies add something to the experience. The four realms of experience by Gilmore and Pine (2011, 46) are a way of increasing, mixing and staging the experiences. Gilmore and Pine (2011, 56) state that by blurring boundaries in between the four realms, companies can enhance the realness of the experience. The richest experiences include elements of all four realms (Gilmore & Pine 2011, 58).

In designing customer experience, Gilmore and Pine (2011, 59-60) suggest to consider the following:

- How can the esthetic value of the experience be enhanced? How to make guests to just want to hang out?

- What should guests do to become active participants of the experience? What would make them to go to another sense of reality?
- From the educational view point, how to make guests to become active participants of the experience? What should the guest learn from the experience by participating actively? What activities could help to engage them in the learning process?
- What entertainment would help guests to enjoy the experience more? What could be done to make the experience more fun and more enjoyable?

When creating something, there is always a possibility to fail. The biggest single reason to fail in customer experience management is not being able to create a systematic customer experience (Korkiakoski & Löytänä 2014, 70). Every department in the company needs to co-operate and work together as a team. Communication, innovation, improvement and organization are the keys in getting a solid company. It is crucial to look like a whole company to the customer; a unity, which can handle any situation properly.

On special occasions, the situation should be handled so that customer is still being able to leave with a positive experience (Kortesuo & Löytänä 2011, 30). Refund or some compensation should be served to cover up the mistake and to be able to keep up the positive image. Here applies the same rule again; rather exceed the expectations than fall below.

4 Research methodology and data collection

The following chapter introduces the research methodologies used in this thesis throughout the research process. Justification for the main method is gone through as elements for successful customer satisfaction survey are introduced. Data collection process including reliability, validity and limitations affecting the results are explained.

4.1 Research methodology

The study of this thesis was conducted as a quantitative multiple choice questionnaire. Low cost, unintrusive and anonymous nature of the questionnaires, without interviewer bias and possibility for a larger sample size than qualitative method would offer were the main reasons for choosing this form of data collection. Especially to reach large amount of customers, quantitative data collection method was the most appropriate one for this thesis. The sample of this study was limited to 100 respondents. However due to low season of the hotel which correlated to small amount of respondents the final sample size was 92.

The content of the questions were based on the wishes of the commissioning party. As mentioned the results of the questionnaire were mostly quantitative. However, some qualitative information was found from the open comments of the questionnaire, mystery shopping findings and online reviews. All of the above mentioned qualitative information will be analyzed later on. Authors of the survey decided to research the satisfaction level of intangible service rather than tangible products due to the objective of the thesis. Aim of the study was also to create a development plan based on contemporary business vision: the customer experience.

4.2 Successful customer satisfaction survey

A realistic and accurate customer satisfaction survey is made based on customer's experiences, needs and wants, not only based on what organization wants to know. This view is called the lens of the customer (Hill, Roche & Allen 2007, 37). In this thesis customer point of view was highly taken into consideration and the base of the thesis survey was consequently lens of the customer. Main element of a successful customer satisfaction survey is hence asking the right questions about the topics most important to customers. For this to happen customer requirements have to be defined. Another important factor is to ask the questions from the right persons. Survey sample has to be random (equal opportunities for all respondents), as unbiased as possible, representative and large enough (Hill, Roche & Allen 2007, 39-40). These factors were focused on when planning the customer satisfaction survey for commissioning company.

In addition an ideal customer satisfaction survey is systematic, well-planned and of course straight to the point. Successful customer satisfaction survey measures the total product. It consists of the core product itself (for instance food in a restaurant or hotel room in a hotel), brand of the product, price, service and its distribution (Hill & Alexander 2006, 32). Survey of this thesis focused only on the customer experience in the restaurant and hotel side because of the available resources and timeframe of thesis.

4.3 Reliability and validity

Having a reliable survey means getting repeatable results (Hirsijärvi & al. 2013, 231). The results are not coincidental. The results of the thesis are based on a customer experience survey as well as a nine mystery shopper visits. The survey was conducted during a two months' time during October and November 2014, while the mystery shopper visits took place in January 2015. 66.3% (Figure 15) of survey respondents and four mystery shoppers had previous experiences of Vaihmalan Hovi, which reflect to their answers as well as the results of this thesis. In addition, some of the results are based to the online reviews having customer feedbacks over several years. This increases the reliability of the thesis, as the results are based on a long term findings with opinions of 92 survey respondents, 9 mystery shoppers and many online reviewers. The questionnaire respondents were gathered through random sampling, which improves the reliability as well. Mystery shoppers were collected through non-random sampling, as they were chosen by the authors of this thesis.

Validity means the ability to measure exactly what you want to measure (Hirsijärvi & al. 2013, 232). The survey is valid if questions are understood correctly; like you meant them to be understood. In other words, it measures the intensity and correctness of a questionnaire. Validity is used to estimate how well the study is measuring what it purports to measure (Benz & Newman 1998, 39).

In this case, the survey questions were quite simple and straight forward. Still, you can never know how the questions were understood. The answers seemed appropriate and replied to the questions answered correctly. Only one point in question number 3 "In my opinion the personnel is language skilled" was a bit difficult to answer, as all the repliers were Finnish.

4.4 Data collection process

The questionnaires were gathered within the 16th of October till the 21st of November 2014. The restaurant staff was responsible for gathering the answers. There was a little more value added to the questionnaire by giving the repliers an option to take part in a competition to win a 149€ gift card to Vaihmalan Hovi. Mystery shopping was used for data gathering in the timeline of December 2014-January 2015.

4.5 Limitations

As any research method, quantitative multiple choice questionnaires have few disadvantages. Respondents tend to answer them in a hurry, even without much deeper thought of the answers. Consequences are that questions might be misinterpreted or omitted. Another problem is the low response -, and non-response rate. Multiple choice questionnaires are commonly returned by the extreme happy or unhappy customers, which can lead to the bias of disappearance of average customers (Hill & Alexander 2006, 106). In this study, mentioned bias was taken into consideration. Hotel gift card worked as an incentive for all the customers who answered the survey. They were chosen as incentive to attract also the average customers to answer the study. Non-response bias and short, untaught answers were noticed by the authors in the analysis part of the research.

5 Results of the study

First part of the results chapter consists of online reviews. These comments are taken from international online booking website Booking.com, international travel website TripAdvisor and Finnish online restaurant review website Eat.fi. All the available reviews from mentioned websites were gathered to the analysis (2014). These are followed by results of the multiple choice questionnaire including open comments.

5.1 Online reviews

As today social media's impact has exponentially grown, it is crucial to take into consideration the reviews already made online. Peer reviews have both positive and negative impacts while choosing a travel destination, accommodation or a dining place. When taken into consideration these silent feedbacks also help Vaihmalan Hovi to develop their services towards high customer satisfaction and -experience. These reviews from Booking.com, TripAdvisor and Eat.fi create a base for customer's voice in this survey. The reviews will be later analyzed with the answers gathered through the questionnaires. It must be taken into consideration that often only the very satisfied and dissatisfied customers tend to comment their experiences in public or social media.

5.1.2 Booking.com

Vaihmalan Hovi had been reviewed by 135 Booking.com customers at the time of analysis (2014). These reviews made an average score of 8.0 to Vaihmalan Hovi. Average score breakdown was the following, listed from highest to lowest in a scale of 4-10 (4 being the worst and 10 being the best): cleanliness (8.4), comfort (8.3), staff (8.2), facilities (7.9), location (7.8) and value for money (7.6).

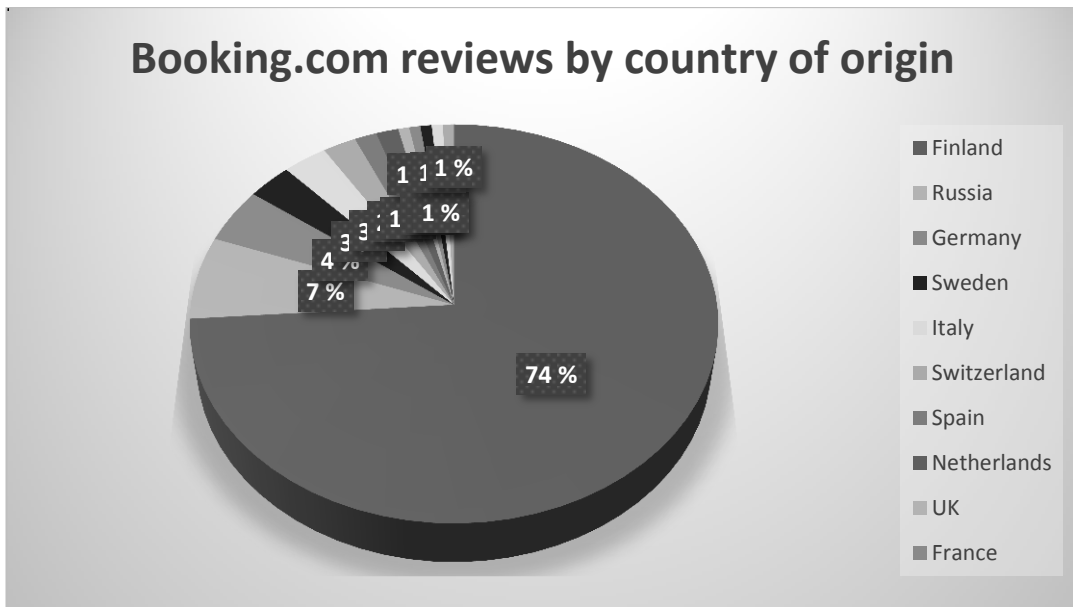


Figure 8. Booking.com reviews by country of origin (Booking.com 2014)

Out of the 135 reviewers 74% were from Finland and 26% from abroad, mostly from Europe but also from Asia. Most of the foreign reviewers were from Russia (7%), Germany (4%), Sweden (3%) and Italy (3%).

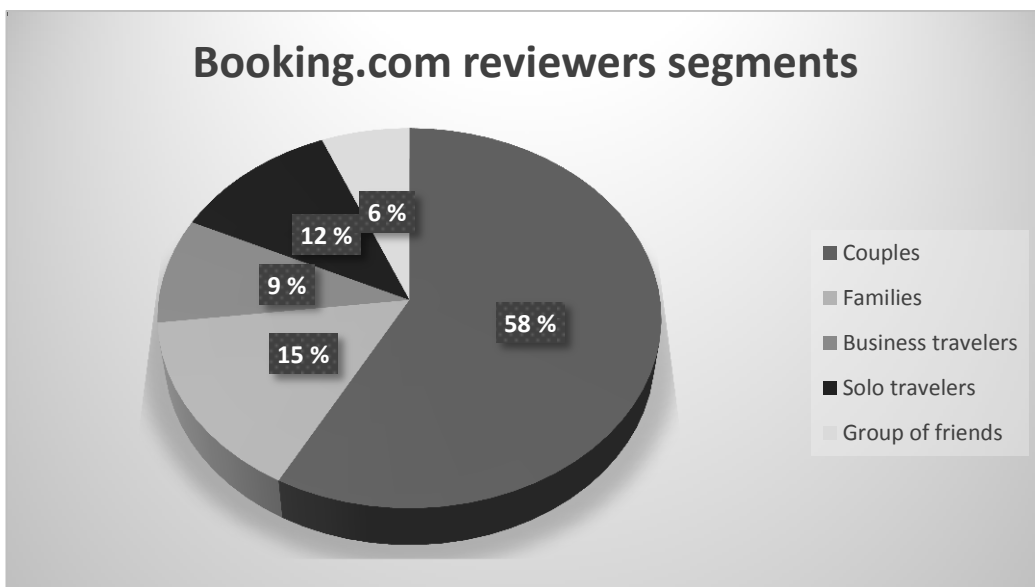


Figure 9. Booking.com reviewer segments (Booking.com 2014)

Most of the customers in Vaihmalan Hovi based on Booking.com reviews are couples (58%) or families (15%). Also solo travelers (12%), business travelers (9%) and groups of friends (6%) had left online reviews.

Based on reviews made via Booking.com Vaihmalan Hovi is chosen as a travel destination mostly because of its beautiful, fascinating and peaceful environment. Also the fact that hotel is conveniently located next to metropolitan city Tampere but is still a quiet countryside location for relaxation. Many reviewers praised the food in the restaurant especially the breakfast with bacon and eggs. Third most positively reviewed feature was friendliness of the staff.

Generally customers of Booking.com gave positive feedback on the atmosphere, interior design of the hotel, closeness of the nature, cleanliness and coziness of the room. Specialties of the hotel such as table served breakfast and Putiikki-shop were mentioned as positive effects. Vaihmalan Hovi was thanked for being child friendly but also a perfect romantic destination for couples. A few customers gave positive feedback on the spa and steam sauna. Also bikes, functional air conditioning, Wi-Fi and late check-out time were pleasant bonuses. Booking.com customers found Vaihmalan Hovi to be a great destination especially during the summertime with many activities to take part in.

When it comes to the dissatisfied reviews most customers mentioned poor breakfast (for instance lack of warm dishes during weekdays and lack of fresh fruits) and tasteless dinner. Also poor soundproofing of the rooms was mentioned often, the walls were said to be very thin. Rooms were rated very small, especially the bathroom area. Air conditioning was often rated too cold or impractical. Some customers had stayed in a dirty room (e.g. dirt in the carpet, sand in the bed, or dust on the floor). Few were surprised by the far away location from Tampere, which was a minus. Also bad public transportation to Lempäälä town center was mentioned. Beach near sauna was said to need a "face lift". Likewise slow service and long waiting time in the restaurant were reviewed by few customers. Many customers gave negative comments about the opening hours. Restaurant had closed at 9PM and the terrace at 10PM, which were rated too early since after these hours the whole hotel shuts down.

Above mentioned comments had been reviewed by several Booking.com customers. Additionally many useful individual reviews were found. Vaihmalan Hovi was given negative reviews for satisfactory Wi-Fi, food which didn't meet expectations (too expensive, not fresh, rotten/spoiled, fatty, greasy and heavy, bacon and scrambled eggs missing from the breakfast, breakfast products need a sign) and disturbing renovation during the stay. According to the customers rooms would have needed a minibar, bidet shower, desk, closet, trouser hanger, mosquito net and a hand soap. Rooms were mentioned unpractical for reasons such as the lamps which didn't give enough light for reading.

Some customers had had negative experiences of loud and presumably drunk golfers in the dinner, sleepy and slow customer service, rude staff in the breakfast (did not say hello) and small amount of staff during rush hours which had led to long waiting time and queues. Customers found unpleasant that sauna was not free of charge and that it should have been booked in advance. It was reviewed that the official website of Vaihmalan Hovi did not provide information of advance booking of activities like horseback riding and massages either. Hotel reception had not asked for customer's allergies or special diets, which was unpleasant as the breakfast was table served. Vaihmalan Hovi was said to be hard to find, better signs would be needed. The hotel temperature was rated too cold. Also one accident was mentioned, bed breaking during the stay but these customers got compensated.

5.1.3 TripAdvisor

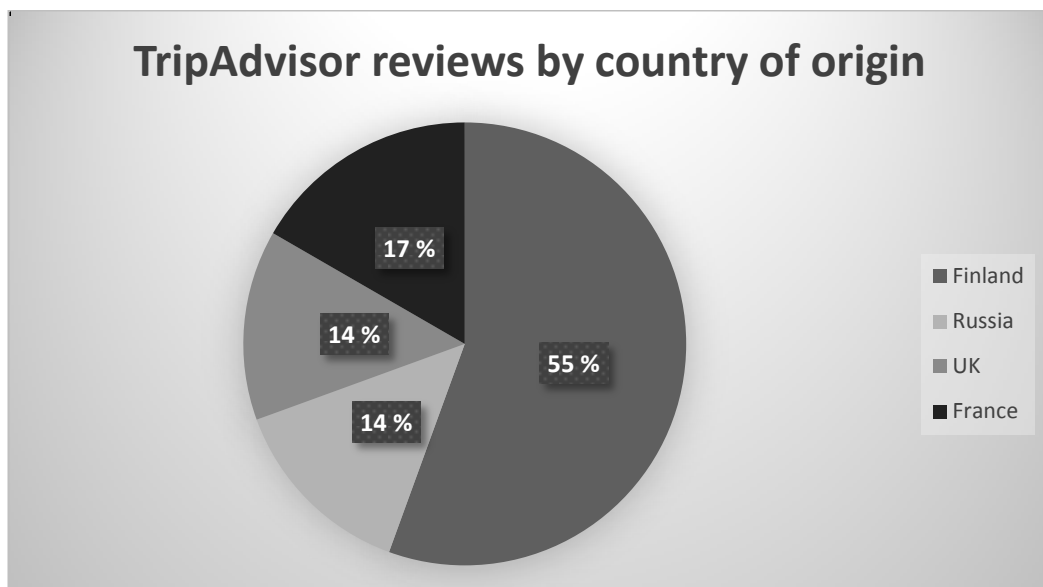


Figure 10. TripAdvisor reviewers by country of origin (TripAdvisor 2014)

Vaihmalan Hovi has been reviewed by seven (7) customers in TripAdvisor. Nationalities include Finnish (55%), Russian (14%), English (14%) and French (17%).

Customers of TripAdvisor commented advantages of Vaihmalan Hovi to be the following: "beautiful scenery, building and great location". Food quality was said to meet the price in the restaurant. Atmosphere was commented unique. Other positive reviews commented sweetness of the staff, sauna on the beach with Jacuzzi, interior design and satisfactory Wi-Fi.

Quality of both customer service and food were commented to be disappointing by customers using TripAdvisor. Service was said to be unprofessional since waiters/waitresses of the restaurant seemed to care more about going home than serving the customers (too fast service; desert came while customers were still enjoying their drinks). Food was commented “not eatable”. Rooms were rated too small of a size. The closing hour (9PM) was again criticised to be too early. Vaihmalan Hovi was said to offer too expensive products. One dissatisfied customer commented the management style accordingly: “nice hotel but ran like amateurs.”

5.1.4 Eat.fi

Bistro Kynsilaukka was rated by seven reviewers in Eat.fi. Positive reviews consisted of beautiful scenery, building and location. Waiters were reviewed professional and friendly. Customers of Eat.fi gave positive feedback on the terrace especially during summertime and delicious and plenty lunch buffet. Negative reviews concerned service and food quality. Especially food quality was commented to vary tremendously from great to very poor.

5.2 Questionnaire

Customer experience survey was created to see the customer point of view; to concentrate on customers, their wants and needs, to see what’s important to them, to hear their voice and to create more value for the experience. The questionnaire was created both in Finnish and in English. Whole versions in both languages are found at the end of this thesis (Attachment 1 and 2).

The questions were chosen according to the wishes of the commissioning party revolving around the theme of customer experience and satisfaction. Mostly the commissioning party wanted to know about the customer experience; if Vaihmalan Hovi is meeting the expectations of the customer, whether the customer is feeling homey and welcomed, is the food good and worth its price as well as knowing if customers have some developing ideas (Rissanen 23 April 2014). Personal questions were left at last, as the questionnaire was quite long with its 20 questions. All in all, we got 92 filled questionnaires back. Some of those were only partly filled.

The questionnaire consisted of 20 questions of which seven accounted for respondents’ background and basic information. These questions concerned age, gender, nationality, purpose of visit, length of stay and whether the respondent is a new customer or already visited Vaihmalan Hovi before. These personal questions created the respondent profiles.

Background information of the respondents helped to understand reasons behind their answers.

Other 13 questions focused on customers' opinion in service quality of Vaihmalan Hovi. Furthermore questionnaire included questions of customer loyalty, willingness to recommend and re-visit the destination. Finally respondents were asked to grade Vaihmalan Hovi and answer if the experience met their expectations.

Question number 16 asked the nationality of the respondents. Unfortunately, the questionnaire ended up getting only 95,6% Finnish respondents (88). This is also due to the time of the year, as in the summer time there are more foreign people visiting Vaihmalan Hovi. 4,3% of people (4) didn't answer to this question at all. Usually during the high season, Vaihmalan Hovi also gets customers from for example Germany, Russia and Great Britain.

All the percents are calculated by dividing the number of respondents with the overall amount of respondents (92). Non-respondents are not taken into account in the figures and therefore there are slight changes in the numbers. The percents are rounded to a one decimal accuracy.

5.3 Background of the respondents

Following chapter introduces some background information of the questionnaire respondents. This information was gathered to learn more about Vaihmalan Hovi's customers and their visits. It reveals how the gender and age of the respondents are distributed and what is main purpose behind their visit. Also the length of their stay is introduced as well the amount of their previous visits.

5.3.1 Gender

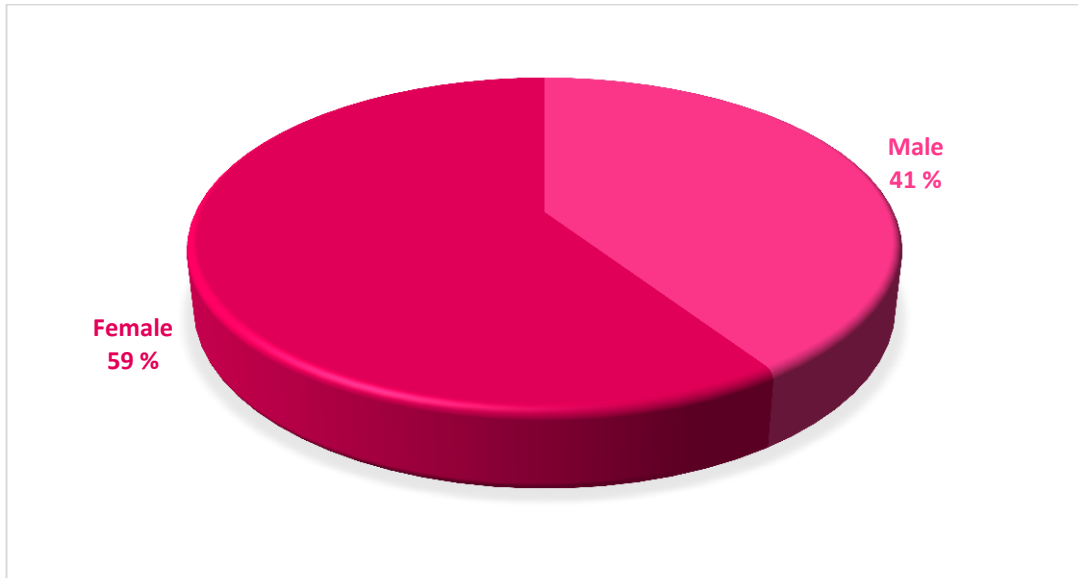


Figure 11. Gender (N=92)

Question 15 asked the gender of respondents. Out of the 92 respondents approximately 55.4% (51) were female and 38.0% (35) male. Two (2) respondents did not answer the question at all, four (4) answers were biased and therefore not registered since multiple answers were chosen instead of one (both male and female options chosen and over one (1) respondent stated).

5.3.2 Age

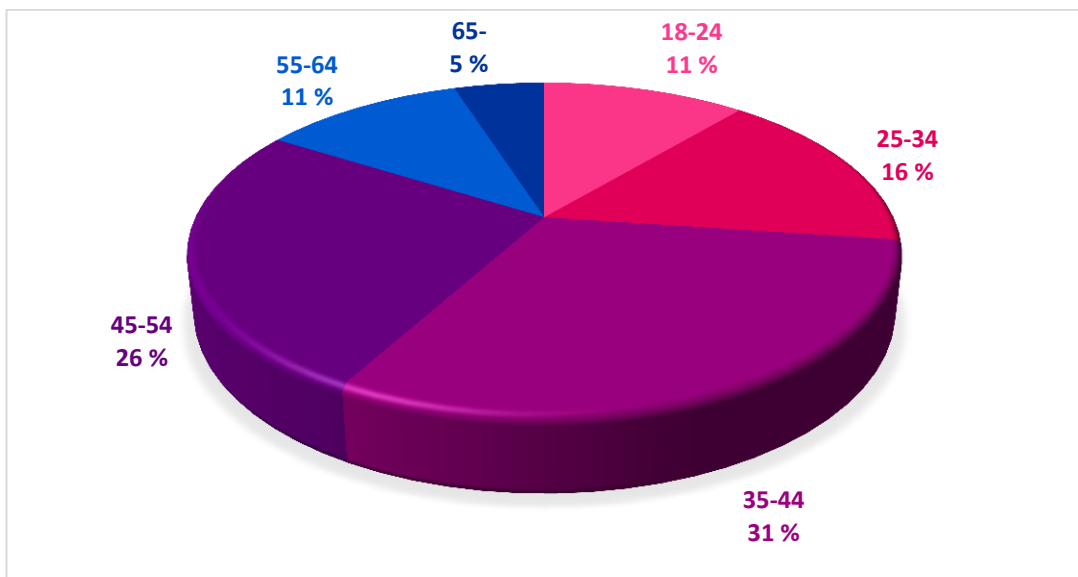


Figure 12. Age (N=81)

Question 17 asked the age of the respondents. Age groups were chosen according to standardized market research survey classifications, into six groups. Out of the respondents 50% belonged to the 35-44 (27.2%) (25) and 45-54 (22.8%) (21). This is not a surprise as middle aged customers are the biggest customer segment in Vaihmalan Hovi. Other 38% of the respondents were divided into four subgroups: 14.1% (13) aged 25-34, 9.8% (9) aged 18-24, 9.8% (9) aged 55-64 and 4.3% (4) aged 65 and above. Seven (7) respondents did not answer the question at all. Four (4) answers were biased and therefore not registered (under 18-year old or two ages in one answer)

5.3.3 Main purpose of visit

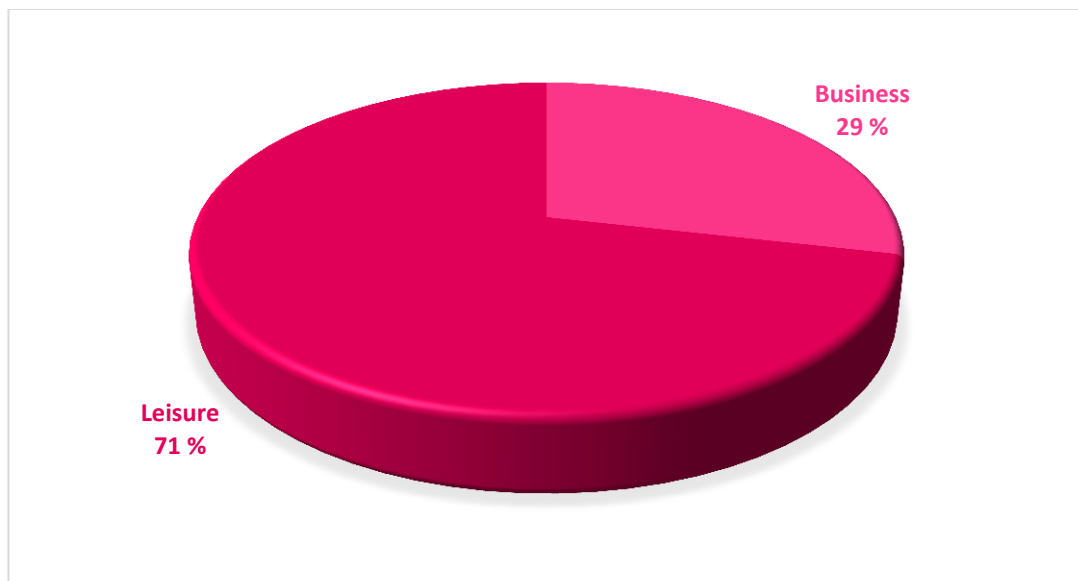


Figure 13. Main purpose of visit (N=85)

Question number 18 asked what the top purpose behind the visit is; whether people visited on business or leisure purposes. One (1, 7%) visitor was on both purposes, but the rest 65, 2% (60) on leisure and a minority of 26, 1% (24) on business purposes. 7, 6% (7) of people did not reply to this question.

5.3.4 Length of stay

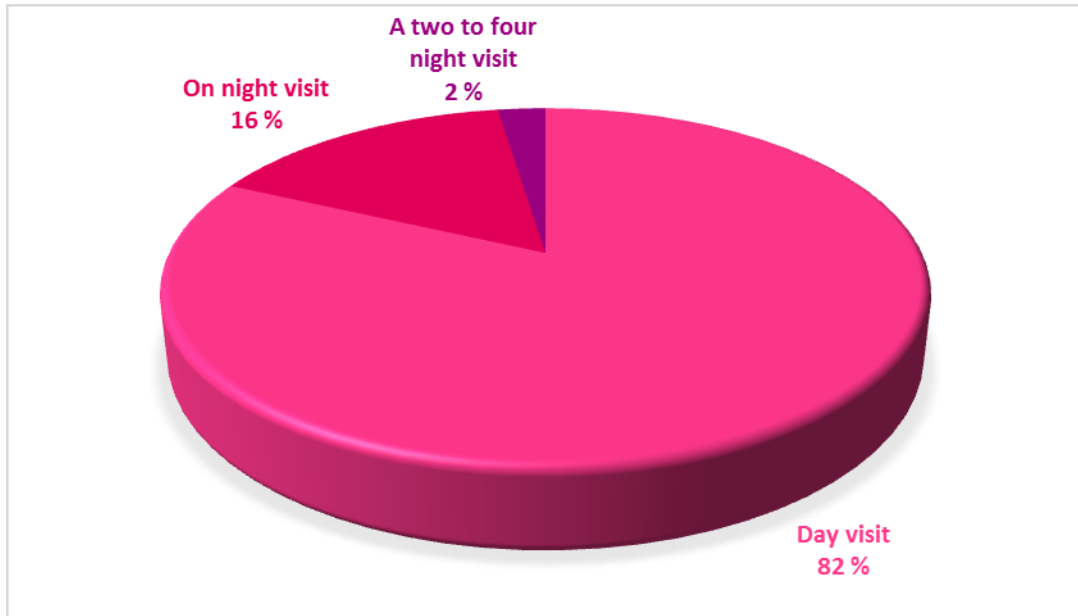


Figure 14. Length of stay (N=83)

Question 19 concerned customer's length of stay. 73.9% (68) of the respondents visited Vaihmalan Hovi during the day - probably during lunch or dinner hours. 14.1% (13) of the respondents were overnight visitors, accommodating the hotel. Only 2.2% (2) of respondents had a two to four night visit. Over four night visitors were not registered. Nine (9) respondents didn't answer this question at all.

5.3.5 Previous visits to Vaihmalan Hovi

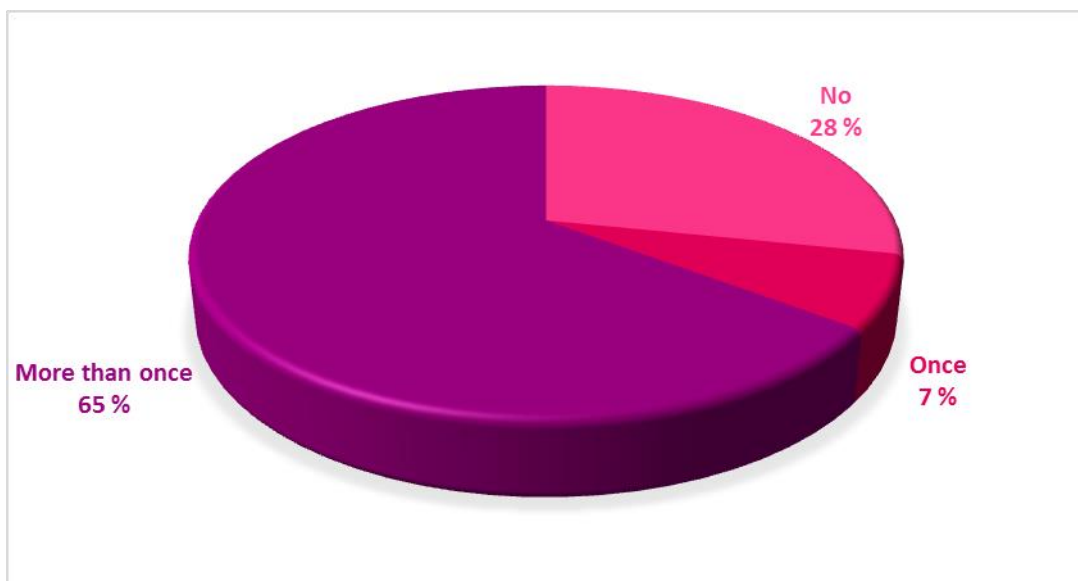


Figure 15. Have you visited Vaihmalan Hovi before? (N=85)

The 20th question asked if the visitors have been in Vaihmalan Hovi before. Options to this question were no, once and more than once. Surprisingly 59,8% (55) of the respondents had been to Vaihmalan Hovi more than once. 6,5% (6) had been to Vaihmalan Hovi once before and to 26,1% (24) of the respondents this was their first time. It also shows the amount of regular customers in Vaihmalan Hovi. 7,6% (7) of people did not reply to this question. 66,3% of the respondents had been there before.

5.4 Results of the questionnaire

Following chapter introduces the results of quantitative multiple choice questionnaire. Including 15 questions about their visit; the visit's meaning, the personnel of Vaihmalan Hovi, the service and all in all about their customer experience and satisfaction.

5.4.1 Meaning of visit

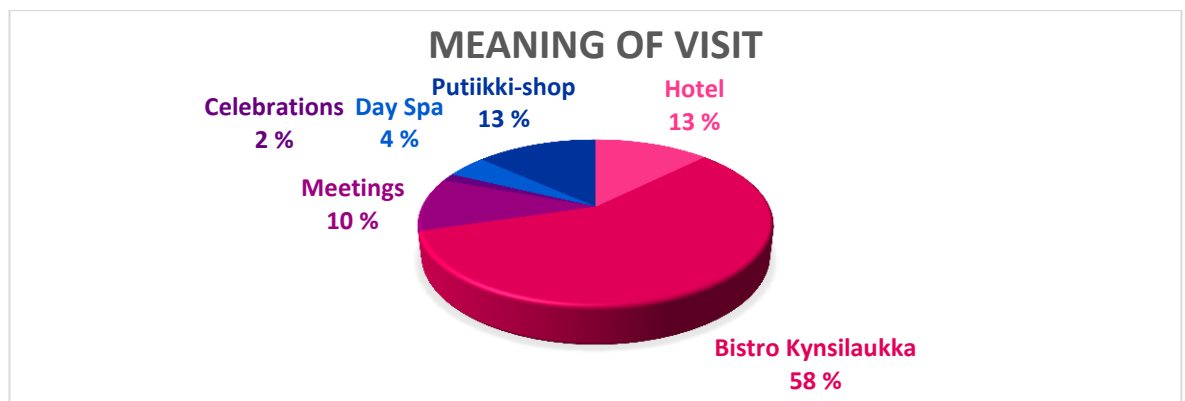


Figure 16. What is your meaning of visit?

The first question asked what services attracted customer to visit Vaihmalan Hovi. Question's agenda was to find out why people choose to come to Vaihmalan Hovi in the first place.

The most popular meaning of visit was restaurant Bistro Kynsilaukka covering 57.8% (78) of respondents. Other 42.2% of the customers were divided into four different meanings of visit following Putiikki-shop 13.3% (18), the hotel 12.6% (17), meetings 10.4% (14), day spa 4.4% (6) and celebrations 1.5% (2). Restaurant's popularity in the respondent rate was no surprise as winter is the low season for accommodation unit of Vaihmalan Hovi.

Total amount of responds in question 1 is 135, which indicates that some of the respondents chose multiple answers instead of only one. It is interesting to notice which combinations were chosen most often. Bistro Kynsilaukka and Putiikki-shop were combined by 13

respondents following meetings and Bistro Kynsilaukka (6), Hotel and Bistro Kynsilaukka (5). Hotel, Bistro Kynsilaukka and Putiikki-shop were combined by (3). Other combinations were chosen individually only once.

5.4.2 Important factors when choosing Vaihmalan Hovi

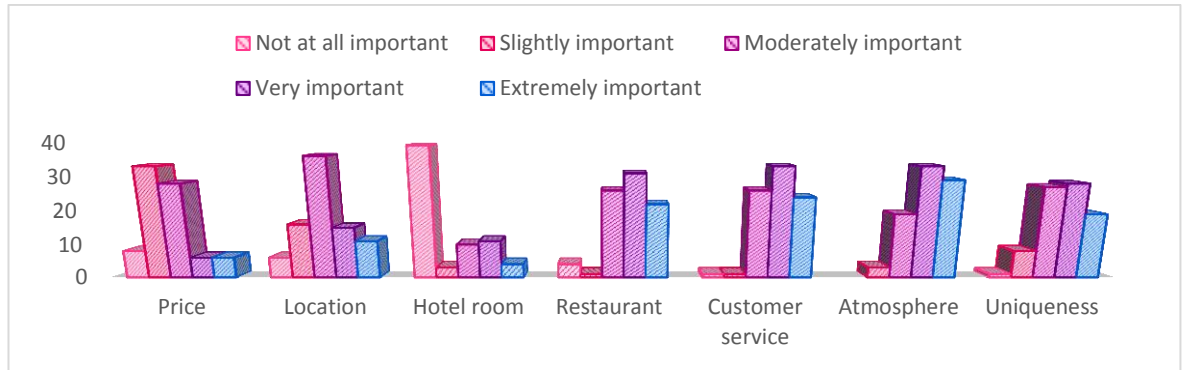


Figure 17. How important are the following factors when choosing Vaihmalan Hovi?

The second question asked how important are following factors when choosing Vaihmalan Hovi; factors being price, location, hotel room, restaurant, customer service, atmosphere and uniqueness. The options to this question were not at all important, slightly important, moderately important, very important and extremely important.

Price: Price was chosen mostly slightly important by 35,9% (33) or moderately important by 30,4% (28) of the customers. The focus of the replies is on price being somewhat important. Only 6,5% (6) answered price to be extremely important and 6,5% (6) thought it is very important, which was quite surprising in this economic situation. The results indicate that price is not the most important factor when choosing Vaihmalan Hovi. 8,7% (8) said that price is not at all important. 12% (11) of the questionnaires were returned without an answer to this question. (N=81)

Location: Location was chosen to be mostly moderately important by 39,1% (36) of the respondents. The rest of the repliers mainly thought location to be slightly important by 17,4% (16) or very important by 16,3% (15). 12% (11) answered location being extremely important, while 6,5% (6) not at all important. 8,7% (8) of people didn't answer to this. (N=84)

Hotel room: Hotel room was mostly chosen not at all important (42,4%) (39). 3,3% (3) answered slightly important, 10,9% (10) moderately important, 12% (11) very important

and 4,3% (4) extremely important. 27,1% (25) skipped this question, mostly due to the fact they did not use hotel services. (N=67)

Restaurant: Restaurant was chosen very important by the majority of 33,7% (31). The rest mostly replied restaurant to be moderately important (28,3%) (26) or extremely important (23,9%) (22). This shows the fact that most of the repliers came to Vaihmalan Hovi to use the restaurant services. The results suggest it is an important part of their visit. 4,3% (4) answered not at all important and 1,1% (1) slightly important. 8,7% (8) repliers left this question blank. (N=84)

Customer service: The importance of customer service is fairly big. Only 1,1% (1) thought it is not important at all and another 1,1% (1) replied slightly important. 28,3% (26) answered moderately important, 35,9% (33) very important and 26,1% (24) extremely important. 7,6% (7) did not answer to this question. (N=85)

Atmosphere: No one voted atmosphere to be not at all important. 3,3% (3) of people said it is slightly important. However, everyone else thought it means a lot more. 20,7% (19) said it is moderately important, but the majority of 35,9% (33) thought it is very important or even extremely important (31,5%) (29).

Atmosphere could be described as the overall feeling or the effect of a place. Vaihmalan Hovi, atmosphere is an important part of the unique concept. 8,7% (8) people left this question unanswered. (N=85)

Uniqueness: Uniqueness is also a large part of the concept in Vaihmalan Hovi. The guests voted uniqueness to be mostly very important by 30,4% (28) and moderately important by 29,3% (27), but also extremely important by 20,7% (19). Only 11% (1) replied uniqueness to be not at all important and 8,7% (8) slightly important. 9,8% (9) people didn't answer to this question. (N=83)

All in all there were 17 open comments at the end of this question. A few (3) commented that they did not choose the destination, which also relates to their ability to answer to these questions. One said the quality is really unstable, sometimes the food is very good, other times not so good. Other comments gave a few more characteristics to add to the list of important factors. The flavor of the food is important, when coming to eat. Also a good parking lot is an important factor, probably because of the location. Locality was given as an important characteristic as well. Boutique was mentioned as a nice place to stop by. Also sheep got positive comments, since they always reply to you when you ask

something. In addition, Vaihmalan Hovi was described as a pet friendly, idyllic and atmospheric destination. Hot wings, lunch, personal hotel rooms, decorations and cleanliness were also praised.

5.4.3 Personnel characteristics

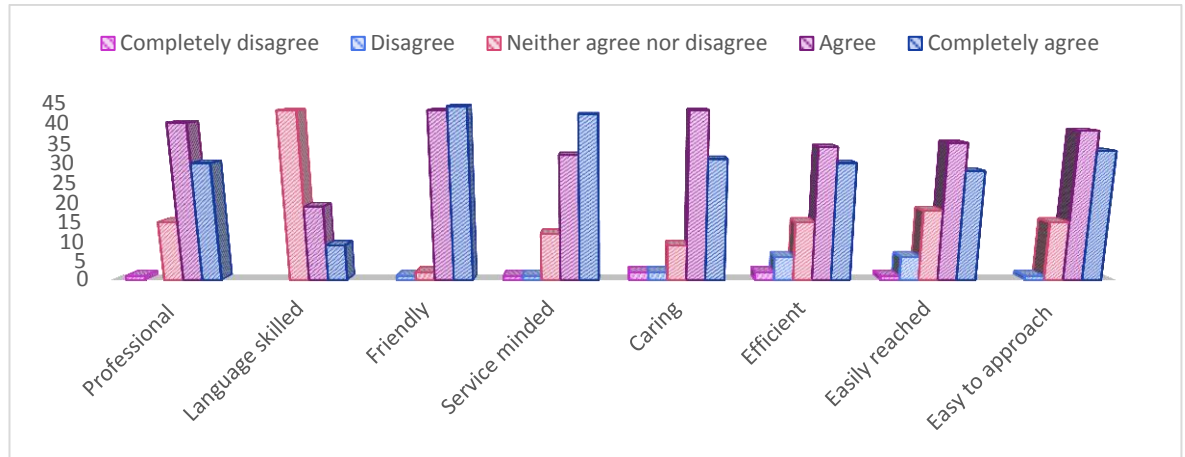


Figure 18. In my opinion the personnel is..

Question three's agenda was to evaluate personnel and their characteristics in the eyes of the customer. These characteristics were professionalism, language skills, friendliness, service mindedness, caring attitude, efficiency, reachability and approachability. Evaluations are based on different services but as employees of Vaihmalan Hovi rotate around different sectors of the premises (hotel-restaurant-meetings-Putiikki shop) it is safe to analyze these responses as one entity.

Professional: Only 1,9% (1) respondent said to completely disagree, none disagreed, 16,3% (15) neither agreed nor disagreed. Majority agreed (43,5%) (40) or completely agreed (32,6%) (30) on the professionalism of the personnel. Six (6) people did not answer to this question. (N=86)

Answers concerning language skills divided accordingly: none of the respondents chose completely disagree or disagree. 46,7% (43) answered that they neither agree nor disagree, 20,7% (19) agreed and 9,8% (9) completely agreed. Answers about the language skills were unfortunately somewhat biased, as all the respondents were from Finland speaking Finnish. Communication was not done in other languages and therefore could not be evaluated. Thereby 21 respondents didn't answer to this question at all. (N=71)

Friendliness: None of the respondents completely disagreed. Only 1,9% (1) chose disagree and 2,2% (2) neither agree nor disagree. Personnel was agreed to be friendly by 46,7% (43) and completely agreed to be friendly by 47,8% (44). Two (2) people didn't answer to this question. (N=90)

Service minded: Only 1,9% (1) respondent completely disagreed, similarly to 1,9% (1) disagreed. 13,4% (12) of the respondents neither agreed nor disagreed. Majority of 34,8% (32) answered to agree or even completely agree 45,7% (42) that the personnel was service minded. Four (4) people didn't answer to this question. (N=88)

Caring: 2,2% (2) respondents completely disagreed similarly as 2,2% (2) disagreed. Respondents neither agreeing nor disagreeing formed 9,8% (9) rate. Majority of 46,7% (43) agreed or completely agreed (33,7%) (31) that the personnel was caring. Five (5) people didn't answer to this question. (N=87)

Efficient: 2,2% (2) respondents completely disagreed and 6,5% (6) disagreed. 16,3% (15) of respondents chose to neither agree nor disagree. The rest 36,9% (34) agreed and 32,6% (30) completely agreed on the efficiency of personnel. Five (5) people didn't answer to this question. (N=87)

Easily reached: 1,9% (1) completely disagreed and 6,5% (6) disagreed. 19,6% (18) of respondents chose to neither agree nor disagree. Majority of 38,4% (35) agreed following by 30,4% (28) completely agreed that the personnel was easily reached. Four (4) people did not answer to this question. (N=88)

Easy to approach: None completely disagreed, 1,9% (1) respondent disagreed. 16,3% (15) respondents neither agreed nor disagreed. Majority chose to agree (41,3%) (38) or completely agree (35,9%) (33) that the personnel was easy to approach. Five (5) people didn't answer to this question. (N=87)

Nevertheless respondents commented that the service varies from day to day. High variance of employees was stated to be outstanding therefore customer-employee relationship was hardly created. One respondent noted that employees were difficult to separate from other customers (because of the uniform or behavior?) Few customers commented on long waiting time. Positive feedback concerned friendliness and professionalism of the staff.

5.4.4 Service

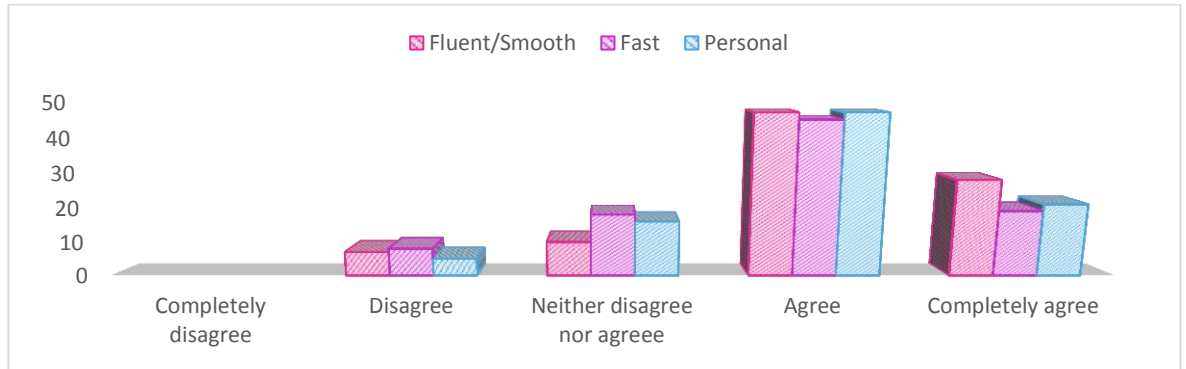


Figure 19. In my opinion the service is..

The fourth question asked the guests' opinion about the service; whether it is fluent/smooth, fast and personal. The options were again the same five; completely disagree, disagree, neither agree nor disagree, agree and completely agree.

Fluent/Smooth: Majority agreed by 51.1% (47) or completely agreed by 30.4% (28) on the fact that service is fluent and smooth; meaning altogether 82% of the respondents. 7.6% (7) answered they neither disagree nor agree. 10.9% (10) disagreed. The majority of the repliers think it is fluent and smooth. Still, 10.9% disagreed, so sometimes it isn't. This gives Vaihmalan Hovi something to improve. Also the amount of neither nor is under question. No one completely disagreed. For once, everyone replied to this question. (N=92)

Fast: The majority of repliers again agree by 48.9% (45) on service being fast and 20.7% (19) completely agreed. 19.6% (18) neither agreed nor disagreed and 8.7% (8) disagreed. 8,7% of the cases need improving. In a restaurant, it is all right to take some time to serve people, but still people expect it to happen fairly fast. 1.1% (1) returned the questionnaire without answering to this question. (N=91)

Personal: The opinion of the majority of 51,1% (47) agrees that the service in Vaihmalan Hovi is personal. 22,8% (21) of the repliers completely agree, 17,4% (16) neither agree nor disagree. 5,4% (5) of them disagree. 3,3% (3) of people did not reply to this question. (N=89)

In the comments concerning this question, two mentioned these three factors to depend on the fact if there is a rush hour going on or if it is the high season, summer time. Meaning that the quality, personality and speed of service are varying. It is natural that during rush hour the service changes a bit, but too high changes should not happen. There should be enough staff to be able to beat the rush and the high season, without customers having to wait and get worse service. The quality level should be stabilized as much as

possible. One customer challenged the professionalism of the staff and mentioned the highly variable quality of service.

One free comment said that the service has improved a lot during last two years, especially the speed of service. On the other hand, one commented noticing that the personnel changes often, so it is difficult to form any kind of bond with them. The waiters were described professional and friendly (if they didn't know something, they looked for the answer), one customer feels like being important while being there. However, one morning all the breakfast items were finished as customer entered the bistro in the morning and on another time it wasn't ready on time (no cups, no coffee).

5.4.5 Sufficiency of personnel

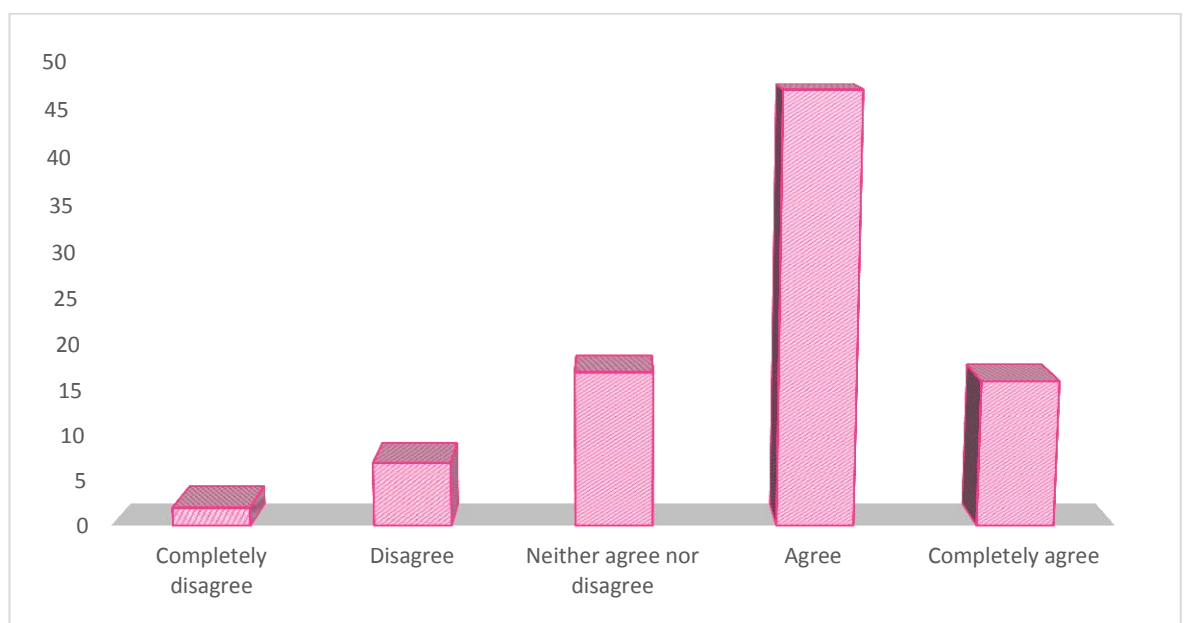


Figure 20. In my opinion there is enough personnel in Vaihmalan Hovi (N=89)

When customers' opinion about sufficiency of personnel was asked the responds were the following: 2,2% (2) completely disagreed, 7,6% (7) disagreed, 18,5% (17) neither agreed nor disagreed, 51,9% (47) agreed and 17,4% (16) completely agreed. Three (3) people didn't answer to this question.

Major of the respondent commented how the low amount of personnel affected the service quality especially during high season. During lunch hours lack of employees was concretely seen in uncleanliness of tables and lack of food and plates. Quality of service was evaluated to decrease notably among waiters/waitresses in the restaurant at times when there wasn't enough personnel.

5.4.6 Greeting of customers

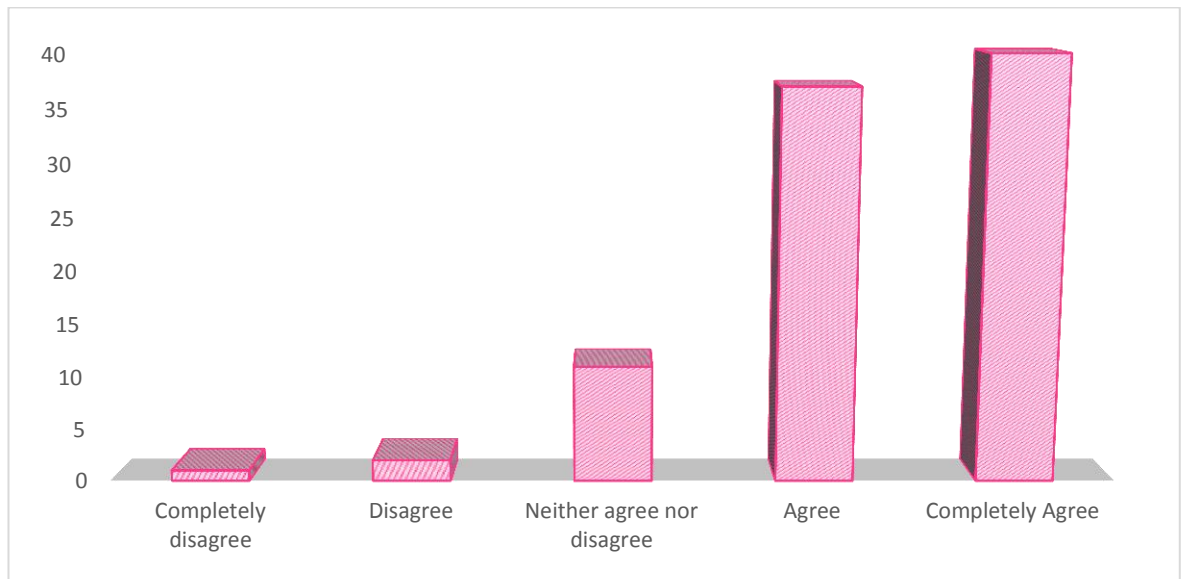


Figure 21. I was greeted and warmly welcomed as I entered Vaihmalaan Hovi (N=91)

Question number six wanted to know, whether the visitors were greeted and warmly welcomed as they entered to Vaihmalaan Hovi. Answers could vary between completely disagree to completely agree. Greeting a customer is important. It is polite to show them they are welcomed, appreciated and will be served as soon as possible.

Most repliers of completely agreed (43,5%) (40) or agreed (40,2%) (37) on this question. However, there were a few who completely disagreed (1,1%) (1) or disagreed (2,2%) (2). Altogether 3,4% (3) were dissatisfied with the greeting and didn't feel warmly welcome. 12,0% (11) answered neither agree nor disagree. One (1,1%) person did not answer to this question.

A few (3) positive comments were added about greeting warmly and being friendly at the reception. One negative comment stood out; a customer saw personnel talking at the reception, but they did not notice the customer in any way. The customer had to find the meeting room himself/herself. In addition, another comment mentioned long waiting time for service at the reception.

5.4.7 Customer appreciation

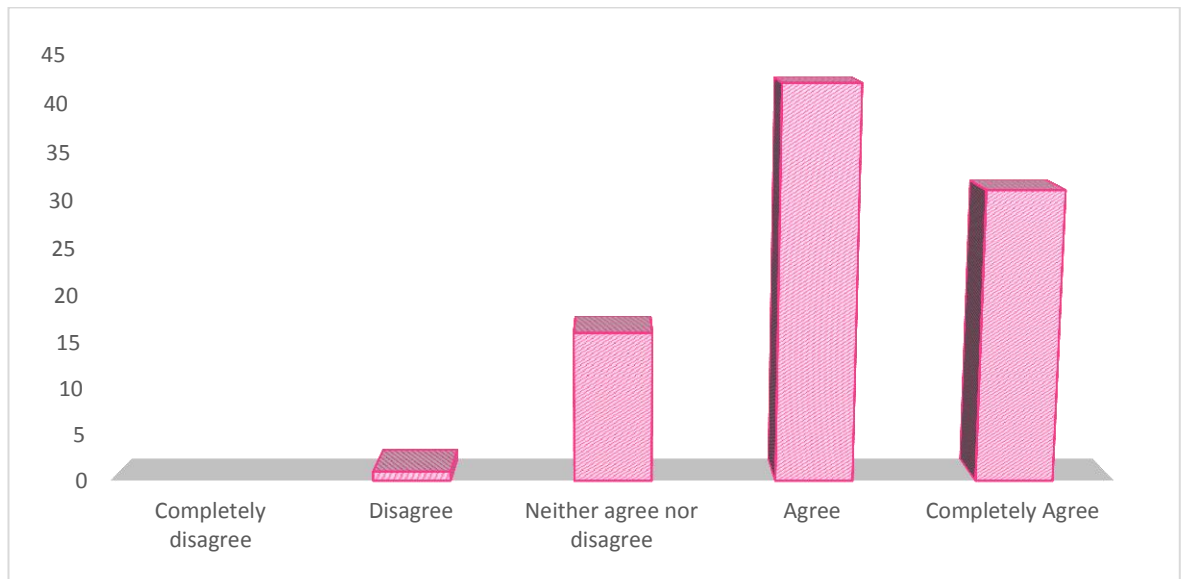


Figure 22. I feel appreciated as a customer (N=90)

Question seven asked if the customers feel appreciated. Appreciation is born when customer's expectations are exceeded. The service and the experience have to be special, for them to notice it and to become loyal customers.

None of the respondents completely disagreed, 1,9% (1) disagreed, 17,4% (16) neither agreed nor disagreed. Majority of 45,7% (42) agreed following 33,7% (31) which completely agreed. As a result major of the respondents feel appreciated as a customer in Vaihmalan Hovi. Two (2) people did not answer to this question.

Open comments concerned yet again permanent versus non-permanent employees. Customer-employee relationship was commented to be born when the clientele basis was permanent. This relationship led to appreciation and trust. One respondent commented that the service was "nothing special". Other one thanked for individual service.

5.4.8 Satisfaction with the service

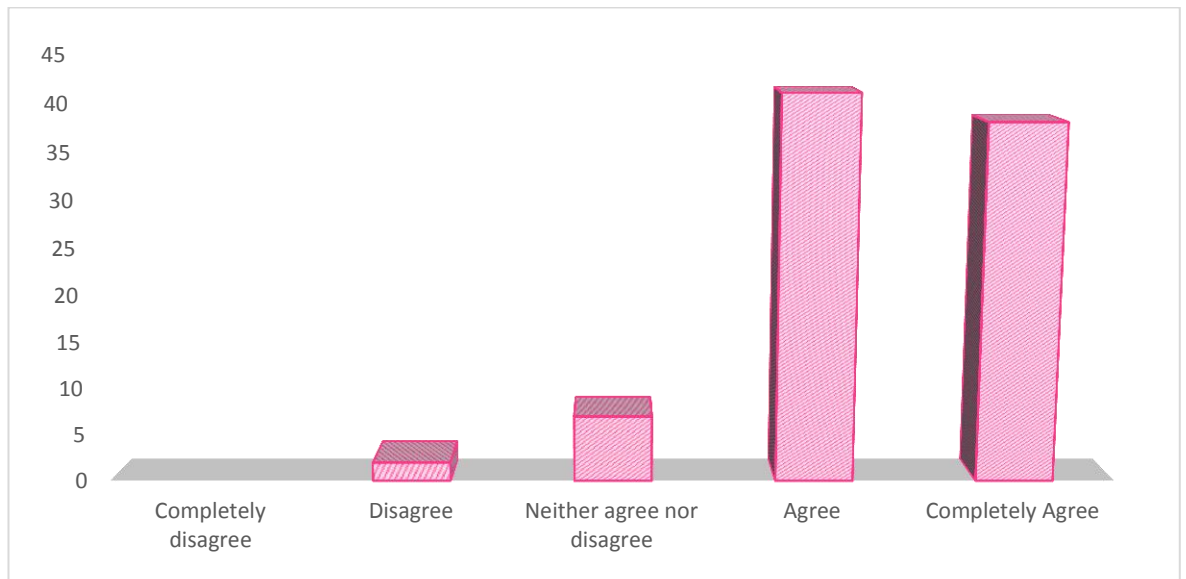


Figure 23. I was satisfied with the service (N=89)

The eight question asked if customers were happy with the service. Answers varied from completely disagree to completely agree.

The majority of 52,2% (48) agreed and 41,3% (38) completely agreed to this question. 7,6% (7) neither agreed nor disagreed, 2,2% (2) disagreed. 3,6% (3) people left this question empty.

One comment said “today the service was fluent” and another one “this time I was served well, but it differs”. This, again, tells us that the quality is unequal. One comment described the service being “nothing special”. Here is a huge motivation to improve and specialize the service into something great.

In addition, four comments mentioned that fruit salad had been icy in the lunch buffet and breakfast was missing some things and some items were already finished.

5.4.9 Price and quality ratio in the restaurant

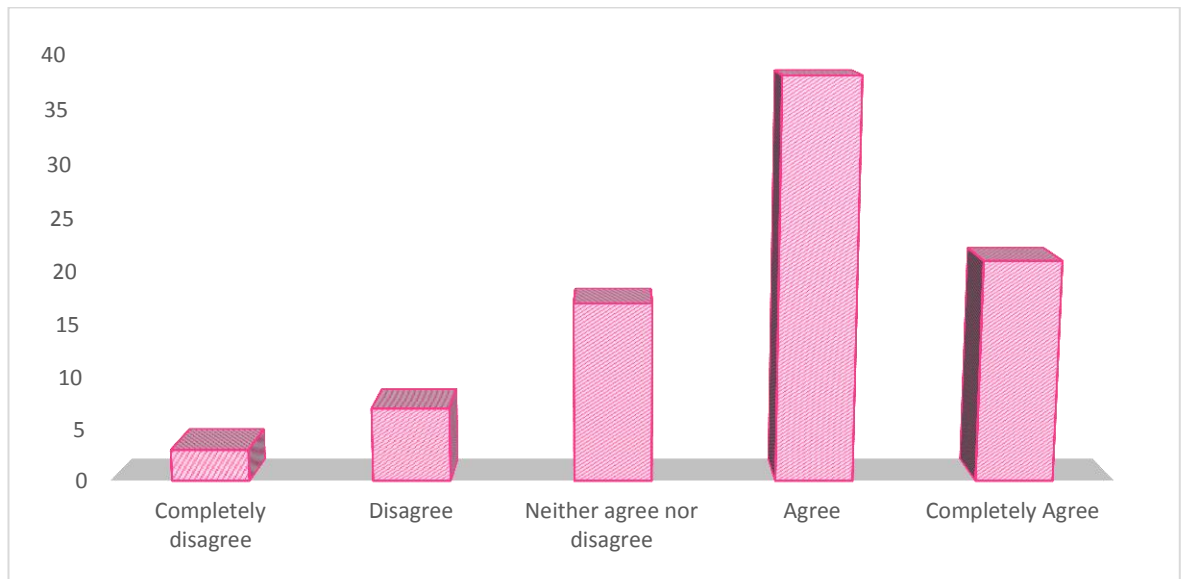


Figure 24. In my opinion price meets the quality in the restaurant (N=86)

Question nine studied if customers felt that the price met the quality in the restaurant Bis-tro Kynsilaukka.

Responds divided accordingly: 3,3% (3) completely disagreed, 7,6% (7) disagreed and 18,5% (17) neither agreed nor disagreed. Majority of 41,3% (38) agreed and 22,8% (21) completely agreed. Six (6) people didn't answer to this question.

As respondents naturally have different tastes in food they observe quality of food subjectively. Open comments had reviews about both fantastic and horrible food. Some of the respondents answered that they didn't know the price of the food at all, generally due to contract prices. Low amount of spices, tastelessness or poor taste of the food and unqualified food were commented. Quality of lunch was commented to have decreased since last spring (2014). Salads were said to be oversimplified. The price met the quality in breakfast according to some open comments.

5.4.10 Willingness to re-visit Vaihmalan Hovi in the future

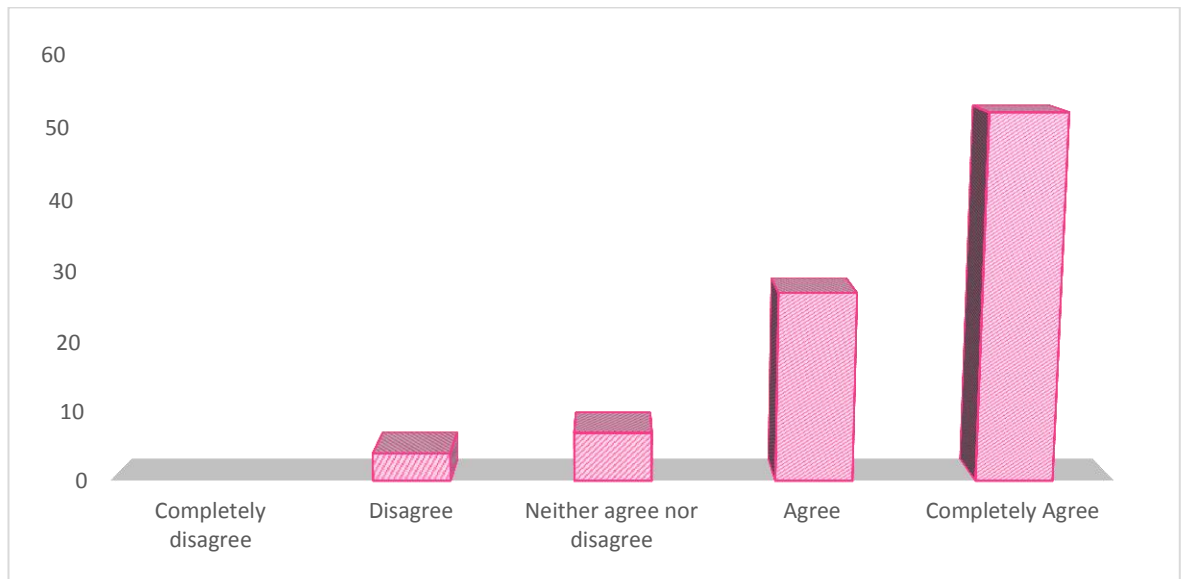


Figure 25. I am planning to re-visit Vaihmalan Hovi in the future (N=90)

This question asked if the customers are planning to re-visit Vaihmalan Hovi in the future. Again, the answers vary from completely disagree to completely agree.

Once more, mostly people want to come back to Vaihmalan Hovi. 67,4% (62) completely agreed, 17,3% (16) agreed, 9,7% (9) neither agreed nor disagreed, but 4,3% (4) disagreed. It means that 4.3% of the customers are not planning to come back according to this survey. 2,2% (2) didn't reply to this question.

One commented said that will come back if the quality of the food gets better.

5.4.11 Willingness to recommend Vaihmalan Hovi

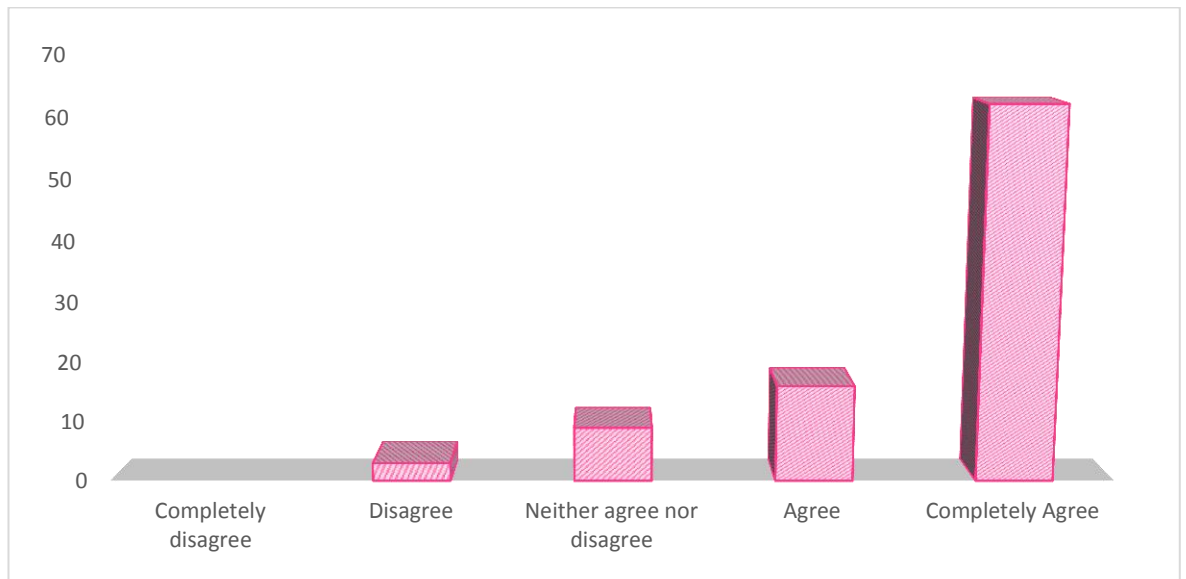


Figure 26. I would recommend Vaihmalan Hovi to my friends (N=90)

Question eleven asked customers willingness to recommend Vaihmalan Hovi to their friends or relatives. Peer recommendation, also known as “word of mouth” is an effective marketing method. Customers tend to recommend product or service to their relatives only when they are highly satisfied with it or already loyal and committed customers. (Hill & Alexander 2006, 194) One answer was biased, as the respondent had chosen two options.

Responds divided accordingly: none completely disagreed, 3,3% (3) disagreed, 9,8% (9) neither agreed nor disagreed, 17,4% (16) agreed and 67,4% (62) completely agreed. Only two (2) people didn't answer to this question.

Respondents had positive comments about the idyllic scenery of Vaihmalan Hovi and the Putiikki shop. Vaihmalan Hovi was commented to be great option for chain hotels and restaurants. One respondent commented that Vaihmalan Hovi would be ideal for weddings if the vegetarians were taken into account. One commented that he/she has already recommended the place despite the low amount of personnel during summer season.

Amount of completely agreeing respondents was 67,4% (62) high which is great. However when the sample size of the research was quite small, the combined amount of respondent neither agreeing nor disagreeing and respondents disagreeing was alarming 13,1%

(12). This number is quite high. If the negative aspects from which customers complain are fixed, hypothesis is that the number could decrease considerably.

5.4.12 Customer expectations

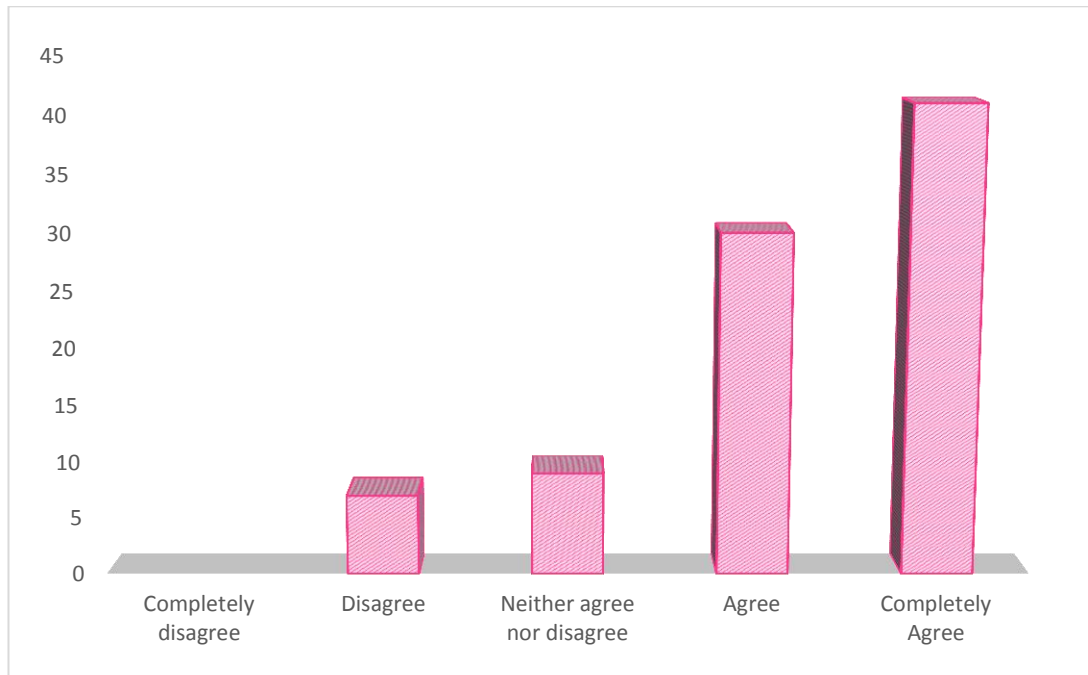


Figure 27. The visit met my expectations (N=87)

This question asked if the visit to Vaihmalan Hovi had met the expectations of the guests. Options for answering varied again from completely disagree to completely agree. 5,4% (5) left this question empty.

44,6% (41) of people completely agreed on this question and 32,6% (30) agreed. No one answered completely disagree, but 7,6% (7) told they disagreed with this claim. 9,8% (9) of the replies neither agreed nor disagreed.

3,3% (3) commented openly that the visit exceeded their expectations. One customer told that Vaihmalan Hovi usually meets the expectations, according to hers/his experiences from previous visits. However, 2,2% (2) mentioned that especially food did not meet the expectations and that they were waiting for something more special from their visit to Vaihmalan Hovi. One on the other hand said that there were no expectations.

5.4.13 Grade for Vaihmalan Hovi

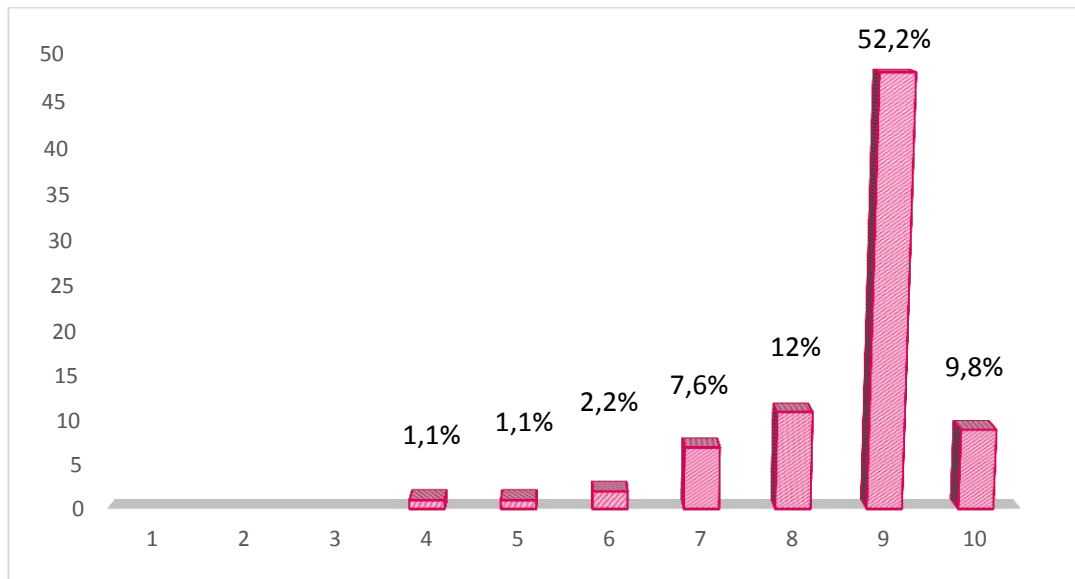


Figure 28. Grade for Vaihmalan Hovi (N=79)

Question thirteen asked customers to grade Vaihmalan Hovi in a scale of 1-10 (1 being the worst and 10 being the best). Average grade given for Vaihmalan Hovi based on the survey was 8,6. The responds divided accordingly. Grades number four and five got both one vote, grade number six two and grade number seven seven votes. The eight grade got 11 votes. The majority of the votes (48) went to grade number nine, while the 10th grade got nine.

Some respondents (3) answered this question with many grades, which couldn't be registered in our analysis due to bias. These three respondents would have given a higher grade for Vaihmalan Hovi, but the quality of food brought the overall grade down as well. Ten (10) respondents didn't answer this question at all.

5.4.14 Customers' future recommendations for Vaihmalan Hovi

Question 14 was set to hear the voice of the customers. What kind of improvements do they wish to see in Vaihmalan Hovi? 38 (41,3%) replies were received from this question and (58,7%) 54 empty sections. A few comments are listed below to give example of the future development ideas.

“An unnecessary slowing down in the service isn't nice. Two from our group already got their dishes and the third was told that the pizza had burnt; another one is on the way and will be delivered in five minutes. Half an hour has gone by now...”

“Since the place is so idyllic and growing rapidly, it could be taken into a more special direction. This could be an advantage in the markets. “

“Fish in the lunch buffet didn’t taste good. Gluten free products could be marked more clearly. Good that the season’s vegetables were utilized as a side dish (were they Finnish?). There could also be a vegetarian option as a main dish in the lunch buffet. There is a huge difference in lunch buffet and the a la carte menu. In the future I will eat carte. I have eaten delicious salads from the carte menu during the summer. After three lunch experiences, I am a bit disappointed. The property and atmosphere are excellent. Domestic ingredients and locally produced food could be your strength. I know that domestic fish is pricey, but instead you could use vegetarian options. Rather little but good! Special diets could be taken better into account.

”More visibility through road signs close by.”

“Sticky plates, not washed properly?”

“Pay more attention to the quality of food and service, it differs a lot. It is embarrassing when you praise the food to your friend and the next time you come, it is totally different. The same applies to the staff. I came here to eat once a month and I know what I’m talking about.”

“More events to this nice milieu.”

“More staff to during rush hours.”

“Service language needs training – how do you present things. I felt little like a secondary customer. The personnel is taking care of many things; restaurant, reception, boutique.. By force someone will not get served. ”

These comments were most relative to this thesis process and the development plan. The ideas are taken into account and formed into actions in the development plan section.

5.5 Mystery shoppers

Mystery shoppers looked into the issue, the authors noticed could need improvement according to the previous feedbacks from the survey. All in all, there was nine mystery shoppers with different backgrounds aged 29 -59. In the research of this thesis profes-

sional mystery shoppers were not used, because of the nature of the study and amount of resources. Regardless, mystery shoppers were as close to regular customers of Vaihmalan Hovi as possible from different customer segments. The results provided are qualitative information.

Mystery shoppers were chosen non-random sampling within this age limit, trying to have as many different kinds of perspectives as possible. There were families with one and two children, young couple with a dog, few younger couples and few middle aged couples as well as one mother and a son. Some of them had background in the restaurant field, some just simply really interested in restaurants and eating out and some just randomly picked. One mystery shopper with a restaurant manager background and one head waiter background were chosen on purpose to have “a professional eye” looking into things closely with a more understanding and previous knowledge. Mystery shoppers were chosen by the authors and then given gift cards according to the authors’ wishes.

The gift cards were for a weekday lunch for two (1), a Sunday lunch for two (2), restaurant services for 50e (4), one night accommodation for two (1) and one night accommodation for two and a dinner (1).

The mystery shoppers paid attention especially to these following factors.

Only for hotel mystery shoppers:

- How did the reservation process through phone or email go?
- How about check in and check out?
- How was the hotel experience in total?
- Did the reception tell enough of information for you?

For both hotel and restaurant mystery shoppers:

Breakfast/Lunch buffet/ A la carte -menu

- The quality of food and service
- The sufficient amount food? Delicious taste?
- Atmosphere in the restaurant?
- Price meeting the quality?
- Enough vegetarian portions? Special diets taken into consideration?
- The menu versatile enough?

Common things:

- Service fluent and smooth?
- Own development ideas?
- Does the staff recommend some portions, drinks etc.?

- Is there enough information given during the visit?
- Enough amount of personnel? Are they easily reachable? Are they service minded? Do they greet and say good bye? Do they seem professional?
- Anything missing, any hopes for the future?
- Expectations meeting the reality? Eyeing the website in beforehand
- Rush hour? Did you have to wait long for the service or your dishes?
- How did Vaihmalan Hovi manage correcting mistakes?

5.5.1 Results

The results of the nine mystery shopper visits are assembled below including the most important factors affecting this thesis project. All in all, mystery shopping visits went quite well, no big mistakes or unforgivable incidents happened. Positive comments are mentioned first in a summary.

The a la carte menu was called diverse and lunch buffet fulfilling and made from a good quality. The drink recommendations were well chosen and reasonable prices. Food was delicious and nicely put. Quality-price ratio was good in the restaurant. Breakfast was very good, though a bit small. Homemade items popped up here as well; Vaihmalan Hovi's own yoghurt got several positive comments. Some components in the a la carte menu were so good they could compete with Michelin star –restaurant dishes with just a little bit of titivating.

Staff was friendly and fast, atmosphere relaxed and surroundings beautifully decorated. Customers were noticed and taken into account well. Kids were also considered, as they had their own books, games etc., in the restaurant to play with while waiting for the food. Also the large, free of charge parking lot was a bonus. The property was described with adjectives like lovely, breathtaking and beautiful. It was also nice to notice that the staff was able to give directions of how to get there and they know about their products e.g. wines and was able to discuss about the surrounding renovations in the property; they clearly knew what was going on. The homemade wine bottle etiquette created a titivate feeling. Websites also got good comments in terms of being diverse and giving the right kind of impression about the place. Background music was suitable, the interior well planned and came with a nice atmosphere.

Some negative comments are listed at last to show some places of improvement. Lunch buffet had no signs in front of each dish to give more understanding about the ingredients. It also included too much fish for two of the mystery shoppers. There were not enough places for many eaters at the same time. There could also be some milk to drink, as Finns like to drink it. The Sunday lunch seemed highly priced for some. The a la carte menu was

even too diverse in one opinion; simpler version would suit the place more. Also, the menu could give more information about the origin of the food, is there something organic? Homemade, organic food should be served in a place like this (no whipped cream straight from the bottle). The bistro needs more privacy and the portions could be bigger.

When leaving, staff didn't say good bye but chatted together. They neither said sorry, when a mystery shopper had to wait and search for the staff as entering the restaurant. Eventually some personnel was found from the kitchen. This happened in two cases; the staff was not available, but disappeared to the kitchen. Once, even though ringing the bell on the counter no one came to serve. Also, preparing lunch while customers still having breakfast gives them a feeling "I need to leave to be out of the way" – not a good service.

It would be desirable to fill up the water classes (or even ask if more drinks were wanted) in the middle of eating, especially when it's quiet. One time the waitress had gone towards the kitchen already shouting from the door whether a certain dish was available that day. Presumably everything on the menu should be available all the time, or at least the staff should be informed about it in advance. This lack of menu items had been a problem in many cases. Sometimes the service was even too fast. One mystery shopper started to wonder that if there had been more people for lunch, it would have been too much for one waitress. Moreover, seating to tables would be good service, especially during rush hour and lunch.

In addition, everything in Vaihmalaan Hovi was closed during night time and mystery shoppers felt insecure about it; what if keys and phone are inside etc. and the corridor door to the hotel locked. How do you get inside then? The hotel info included spelling mistake and was impolite. Better road signs would be needed. Soundproofing bad in the hotel room, slow wireless internet and too hard to use. The staff could inform more about the area and the property to hotel guests as well. One mystery shopper asked, why people come to Vaihmalaan Hovi.

The trainees should be well oriented (this hasn't always been the case according to a mystery shopper). The staff should also take into consideration that it is important to say hello and good bye, and ask whether the food was tasty or not every time. Mystery shoppers also would like to know more about the history of the property and the owner family. Mystery shoppers hoped the staff would have more time to sell something extra as well and to tell more about the property itself. When the staff is too busy, they don't have enough time to sell the extra features and then they just go to waste. Moreover, the mys-

tery shoppers actually listened to the personnel's' recommendations; this would also be a good selling tip in the future.

6 Conclusions and development plan

This development plan, plan to improve the customer satisfaction and the customer experience in Vaihmalan Hovi, is created according to Vaihmalan Hovi's customers based on online reviews, questionnaire findings and mystery shopping. In decision with Vaihmalan Hovi's customers' thoughts and wishes, their best interest at heart. Having customer in the focus is also the point of this development plan. What does the customer want and need?

As the sample size of this study is fairly small it is crucially important to take all the negative responds into account to find the key points for development. This chapter consists of analysis of survey results on the basis of most positive and most negative reviews. Also the findings of mystery shoppers are taken into consideration. Secondly a development plan is introduced topic by topic. Development plan includes the key indicators for success of Vaihmalan Hovi based on respondents' answers and authors' opinions. Main priorities for improvement as a result from the study are thereby the following.

6.1 Key findings

The largest dissatisfaction factor due to the survey (responds disagree/completely disagree add together) was price not meeting the quality in the restaurant. In other words too expensive products with insufficient quality. Second area of dissatisfaction was insufficient amount of personnel in Vaihmalan Hovi during respondents visit. These were followed by dissatisfaction of the visit not meeting respondents' expectations. Finally, some respondents disagreed on re-visiting Vaihmalan Hovi at all.

When it comes to the characteristics of service and personnel, three largest factors of dissatisfaction are the following. Service was most often disagreed to be fluent, fast or personal. Personnel were most often disagreed to be efficient, easily reached or caring.

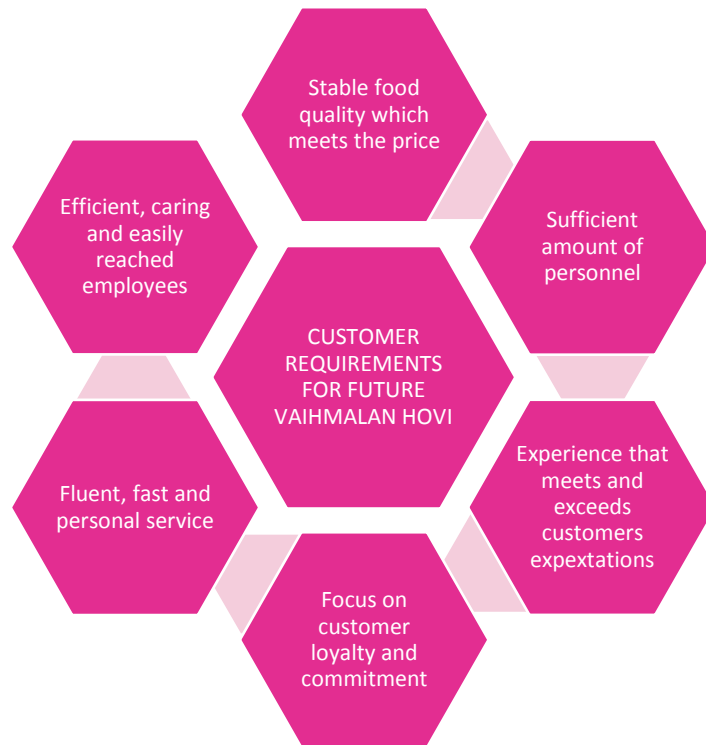


Figure 29. Customer requirements (Kalinainen 2015)

Figure 29 explains the possible future of Vaihmalan Hovi if the main factors of dissatisfaction are improved. These are the above mentioned procedures that caused the largest amount of customer dissatisfaction in the survey. In other words key priorities to focus on to meet and exceed customers' requirements.

The largest amount of satisfaction according to the survey (responds agree/completely agree add together) were the following. Most positive responds were found in willingness to recommend and willingness to re-visit Vaihmalan Hovi. Also most of the respondents though the visit met their expectations. Respondents were most satisfied with fluent service. Personnel was most often agreed to be friendly, service-minded and caring. It's interesting to notice that both of the characteristics caring and fluent got most dissatisfied and most satisfied reviews. This can be explained by subjectivity and personal experience of the customers.

6.2 Key priorities of change

Customer satisfaction correlates to exceeding customers' needs and wants. In order to create improvement, something needs to change. At the moment, the setting of Vaihmalan Hovi is in the right condition. Now it is time to concentrate more on the content. This chapter introduces the key priorities of change in the opinion of the authors.

6.2.1 Solid base of quality

As covered in the theoretical framework (Maslow's hierarchy of needs) it is fundamental to understand that needs of a human being build up from basic needs onwards, like a pyramid. First of all Vaihmalaan Hovi has to build a solid base around the core products hotel and restaurant. This means functional hotel rooms, restaurant dishes and conference rooms. Already in the social media reviews it is clearly seen that many comments cover fundamental factors such as cleanliness of the hotel room or missing cutlery in the breakfast table. Therefore improvement and stability of quality are the first step in this development plan.

6.2.2 Customer segments

Vaihmalaan Hovi should keep focusing on the middle-aged customers as they create the biggest customer segment for the organization in the opinion of Vaihmalaan Hovi. Core concept should be built around this customer segment. However, our survey revealed that over half of the respondents belonged to the 33-45 age group. Solution is to focus on both of these two customer segments. As discussed in the theoretical framework keeping existing customers is known to be far more cost-effective than acquiring new ones. In addition, according to the survey Vaihmalaan Hovi seems to have a lot of regular customers, people who go there again and again. This is exactly what Vaihmalaan Hovi should be looking for; loyal customers who come again.

6.2.3 Clear concept

At the moment Vaihmalaan Hovi does not have an attractive, clear concept. Concept should be clearly defined and built around the mission and vision of Vaihmalaan Hovi. Core values should be built around personalized experience.

Mission & Vision: Unique, countryside hotel for relaxing vacation or business meetings. Perfect getaway in the closeness of nature. Vaihmalaan Hovi is known for personalized experience, events and weddings. Restaurant serves fresh, local and organic products based on traditional Finnish cuisine. Vaihmalaan Hovi is one of the biggest sight and accommodation and restaurant provider in Lempäälä town and widely known in Pirkanmaa province (especially Tampere) and even all around Finland and abroad. Owners and history of Vaihmalaan Hovi give "the promotional face" to the premises. One of Vaihmalaan Hovi's missions should be to make customers stay longer. Most of the survey respondents were day visitors. If they would stay overnight, it would bring considerable profit.

Vaihmalan Hovi should update their official websites to support the concept. Websites should be modern with clear instructions and photos. More information about the owners and company's values, mission and vision should be provided.

6.2.4 Restaurant services

Great amount of dissatisfaction was seen in price quality perception of the restaurant. Both breakfast and lunch buffets got negative comments, both from this survey and previous social media reviews. Problem with the breakfast according to the respondents of survey was lack of cutlery, coffee cups and such. This can be due to the lack of concentration from the kitchen staff and employees. Often all the products were said to be finished by the time customers came for breakfast. Attention should be paid to the fact that fresh ingredients and tableware are available at all times. Also food signs are essential improvements. Food signs were said to be missing from both breakfast and lunch. Also special diets and allergies have to be taken into consideration when planning the menu.

Vaihmalan Hovi should focus on stable food quality with reasonable pricing. Suggestions for differentiation are local and organic food. Vaihmalan Hovi should put emphasis on local Finnish dishes and co-operate more with local entrepreneurs. Menu should be simplified, and built around one theme rather than many food cuisines as is done now. Every item on the menu should be available; there were negative comments about the lack of certain menu items in few of the mystery shopping cases.

Therefore Vaihmalan Hovi should put a focus on its restaurant services, making the experience memorable. According to the questionnaire during the low season over half of the customers visit the restaurant. Cross-selling, new products and theme dinners could bring more profit in the future.

6.2.5 Service

Firstly, it is crucial to say hello, welcome and good bye to your customers. Some respondents were dissatisfied with the greeting and didn't feel warmly welcome as entering Vaihmalan Hovi. It is polite and a nice way of showing good manners to make sure to say hello to customers as they come and go.

A couple of respondents disagreed with the statement that the service is personal. A few open comments also mentioned there was nothing special about the service. A small

place fits well with a personalized service as well as a product. A bit quieter times could be used to personalize the service and do something special, unique acts to create a bit more value to the customers. Vaihmalan Hovi should start serving experiences instead of just food, drinks or beds. As a small hotel-restaurant, it is easy to encounter every customer with care and individual uniqueness.

There was also disagreeing with the idea on service being fluent, smooth and fast. Sometimes service can be even too fast; no one wants to create a feeling of rush or uncontrol to the customers. However, customers don't want to be waiting for their food and drinks for too long when they're hungry and impatient. One of the main issues affecting this is the second biggest problem among the responds; the right amount of personnel. According to the comments, staff should be more initiative as well. Having a brisk and active staff, leads to more sales; since the customers actually listen to what the waiter or waitress recommends.

Amount of personnel and their quality of work affects the overall experience of customers. Dirty tables automatically create an image of low quality restaurant as well. Managers have to be aware of busy hours and high seasons and be prepared for them when planning the employee shifts. Also quality is endangered when lacking staff and satisfactory service. As Vaihmalan Hovi is a notably small company, sufficient amount of personnel shouldn't be a challenge. The result of dissatisfaction from customers in this particular question shows the need for better time management from the employees and better shift planning from the managers. Also, the staff should have time to chat with their customers to be able to provide something extra to the service. There should always be someone with the customers to be able to be there for them when needed. This also allows more cross selling; when staff has enough of time to chat with the customers, they also have time to introduce the property and its diverse features.

6.2.6 Customer experience

Engaging the customer is the key priority in improving the customer experience. In addition, to create a systematic customer experience with elements of a successful customer experience.

Firstly, the core experience should be built through securing the quality of the service and food as well as having enough personnel to make this possible. There should be a standard quality for the food independent from the kitchen staff. The service should be as fast, smooth and personal as any day independent from the month of the year. Customer ser-

vice is something that can be highly affected; it is easy to adapt it to the concept and improve it along the way.

When the core experience is finalized and easy to achieve, it is time to move on to the extended experience. Vaihmalan Hovi already has some elements to extend the experience, since they have a boutique and spa services to offer something else on top of a restaurant or a hotel experience.

Exceeding the expectations happen, as we shift to the level three of the experience. This step adds surprising value, an unexpected extra twist to the service for example, to exceed the expectations of the customer. In Vaihmalan Hovi, this could mean calling the hotel guest a few days beforehand to welcome them and to ask about their plans for their visit; to offer a special spa treatment or a nice a la carte dinner on the night of their arrival. To send driving instructions to the customer's email address or simply just to send a welcoming text message to the customer. After the visit, Vaihmalan Hovi could call their customers about an item they'd left in their hotel room, or just to offer a new special weekend package to give them a new reason to visit again. This adds value to the customer, and most certainly makes the experience more memorable as well as valuable.

More events were high on the wish list of the customers. Some live music (piano & guitar) and happenings for special days could be organized to attract more customers during quieter weeknights. Also longer opening hours for the hotel and restaurant were wished to be able to enjoy the services as a hotel guest. Organic food, local art and local artists could be used to add more to their supply.

When creating their own experience, Vaihmalan Hovi should also consider the four realms of Gilmore and Pine (2011, 46). To enhance the esthetic value, Vaihmalan Hovi could create a more peaceful and bigger room for Bistro (extensions to the building are already under construction (Rissanen 2014c). Customers would maybe want to spend more time in the restaurant if there was more privacy and more seats to fill up. The design and premises are already quite esthetical; if all furniture and design items were for sale, guests could be more engaged as well. The beautiful surroundings already create another kind of reality, but something to make the guests to participate is needed. Whether it is feeding the animals on the yard, or being able to create their own menu from different dishes. Guests could easily learn more about the origin of the food ingredients, the history of the area or the story of the owner family. Also some entertainment to make the stay more enjoyable could be added to the top.

6.2.7 Loyalty

Vaihmalan Hovi should put an emphasis on keeping the existing customers and employees. At the moment Vaihmalan Hovi has a high personnel turnover. This leads to the fact that employee-customer relationships are hardly born. As employee loyalty often correlates to customer satisfaction, this is a priority for this company to focus on. Also acquiring new customers is far more costly than keeping the old ones. Loyal customers tend to recommend their positive experiences to peers which creates profitable word of mouth – marketing. Restaurant could provide stamp on loyalty cards to members and the hotel could offer discounts and special gifts for loyal customers. First time guests should be notified as well. E-mail marketing before and after the stay for example.

Vaihmalan Hovi should also be more active on social media. At the moment Vaihmalan Hovi does not notify online reviews at all. Both negative and positive reviews should be commented, most preferably by managers or owners of the organization. Answers should cover at least the largest travel influencers online, which are Booking.com and TripAdvisor. This creates firstly great customer service and also positive brand image.

6.2.8 Strategic pricing

Only a few of the respondents chose hotel as the reason why they chose to visit Vaihmalan Hovi. During the low season, occupancy percent of the hotel should be higher. This would help the company to achieve higher profitability. It could be achieved through fluctuating and strategic pricing. Many respondents of this survey commented on too expensive prices. Reasonable pricing in both hotel and restaurant services would be an advantage. Usual prices during high season, but lower prices to attract more customers during low seasons would be a solution.

According to the survey, customers do not choose to go to Vaihmalan Hovi because of its prices. This can give freedom with pricing the products and services. It can be possible to have a bit higher prices there, since people are looking for something else in Vaihmalan Hovi. Like an experience. When Vaihmalan Hovi knows its customers, they can choose to price wisely according to their customers' habits and hopes.

7 Suggestions for future research

Already during the planning phase of this thesis it became obvious that the themes of customer satisfaction survey had to be narrowed. Due to time limitations and amount of resources this thesis researched only customer perceptions on service quality in Vaihmalan Hovi's restaurant and hotel side. In the future it would be advisable to research customer satisfaction focused on all the operations of Vaihmalan Hovi, including all of its products. That is including conference section, events, Spa and Putiikki-shop.

It would be interesting to see if Vaihmalan Hovi executed the suggestions of the development plan and later researched whether customers' answers for this questionnaire would have changed. Moreover, if the satisfaction and productivity levels would have increased.

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Appendices

Attachment 1. Questionnaire in Finnish

Asiakaskokemus – kysely

Hei!

Olemme kaksi restonomiopiskelijää HAAGA-HELIA ammattikorkeakoulusta. Opinnäytetyömme aiheena on tutkia Vaihtalan Hovin asiakaspalvelua, toimintaa ja ennen kaikkea asiakastytyvyyttä. Vastaukset käsitellään luottamuksellisesti ja niitä käytetään ainoastaan tässä opinnäytetyössä.

Mikäli jotain on pielessä, avaathan sitä kommentteja-kohdassa kehityksen ja muutosten edesauttamiseksi! Erityisesti vastatessasi kysymyksiin täysin eri mieltä / eri mieltä, kerrothan mielipiteestäsi meille lisää. Tarkennathan mihin palveluun mielipiteesi liittyy. Kiitos!

Päivämäärä: _____

1. Vierailun kohde (yksi tai useampi)

- Hotelli
- Bistro Kynsilaukka
- Kokoukset
- Juhlat
- Day Spa –hoitola
- Putiikki

2. Kuinka tärkeitä seuraavat asiat ovat Vaihtalan Hovia valittaessa?

	Ei ollenkaan tärkeä	Hieman tärkeä	Tärkeä	Hyvin tärkeä	Erittäin tärkeä
Hinta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sijainti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hotellihuone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ravintola	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asiakaspalvelu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tunnelma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ainutlaatuisuus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Muita asioita: _____

Kommentteja: _____

3. Palvelu ja henkilökunta

Mielestäni henkilökunta on...

	Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
Ammattitaitoista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kielitaitoista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ystävällistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Palveluultista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Huomioonottavaa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tehokasta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helposti tavoitettavaa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helposti lähestyttävää	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

4. Mielestäni palvelu Vaihmalan Hovissa on..

	Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
Sujuvaa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nopeaa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Henkilökohtaista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

5. Vaihmalan Hovissa on tarpeeksi henkilökuntaa paikalla

	Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

6. Minua tervehdittiin ja tunsin oloni tervetulleeksi saapuessani Vaihmalan Hoviin

	Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

7. Tunnen olevani arvostettu asiakas

	Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

8. Olen tyytyväinen saamaani palveluun Vaihmalan Hovissa

Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

9. Mielestäni hinta-laatusuhde kohtaa ravintolassa

Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

10. Aion vierailla Vaihmalan Hovissa tulevaisuudessakin

Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

11. Suositteisin Vaihmalan Hovia ystäväilleni

Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

12. Vierailu Vaihmalan Hovissa täyttää ennakko-odotukseni

Täysin eri mieltä	Eri mieltä	Ei eri eikä samaa mieltä	Samaa mieltä	Täysin samaa mieltä
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kommentteja _____

13. Yleisarvosana Vaihmalan Hoville asteikolla 1-10? 1 ollessa huonoin, 10 parhain arvosana.

14. Tulevaisuuden kehitysideoitu Vaihmalan hoville

15. Sukupuoli

- Mies
- Nainen

16. Kansalaisuus: _____

17. Ikä

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 –

18. Vierailun tarkoitus

- Työ
- Vapaa-aika

19. Vierailun kesto

- Päivävierailu
- Yhden yön vierailu
- Kahdesta neljään yön vierailu
- Yli neljän yön vierailu

20. Oletko vierailut Vaihmalan Hovissa aiemmin?

- En
- Kerran
- Useammin kuin kerran

Arvostamme jokaista vastausta. Vastausten perusteella annamme Vaihmalan Hoville kehitysehdotuksia jotta teidän kartanoelämyksenne olisi tulevaisuudessa entistäkin parempi. Paljon kiitoksia viitseliäisyydestäsi!

Jos haluat osallistua 149€ lahjakortin arvontaan vastanneiden kesken jätätthän yhteystietosi:

Nimi:

Sähköposti:

Puhelinnumero:

Customer Perception Survey

Hi!

We are two hospitality management students from HAAGA-HELIA University of Applied Sciences writing our thesis concerning customer service, experience and satisfaction in Vaihmalan Hovi. All the answers will be handled confidentially and used only in this thesis.

In case of dissatisfaction please inform us in the additional comments section to create development and change in Vaihmalan Hovi. Especially while answering disagree/completely disagree please let us know about your experiences and specify which service(s) your opinion concerns. Thank you!

Date: _____

1. Meaning of visit (1 or more)

- Hotel
- Bistro Kynsilaukka
- Meetings
- Celebrations
- Day Spa
- Putiikki - shop

2. How important are following factors when choosing Vaihmalan Hovi?

	Not at all important	Slightly important	Moderately important	Very important	Extremely important
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hotel room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uniqueness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other factors: _____

Additional comments: _____

3. In my opinion the personnel is..

- | | | | | |
|------------------------|----------|-------------------------------|-------|---------------------|
| Completely
disagree | Disagree | Neither agree
nor disagree | Agree | Completely
agree |
|------------------------|----------|-------------------------------|-------|---------------------|

Professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language skilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service minded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easily reached	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy to approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments: _____

4. In my opinion service is..

	Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
Fluent/Smooth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments: _____

5. There was enough personnel

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments: _____

6. I was greeted and warmly welcomed as I entered Vaihmalan Hovi

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments: _____

7. I feel appreciated as a customer

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
---------------------	----------	----------------------------	-------	------------------

Additional comments:

8. I was satisfied with the service

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

9. In my opinion price met quality within the restaurant

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

10. I am planning to re-visit Vaihmalan Hovi in the future

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

11. Would you recommend Vaihmalan Hovi to your friends?

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

12. The visit met my expectations

Completely disagree	Disagree	Neither agree nor disagree	Agree	Completely agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

13. Grade for Vaihmalan Hovi on the scale 1-10, 1 being worst 10 being the best

14. Future suggestions for Vaihmalan Hovi?

15. Gender

- Male
- Female

16. Nationality: _____

17. Age

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and above

18. Main purpose of visit

- Business
- Leisure

19. Length of stay

- Day visit
- One night visit
- A two to four night visit
- Over four night visit

20. Have you visited Vaihmalan Hovi before?

- No
- Once
- More than once

Every answer is highly appreciated. Development ideas are given to Vaihmalan Hovi based on your answers to make your stay even better in the future. Thank you for your time!

If you want to participate in a sweepstake to win 149€ gift card to Vaihmalan Hovi, please leave us your contact information.

Name:

Email:

Phone number:

Attachment 3. Mystery shopping cases

Case 1.

Kävimme sunnuntailounastamassa Vaihmalan hovissa ja tässä nyt mietteitämme: Tutustuimme etukäteen nettisivuihin ja niiden perusteella odotukset olivat korkealla. Sivut olivat hyvin monipuoliset ja antoivat paikasta hyvän kuvan. Mielikuva tuli jopa ihan "luxus-paikasta". Sivujen perusteella odotukset täyttyivät melko hyvin.

Lounasbuffa:

Ruoan ja palvelun laatu: Ravintolassa vastaanotossa oli yksi henkilö (tarjoilija). Palvelu oli mukavaa, hän kävi ruokailun aikana kysymässä maistuuko ruoka. Muutenkin hän otti asiakkaat hyvin huomioon. Ruoka vaikutti laadukkaalta, hyviä ja monipuolisia raaka-aineita oli käytetty.

Ruoan riittävyys, maku: salaatti- ja kalapöytä oli ns. alkupalaksi, pääruoka oli erikseen sekä vielä jälkiruoka. Eri salaattivaihtoehtoja oli paljon sekä esillepano oli hyvä. Menu oli erikseen luettavissa, eli ruoan kohdalla ei ollut tietoa mitä se oli. Kalavaihtoehtoja oli runsaasti, myös pääruokana oli kalaa. Jos olisin ollut esim. kalalle allerginen olisi ruoasta jäänyt paljon syömättä. Ruoka oli maukasta ja erityisesti jälkiruoka kruunasi lounaan :) Lounaan ohella monet asiakkaat varmasti joisivat maitoa, en huomannut tätä esillepanoa. Kotikalja vanhan liiton juttuja, silti positiivinen yllätys, että sitä oli tarjolla.

Tunnelma oli kodikas ja romanttinen. Paikka oli sisutettu kivasti, vähän maalaisromantiikkaa. Toki ruokailutila oli aika pieni, jos asiakkaita olisi ollut enemmän, niin ruokarauha olisi voinut häiriintyä. Hinta-laatusuhde: lounas oli 25 € arvoinen, oli niin paljon vaihtoehtoja ja ruokaa riitti. Joka päivä ei kyllä voisi käydä 25 € lounaalla.

Kasvisruoka? erilaisia ruoka-annoksia! erikoisruokavaliot? Salaatti ja lämpimät kasvikset olivat kasvisvaihtoehtona tässä. Listalta tilattaessa kasvisvaihtoja varmaan olikin, mutta muuten ei tätä osata kommentoida, kun söimme buffetista. Netistä katsoimme ruokalistaa, niin siitä sai kyllä hyvin monipuolisen kuvan.

Meidän kohdallamme kaikki sujui hyvin, eli virheitä ei tapahtunut.

Lopussa olisi henkilökunta voinut toivottaa meidät uudelleen tervetulleeksi ja ehkä suositella jotain "hotellipakettia" yms. Henkilökunta keskittyi lopussa omiin juttuihinsa ja unohti käytännössä lounasasiakkaat. Lopputervehdys tuli meidän toimesta, ei henkilökunnan.

Case 2.

Kävimme arkipäivällisellä Vaihmalan Hovissa. Olimme sen hetken ainoat asiakkaat, joten ruuhkatilannetta emme pysty arvioimaan. Vastaanottotiskiltä meitä tervehdittiin iloisesti ja ohjattiin ravintolan puolelle. Tarjoilija tuli nopeasti kysymään juomatoiveitamme. Listalta valitsimme alkuruoaksi salaatin ja pääruoaksi pizzan. Tarjoilija ei suositellut mitään, mutta emme antaneet siihen tilaisuuttakaan, koska löysimme annokset nopeasti. Listalta löytyi vaihtoehtoja monipuolisesti kasvissyöjäkin huomioiden. Vaihtoehtoja oli hyvin isompaan tai pienempään nälkään ja isommalle tai pienemmälle budjetille. Myös erityisruokavaliot oli hyvin huomioitu. Palvelu oli ystävällistä ja nopeaa. Tunnelma oli rauhallinen. Sekä alku- että pääruoka olivat hinta-laatusuhteeltaan erinomaisia ja kooltaan riittäviä.

Miljöö on loistava, paikka ja sisustus ovat ihanat. Kaikki sujui kuin Strömsöössä. Henkilökunta oli palveluultista ja ystävällistä. Erityisiä korjauskohteita emme ainakaan tällä käynnillä keksineet.

Case 3.

Käytiin syömässä suunnuntaipäivällinen listalta. Kun menimme ravintolaan, ei missään ollut ketään. Muita asiakkaita ei ollut ja jouduimme itse menemään putiikkiin hakemaan palvelua/neuvoa miten toimia. Tämä tietysti heikensi ensivaikutelmaa, varsinkin kun paikka oli meille aivan uusi. Kun tarjoilija sitten keittiöstä tuli, oli palvelu ystävällistä ja ripeää. Korrektia tosin olisi ollut pahoitella, että jouduimme palvelua hetken odottamaan.

Ruokalista oli todella laaja ja monipuolinen. Juomasuosituksia listalla olivat hyvät ja plus-saa, että viinien lisäksi oli myös olutsuosituksia. Hinnat olivat mielestämme keskivertoa korkeammat. Melkein 20 euroa burgerista tai salaatista on melko kova. Myös viinit olivat melko hintavia. (Simoa häiritsi, että ruokalistalla useat annokset oli nimetty samaan tapaan. Esim. Moni pääraaka-aine oli pariloitua. Myös muitakin valmistustapoja voisi käyttää/herää kysymys pariloidaanko kaikki oikeasti.)

Valitsimme alkuruuaksi hunajamarinoitua porsaanposkea ja olutkeiton. Pääruokana oli maksaa, enterecote sekä lasten lohi. Ruokia ei erikseen suositeltu, tosin emme tätä pyytäneetkään. Tarjoilija kysyi vielä erikseen ruokajuomia. Annokset olivat reiluja ja esillepa-

no miellyttävä. Maut olivat kohdallaan, ainoastaan keitto jakoi mielipiteitä. Monissa annoksissa oli mukana houkuttelevia komponentteja, kuten entrecoten kyljessä olleet mustikamarinoidut valkosipulinkynnet. Ruuat tulivat nopeasti. Tosin pääruoka tuli alkuruuan jälkeen niin nopeaan, että heräsi kysymys oliko annokset seisseet kauankin lämpölampun alla valmiina odottamassa. Tähän antoi viitteitä ainakin maksa-annoksen muusin pinnalla oleva "kuori". Näkemyksemme mukaan hinta-laatu-suhde on kuitenkin hyvä.

Sellaisia pieniä asioita jäimme kaipaamaan, varsinkin kun ravintolassa ei ollut kuin kaksi seuruetta lisäksemme, että esimerkiksi vesilasit olisi voinut käydä täyttämässä ja kysymässä kertaalleen ruokailun aikana onko kaikki hyvin ja maistuuko ruoka. Tunnelma oli miellyttävä, samoin sisustus. Vaikka olimme hetken aikaa ainoat asiakkaat, emme tunteet olomme vaivaantuneeksi. Plussaa, että nurkassa oli lapsille kirjoja ja muuta puuhaa.

Vaikka palvelu oli ystävällistä, pieniä mokia sattui. Kun olimme tilanneet ruuat, meni tarjoilija keittiöön ja huusi jo ovelta onko meillä sitä olutkeittoa. Lähtökohtaisesti ruokalistan ruuat tulisi kaikki olla saatavilla ja mikäli jotain puuttuu, tulee tarjoilijan olla tästä tietoinen ja informoida asiakasta jo ennen kuin tämä valitsee annokset. Kokilta voi käydä kysymässä asiansa niin ettei sitä huuda niin kovaa, että sali raikaa. Sama toistui myös, kun tiedustelimme olutkeiton raaka-aineita ja tarjoilija joutui menemään sitä keittiöstä kysymään.

Kaiken kaikkiaan kokemus oli positiivinen ja ylitti odotukset. Kovin mairittelevia arvioita ei netissä paikasta ollut ja muutaman heikomman kokemuksen olimme kuulleet myös lähipiiristä. Tyytyväisinä ja mahat täynnä poistuimme. Miljöö kaikkienensa oli hieno ja varmasti kesällä vielä enemmän edukseen. Voimme suositella paikkaa. Toivottavasti ruuan taso säilyy samana, kokista ja viikonpäivästä huolimatta.

Case 4.

Tässä arkilounaan kommentteja:

-kun mentiin sisälle, vastaan tuli henkilökuntaa, tervehti ystävällisesti, samoin sisällä vastaanotto ystävällistä, reipasta

-selkeä ohjaus ruokailutilaan, hyvää ruokahalua toivotettiin, paikalla oli yksi tarjoilija

-salaattipöytä, tarjolla perinteisesti eri astioissa salaattilajitelma (hyvä), kurkku, tomaatti, salaattikastike, osasta ei ihan tiennyt mitä sisältää, olis voinut olla enemmän tuoreita vihanneksia/kasviksia

-lämmin lihajuurespata tosi mureaa, maukasta, perunat vähän ylikypsiä, (onko liikaa laitettua tarjolle kerralla lämpökaappiin??), leipä tuoretta, hyvää, ei maitoa tarjolla, mehu, vesi, kotikalja

- jälkiruoka marjakiisseli, tuoreista pakastemarjoista, kiiltävää, hyvä maku, kermavaahto oli varmaan "pullosta", olis voinut olla oikeeta!!
- kahvi palanpainikkeeksi, ok
- palvelu ripeetä, tarjoilija kysyi "maistuuko", vei lautasen pois nopeasti, ei kysytty saako olla muuta.
- hintalaatu suhde kohdallaan, ruokaa riittävästi, ilmapiiri leppoisa, jos olisi ollut enemmän asiakkaita, olis ehkä ollut tukkoista ja tarjoilijalle tullut kiire
- voidaan suositella
- vastasi ennakko-odotuksia
- hyvät, ilmaiset parkkitilat,
- vaatenaulakot ahtaat
- ruoka maittavaa

Case 5.

tarjoilu:

Vierailimme Vaihtalassa sunnuntaina. Seurueeseen kuului 4 henkilöä. Saapuessamme ravintolaan vastaanoton/baarin yhteydessä oleva salin osassa oli n. 16 henkeä. Suurem-
massa salissa yksi n. 10 hengen seurue sekä kabinetissa yksi seurue. Mielestäni väkeä
sunnuntai päivälle melko hyvin. Saapuessamme sisään odotimme kassan luona n. 3 mi-
nuuttia ennen kuin tarjoilija saapui paikalle. Tarjoilija oli ystävällinen mutta ei kovinkaan
oma-aloitteinen. Hän ei kertonut oma-aloitteisesti heti tarjonnasta vaan ensin kysyin, että
onko mahdollista pasta syömään. Tämän jälkeen tarjoilija ystävällisesti osoitti meille va-
paan pöydän ja kertoi sunnuntai bufeesta ja että myös a la carte listalta saa ruokaa mutta
siinä kestää hieman kauemmin. Jäin miettimään miksi a la cartessa kestää, koska suurin
osa asiakkaista ainakin havaintoni mukaan söivät bufeeta. Hetken ruokalista tarkastel-
tuamme tarjoilija saapui paikalle (n 3 min) ja tiedusteli ystävällisesti olemmeko valmiita
tilaamaan. Päädyimme kaikki bufeeseen. Missään vaiheessa ei tiedusteltu/suositteltu ruo-
kajuomia, joten pyysin itse viinisuositusta bufeelle. Tarjoilija suositteli talon viiniä, jota
otimme lasilliset. Tarjoilija osasi kertoa viineistä ammattitaitoisesti mutta ei suosittelut ak-
tiivisesti tai käynyt kysymässä kesken ruokailun olisiko saanut olla lisää viiniä. Jälkiruoan
jälkeen meiltä käytiin ystävällisesti tiedustelemassa saisiko olla vielä jotain lisää. Emme
halunneet enää täydennystä mutta keskustelimme ikkunan takana näkyvästä remontista,
johon tarjoilija ystävällisesti osasi kertoa, että ravintola salia laajennetaan ja terrassia uu-
distetaan. Oli ilo huomata, että henkilö tuntee ja tietää, mitä omassa talossa tapahtuu.

puitteet/tunnelma:

Puitteet Vaihmalan hovissa ovat mitä ihanimmat. Suunnittelimme huoneen varaamista ja hemmottelu viikonloppua Vaihmalassa. Kaunis vanha rakennus, josta huolehditaan ja joka on kauniisti sisustettu. Tunnelma ravintolassa oli ihastuttavan rauhallinen ja iloinen. Perheitä ja ystävyksiä oli viettämässä mukavaa sunnuntaipäivää hyvällä tuulella.

ruoka/juomalista ja ruoan laatu:

Ruoka ja juomalista olivat riittävän laajoja ja vaihtoehtoja löytyi erilaisiin tarpeisiin riittävästi. Vaihtoehdot olivat erinomaisella maulla valittuja ja antoivat laadukkaan mielikuvan ravintolasta. Nauttimamme bufeen antimet olivat erittäin herkullisia ja vaikka ihmeempiä erikoisuuksia ei löytynyt, ei niitä liiemmin kaivattukaan, koska maut olivat kohdallaan. Laadukkaat raaka-aineet oli hyvällä maulla yhdistetty ja makuelämykset vertaansa vailla. Myös viini -ja juomalista muutenkin olivat hyvällä maulla tehty. Löytyi tuotteita erilaisiin tarpeisiin. Myös hieman laadukkaampia tuotteita kohtuuhintaan oli tarjolla, mikä ilahdutti kovasti.

yhteenveto:

Kaiken kaikkiaan vierailumme oli erittäin miellyttävä ja ehdottomasti tulen suosittamaan Vaihmalan hovia ystäväilleni. Pienenä miinuksena oli se, että kun ruokailumme jälkeen vierailimme myymälässä ja sen jälkeen olisimme halunneet tiedustella tarjoilijalta muutama asiaa, ei ketään näkynyt ravintola salissa. Vaikka soitimme kelloa, joka oli baaritiskillä ei ketään saapunut meitä palvelemaan.

Ennen vierailuamme olen kuullut hyvin kaksi jakoisia kommentteja Vaihmalasta. Osan vierailu on sujunut erinomaisesti ja ruoka on ollut todella hyvää. Mutta on ollut myös muutamia tapauksia (esimerkiksi: yksi kokoustava seurue viime syksynä), jonka vierailu oli mennyt täysin mönkään ja heidän mielestään ruokatarjoilu oli ollut ala-arvoista.

Case 6.

Ravintola:

Etukäteen netistä tutustuessa ruokalista tuntui kovin laidasta laitaa menevältä kylmäsavulohitartarista hot wingseihin. Itse mietin että onkohan siihen nyt haluttu vain laittaa kaikkea mahdollista. Jotenkin nimi antaa enemmän perinteisen vaikutelman ja ehkä ruoka-annoksien valikoimaa voisi hieman supistaa ja tuoda kartanotyyliin sopivia ruokia –

sellaisia mitä ei grilliltä saa. Jälkiruokavaihtoehdot olivat kovin suppeat ja mielestäni ne eivät olleet niin onnistuneita. Köyhät ritarit on mielestäni ”kotiruokaa” jämiksi jääneistä tarpeista. Hyvin tehtynä köyhät ritarit ja kermavaahto ja mansikkahillo ovat todella hyvää, mutta sopiiko se listaan ja kun ei ollut vaniljajäätelöä niin saimme korvaavaa tyrnihillon kansa. Tyrnihillokin oli erinomaista mutta yhdistelmänä tyrnihillo ja köyhät ritarit eivät mielestäni sovi niin hyvin yhteen kuin mansikkahillo ja kermavaahto ja vaniljajäätelö. Samoin vademasorbetti ja tyrnihillo eivät olleet niin herkullinen yhdistelmä kuin ovat erikseen.

Ruokapaikka oli siisti ja viihtyisän näköinen. Tosin itsekseni mietin että miten uraiset pöydät pystytään pitämään hygieenisinä. Henkilökunta oli ystävällistä. Tunnelma sekä illallisella oli että aamiaisella oli hyvä. Musiikki oli ajoittain oikein sopivaa ja ajoittain ei välttämättä ollut tilanteeseen nähden harkittua. Yhdellä tarjoilijoista oli monta avainta ketjussa ja avainten kilinä oli turhan häiritsevää.

Hotellin luonteeseen sopisi että siellä olisi myös tiloja joissa olisi enemmän ykstyisyyttä nautinnollisiin ruokahetkiin kahden kesken. Miten ruokapaikka toimii jos tuleen enemmän asiakkaita kerralla? Nyt oli 6 henkilöä ja lopussa olimme kaksin.

Illallinen:

Kylmäsavulohitartar oli oikein makoisaa ja annos oli kauniisti aseteltu. Alla ollut limppu oli liian kova, pehmeämpiä löytyy aivan yhtä hyviä maultaan. Tarjoilija oli oikein ystävällinen ja jutteli mukavasti, hymyili ja kertoi ruoista. Alkupalala tuli todella nopeasti (en ole tainnut koskaan saada niin nopeasti). Talon viini oli hyvää ja siitä osattiin kertoa. Ja idea että se on omalla etiketillä loi tosi viimeistellyn tunnun. Viinilistalla ei ollut liha suosituksen viiniä. Pariloitus kauden kala oli kauniisti aseteltu ja tuli todella nopeasti. Kasvikset olivat hyvän makuisia mutta hieman raakoja varsinkin osa. Uuniperuna oli kypsää, mutta olisi ollut parempaa vielä kypsempänä. Muutama minuutti kovemmassa lämmössä olisi viimeistellyt perunan. Mousse perunan sisällä oli hyvää. Maustevoi oli surkeaa. Siika maistui hyvälle. Annos oli naisellekin pienehkö.

Härän sisäfileepihvi ja tervakastike. Tässä annoksessa oli mielestäni sellaisia aineksia kuin Vaihtalan hovin tyyppisessä ruokapaikassa pitääkin olla – siis sellaisia mitä ei joka paikassa ole ja jotka ovat luonteeltaan kotimaisia. Omenahilloke oli poikkeuksellisen erinomaista!!! Samoin tervakastike ajatuksena erinomainen ja siksi myös kastikkeena erinomaista. Pihvi medium oli hyvä ja suolaisuus sopiva. Lihan reunat olisi voineet olla viimeistellymmät – nyt ne oli melko ruman näköiset, mutta maku oli kohdillaan. Lihassa oli

pari pientä sitkeätä kohtaa, muuten mureus hyvä. Savujuustoperunan maku oli hyvä, mutta perunat tuntuivat hieman nahkeille ja rasvaisille – olikohan se vanhaa?

Aamupala:

Vanhempi silmälasipäinen nainen tarjoili ja hän kertoi historiasta ja suunnitelmista mukavasti. Hän toi myös hyvin esiin minkälaisia mahdollisuuksia esim. häitä on viettää talossa. Se että aamupala oli katettu meitä varten valmiiksi tuntui hyvältä.

Itsetehty jogurtti ja marjat olivat erinomaisia. Aamupala oli juuri ja juuri riittävä määrältään. Yleensä en hotellissa puuroa kaipaa, mutta nyt jäin miettimään että olisiko esim. ohrapuuro tms ollut hyvä. Kinkku maistui vanhalta ja ei ollut houkuttelevan näköinenkään. Kananmunat olivat epäsiistejä – ilmeisesti keitinveteen hajonnut ja siitä tarttunut muniin kokkeireita pyyhkimällä ne olisivat olleet houkuttelevampia. Yleisilme aamupalalla oli kaunis ja tunnelma mukava. Paikka oli tosiaan heti valmiiksi laitettu ja aamupala myös tuli heti.

Vaniljajäätelö oli tosiaan loppunut ja köyhät ritarit olivat heikohko esitys. Minetin vadelmasorpetti tyrnihillo yhdistelmä ei myöskään ollut kovin makoisaa.

Hotelli :

- varausprosessi puhelimitse/sähköpostitse

Laitoin sähköpostilla tiedustelun ja vastaus tuli erittäin nopeasti. Kysymyksiini vastattiin positiiviseen sävyyn ja kirjeen pohjalta tuntui kivalta lähetä Vaihmalan. Ohessa sähköpostit.

Matkalta soitin puhelimella tiedustellakseni muka ajo-ohjetta. Puhelimeen vastasi nainen ja neuvoi hyvin ja tarkasti ajo-ohjeet. Lempäälä E vasen, n 0,5-1 km, vaihmalan hovi kyltti, lippo josta vasen ja eka oikealle... Hän oli puhelimessa reipas iloinen ja avulias. Kyselin että pitääkö varailta ruokapaikkaa yms, niin vastasi että tilaa on ja katsotaan sitten paikankäyttöä kun tulette ruokailut valmiiksi. Hyvä ääni ja kielenkäyttö

- check-in

Sujui sutjakasti ja vastaanotossa ollut työntekijä oli positiivinen, iloinen ja hymyileväinen. Hän hoiti homman reippaasti ja kysyi onko paikka tuttu ja kun ei ollut esittelit tilat suullisesti. Kysyin mitä hän suosittelisi syömään ja hän suositteli alkupalaksi lohitartar tai sienikeitto ja pääruoaksi kauden kala (kuha) tai härän sisäfile.

- check-out

Sujui mutkattomasti. Olisiko voinut olla joku tarjous tms seuraavaa kertaa varten?

- hotellikokemus

Odotukset hotellista oli aika korkealla – odotimme vanhaa ja persoonallista. Pääasiassa kokemus vastasi odotuksia. Sisäänkirjautuessa koin kyllä hölmistymisen tunteen kun tajusin että ravintola missä syödään olikin vain muutama paikkainen ja todella pienen näköinen respasta katsottuna. Melkein alkoi huvittamaan, kun mielikuvitus oli rakentanut ruokapaikaksi isomman salin...

- kertooko vastaanotto tarpeeksi infoa tullessa/oleskelun aikana?

Kertoi hyvin infoa ja koko ajan oli olo että haluttiin auttaa ja palvella.

Yleistä:

- palvelu sujuvaa?: Palvelu oli erittäin sujuvaa ja nopeaa.
- omia kehitysehdotuksia
- suositteleeko henkilökunta annoksia, juomia yms?: Kyllä suositteli ja olivat tietäväisiä ja tuntuivat olevan hyvällä tavalla ylpeitä omasta työstään kuten esim. ruoka-annoksista.
- annetaanko tarpeeksi infoa?
- henkilökunnan määrä+ tavoitettavuus+ palvelualltius + tervehtiminen+ ammattitaitoisuus: Henkilökuntaa oli aina paikalla riittävästi ja tavoitettavissa. Palvelualltius kaikilla erittäin hyvää, samoin tervehtiminen.
- puutteita, toiveita: Huoneista kuuluu äänet melko hyvin läpi – luultavasti pienillä parannuksilla pystyisi parantamaan ääneneristystä (esim. kylpyhuoneessa yksinkertaiset ikkunat). Mobiilinetti oli hidas ja toimi hassusti.
- ennakko-odotukset VS todellisuus --> nettisivuihin tutustuminen ennakkoon
- odotusaika (ruuhka?) Taisi olla aika hiljainen aika – ei ainakaan ruuhkia ollut.
- virheiden korjaaminen? jos virheitä sattui, miten ne korjattiin?: Virheitä ei ollut. Jätin tahallani puhelimen laturin yöpöydän alahyllylle testatakseni että otetaanko yhteyttä tai palautetaanko laturi automaattisesti. Ei otettu yhteyttä eikä palautettu. Olisiko ollut hyvä myynnin paikka soittaa ja kysäistä että unohtuiko puhelin ja tervetuloa uudelleen meillä olisi teille hyvä tarjous...

Hotellihuone 108:

Siistin ja viihtyisän näköinen. Telkkari näytti tosi pieneltä ja johdot voisi olla piilossa tai muuten siististi laitettuna kun muuten on niin tyylikästä. Vanha hieno vaatekaappi meinasi kaatua kun yritin avata toista ovea joka oli lukittu – olisiko hyvä kiinnittää seinään tms turvallisuuden vuoksi jos vaikka lapset kiipeävät ottamaan vaatteita. Pesuhuoneesta kuului

aika ajoin omituista naksuntaa. Pesuhuoneen nurkat voisi olla viimeistellymmät. Vuode oli pedattu tyylikkäästi. Se että ei ole yöpävystystä tuntui hieman oudolta – respassa olisi voitu ehkä sitä hieman paremmin korostaa. Avaimiakin oli vain 1 kappale. Suosittelisin harkitsemaan ovikoodia ulko-oveen , jolloin pääsisi edes sisälle. Jos sattuu käymään niin että kännykkä ja avain jäävät sisälle, niin aika hankala tilanne on normi hotelliin verrattuna.

Hotelliesitteessä (huoneessa oleva) oli muutama kirjoitusvirhe ainakin minun mielestäni =D kuten esim. aikasemmin..kai se kuuluisi kirjoittaa aikaisemmin? ja muutaman asian voisi kertoa positiivisemmin kuten esim. viimeiset ruokatilaukset 21:30 mennessä voisi olla että teethän ruokatilauksen 21:30 mennessä

Moottoritietä kun käännettiin kohti Lempäälää ei ollut kovin näkyvää kylttiä Lippon risteyksessä. Seuraavassa risteyksessä oli n. 100 m ennen kylttiä jota ei hämärssä kunnolla huomannut, sitten itse tien kohdalla ei ollut enää mitään kylttiä. Toisesta suunnasta ei myöskään ollut mitään kylttiä. Kun käännettiin vaihmalantielle niin hotellin kyltti oli moottoritien suunnasta tulijoille väärällä puolella kallion takana ja pimeällä vaikeasti havaittavissa.

Kartano oli kauniisti valaistu ja kauniin näköinen. Parkkipaikka tosin toi hieman kentän tuntua. Lasiterassi näytti kivalta ja houkutteli lumikoristeltuna tutustumaan, tosin sinne ei ollut polkua tms. Iso puu ja puutarhamaja sen alla oli hauska yksityiskohta.

Kartanoon mennessä oli vaikea hahmottaa että mikä olisi se varsinainen pääovi / respan ovi jne. Pääovi saisi olla enemmän pääovi ja oliko ovia tavallaan turhan paljonkin? Respan yleisilme kiva. Laura suositteli puolisolalle myös putiikkia ja nikkasi hänelle silmää positiivisesti. Ruokapaikka Bistro oli tosiaan melkein järkyttävä yllätys kun kysyimme että missä se on. Respasta katsottuna näytti tosi pieneltä ja ei houkuttellut illallista syömään. Siellä oli 6 ihmistä syömässä ja ihmettelimme että pitäisikö meidän mennä samaan pöytään – olimme ajatelleet että pääsemme kaksin syömään rauhassa. Respa huomasi varmaankin ilmeemme ja hämmennyksemme kun kertoi että Bisttoa ollaan laajentamassa.

Lahjakortti jonka saimme oli 150 euron arvoinen ja lisäksi maksoimme 63 euroa eli yksi yö aamupalalla ja illallisella tuli maksamaan meiltä 213 euroa. Jos olisin itse maksanut koko summan niin en todennäköisesti olisi ollut kovin tyytyväinen hinta-laatu suhteeseen. Suosittelen harkitsemaan että laskisi hieman hotellihuoneen hintaa ja vähän enemmän ruokien hintoja ainakin hiljaisempina aikoina. Ruokien osalta hinta-laatusuhdetta saa nostettua myös sillä että ruokia viimeistellään pieni askel hienostuneempaan ja persoonallisempaan

suuntaan ja annokset olisivat ainakin riittävän suuria.

Sunnuntai päivän kalapöytä näytti hyvältä ja juhlatila oli myös kaunis.

Se mitä jäin ehkä eniten miettimään on se että mikä on se juttu minkä vuoksi ihmiset tulevat Vaihmalan hoviin. Onko se pariskunnat jotka tulisivat esim. viettämään hääpäiviään tai syntymäpäiväjuhliaan vai onko se nuoripari joka haluaisi tulla viettämään erilaista viikonloppua shamppanjan ja porekylvyn kera vai mikä se olisi... Varmaankin pitäisi vielä hieman kirkastaa ajatusta ja tehdä nettisivuja, mainontaa yms tukemaan kirkastettua johtolankaa. Ruokalistaa kannattaa yksinkertaistaa ja tuoda sinne omia persoonallisia juttuja (kuten oma jogurtti, tervakastike, omenahilloke). Jälkiruokia pitää kehittää ainakin pari askelta parempaan. Ajanvietteet ja ohjelmat jotenkin myös paremmin tarjolle. Putiikki oli mukava ja persoonallinen lisä. Hienot puitteet ja mahdollisuudet – ja varmasti pienellä kehittämisellä ja viimeistelyllä loistava tulevaisuus. Rakennus on korjattu todella hyvällä maulla ja varmasti on pyritty erinomaiseen lopputulokseen. Pieniä yksityiskohtia voisi vielä viimeistellä paremmin remonttien osalta kuten esim. että kattopaneleiden ja listan väliin ei jäisi rakoja, pesuhuoneiden lattioiden kaadot olisivat paremmat yms. Henkilökunnalla näytti olevan hyvä henki ja kehittymishalu – se on tärkeä voimavara.

Häränsisäfile tervakastikeannoksesta piti vielä sellainen sanoa että vaikka sen osissa oli erinomaisia aineksia....siis Niinkuin se omenapikkelsi oli poikkeuksellisen hyvää ja tervakasti idea oli erinomainen... Et periaatteessa tuolla annoksella oli aineksia olla koko vuoden paras annos mitä olen syönyt, mutta jostain syystä se kokonaisuutena hieman laski ja oli vain hieman parempi kuin keskimääräinen annos....mutta sitä hiomalla sillä on mahdollisuuksia erinomaiseen kokonaisuuteen. Vanajanlinnassa oli suomen parhaita kokkeja rakentamassa 7 lajin illallista ja ne oli erinomaisia ja siis tälle tasolle tuolla annoksella on mahdollista päästä makuja hiomalla ja yhteensovittamalla annosta paremmin ja pienellä lisä viimeistelyllä. Esimerkiksi tervakastikkeeseen vivahdus jonkinlaista potkua lisää. Pihvi siistimmäksi ulkonäöltään ja hieman mureammaksi. Perunajuttua pitää petrata paljon, vai toimisiko peruna jossain muussa muodossa siinä paremmin. Näiden hienosäätöjen jälkeen oltais annoksessa aatelis tasolla.

Se tartar juttu kilpailee lähes niiden mestarikokkien luomusten tasolla. Hämenlinnassa piparkakkutalossa kävin syömässä vastaavat annokset ja vaihmalan hovin tartar leipä oli parempi kuin piparkakkutalon. Pippuripihvi oli kauniimpi ja mureampi piparkakkutalossa, mutta pihvin maku oli parempi vaihmalan hovissa ja tervakastike oli myös parempaa. Piparkakkutalossa oli uuniperuna mutta se oli kovin mauton siellä. Kokonaisuutena vaihmalan annos vei voiton omenahillokkeen ja tervakastikeidean vuoksi. Kiinnostaisi miten tuo

tervakastike tehdään. Luultavasti sitä kastikepohjaa pitäisi hieman muuttaa niin tervakastikkeen maku olisi erinomainen.

Case 7.

Kävin puolisoni kanssa sunnuntailounaalla Vaihmalan Hovissa tammikuun alkupuolella. Ensivaikutelma Vaihmalan Hovista oli hyvin positiivinen: viihtyisät tilat ja kaikin puolin miellyttävä miljöö. Kokemus vastasi verkkosivujen antamaa mielikuvaa. Verkkosivut ovat hyvät. Monipuolinen palvelutarjonta tulee hyvin sieltä esille.

Lounasbuffasta:

- hyvin monipuolinen kattaus
- erityisesti kalapöytä oli runsas
- en keksi mitään negatiivista: nälkä lähti ja hyvää oli!

Palvelusta:

- henkilökunta oli ystävällistä ja heitä oli tarpeeksi
- Olimme varanneet pöydän puhelimesta etukäteen. Saimme ikään kuin vapaasti valita mihin menemme istumaan, ja päätimmekin mennä suurempaan saliin. Myöhemmin selvisi kuitenkin, että olimme istuneet toiselle ryhmälle varattuun pöytään. Henkilökunta kuitenkin korjasi tilanteen ja ohjasi meidät ystävällisesti toiseen pöytään.

Kehitysehdotus: Olisin toivonut, että henkilökunta olisi ohjannut meidät suoraan johonkin pöytään. Suoraan tiettyyn pöytään ohjaaminen voisi sopia varsinkin asiakkaille, joille paikka ei ole ennestään tuttu. Kaiken kaikkiaan vierailumme Vaihmalan Hovissa oli positiivinen kokemus. Voin kuvitella, että miljöö sopii erityisen hyvin erilaisten juhlien järjestämiseen – erityisesti kesällä.

Case 8.

Ruokailu a la carte- listalta bistro Kynsilaukassa tammikuisena arkipäivänä. Ruokailu 16-vuotiaan poikani kanssa, menimme n. klo 14.30, jolloin varsinainen lounastarjoilu oli jo päättynyt. Olimme ainoat asiakkaat ko. ravintolassa tuolloin, joten emme saaneet tältä kerralta välttämättä aivan todellista kuvaa palvelun nopeudesta ainakaan. Olemme kuitenkin ruokailleet Vaihmalan hovissa melko usein, enkä muista että olisimme ns. ruuhka-aikoinakaan

joutuneet odottamaan annoksiamme kohtuuttoman pitkiä aikoja. Tällä kerralla jo entuudestaan tuttu tarjoilija tuli heti palvelemaan meitä. Ruoan laatu ja maku oli hyvä, kuten aina ko. ravintolassa. (Tässä on huomioitu myös arkisin olevien noutopöytälounaiden taso, jossa hintalaatusuhde on erinomainen – Lempäälän paras lounaspöytä!). Kun arkiruokailussa syödään useimmiten vain pääruoka sekä max. jälkiruoka, on tärkeää, että annoskoko on riittävä. Tämä seikka täyttyy Bistro Kynsilaukan annoksissa laadun ohella. Palvelu oli tutun tarjoilijan osalta hyvin ystävällistä. Kuitenkaan palvelu ei aina ole ollut tässä ravintolassa hyvää, toisinaan on vaikuttanut siltä, että henkilökuntaa voisi olla ainakin oletettuina ruuhka-aikoina enemmän. Tällöin palvelua on saanut odottaa.

Olemme myös olleet Vaihmalan hovissa järjestetyissä yksityistilaisuuksissa, ja tiettyihin juhliin liittyen tilanteisiin olisi sopinut paremmin pöytiintarjoilu, kuin buffet-tyyppinen ratkaisu. Noutopöytä on lounaalla sujuva ja nopea, mutta ei sovi juhliin niinkään. (Joukossa on ollut myös vanhuksia, heidänkin kannaltaan pöytiintarjoilu olisi juhlatilaisuuksissa mukavampaa.) Henkilökohtaisesti uskon että tilaisuuksien järjestäjät olisivat valmiita maksamaan pöytiintarjoilusta erikseen, jos vain henkilökuntaa on riittävästi asia toteuttamaan.

Tunnelma bistrossa on aina mukava ja viihtyisä. Sisustus on kaunis, muttei liian pramea. Taustamusiikki on osuvasti valittu, henkilökohtaisesti annan isot pisteet siitä, että kaiuttimet eivät pauhaa liian kovalla jolloin keskustelu on mahdollista ilman äänen korottamista, eikä musiikki ole viimeisimpiä hittejä, joita pakkosyötetään useimmilla radiokanavilla riittämiin. Ravintolan sisustus ja taustamusiikki ovat isossa roolissa tunnelmantekijöinä, ja tässä on onnistuttu.

Bistro Kynsilaukan ruokalista on sekaruokavaliota noudattavalle riittävän monipuolinen, ja siinä on huomioitu hienosti tavallisimmat erityisruokavaliot (L ja G). Sen sijaan mieleeni tuli ajatus, mahtaako kasvissyöjä löytää riittävästi vaihtoehtoja itselleen. Hyvää listalla on sen monipuolisuus muutoin, on tarjolla kalaa, sieniä, etanoita jne. Ehdottoman hyvä asia, koska harva varmaankin haluaa enää syödä aina ulkona sen ”pippuripihvin ja ranskalaiset”.

Ruokalista on kilpailukykyinen mihin tahansa tamperelaisravintolaan nähden, ja hinnat ovat kohtuulliset. Ruokalistalla voisi olla vielä maininnat siitä, mistä raaka-aineet ovat peräisin, esim. ”kalastaja se ja se, Näsijärvi”, tai ”maatila se ja se, Hämeenkyrö”. Itseäni ainakin kiinnostaa raaka-aineiden alkuperä, ja tämä trendi on kasvamaan päin (suosin mieluummin pieniä paikallisia tuottajia kuin valtavia tehoyksiköitä jossain kaukana). Entä mikä mahtaa listalla olla luomua, onko mikään?! Tämä on myös asia, joka kiinnostaa, eikä vähiten eläinten kasvatusolosuhteiden vuoksi.

Poikani tilasi tällä kerralla ruokajuomaksi Pepsi Maxia. Ko. juoma oli kuitenkin loppu, ja tarjoilija kertoi kevytvirvokejuomista olevan saatavissa ainoastaan kevyt-Pommacia. Hän päätyi juomaan jäävettä. Toinen ei oo –tilanne tuli jälkiruokien kohdalla. Itse söin suklaakakkua, taivaallisen makuinen annos, kylmän ja lämpimän yhdistelmä toimii aina, kakku ja jäätelö olivat herkullisia jne. Poika tilasi köyhät ritarit, joiden kanssa piti listan mukaan olla vaniljajäätelöä. Vaniljajäätelö oli kuitenkin loppu, joten se korvattiin toisella maulla. Nämä puutteet eivät olleet meille mitään katastrofeja tai edes isoja asioita, mutta kevytlimonadeja juodaan nykyisin varmasti hyvin yleisesti, joten niitä olisi hyvä olla riittävästi varastossa. Lisäksi koska listan mukaan johonkin annokseen kuuluu tietty jäätelö, sitäkin olisi hyvä olla aina saatavissa, näin henkilökuntakaan ei joutuisi pahoittelemaan tilannetta. Pitkään säilyvien elintarvikkeiden hankinta siten, etteivät ne pääse loppumaan, ei liene vaikeaa toteuttaa.

Yleistä:

Palvelu on pääsääntöisesti ollut aina täällä hyvin ystävällistä. Toki kuulumme kanta-asiakkaisiin, mutta uskon että myös satunnaisia kävijöitä palvellaan yhtä hyvin. Tervehdittään, ruokailunaikana huolehditaan että ruoka maistuu ja kaikki on hyvin, ja toivotellaan hyvät päivän jatkot kun poistutaan. Tämä linja on tärkeä säilyttää. Myös mahdollisille opiskelijaharjoittelijoille/tilapäisille kiireapulaisille asiaa on hyvä painottaa, sillä joskus olemme täällä törmänneet harjoittelijaan, joka ei ole noteerannut asiakkaita millään tavoin, edes katsekontaktilla. Mikäli harjoittelija on uusi eikä ole vielä valmis palvelemaan asiakkaita henkilökohtaisesti, olisi asiallista kuitenkin tervehtiä, ja pyytää ystävällisesti odottamaan pienen hetken vakinaisen henkilökunnan saapumista.

Ruoan odotusaika tilaamisen jälkeen on ollut aina Bistrossa kohtuullinen, ellei jopa lyhyt. Tästä erityinen kiitos. Vaihmalan hovin Bistro Kynsilaukka on tasalaatuinen ja hyvä ruokapaikka, jota suosittelen ehdottomasti. Perheemme käyttää melko paljon ruokaravintoloita, joten vertailupohjaa löytyy. Bistro Kynsilaukassa on mukava pistäytyä vaikkapa kesken arkikiireiden, koska miljöö ja tunnelma on niin rentouttava ja arjesta irrottava.

Netti- ja fb –sivujen kuvaukset vastaavat hyvin todellisuutta, paikalle mentyä ei joudu pettymään. Myös Bistron terassi on loistoasia, sinne on mukava vaikka pyöräillä syömään, tai pistäytyä golfaamisen päätteeksi. (Sääli että paikallinen golfkenttä ei ole tasokkuudessaan Vaihmalan hovin tasalla, tämä toisi Vaihmalan hoviin lisää asiakkaita esim. yöpyvistä golfaajista).

Ruokaa odotellessa esteetikon silmä kiertää Bistrossa katsellen kauniita huonekaluja, tauluja jne. Itse en ainakaan pitäisi pahana, jos joissakin esineissä olisi kiinni hintalaput, mikäli samaa tuotetta löytyy putiikin puolelta. Tämä voisi olla hyvä myyntikikka, tosin kaikki asiakkaat eivät välttämättä tästä pitäisi.

Vaihmalan hovi on onnistunut yhdistämään upean ja viihtyisän miljööön menemättä liialliseen "hienosteluun", paikka on "helposti poikettavissa" kenelle tahansa. Nykyinen konsepti on ainakin meidän perheen mieleen, joten suosittelen sen säilyttämistä nykyisellään.

Case 9.

Ravintola:

aamupala/lounasbuffa/päivällinen listalta:

Söimme vain aamupalan. Kysyimme saako koiran ottaa mukaan, mutta ei saanut, joten emme syöneet päivällistä ravintolassa. Kysyin, voiko ruokaa viedä mukaan huoneeseen ja siihen vastattiin kyllä, mutta päätimme kuitenkin syödä muualla. Pieni miinus siitä, ettei koiraa saanut ottaa mukaan, raukka joutui odottamaan autossa. Varsinkin kun muita vieraita ei ollut, niin olisi mielestäni ollut ihan sopivaa ottaa pieni koira pöydän alle istumaan. Aamupala oli erinomainen. Ihana kattaus meille kahdelle, todella runsas ja terveellinen aamupala, melkein kuin brunssi. Olimme ainoat hotellivieraat aamiaisella, ja saimme itse valita mihin aikaan haluamme aamupalan, pyysimme sen klo 9:30, joka oli sopiva aika meille.

ruoan ja palvelun laatu: todella hyvä

ruoan riittävyys, maku: oli enemmän kuin tarpeeksi, maistui hyvältä, tuoreet ja puhtaat raaka-aineet.

tunnelma: hyvä, lämminhenkinen ja romanttinen □ kivaa musiikkia ja ihana sisustus ravintolassa. vain vähän häiritsevä se, että ravintolassa alettiin jo valmistella lounastarjoiluja samaan aikaan kun syötiin aamupalaa, ja meidän pöytäme oli laitettu ihan baaritiskin viereen, joten ei ollut niin rauhallista.

hinta-laatusuhde: oikein hyvä, tällainen aamiainen voisi maksaa helposti 20euroa jossain ravintolassa Helsingissä.

kasvisruoka? otetaanko erikoisruokavaliot/allergiat huomioon? Pyysimme etukäteen kasvisvaihtoehdon molemmille ja olimme todella tyytyväisiä siihen.

ruoan monipuolisuus? erittäin monipuolinen ja terveellinen aamupala, ei turhia herkkuja.

Paljon hedelmiä, vihanneksia, erilaisia leipiä ja juustoja, jugurtti vaikutti itsetehdyltä (hyvää luonnonjugurttia marjojen kanssa). kiva että kahvia oli termarikannussa pöydässä, sai niin paljon kuin halusi.

Hotelli :

varausprosessi puhelimitse/sähköpostitse: varasin puhelimitse viikkoa ennen, ja sain huoneen haluamalleni päivälle ja koiraystävällinen huone oli onneksi vapaa silloin. oikein reipas ja ystävällinen (melkein liian) palvelu.

check-in: mukava palvelu, mutta meille annettiin väärän huoneen avain! menimme avaimen kanssa huoneeseen ja siellä oli joku tupakkaa polttava mies sotkuisessa huoneessa. se oli aikamoinen järkytys ja latisti kyllä tunnelmaa, kun oltiin muuten niin ihastuneita paikkaan. menin takaisin vastaanottoon ja sain oikean huoneen avaimen ja pahoittelut asiasta.

check-out: ei mitään erikoista, veimme avaimen ja kiitimme.

Hotellikokemus

kertooko vastaanotto tarpeeksi infoa tullessa/oleskelun aikana?: ok. voisi tietysti kertoa enemmänkin ja mainostaa palveluita (hoidot), putiikkia, ja esitteitä Lempäälän seudusta. Voisi kysyä, onko kiinnostusta tutustua lähiseutuun vai ollaanko tultu vain yöpymään. Oltaisiin ehkä käyty jossain kävelemässä, mutta ilma oli sitten niin huono ettei menty, eikä siksi kysytty enempää tietoa.

Yhteistä:

palvelu sujuvaa? ok. mutta avain-sekoilu aika paha, varsinkin kun hotellissa ei ollut paljon muita asiakkaita.

omia kehitysehdotuksia: koiraystävällinen ravintola, hieman aktiivisempi palvelu (eli voisi ehdottaa hoitoja tai kertoa vähän putiikista tai lähiseudun nähtävyyksistä)

suositteleeko henkilökunta annoksia, juomia yms? emme olleet ravintolassa syömässä annetaanko tarpeeksi infoa? ok. ei kerrottu huoneesta mitään, esim. lämpötilan säätely (mutta osasin kyllä säätää sitä), ei mainittu että pihalla on lampaita, eikä suositeltu hoitoja, kysyin niistä itse.

henkilökunnan määrä+ tavoitettavuus+ palvelualltius + tervehtiminen+ ammattitaitoisuus: sopiva määrä, vaikutti olevan paljon työntekijöitä. kaikki ystävällisiä.

puutteita, toiveita? ehkä Vaihmalan hovin historiasta olisi kiva tietää enemmän! Ja omistajista ja miten he ovat sinne päätyneet jne.

ennakko-odotukset VS todellisuus nettisivuihin tutustuminen ennakkoon: olin tutustunut nettisivuihin ja paikka vastasi odotuksia, jopa ylitti odotukset, aivan ihana sisustus ja maalaisromanttinen vanhanajan tunnelma. myös hieronta oli todella hyvä. varmasti kesällä olisi ihana paikka.

odotusaika (ruuhkaa?) ei ollut

virheiden korjaaminen, jos sellaisia tulee? väärä avain vaihdettiin oikeaan ja pahoiteltiin. ei tarjottu mitään erityistä kompensatiota. en valittanut asiasta sen enempää, haluttiin vain päästä huoneeseen. inhimillinen virhe, myöhään illalla väsyneenä.

muuta: Olimme punaisessa talossa (Voudin talo tms) ja siellä terassin alla asusti joku eläin, jonka rapinaan heräsimme aamulla... Emme muistaneet tästä mainita henkilökunnalle... Todella kiva että sai viedä koiran hotelliin! Koiralle oli jopa pedattu oma sänky! :D En tiedä miksi, ja siinä oli pyyhkeet ja suklaakin...

Attachment 4. Open-ended comments question 14

- Parempi kokki/kokit!!!
- Sehän on varmaan jo tekeillä - terassi meinaan
- Lapsille pitää olla leikkipaikka. Pitäisi olla lelukauppa lapsille.
- Ympäristöä laitettu kauniisti, hyvä! Jatkakaa samaan malliin, hyvä henkilökunta :) Ruokaillessa taustalla soi ihanan rauhallinen musiikki, kiitos!
- Enemmän Aku Ankkoja.
- Tarpeeton hidastelu tarjoilussa ei ole kivaa. Seurueesta 2 sai annokset, kolmannelle sanottiin "Pizza paloi, uusi tulee 5min kuluttua". Nyt on mennyt 1/2 tuntia....
- Lasten leikkipaikka puuttuu ravintolan lähistöltä, joten vanhemmille tulee helposti lasten kanssa kiireinen ateriointi.
- Kun paikka on ihana idyllinen, tosin koko ajan kasvava, voisi palvelua viedä jotenkin spesiaalimpaan suuntaan. Voisi olla valtti markkinoilla?
- Näkyy olevan piharakennus ym. Jo toteutusvaiheessa
- Lounaan kala ei mastunut hyvälle, jäi syömättä. Selvemmin voisi olla esillä gluteenittomat ruuat (ruuan vieressä). Hyvä, että oli käytetty kauden vihanneksia liusukkeena (kotimaisia?). Pääruualla voisi olla myös kasvisvaihtoehto. Lounaan ja listaruokien taso on huomattavan suuri, jatkossa syön listalta :) Olen syönyt kesän aikana listaltanne erittäin herkullisia salaatteja. Kolmen lounasbufee kokemuksen jälkeen olen hiukan pettynyt lounaspöytään. Puitteet ja tunnelma on erinomainen :) Kotimaiset raaka-aineet ja erityisesti lähellä tuotettu ruoka voisivat olla teidän valtteja. Tiedän, että kotimainen kala on hintavaa, mutta sen sijaan voisi sitten olla vaikkapa kasvisvaihtoehtoja. Mieluummin vähän mutta hyvää! Erityisruokavalioita noudattavat voisi ottaa paremmin huomioon.
- <3
- Näkyvyyttä enemmän lähiopasteilla.
- Ruokalautaset "tahmaisia" --> likaisia, ei pesty kunnolla??
- Kiinnittäkää huomiota palvelun ja ruoan laatuun (vaihtelee valtavasti). Nolottaa kun keuhut kaverilla että olipa hyvää ruokaa ja kun seuraavan kerran tulet, onkin aivan toisenlaista. Sama koskee ravintolan henkilökuntaa. Käyn täällä syömässä noin kerran kuukaudessa ja tiedän mistä puhun.
- Opastus miten toimia esim. spa
- Pienoigolf-rata
- :)
- Jatkakaa samaan malliin
- Tapahtumia tähän hienoon miljööseen lisää. Viikonloput varmaan jo täyttyvätkin häistä ym ja vakiotapahtumiakin taitaa olla. Tapahtumaideoita! Laskiaisrieha yhdessä naapurin kanssa, toritapahtuma pihalle.
- Henkilökuntaa enemmän kiireaikana. Kanta-asiakasetu. Bistro laajenee = ok. Ohjelmallisia iltoja. Kärpäsiä kesällä liikaa.
- Day Span kehittäminen ja laajentaminen. :) Uima-allas kehitysideana.
- :)
- Olimme huoneessa 108. Seinäkellosta puuttui patteri, huomasimme kun kello oli väärässä ajassa ja ajattelimme sen aikaan laittaa. Kynää ei ollut huoneessa, kysely lomake kyllä. TV:n johto ei seinässä. TV:n paikka erikoinen, vaatekaappi liian iso paikkaansa nähden. Tyynyt voisivat olla laadukkaammat. Ikean tyynyt. Pieniä asioita mutta kannattaisi laittaa kuntoon.
- Kesällä tarpeeksi henkilökuntaa ja terassi valmiiksi ja nopeasti!! :) Niin ja jäiset tuopit takaisin! BRAVO
- Palaute kyselyn toteuttajille: huonosti laaditut kysymykset, jotka olivat liian johdattelevia ja toistavat itseään.
- Maustamaton tofu on paha. Maistoikohan kokki ruokaa ennen kuin päätti tarjoilla? Tofu pitää marinoida, jotta se maistuu joltakin.

- Aamukahvi ja kuuma vesi olivat loppuneet, kun saavuimme jouduimme odottamaan molempia. Lounaalta puuttui kasvisvaihtoehto. Hedelmäsalaatti maistui pastekalalle.
- Ruoan riittävydestä huolehdittava, hedelmäsalaatti ei saa olla jäässä.
- Kokoustilan isommat ovet voisi äänieristää paremmin. Koulutus häiriintyi hieman
- Lisää henkilökuntaa, nyt odotusajat liian pitkät. "Palvelukieli" vaatisi vähän skarppeamista - miten asiat esitetään. Tunsin itsensä hieman toisarvoiseksi asiakkaaksi. Henkilökunta hoitaa montaa asiaa; ravintola, vastaanotto, putiikki.. Väkisinkin joku jää palvelematta.
- Ruoka vähän huonosti maustettua; keitto suolatonta ja liha sitkeää, jälkiruoka hedelmäsalaatti lähes jäässä, ja mautonta purkkihedelmiä. Aamiaista ei oltu varattu valmiiksi tarpeeksi, jouduimme odottamaan pöydän täyttööä vaikka oli tiedossa milloin tulemme.
- Enemmän tiedottamista tapahtumista.
- Lounasruoka oli hyvää aiemmin, mutta sitten kaikki muuttui. Maksan täyden hinnan mutta mielestäni täällä on isoja ryhmiä jotka syövät minun laskuuni. Ja yleensä heidän jälkeensä astiat ovat tyhjä, jään odottamaan uutta satsia, joka ei ole useinkaan kiireessä tehtynä hyvää. Toive: nostakaa vähän hintaa (puoli ilmaisruokailijat pois) ja parantakaa ruoan tasoa.
- Palvelu parantunut kokoajan, ystävällisyyteen ja välioven auki pitämiseen vielä enemmän huomiota (kun liikuntaesteinen asiakas). Lisää kotimaisia tuotteita putiikkiin! Lisää lähituottajien raaka-aineista tehtyjä ruokia.
- Kaikille sama hinta lounaasta, miksi minä maksan esim. pelastushenkilöstön lounaista? Talon oma väki esim. omistajarouva/muu perhe voisi edes joskus vaikka hymyillä asiakkaille. Hanavesi lasipaviljonki. Tarjoiluhuoneen uudeelleenjärjestely on sujuvoittanut ruokailua. Tunnelmallisuus (tosin kun kynttilät on pöydässä ne voisi myös palaa) muutos lounaslistassa vrt. aikaisempi kommentti. Huom vastausvaihtoehdoista puuttui ei kokemusta-kohta!
- Laajempi ruokalista.
- Isompia pihvejä, parempia tuikkuja, sydämet suoraan.
- Päärakennuksessa voisi olla pelikoneita, flipperi tms.