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**SERVICE DESIGN AS A TOOL
FOR IMPROVING THE
CUSTOMER EXPERIENCE IN
ARCHIPELAGO CENTRE
KORPOSTRÖM**

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SERVICE DESIGN AS A TOOL FOR IMPROVING THE CUSTOMER EXPERIENCE IN ARCHIPELAGO CENTRE KORPOSTRÖM

This work is a qualitative action research aiming to develop the customer experience of the Archipelago travel destination Korpoström by service design tools. The Archipelago centre wants to increase the awareness of the place and increase the number of visitors, also at off-season time. The Archipelago centre is open all year round and the facilities are new and suitable for many different uses. However, the brand value and profile of the site is still unclear, and this study aims to find out how to utilize unused resources and improve customer experience, and thereby increase the customer numbers and awareness of the site.

The theory knowledge consists of two parts: the development of tourism in the archipelago in general and the future trends and factors affecting tourism behaviour. In the research section, tools and methods of service design are being used to identify potential service outages and challenges for customer experience at the Archipelago Centre. An important aspect of service design is the commitment of stakeholders to the development process and it is also being pursued in this work as well.

The final service concept will provide suggestions on how to improve customer experience by concrete means, but especially on the themes and actions of brand building. The most important development proposals are picked up for the service concept, combined with current and future general developments in tourism.

The thesis is commissioned by the Defense Arch Footprint of the Defense Archipelago project. Korpoström is one of the four pilot destinations in the Baltic Sea region. The main objective of the project is to strengthen the defense history of the places and thereby increase the recognition and use the value of the places.

KEYWORDS:

SERVICE DESIGN, BUSINESS DEVELOPMENT, ARCHIPELAGO TOURISM, CUSTOMER EXPERIENCE, ACTION RESEARCH.

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SAARISTOKESKUS KORPOSTRÖMIN ASIAKASKOKEMUKSEN KEHITTÄMINEN PALVELUMUOTOILUN KEINOIN

Tämä työ on laadullinen toimintatutkimus, jonka tarkoituksena on kehittää Saaristomatkoilukohde Korpoströmin asiakaskokemusta palvelumuotoilun keinoja käyttäen. Saaristokeskus haluaa lisätä paikan tunnettuutta sekä lisätä kävijöiden määrää, myös kevät ja syksy aikaan, sekä tasaisemmin ympäri vuoden. Saaristokeskus on avoinna ympäri vuoden ja tilat ovat uudehkot ja soveltuvia moneen eri käyttötarkoitukseen. Paikan brändiarvo ja profiloituminen ovat kuitenkin vielä epäselkeitä ja tässä tutkimuksessa halutaan selvittää, miten hyödyntämättömät resurssit voitaisiin paremmin ottaa käyttöön sekä parantaa asiakaskokemusta ja tätä kautta lisätä asiakasmääriä ja paikan tunnettuutta.

Tutkimuksen tietoperusta koostuu kahdesta osasta: saariston matkailun kehittämistä yleisesti ja trendeistä ja faktoreista, jotka vaikuttavat matkailijoiden käyttäytymiseen. Tutkimusosiossa ollaan käytetty palvelumuotoilun työkaluja, joilla ollaan selvitetty mahdollisia palvelukatkoksia, kehityskohtia ja haasteita koskien asiakaskokemusta Saaristokeskuksessa. Tärkeänä tekijänä palvelumuotoilussa on eri sidosryhmien sitouttaminen kehitysprosessiin ja siihen ollaan pyritty tässäkin työssä.

Lopullinen palvelukonsepti tulee antamaan ehdotuksia, miten asiakaskokemusta pystyttäisiin parantamaan konkreettisin keinoin, mutta erityisesti millä teemoilla ja toimilla brändin rakentaminen olisi hyvä aloittaa. Palvelukonseptiin poimitaan tärkeimmät kehittämiskohde ehdotukset yhdistettynä tämän hetkisiin ja tuleviin matkailun yleiskehityksiin.

Työn toimeksiantajana on Defence Arch- Footprint of the Defence in Archipelago projekti. Korpoström on yksi neljästä projektin pilottikohteesta Itämeren alueella. Projektin päätavoitteena on vahvistaa paikkojen puolustushistoriallista tarinaa ja tätä kautta lisätä paikkojen matkailullista tunnettuutta ja käyttöarvoa.

ASIASANAT:

PALVELUMUOTOILU, LIIKETOIMINNAN KEHITYS, SAARISTOMATKAILU,
ASIAKASKOKEMUS, TOIMINTATUTKIMUS.

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1 INTRODUCTION

The opportunities and uniqueness of the Finnish archipelago have been identified for decades. The Finnish archipelago is full of untapped opportunities, which can create both livelihoods for residents and memorable experiences for travelers. International travel to Finland has been booming for many years, but the use of tourism potential in the islands and water-based tourism is still untapped. The development of tourism in the archipelago is fragmented, and networking productization has not advanced very well.

This thesis aims to get an understanding of the current situation, the challenges, and the problems of tourism development in Archipelago and more specifically in Korpoström Archipelago Centre. The approach of a research study comes from the service design, combined with the theory of tourism trends. The aim is to find out how to make the Visitor Centre Korpoström more attractive in people's mind and what first steps need to be taken to convert customers to loyal customers. The study aims to provide understanding on how to successfully improve the visitor experience and which actions the place can make to stand out from the competitors. The background to this problem is strongly related to the brand image of a company, so development proposals will join the brand image building and strengthening. Also, concrete suggestions for improvement concerning visiting experience on the site will be provided.

Studies on tourism development are found in abundant dimensions. Service design is, however, a relatively new, practice-oriented, and analytical research method that is particularly well suited for the development of complex tourism services. Although the archipelago's tourist destinations are all unique, the practices and tools of this work can be exploited in other archipelago sites. The work provides background information about the state of the tourism, the behavior of visitors and the trends of the future and by understanding these, the development of the places can begin.

1.1 DefenceArch -Footprints of the Defence in Archipelago-project

“DefenceArch – Footprints of the Defence in Archipelago-project” is the commissioner of this Master Thesis work. Four tourist destinations have been chosen as development targets in this project; Gålö seal farm in Sweden, the Bomarsund fortress in Åland, the Southern Cape of Örö and Korpoström in Finland. Location map of pilot destinations can be seen in picture 1. This Thesis work will focus on the development of Archipelago Center Korpoström.

The aim of the “DefenceArch - Footprints of the Defence” project is to develop attractive, sustainable tourism destinations of existing, but still untapped, defense-historical resources in Turku, Åland and Stockholm's archipelago. The main objective of the project is to increase the awareness of these sites and to increase the value of these tourist destinations. The project has started in September 2016 and it is ending in February 2019. (DefenceArch 2017.)

The objective in the Defence Arch-project is better customer experience by improving accessibility and seamless service chain on pre-visit, on-site visit and post-visit stage in the pilot destinations. Another objective is to enrich the visiting experience by different kind of digital outputs, for example with podcasts, videos, and mobile tourist guides. Tour suggestions for chosen target groups are also created and marketed. Also, multidisciplinary development methods like workshops are developed. Cross audits of the pilot destinations involve partners, experts, local entrepreneurs, education, and research organizations, authorities, and tourism organizations. The results of the best practices are summarized in virtual publications. Aspects of cultural and environmental sustainability are embedded in all actions in the pilot destinations. (DefenceArch 2017.)

All these destinations have a history in Finnish defense locations and at the end of this project, these pilot destinations will form a novel historical defense attraction collaboration in the Baltic Sea Area. The project is co-funded by Interreg Central Baltic program and other co-funders and partners are Turku University of Applied sciences, Council of Southwest Finland, Svenska Kulturfondet, Ålands landskapsregering and Konstsamfundet. (Defencearch 2017.)

“From domestic and international tourists’ point of view, diversity of the offerings is increased and experience value, as well as accessibility to and between the destinations enhanced. From project partners’, entrepreneurs and heritage associations’ point of view grown awareness and developed supply have increased the number of visits, length of stay and tourism expenditure revitalizing business opportunities.” (Defencearch 2017.)

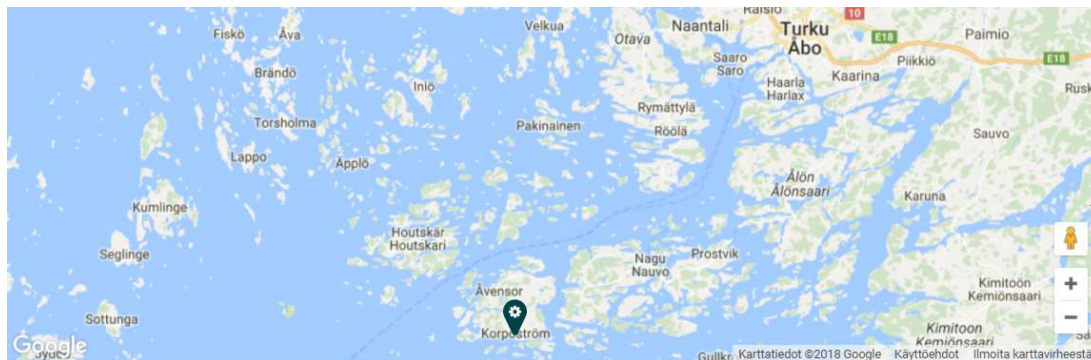


Picture 1. Pilot destinations in DefenceArch – project. (Tuominen 2017)

1.2 Archipelago Center Korpoström

Archipelago Center Korpoström is a Visitor Centre situated in the South-West coast of Finnish Archipelago in Korpo. It is a multi-stakeholder organization, which operates in many different fields. The Center represents a meeting place for local people, a guest harbor for boaters and sailors and overnight place for tourist and travelers. It is possible to fill up the stomach at the restaurant and enjoy the arts and culture in changing art exhibitions and various events. The place is situated in the middle of beautiful Archipelago Park in Korpo and the site together with the surrounding nature forms a unique destination that is difficult to find elsewhere. (Skärgårdscentrum 2017.)

Korpoström became a marina in the early 2000's and in 2004 a visitor centre, hosting the following public facilities: exhibition rooms, auditorium, hotel, guest harbor, restaurant and kids science lab (Skargardscentrum 2017). Archipelago Center can be reached by land and by sea. It is located 80 km from Turku by driving, but there is a need for two ferries to get there. Driving time from Turku to Korpoström is around 2,5 hours.



Picture 2. Location of Korpoström. (Google maps 2017)

The property is owned by Sunnan Ab / Turunmaan Saaristosäätiö by 78 percent of the shares. Municipality of Parainen and State Forest Enterprise (Metsähallitus) are sharing the rest. Sunnan Ab is renting out the restaurant, hotel and guest harbor property for an external service provider for four years period. Leaseholder during years 2015-2019 was supposed to be Galonis/ Skärgårdscompaniet Ab Oy, but they terminated the contract in spring 2018. A new service providers in the hotel, - restaurant, and guest harbor services are Pia and Rainer Kaukiainen and they will start as fast as possible in summer 2018. Also, State Forest Enterprise and Abo Akademie's researchers are tenants of the property. Summer store, Strandbodet, which is selling groceries and locally produced vegetables, is also a tenant during July. (Jansson 2017.)

Turku Archipelago Foundation (Turunmaan Saaristosäätiö) has been the main shareholder of Archipelago Center since 2015. The aim of the Turku Archipelago Foundation is to contribute to a living archipelago by promoting and supporting all-year-long living in and around the archipelago, and in other ways promoting sustainable economic, ecological, and sociocultural development in the Turunmaa archipelago. (Turunmaan saaristosäätiö 2018.)

The hotel was opened in 2009 and it has 32-person total capacity available. Hotel rooms are situated in a separate building behind the main building (picture 4.) There are 16 twin rooms equipped with showers and bathroom, television and broadband connection. The restaurant is located on the first floor of the main building and there are 60 seats available and another 60 seats at the terrace. The restaurant terrace can be seen in picture 5. The lunch is served as well as a 'la carte portions and also coffee and beverages. The restaurant is open from June to August, at other times on request. In the lecture hall/

auditorium on the first floor, it is possible to organize small seminars, conferences, and private and public events. (Jansson 2017.)

In summer season, there is a guest harbor open with 70 spots for leisure boats. The marina services include showers, toilet, sauna and laundry facilities. Also fresh water, fuel, septic and waste disposal are available in the harbor area. (Skärgårdscentrum 2017.)

Changing art exhibitions are presented all year round in a second floor of the main building (Picture 3.) The basic exhibition consists of art from people's relationship with the archipelago and its nature. Other exhibitions that are changing during the year highlight the current issues of the archipelago culture and other phenomena related to the archipelago. Local handicraft association Korpo Kulturgille is organizing handicraft events, where local ladies are making woven carpets and other crafts and visitors can get to know local craftsmanship by participating in handicraft events. Local association and clubs are also organizing events at regular intervals at the visitor centre. (Jansson 2017.)



Picture 3. Art exhibition room.

The State Forest Enterprise operates a part-time in the Archipelago center. The State Forest Enterprise is a state-owned enterprise that manages and plans on using state-owned land and water areas. The Environment & Marine Biology unit of Åbo Akademi University has a permanent field base at Korpoström, the main object is the research of the sea and coastal nature of the Baltic Sea. Korpoström area also belongs to Archipelago Sea Biosphere Reserve. (Jansson 2017.)



Picture 4. Hotel rooms in Korpoström.



Picture 5. The main building and the terrace. (Jansson 2017.)

2 ASSIGNMENT DESCRIPTION

The DefenceArch – Footprints of the Defense in Archipelago Project Manager has formulated the development topic according to the goals of the project. The author has had the freedom to choose the subject's point of view and definition according to preferences.

According to Executive Director of Archipelago Centre, they want to increase the awareness of the place and to seek more visitors. The place has a lot of potentials, but its attractiveness remains unclear for the customers. Visitor Centre is relatively busy during the summer season when boaters, locals and tourists are visiting, but they would like to extend their season-peak and reach more visitors especially during spring and autumn. Unlike many other archipelago destinations, the Visitor Centre is open all year round. The place is reachable by the car also at the winter time, although the Centre is open only by order. Their customers are mainly domestic travelers, so international guests could be a market potential that has not yet come to fruition. (Jansson 2017.)

“Another challenge is that many different actors are involved in the operation and it seems actors might have slightly different visions about their business visions and goals” states Jansson (2017). If operational vision is unclear for stakeholder's, it often remains distant also for customers. The destination's brand image is weak and does not convey to potential customers currently. Also, better target group segmentation is most probably needed, so that the Center could better improve and package their services for chosen target groups.

2.1 Aim of the Thesis

The aim of the Master thesis is to improve visiting experience and understanding in Korpoström Visitor Centre. Service design tools and methods are used in order to identify the strengths and opportunities and development areas in the service chain's touch points. The goal is to give ideas and development proposals on how to improve the visiting experience and how to increase the number of visitors / travelers and length of stay in general and in off-season period. Another important aspect is to increase the awareness of the place in general by clarifying the customer segments of the Centre and finding new user groups. Thus, this work tries to provide advice on how to improve the

productization and development of the product -and service offering of the Centre. By developing the service offering and accessibility, the operational and branding vision of the place will be clarified too. The key findings and products will be presented in service-concept format.

2.2 Research Questions and Frame of Reference

Research questions are following:

How to improve the visiting experience in Korpoström?

Sub-questions:

How to increase the awareness and attraction of the Visitor Centre?

How to increase the number of travelers/length of stay especially during the off-season period?

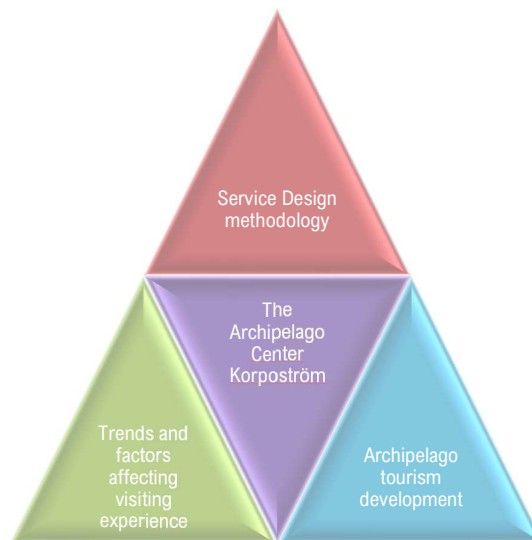


Figure 1. Frame of reference.

Approach to this thesis topic comes from Service design and Tourism development. The frame of reference can be seen in figure 1. The reference frame consists of background theory of the current state of tourism and development of tourism in the Finnish archipelago. The second part of the theory consist of the trends and factors affecting visiting experience, which can shape the tourist's behavior now and in the future. The

service design methodology is pictured on top because it is guiding principle of whole work. By using service design methods and tools the author has sought to find the strengths of the Visitor Center, which could be strengthened and the weaknesses that could be developed. By comparing findings and service shortages to the background research trends and drivers, this thesis is aiming to provide guidance on what things should/might be changed in order to improve the customer's visit experience and hence increase the awareness of the entire Center.

3 SERVICE DESIGN AS A DEVELOPMENT TOOL

Service design has evolved over a period of twenty years and incorporates ideas from a number of design methodologies and movements. The roots of service design can be found in a product- and industrial design. Service design was first introduced as a disciplinary field of design by Professor Michael Erlhoff at Köln International School of Design in 1991. The more developed a country's economy is, the higher the gross domestic product GDP, and the larger the share of the labor force working in services. The number of services in society is constantly on the rise, so there is growing need for designing services and processes. (Curedale 2013, 7.)

Service design is a holistic, multi-disciplinary and user-centered way to approach the service. Service design project improves factors like ease of use, satisfaction, loyalty, and efficiency right across areas such as environments, communications, and products. Service design helps develop and deliver great services. (Stickdorn & Schneider 2011, 32.)

Five principles of service design thinking by Stickdorn and Schneider (2011, 34):

1. **USER CENTERED** Services should be experienced through the customer's eyes.
2. **CO-CREATIVE** All stakeholders should be included in the service design process.
3. **EVIDENCING** Intangible services should be visualized in terms of physical artefacts.
4. **HOLISTIC** The entire environment of services should be considered.
5. **SYSTEMATIC & ITERATIVE** Process that integrates user-oriented, team-based and interdisciplinary approaches and methods.

In addition, that service design is user-centered, it also ties up the stakeholders, such as employees, management, partners, and co-workers to the process. A successful service design process requires integrating stakeholders as early as possible in the development process. The co-creative process helps partners to better understand the customer perspective, to think new out of the box-ideas and most importantly encourage them to participate in the development process. Different kind of workshops with experts from

various fields are the great way to generate and collect new ideas and development proposals, from the new perspectives. (Stickdorn & Schneider 2011, 38.)

In service design, it is important to visualize the interrelated actions and touchpoints. Therefore, different drawings and sketches such as customer journeys, blueprints, and mock-ups are an important part of service design results. The entire environment of services and business area should be taken into consideration, and it is often easier to describe bigger entities in visualized forms. (Stickdorn & Schneider 2011,34.)

As previously noted, the service design is particularly well suited for researching and developing tourism-related services. Service design thinking can provide an in-depth and holistic understanding of customers required to co-create meaningful experiences with guests. (Tuulaniemi 2012, 270.) The service experience, especially in tourism-related services, is an important but difficult concept to perceive, because it is largely based on subjective personal reactions and feelings experienced by consumers at the time of the service delivery. (Stickdorn & Frischhut 2012, 12.)

A key starting point in service design is in creating value for its users. The value refers to the relationship between the price of a product or a service that the customer is ready to pay, and the benefit received by the customer. Simply it can be said that only mission for companies is to create value for their customers. (Tuulaniemi 2011, 33.)

There are numerous service design tools and methods, which are shown to be useful and effective in a service design approach. In service design, research methods are often qualitative rather than quantitative, depending on the service problem being investigated. The methods aim at achieving more quality and deep insights than “the skinny general opinions” of many people. A successful project involves finding a workable combination that the ideas can be conceptualized, developed, and prototyped through an iterative process. (Stickdorn & Schneider 2011, 148.)

4 RESEARCH METHODS

This work is qualitative action research and the research problem defines the use of different research strategies and methods. The aim was to find out how to improve the customer experience and increase the awareness of the Archipelago Centre. One of the goals was to understand the state and challenge of tourism in the archipelago. Methods are therefore chosen to explain the customer's perspective and other source materials has been chosen to provide theory. In the next chapters the used research methods of this work have been discussed.

4.1 Document Analysis

In the research work, it is important to focus on literature and source material which is relevant to the research problem. The literature review tells what existing knowledge and research of the subject can be found and how the task of research is joining to this knowledge. The author must be able to extract the most relevant sources of information for the research problem. The source material needs to be critically evaluated, taking into account differences in perceptions, contradictions and shortcomings in the data. (Hirsjärvi 2003, 111-113.)

The information base for the thesis work consists of tourism and service design literature, articles, electronic (publications and videos) and other sources of information. The best sources of information for mapping the current state and future trends of tourism in the archipelago can be found in electronic publications, especially at the Ministry of Employment and the Economy and Visit Finland organization. Other data collection methods were the material produced by the Defence Arch-project and their initial research on the subject.

The main source of data concerning visitor experience itself in the Centre was collected through Service design tools. The theory of the service design and the methods used are chosen according to the author's discretion in the work and studies of the service design. The used tools and purpose of the selection in this project are discussed more detailed in chapter 4.3.

Interviews with chosen persons are giving insights and ideas both inside and outside of the organization. Also, formal, and informal discussion with the commissioner and with the executive director were conducted through the process.

4.2 Action Research

The research approach used in this thesis is action research, which means a cyclical process aiming at continuous change and development. Action research is often a mixture of qualitative and quantitative research, depending on the defined research problem. Collaboration is an essential part of the action research because it involves those who are affected by the problem. Co-operation is not always problematic as people have different goals and personal relationships, lack of trust and prestige. (Kananen 2014,13.)

The next quotation by Eskola (1973, 184) describes well the study structure of this work as well:

The action research is starting from the analysis of the situation and the fact-finding process. It is the realistic and theoretical design of the problem, as well as the design of the measures. The next step is to do those actions and evaluate their effects. This may be subject to changes in theory and correction of measures, ie. the spiral begins the second round. (Eskola 1973,184 cited in Kananen 2014.)

4.3 Research Methods and Process Chart

The next chapter introduces used research methods and tools and the acquisition of research data in this thesis work. The progress of the project and the timeline are also going through in this chapter.

In the Process Chart (Figure 2.) the author has described the phases and timeline of the project. The project started by contacting Defence Arch project manager and by first meeting with the project manager and with the representative from Archipelago Center Korpoström. This is where the assignment description was formulated according to the

Defence Arch project goals and according the needs and problems that the representative of Korpoström put forward.

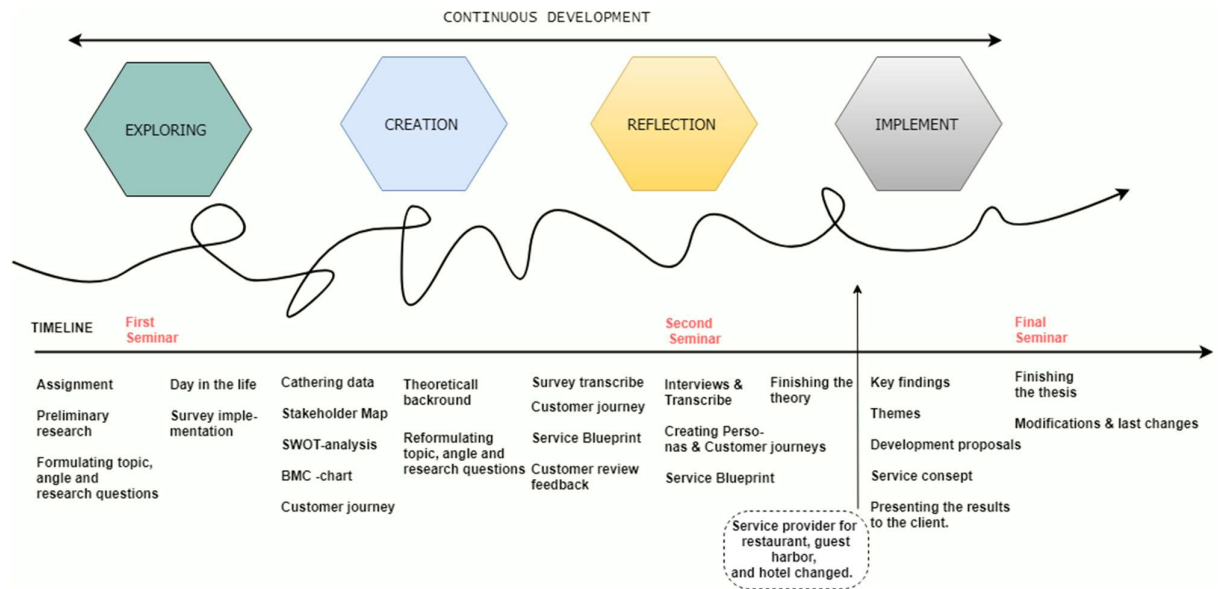


Figure 2. The Process Chart.

According to Stickdorn and Schneider (2011), the first stage in Service design process is **exploring-stage**, where service designer will be trying to discover new perspectives on a service. This could mean stepping into the shoes of customers, staff, and managers. This will form the foundation for the rest of the project, it's important to use right tools and methods to generate both intimate and engaging results. (Stickdorn & Schneider 2011, 149.) It is also important at the beginning of the project to have an overview of business in general, organization's products and services, customer segments and operating environment of the organization. Current state analysis provides important information about the organization's opportunities, strengths, and potentials. (Korkiakoski 2014, 33.)

At the beginning of the thesis process, the work perspective, research questions and topic definition have been outlined. Next, the researcher has sought information sources and collected appropriate materials. The actual service design related tools have been

implemented during 2017 summer when it was possible to meet plenty of visitors at the site. The customer satisfaction survey together with DefenceArch-project was implemented at the Centre at summer 2017. An observation day in and informal interviews were conducted at the site also during summer 2017.

At the beginning of the process a Stakeholder map was created, to perceive all the parties and stakeholders in the project. Also, SWOT-analysis was started at the beginning of the process and it has been supplemented along the process when new knowledge and understanding has been gained. Defense Arch Cross Audit 2016-report, produced by DefenceArch-project, was valuable source material to the author. The report is bringing ideas and opinions about the Centre from stakeholders outside and inside of the organization. Business Model Canvas was used to compose the Centre's partners, resources, activities, value propositions, customer relationships and segments, channels, cost structure, and revenue streams into page.

Creation and reflection are the second and third steps in process. It is a stage where all the insights are visualized into new ideas and concepts, while reflection involves testing these ideas and concepts to find out how they can be further improved. (Stickdorn & Schneider 2011, 149).

A very important source of information in this work has been the interviews. The interviews were held during winter 2018. The interview A was held with Development Manager and Head of Business Development from Galonis AB. The interview B gave both customer insights and ex-employees opinions because the interviewer have been working at the site and currently she is a regular customer at the Korpoström. In addition, the company home-page and other web pages were used to collect additional information needed. Discussion and communication with Head of Operations in Korpoström as well as with Project Coordinator of Defence Arch-project were done throughout the process.

The raw material was transcribed and sketched to the bigger entities and themes. Analyzing the results and making the conclusions was a demanding and long phase. Based on the collected material and the literature, the researcher considered the results of the analysis and derived the conclusions.

The author collected all occurred ideas, proposals, and findings related to customer experience into the Findings mapping (Figure 10.) The themes and trends that could be utilized in the creating brand-image were collected into Trend themes chart (Figure 11.)

The improvement suggestions related to the customer journeys were compiled into separate tables, dividing them into pre-service, service and after-service tables (Tables 2. 3. & 4.) The key implementations proposals are presented in Table 6. Also, implementation proposals concerning physical facilities are discussed in chapter 8.3.

The outcomes that have emerged as a result of the research are presented in form of five different kinds of user-groups / Personas. Refined Service Blueprint is presenting the ideal and improved situation, after all improvements has been made at the site.

The fourth stage is **implement**, where occurred ideas and findings are put into action. It is about making a convincing and compelling case for change and about engaging new audiences, involving staff also to the implementation process (Stickdorn & Schneider 2011, 149).

The results of the project were presented to the Executive Director and to steering group of Korpoström at the end of the project. The occurred development proposals have been brought to the attention of the Executive Director and steering group and depending on their wishes the actual implementation will be left to their decisions and execution. The final thesis work will be delivered as an electronic report to the Defense Arch- project. The process included three seminar presentations for the tutors and students. Based on author's research, the final product, a service prototype is presented, to answer the research problem as comprehensively as possible. Challenges and success in the project and further development opportunities are being discussed in the last paragraph.

5 ARCHIPELAGO TOURISM DEVELOPMENT

Finland has been very prominent in international media thanks to significant tourism recognition. An important reason for this has been the magnificent nature of Finland, where waterways have a central role. Recently, there has also been a deterioration in the security situation in many of Europe's most popular tourism countries contributed to the growth of tourism in safe Finland. (Maa-ja metsätalousministeriö 2017, 32-33.)

The development of tourism in the coastal island regions and the Finnish Lakeland is one of the central focus areas of the national tourism strategy. Many positive advances have been already made. Many former fortresses, lighthouses and guard islands have been transformed into interesting tourist destinations. New national parks and hiking trails have been opened and existing ones developed. Coastal and inland waterways traffic and ferry connections have been preserved and partially strengthened. Boating and fishing tourism popularity has been steadily rising. (Maa-ja metsätalousministeriö 2017, 12.)

Public financial support is a necessity for the development of tourism infrastructure. The development of tourism has required state and municipal budgets, private companies' funding and bank financing. Eu-programs like Rural Development programs, Leader group funding and the cross-border program of Interreg have been well available for the promotion of archipelago and watercourse tourism. Unfortunately, both private and public funding have recently become more difficult to reach. (Maa-ja metsätalousministeriö 2017, 32-33)

A significant step forward in the cooperation between the coastal regions was taken in 2015 when the "Merellinen Saaristo", Finnish Maritime Archipelago- program, one of the tourism growth programs for Finland, was launched by Visit Finland. The program covers the entire coast from Virolahti to Kemi and facilitates extensive international marketing. The other two growth programs; FinRelax and StopOver, have engaged a large number of operators from water-based areas throughout the country in national-level cooperation. (Visit Finland 2017.)

5.1 Tourism Industry and Regional Partners

“Tourism is an activity where people travel to a place outside their normal environment for a leisure, business, pleasure trip or other purposes and stay there for up to one year without interruption for. Also, workplace excursion trips are included to tourism.” (Työ-ja elinkeinoministeriö 2015.)

The Ministry of Employment and the Economy (Työ-ja Elinkeinoministeriö shortly TEM) is responsible for tourism policy and develops the tourism industry together with other ministries and industries. The Ministry is also responsible for coordinating tourism support activities, preparing tourism legislation and transnational tourism relations.

Visit Finland works to develop Finland’s travel image and helps Finnish travel companies to internationalize, develop, sell, and market high-quality travel products. Visit Finland is a part of Business Finland and it’s fully owned by the Finnish government. Visit Finland cooperates with travel destination regions, businesses in the travel industry and other export promoters and embassies. Visit Finland works closely with ministries, travel businesses, transport companies and Finnish regions. This cooperation involves research, product development and, above all, marketing of leisure tourism to Finland from abroad. (Visit Finland 2017.)

Merellinen Saaristo-Project is one of Visit Finland's top projects started in 2015. Merellinen Saaristo program’s aim is to develop the accessibility of archipelago tourism through the creation of well-functioning networks and the development of service infrastructures and product offerings. Program aims to develop Finnish archipelago to an internationally competitive tourist destination that is attractive to tourists all year round. The Archipelago program pursues on the Central European market. Germany, Switzerland, Italy and France have been chosen as target market areas. (Visit Finland 2017.)

Fin-Relax is another Visit Finland’s projects and it is aiming to make Finland the top of wellness tourism. The FinRelax program supports regional development work and thus aims to increase cooperation between projects. Product development is promoted through workshops, training, and by producing and communicating practically tested tools and best practices. The sales work of companies is supported by distribution and target market measures. The main target market for the program are Russia, Germany

and Japan. Other markets to be watched during the program are Sweden, France, UK and China. (Visit Finland 2018.)

A regional tourism organization in South-west Finland is Visit Turku organization, which is a sales and marketing organization that works in co-operation with the business community. Co-operation is also carried out at regional level both with the archipelago and with other neighboring areas. (Visit Turku 2018.) Parainen tourism organization is a regional developer in the Korpo and Korpoström area after Korpo was consolidated with Parainen municipal. (Parainen homepage 2017.)

5.2 Tourism Statistics

Finland's tourism continues to grow, and Finland's recognition of tourism has improved. This is evidenced by various prizes and announcements in prestigious travel publications. According to the World Economic Forum's Competitiveness Report, Finland is the 33rd most competitive tourist destination in the world among 136 countries. Especially Finland has been successful in safety, environmental sustainability, business environments, workforce competence, labor market conditions and information-, communication technology. (Työ- ja elinkeinoministeriö 2017.)

2017 was the peak year of tourism. Nights spent by foreign tourists grew by more than 813,000 nights and came to 6.6 million, increasing by 14% in 2017. Finland's numbers are also exceptional among Scandinavian countries, as travel in Sweden grew by 4.2%, Norway followed at 2.3% and Denmark came in at 2.1%. The total tourism income has been around 14 billion euros for several years. In 2016 international tourists' income to Finland was over EUR 4 billion. (Visit Finland 2017.)

The top five visiting nationalities in year 2017, remain unchanged from previous year: Finland receives the most traffic from Russia (809,000), Germany (614,000), Sweden (593,000), the United Kingdom (580,000) and China (359,000, Hong Kong included) (Visit Finland 2017.)

The tourism cluster employs 140,000 people in Finland. The sector also has very significant multiplier effects on other industries such as construction, transport, and trade. In addition, the use of temporary work is common. (Työ- ja elinkeinoministeriö 2017.)

Visit Finland is concentrating to decrease seasonal fluctuation and increase more year-round growth for all regions in tourism industry. The Helsinki region and Lapland are Finland's main attractions (growing 13% and 22%, respectively), but travelers are starting to discover other regions as well. Lakeland saw a 12% increase in nights spent by international visitors while the Archipelago region netted 8%. (Visit Finland 2017.)

“We want to make Finland the most attractive destination in all of Scandinavia. We will do so by focusing on year-round, regionally balanced growth. We will work to clear out bottlenecks in capacity for aviation, workforce, and accommodation during the high season, which should also help bring in more investments from international operators. Attracting visitors year-round is a key solution for many acute challenges in the sector”, state Executive Vice President of Visit Finland Paavo Virkkunen (2017).

A major improvement in accessibility is seen as a factor in growth. Direct flights from around the world have been opened especially to Lapland, and Finnair has also increased its routes. The number of passengers at Helsinki-Vantaa Airport in 2016 increased by 4.6 percent, and by the beginning of 2017, the growth was over 6 percent. (Visit Finland 2017.)

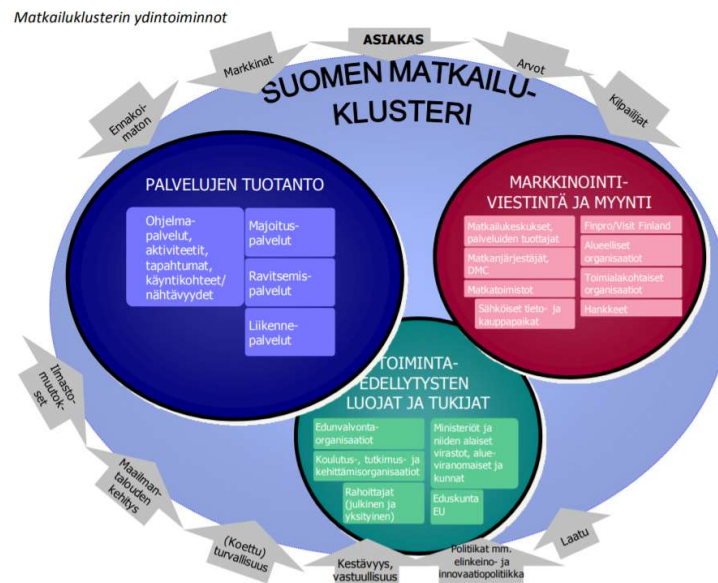
In its mid-term review, the government decided to boost tourism as its new flagship project. Additional funding is intended to ensure the continued high growth rate by investing in tourism marketing, improving the digital competition of tourism businesses, and improving the year round of supply. (Työ-ja elinkeinoministeriö 2017.)

5.3 Tourism Service Cluster

The tourism industry is a very important livelihood and vitality actor for archipelago residents. In Turunmaa Archipelago the entrepreneurs and service providers in the tourism sector are mainly micro- or small sizes companies employing 1-3 persons at the high season. The most important tourism sectors include accommodation and catering, transport - and cultural services such as events, museums, historical sights, natural parks, program services, theme parks and spas. (Työ-ja elinkeinoministeriö 2015.)

Businesses directly related to tourism include, for example, real estate and equipment, security, grocery, specialty store, construction and construction services, ITC services, food production and processing. Tourism also has an impact on normal municipal tasks such as health care, rescue services, waste management, building supervision, and

infrastructure services provided by the municipality. In addition, the tourism industry creates demand for communications and office services (for example accounting and auditing). Tourism has an impact also as a secondary aspect of agriculture and forestry. The core functions of Finnish tourism cluster can be seen in figure 3. (Työ- ja elinkeinoministeriö 2015.)



9

Figure 3. The Finnish tourism cluster (Työ- ja elinkeinoministeriö, 2015.)

5.4 Challenges and Changes in Archipelago Tourism

The Finnish archipelago is a unique destination which has challenging features, but it is also full of potential and opportunities for living and visiting. The entire Finnish archipelago area is a fragmented, not only geographically, but also as a marketing area. It is marketed scattered and every company and destination need to market themselves separately. "There is not a single portal where you can find all the products and services of all service providers, all the information is scattered around the web", states Annala. (2018.) Finnish archipelago needs a similar portal like www.onlyinlapland.com or www.stockholmarchipelago.se. "We need the public administration, one common organization to manage and coordinate one domain, and develop a marketing, sales and common look for domestic and international visitors that way the organization can give support for private companies and entrepreneurs." (Annala 2018.)

Finnish Archipelago is also fragmented area in concrete way and most places cannot be reached during the winter season. When the ice comes, the season is pretty much over in most of the places. It requires a huge risk-taking ability from an entrepreneur because they do not know how long the season will be each year (Annala 2018.) Because of that the current season in archipelago is short. International potential and, for example, business and leisure groups during off-season have not been utilized enough. In addition, that the common marketing portal is missing, there are no electronic booking systems or those should be developed further. (Munkki 2018.)

Accessibility in many ways is considered to be weak in many destinations in the archipelago (Visit Finland Visitor Survey 2015). Accessibility challenges diminish the interest of potential customers and therefore prevent the growth of tourism. Accessibility in supply chain covers several aspects like transport access to destinations, availability and marketing of services and different kind of accessibility outages on the site. Public transport in archipelago areas must be functional and comprehensive. Ferries between islands and shipping routes ensure the vitality of isolated areas. Without an own car, it is challenging to move around in Archipelago Islands. (Annala, 2018.) For the archipelago's vitality, ferry connections are indispensable both for residents, workforce, and tourists.

According to DefenceArch-project start-up report (2016) the other challenges in accessibility might be limited or low co-operation between the archipelago areas of Stockholm, Åland and Turku, but also within each archipelago area because of many municipalities, tourism and heritage organizations and authorities. (Tuominen 2016). Co-operation between different destinations is rare and for the customers this may appear as an abrupt and low-quality services.

Availability of services means that different services have been developed for different target groups and are easily accessible through marketing channels and also at the site. Kemiönsaari's Travel Director Benjamin Dönnner states (Munkki 2018): "A domestic traveler still wants to tailor the journey himself, but there must be packages for international visitors. Packages bring assurance that everything works. Of course, international guests are also those who want to move alone, but even then, the package offers some inspiration and ideas of what the traveler can do." Also, for domestic independent travelers the packages' itineraries offer good information and inspiration source what to do and see at the destination. (Munkki 2018.)

5.4.1 Stakeholder Mapping

Stakeholder maps are used to identify the key participants like employees, customers, partner organizations etc. to see and analyze their relationship and interplay in a business (Stickdorn & Schneider 2012, 149). The stakeholder map is created with help of Executive Director of Korpoström in the beginning of the project. Stakeholder map is presented in visual form in figure 4.

Stakeholders are divided in three sectors: Korpoström, Visitors and Community. The Archipelago Center is Real Estate company and biggest shareholder and property owner is Fastighets AB Sunnan, which is subsidiary of Turunmaan Saaristo foundation. The minor shareholders are Metsähallitus (State Forest enterprise), Parainen municipality and Svenska Kuturfonden. The tenants in the Centre are Åbo Akademi, Metsähallitus, and the Summer store Strandbodet. Service providers for restaurant, hotel and guest harbour services, starting in Summer 2018, are Rainer and Pia Kaukiainen. In Korpoström circle there are all the organizations that are involved to key business; Pia & Rainer Kaukiainen, Åbo Akademi, Metsähallitus and Turunmaan Saaristosäätiö. In a Visitor circle we can see the main user types in Korpoström. Community circle has an important role, because the site works in close context with community and local inhabitants, and it have important function in preserving and transmitting the vitality of the archipelago in the form of various exhibitions and events.

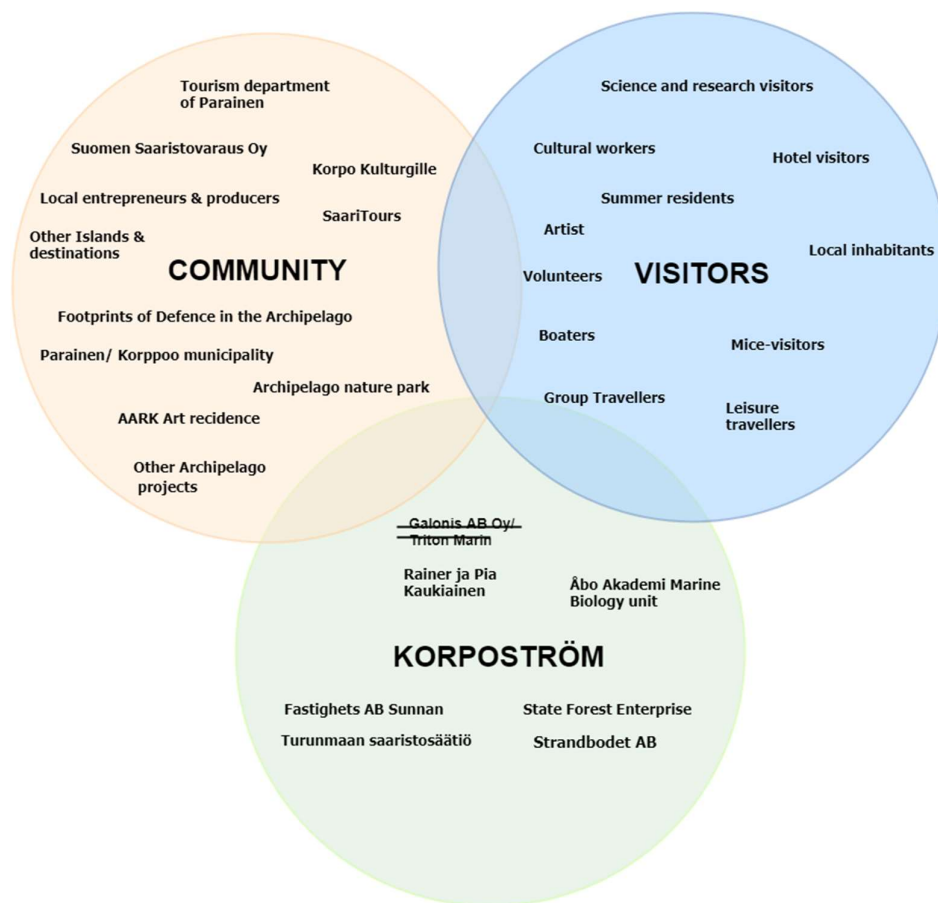


Figure 4. Stakeholder mapping.

Visitor Centre is a rather complex assemblage of diverse and very different stakeholders. Visitor Centre doesn't have one main user-group, but several different user groups. It is serving both locals and local vitality, but it also serves visitor and tourist needs. It has both commercial and non-commercial functions to operate. It is a science and art research and learning center and venue for private and public events. "The people operating are scientists, artists, cultural workers, volunteers, and public officials" (Skärgårdscentrum 2018) and they all have different kind of needs and motivations to visit or co-operate with the place.

An important mission for the Centre is to present and preserve culture, history, and lifestyle of the archipelago. The challenge of the Centre is how to combine all these elements in a fluent way and to meet both the needs of locals and visitors as well as commercial and non-commercial functions.

5.4.2 SWOT-analysis

Swot-analysis is a technique that identifies an organization's strengths, weaknesses, opportunities, and threats. Usually organization's strengths and weaknesses are internal issues and those are easier to affect. Opportunities and threats are coming outside of the company and those are harder to identify and affect. Swot-analysis may help to understand the business better and develop business goals and strategies for achieving them. (Curedale 2017, 169.) In this project the Swot-analysis was created at the beginning of the process and it was supplemented when new information was obtained.

Table 1. Swot-chart.

SWOT	Positive	Negative
Internal	STRENGTHS <ul style="list-style-type: none"> • Unique site • Magnificent main building • Historical and defence past aspects • Natural Park area • Scientific research by AA and Metsähallitus • Art-, event- and conference destination • Guest harbor • Tangible and intangible elements • Safe, clean, and quiet destination 	WEAKNESSES <ul style="list-style-type: none"> • Unclear operational vision and brand image • Poor reservation possibilities • Length of stay • Number of visitors • Weak product offerings • Very little advertising and promoting
External	OPPORTUNITIES <ul style="list-style-type: none"> • New customer segments • Untapped resources • New technology and innovations • Remote location • Archipelago's livelihood • Job opportunities • Lively meeting place for locals • Synergy and co-creation with local entrepreneurs and with tourism organizations 	THREATS <ul style="list-style-type: none"> • Changing technology • Competing sites and activities • Changing customer experience • Free time fragmentation • Challenge of short on-season • Insufficient resources • Difficulty of steering and partner choices • Sustainable and controlled development

STRENGTHS & OPPORTUNITIES: Korpoström, Visitor Centre is a challenging place for tourism services, because the place was not originally designed for that kind of purposes. It was meant to be art-and culture centre, and physical services and infrastructure are not planned to fulfill the tourism needs. Anyhow there is a lot of

resources, like newish hotel and restaurant, art-exhibitions and natural aspects, which are already being used for the needs of tourism but could be further exploited. Current tourism trends are also favorable to development of the site; people prefer touring nearby and in own country, on the other hand, people like remote destinations, where they can face the locality and authentic archipelago atmosphere. The international visitors are seeking new locations, which are safe, clean, and quiet. The research actions by Åbo Akademi and Metsähallitus are the strengths of the site that could also be utilized more for the visitors use. The marine and biological research facts might be of interest to travelers more broadly. Similar science tourism has been implemented in recent years on the island of Seili through the collaboration of the University of Turku and local tourism organizations. (Rovio 2018.)

THREATS & WEAKNESSESS: The competition in tourism destinations is fierce and customers are becoming more demanding. There are many destinations in the Turunmaa archipelago where group visitors and companies could have comprehensive experiences and service packages. (Saaristokokoukset 2018.) Also, guest harbor services have raised their profile and customers are willing to pay for good services and restaurant experiences. Because the season is short, it is anyhow very challenging to do profit during season. Ljunqvist states in Turun Sanomat (Hägg 2017): “Maintaining the vitality of the archipelago is important, even if it is not necessarily financially lucrative. Our archipelago is a unique treasure and its vitality must be maintained together”.

Digitalization also reaches the archipelago and entrepreneurs must be able to provide information and reservation opportunities increasingly in electronically forms. Technological transformation is also changing the marketing and communication tools. Customers will increasingly shape the brand and reputation of tourist destinations, and the company's responsibility is to provide customer's desired services. Also, companies in archipelago need to focus on the future and monitor constantly market change, in order to preserve the unique culture and employment of people in archipelago.

5.4.3 Korpo Municipality

Korpo (Finnish: Korppoo) is an island located in the Turku archipelago. It is located in the province of Western Finland which is part of the Southwest Finland region. On 1st January 2009, it was consolidated with Houtskär, Iniö, Nagu, and Pargas to form the new town of Väståboland. As of 1st of January 2012 Väståboland was renamed Pargas (Parainen in Finnish). Korpo is bilingual, with majority being Swedish speakers. (Visitkorppoo 2018.)

Many of Korpo inhabitants work as an official of the state or municipality. Agriculture and forestry are still however important livelihoods. In agriculture, there has been an ever-increasing shift towards special farming and also source of livelihood comes from tourism. Korpo has approximately 900 inhabitants, but during Summer the population rises to around 5000. Korpo is a favorite tourist destination and it is a home to many summer cottages. Korpo consists of about 2000 islands. The largest of islands is Kyrklandet. Korpo also has a ferry terminal in the north of the island with operating ferries to Houtskär, Norrskata and the Åland islands. (Parainen 2018.)

The main attractions of Korpo are related to nature and cultural history. The Medieval Stone Church and manor house in Centrum of Korpo are the most important landmarks in Korpo. There is some renowned high-quality restaurants in centrum of Korpo; Hotel Nestor's restaurant Back Pocket and restaurant Hjalmar's. Interesting, local food products can be found for example from bakery Tittu Bruun, and Bagar Bengt, vegetable products from Isaksson garden, meat products from Wattkastbeef and local fish from a market place next to Church. Popular Interior design store Amalia's Hem is located at the centrum, together with hotel DAG15. Other accommodations possibilities in addition to Korpoström Hotel are Hotel Nestor, Faffas B&B and Röda Huset. There are also many private cottages available for renting. (VisitKorppoo 2017.)

Korpo is a starting point for the outer archipelago. From Gältby harbor it is possible to take car ferry to Houtskär and Kökar/Åland Islands, which are following the popular Archipelago Trail. In Korpoström it is possible to book a waterbus M/S Amanda to Örö, Aspö, Nötö and Bödö. Postboat Espemeru is organizing guided tours to Stora Hästö, which is underwater nature trail and popular diving destination. (Skärgårdscentrum 2018.)

5.4.4 Special Features in Korpoström Archipelago Center

One special feature in Korpoström is that there are many actors and involving in the operation (Stakeholder map figure 4.) The property is owned by Sunnan Ab / Turunmaan Saaristosäätiö by 78 percent of the shares. City of Parainen and Metsähallitus are sharing the rest. The real estate group Sunnan Ab is renting the restaurant, hotel, and guest harbor property for external service provider for period of four years. Leaseholder starting from spring 2018 is Pia and Rainer Kaukiainen. Also, Metsähallitus and Abo Academy's researchers are tenants of property. Summer store, Srandbodet is a tenant in Korpoström during July. (Jansson 2017.) Their working methods and goals might differ from each other. Also, part time entrepreneurship and seasonal work can add some challenges to achieve common goals and agreed results.

Korpoström Archipelago Center is situated at southern Archipelago of Turku, at the end of ending road in Korpo. It's about 80 km from Turku, behind two car ferries. Location is somehow remote for inland visitors, but very central for boaters. It is situated 9km from Centre of Korpo and 11km from popular Archipelago Trail (Prost 2015.) Possible customers need to know where they are heading to and what the place can offer for them. Korpoström is possible to reach at the winter time, which is not possible for many other island destinations. The location can also be a special feature in the good sense, that could be brought to the spot in the branding. The place has infinity of silence and peace, pure nature and sea is around everywhere. It makes the place very exotic and unique, even for domestic, not to mention international tourists.

For boaters' location is however very central; boaters are passing by the place when heading to Archipelago Sea and the Åland islands It's a last service point for boaters before long sea trip to Aländ. There is a last chance to fulfill food, water, and fuel supplies before a long sea trip. There is therefore a clear need for boating services. (Interview B.)

Another special feature is availability of labor in remote areas such as archipelago. In Korpo there's around 900 hundred people living all year round. By tradition the highest percentage of people work civil servants or officers of different authorities or the military (Prost 2016.) Minority works at primary sector. Availability of knowledgeable labor is a one of the challenges in remote and seasonal areas like archipelago. Specially there is a shortage of skillful restaurant chefs and personnel (Palin 2018.)

Seasonal fluctuation is well-known problem in tourism business in Finland. Summer season and so called high season is short. Busiest months for tourist and travelers are July and August and they are often fully-booked in well in advance. Not only the weather, but the holiday season for school children largely determines the length of the season.

Seasonal fluctuation is widely known problem among tourist destinations, and archipelago tourism needs to struggle specially with this challenge. Ministry of Employment and the Economy of Finland and Visit Finland and all other tourism organizations and municipalities are very aware of the problem and they are making efforts to smooth the seasonal fluctuations and invest more in year-round growth. (Visit Finland 2017 & Työ-ja elinkeinoministeriö 2017.)

6 TRENDS SHAPING THE VISITING EXPERIENCE

Trend means a general tendency of the underlying phenomenon over a longer period of time. Future customer needs are of interest to tourism as well as to other industries. By researching customer needs, the development of business operations is oriented towards the future, helping to develop business and develop new innovations. (Puhakka 2011, 5.)

Consumer behavior is driven by a phenomena, trends, and signals. Global individual phenomena, events, and megatrends have an impact on Finnish tourism as well. Tourism is a solid and interactive part of society. Political, economic, social, technological, and environmental factors have a great impact on the development of tourism. (Työ- ja elinkeinoministeriö 2015.) In the next chapters some of the trends and factors affecting to archipelago tourism development and tourism visiting experience has been presented.

6.1 Megatrends and Weak Signals

Megatrend is a major wave or line of development, a phenomenon that is recognizable and a coherent set of clear history with a clear trend. The direction of megatrend cannot be defined solely by looking at individual actors or factors, but megatrend is a large (often global) entity of macro-level phenomena and event descriptions that includes many different and even counter-opposing sub-phenomena and event chains. (Turun Kauppakorkeakoulun Tulevaisuudentutkimuskeskus -Topi, 2017.)

Puhakka notes (2011,2) that by 2030, tourism growth will continue, but in a globalizing world, competition will be tightened. The importance of Asia, especially China travelers, rises dramatically. Experienced and demanding future travelers want value for money; they will purchase customized services tailored to their changing needs, reflecting their identity and personality. When adopting "snacking" culture tourists want to gather a lot of different experiences instead of one long journey. At the same time, travelers want a new kind of a communality with trends related to commune thinking and crowd-sourcing. When the work and leisure boundaries become obscured, leisure time becomes more "serious". Visitors are under pressure from continuing new learning, self-development, searching for extreme experiences, and the need to achieve things. When migrating from

consumption to meaningful consumption, tourists are looking for experiences of meaning and purpose. Visitors are eager for richer and deeper - and above all - authentic experiences; such as volunteering, sabbatical trips, creative tourism, and spiritual values are rising. Trends related to ethical and responsible tourism are moderation, lifestyle of health and sustainability, slow tourism, short-term tourism and "enclosure" (Cocooning). (Puhakka 2011,2.)

The growing demand for luxury refers to the enrichment of time and time of use rather than materialism. Demand for wellness and health tourism is increasing as the population ages and the importance of enjoying the sense of goodwill increases. Trendy cultural tourism trends include traditional values, back to basics, and "heartspitality", suggesting the need to feel the "pulse" of the place and familiarize self with the local way of life and doing. There is a demand for nature tourism, for example, for experiencing a "safe hazard" and for real-life natural experiences. (Puhakka 2011,2.)

Horwath HTL, the global consulting corporate in hotel, tourism, and leisure sector, has identified 10 global trends which will influence mid- and long-term tourism development. The first five trends are silver hair tourists, generation Y and Z, growing middle class, emerging destinations and political issues and terrorism. Those 5 trends will have a major influence on demand in the tourism sector but will also impact the second set of trends, which concerns changing supply. The rest 5 supplies are technological revolution, digital channels, loyalty, health and healthy lifestyle and sustainability. Together, they represent forces which will shape the future of tourism. Many tourist service providers have already changed their business model in order to meet the challenges arising from these identified trends. Tourist destinations, travel companies, accommodations and other companies must be prepared and track future developments of these trends. Companies need to be ready to adapt the change quickly enough. (Tutek, Gebbie, Chan & Durand 2016, 2-3.)

6.2 Change of Tourism Marketing

Tourism marketing and sales have changed in a short time. In former times the information sources were travel agencies, travel information (such as travel brochures

or books) and shared information with friends. In the past it was thought, "the more you advertise, the more you sell which is not the case nowadays. (Tuulaniemi 2011, 268.)

The digital evolution and electronic channels are changing the whole tourism industry. The tourism marketing and decision-making process of the customers are in constant change and will change in the next years. The development of technology can lead people to experience traveling in a direction that cannot even be imagined right now. At the moment, it is interesting to see how for example Virtual Reality (VR) and Augmented Reality (AR) will develop and change the tourism industry in the future. (Tutek et al 2016,10 & Tuulaniemi 2011, 268.)

Tourism is dominated by digital channels, but also growth of Social Media is bringing a real evolution, which is disrupting the entire sector on continually. For companies, this is a new challenge as the services are becoming more complex and different kind of skills and expertise are needed to combine and simplify future tourism services. (Tutek et al 2016,10-11.)

The Internet and digital evolution has made it possible for everyone to get information and to buy commodities in real time whenever they want to. Comparison of things, prices and quality is very easy and transparent. Open communication in social media has improved the customers situation further but has also put entrepreneurs in to a new situation. Tourism marketing should be shifted from the quality of advertising to product quality. Tuulaniemi (2011, 269) notes that "product quality is an ultimate marketing tool." Which sums up well today's customer service business. Genuine and superior quality services can get positive recommendations in online evaluations. On the other hand, a poorly managed situation can quickly escalate in social media and ruin the reputation of the site. (Tuulaniemi 2011, 269.)

6.3 Digitalization of Tourism

"Tourism is strongly influenced by the progress of the technological revolution, that is shaping and changing everyday life. Technology has become an integrated part of daily life with mobile internet, navigation systems and smartphones, and people are constantly connected to the digital world at some level. Internet has already changed the way how tourists search, explore, book and experience travel. The whole industry has to adopt

new technology trends, rethink their strategies and reshape the way they provide services.” (Tuttek et al 2016, 9.)

Digitalization affects tourism more strongly than other sectors. Google has made a wide research called The Nordic Travel survey in 2014 together with Kantar TNS. The study shows that 75% of the activity takes place before the trip and it is strongly done by mobile phones. Google Industry Head Hanna Kivelä (Kauppalehti 2016) says that worldwide mobile reservations have risen more than 80 percent over in year 2016. Digital change brings people seeking information, dreaming, and making purchasing decisions in small moments - and usually with mobile. Although the most activity takes place before the journey, people also want to share their experience with others in real-time. (Kauppalehti 2016.)

When choosing a travel destination, the biggest single source of inspiration is Internet among international tourist. Also tips and recommendations from friends / colleagues are considered important. When searching for information of a destination, Internet is the most important choice, and 70% of respondents also book a trip through the network. (Merellinen saaristo yhteenvetoraportti 2015, 12.) This means, that either the customer book the trip electronically or not, the buying decision is in most cases made online. Benjamin Dönner, Tourism manager of Kemiönsaari states (Munkki 2018): “Over 60% of the web visitors, who do not find the book now-button from the website, will continue to the next destination’s website.” Also, if the booking process or mobile-page is experienced tricky, many of the potential customers will change their plans or try some other channels. (Munkki 2018.)

Digital platforms and traditional home-page is number one marketing tool for organizations nowadays. Buying decision is made online, when customer is comparing and exploring different service options. In a way the web site is a front door for a company and is often a decisive factor, when a customer chooses between competitive options. (Google & Kantar TNS, 2015.)

There are several things affecting the usability of a website, but the most important ones are easy-to navigate, up-to date and with right content. The websites combine the company's service delivery and they become a water divider, when a customer is making his/her first visit to a destination. A poorly updated page will not attract the customers to make the first visit. (Google & Kantar TNS, 2015.)

6.4 Service Event from Customer Point of View

Tourism products are combinations of different service packages. Customer satisfaction determines the long-term success of the destination. Tourist attractions are seen and experienced in very different ways. People have different expectations depending on for example how far a person arrives and how he/she personally sees and experiences the situation each time comparing with their previous experiences. (Tuulaniemi 2011, 260-261.)

Gerdt & Korhonen (2016, 70) present consumer's purchasing decision:

- Previous experiences and beliefs
- Other people's reviews and other sources of information
- Marketing and branding

The services of a travel destination are usually produced by various entrepreneurs and companies, but the customer experiences the tourist area as a whole. One disappointment in the service chain can easily stain reputation of the entire destination in the customer's mind. That is why tourism products are very challenging and complex services. A single trip must be viewed in the whole frame of reference for the entire field of travel. The travel products must be viewed not only from the point of view of the tourist area and the producer, but especially from the customer's point of view. (Tuulaniemi 2011, 260 -261.)

Markus Tonder states: Many tourism companies are facing the same problems: how to produce appealing services for customers, when dealing with intangible, place bound and hard to duplicate services? How to build a competitive tourism product, which customers can find and acquire easily and what is producing profit? It is important to understand tourist's buying behavior and motivations. Every service moment is different each time. (Tonder 2013, 11.)

Stickdorn and Frischhut says that tourism experience is very subjective and personalized experience, often influenced by society, culture and different economic systems. Tourism experience is distinct from other type of experiences for many reasons because tourists are diverse, trips are various types, and the content of the tourism experiences changes and evolves more radically comparing to other service industries. (Stickdorn & Frischhut, 2012, 36.)

6.5 Tourism Destination Brand

The customer experience consists of encounters, imaginings, and emotions: partly the same elements as the brand. There is a strong link between the brand and customer experience. When planning what kind of a customer experience the company wants to offer, the vision and brand should be kept in mind. (Gerdt & Korhikoski 2016, 71.)

The traditional marketing is losing its status. Consumers no longer rely on traditional paid advertising. With digitalization, consumers have even more information, that is not owned or controlled by the company. The brand is evolving in the hands of customers in various social channels. This creates transparency for businesses, and then the only way to influence a positive brand image is to produce the experiences and emotions that consumers want to share in a positive spirit. Companies should invest in personal and human interaction with their users at their desired touchpoints. (Gerdt & Korhikoski 2016, 73 -74.)

Tourists see the tourist area as a whole. Tourist destinations are regional business units where the customers can find everything they need during their visit. As a customer experiences and sees a single service through a travel destination entity, the tourist product must also be viewed in the tourism area's reference frame, according to its brand. (Tuulaniemi 2011, 260 -261.)

A tourism brand specialist Teemu Moilanen (sited in Tuulaniemi 2011, 261) presents the brand of tourism area formed through the following aspects:

1. Planned communication (marketing, advertising, brochures, leaflets.)
2. Physical environment (building, facilities, landscapes.)
3. Service processes (service production, communication, customer contacts.)
4. Unplanned communication (news, publicity, social media.)

Tuulaniemi (2011, 260) presents that the fundamentals for success in the tourism area are a network capability and the ability of the actors in the region to cooperate smoothly. Network capability means ability to build, develop, maintain, and lead different networks. (Tuulaniemi 2011, 260-261.) An effective cooperation is a prerequisite for success, especially in the archipelago. "Because the market area is so small, and the physical area is segmented, no one can survive there alone" states Annala (2018). For example, the island of Örö, in Turunmaa Archipelago has become a popular destination very

quickly, which is the result of smooth cooperation and activity locally (Annala 2018). Coexistence and finding trust can often take many years. Co-operation can be seen also as a coherent brand image and business viability. In other words, the success of the region and the amount of investments in the region. Often the key stakeholders have a consistent view of the spirit and brand of the tourism area, and often brand information is tacit knowledge in the minds of these key players. It is very important to define, synthesize, and record a brand image to a more accessible information. (Tuulaniemi 2011, 264.)

7 RESEARCH

The next chapter provides information of the data collection tools and the results obtained. The used research tools are customer satisfaction survey, an observation day (field research), customer review observation in social media, customer journey and two different interviews. The DefenceArch Cross Audit has been carried out in Korpoström in autumn 2016 by the working group and the report has been used as a source material in this work. More detailed description and validation of the service design methods and tools used in the project can be found in paragraph 4.3.

7.1 Customer Satisfaction Survey

One way to collect material is a survey. In the survey, the material is collected in a standardized manner and the target individuals form a sample of a given population. The material collected through surveys is usually handled quantitatively. (Hirsjärvi et al. 2005, 185.)

During the summer 2017, a customer satisfaction survey was collected at Archipelago Center Korpoström in cooperation with Åboland Archipelago Foundation and Turku University of Applied Sciences. The survey form was drawn up together with the Defense Arch project coordinator and project manager and the author was able to influence the formulation of questions and questions concerning the Korpostrom. The survey consists of structured and open questions. The same form was also used in the partner destination Öro-island.

The purpose of the survey was to find out factors influencing the destination choice and level of the customer satisfaction at the site. The purpose was for the customer to answer the questionnaire at the end of their visit. The survey form can be find in Appendix 1.

Total 37 answers were collected in Korpoström; 21 females, 13 males and 3 did not want to specify. The survey was collected on site in Korpoström premises during July-September 2017. The questionnaires were freely fillable in the middle of the downstairs' table. The questionnaire was meant to be returned to the reception desk staff or to the cafeteria counter. The questionnaire was also shared directly to the visitors when the

port fee was paid and some of the forms were distributed directly to the potential respondents.

Background information of survey respondents:

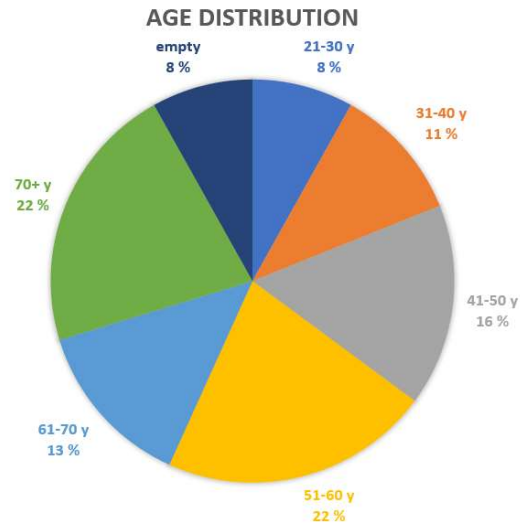
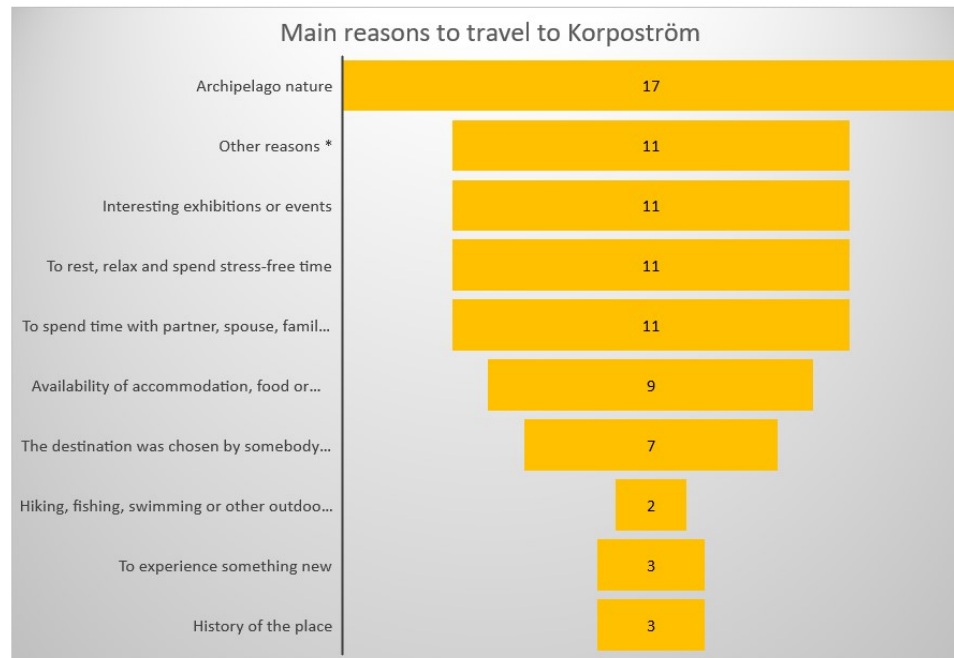


Figure 5. Age distribution of the survey.

The largest respondent group was 51-60 to 70+ years, with a total of 21 responses. The questionnaire aged 21-40 reached a total of 7 responses. It is good to consider it when interpreting the answers. For example, information acquisition, use of marketing channels and service needs and motivations differ greatly in these groups. The majority travelled with spouse (19) or with friend (12.)

According to the survey the main reason to travel to Korpoström is archipelago nature (17). 12 respondents answered other reasons like location, good wind conditions (boater), group travel, refueling and getting groceries. The third most important reason was interesting events and art exhibitions (11). Other reasons meant were rest, relax and spend stress-free time (11), and to spend time with partner, spouse, family, friends, or co-workers (11.)



* sijainti, Konferenstjänster, ÅA-närvara, kirjoittamisrauha, nettilöydös, Olin tulossa Eivorilla Utösta (huvimatka), Ryhmämatka, Sijainti suhteessa tuuleen, lämpligt läge, hadde sommarstuga 25 år sedan här. Tankilla, ja kesäisin kaupassa. Tuulensuunta oli satamassa yöpymiseen hyvä. Heitettiin kaveri bussiyhteyden päähän.

Figure 6. Main reasons to travel to Korpoström.

It seems that the respondents of the survey found the main inspiration/information for their visit through friends, family, or colleagues (17). In other reasons (10) they mentioned living nearby, son's friend lives nearby, previous knowledge about area, old and familiar place, summerhouse nearby. 7 replied that they found inspiration/information from printed newspaper, magazines, books, or brochures. 6 used Korpoström website for information search. 2 used Google-search, also 2 used other websites, 2 respondents got information through travel agent and only 1 of the respondents used social media channels.

In the third paragraph, the respondents were asked to give grade to the statement on scales 1 to 5. The last option number 6 meant I don't know. Highest average grade went to statement: The environment at the destination was attractive, it got 4,65 points. The second highest went to statement: The destination was easily accessible (roads, boat transfer, signposts) with 4,6 points. The third highest went to statement: Direction signs in Korpoström were clear and helpful with 4,53 points.

The lowest points in the survey went to the statement: The staff was professionally skilled and hospitable. It got 4,03 points. The second lowest points went to statement I have gained a lot of new knowledge and/or memorable experiences with 4,23 points and the third lowest points got the statement: The destination was unique, with 4,26 points.

56,25% of respondents would you like to visit Korpoström during the off-season (from September to May) and 43,75% said they would not like to visit Korpoström during off-season.

When asking respondents, would they recommend Korpoström to a friend or colleague, they received average 8,05 points out of 10, in scale 1 (= very unlikely) to 10 (= very likely).

7.1.1 Survey Evaluation and Reliability

A total of 37 responses were collected at Korpoström. The response rate is reasonable, but the target 40-50 response would have provided more versatile results. The questionnaire was meant to be returned to the reception desk staff or to the cafeteria counter. Returning the questionnaire directly to the staff is considered difficult, especially if the feedback is of development orientation. The return box for the queries would have improved the response rate. Such should have been placed next to the questionnaire on the table.

The largest respondent group was 51-60 and over 70, with a total of 16 responses. The questionnaire aged 21-40 reached a total of 7. When interpreting the responses, the result is good to be taken into account. For example, information gaining, use of marketing channels and service needs, motivations and expectations differ greatly between these groups.

The questionnaire did not reach as many actual tourists and visitors as it was originally intended. On the other hand, community opinion is very important for site development, but the questionnaire should have been different for the locals.

The question radiator 3 was badly drafted in the sense that some people have apparently assumed that the scale is from 1 to 6, although it is intended to be 1-5 and 6 meaning I cannot say. The column number 6 I cannot say, should have been separated from the other scale by a space. The average points of responses are probably therefore higher.

The question number 3 is thus somewhat ambiguous, depending on how the respondent understood the scale.

7.2 Business Model Canvas

The Business Model Canvas of Korpoström is presented in figure 7. “Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances.” (Strategyzer, 2017.) It has been said that Business Model Canvas is like modern Business Plan presented on one page. With help of the Business Model Canvas it is easier to perceive large entities and core business can be described shortly and concisely. It can help to develop ideas about existing or new services. Business Model Canvas explains with whom, with what means, the Center should work to produce its core function, that is, the value proposition to its users. (Stickdorn & Schneider 2011, 212.) The author's note: the things that need to be especially strengthened and developed in the Centre are marked in green color.

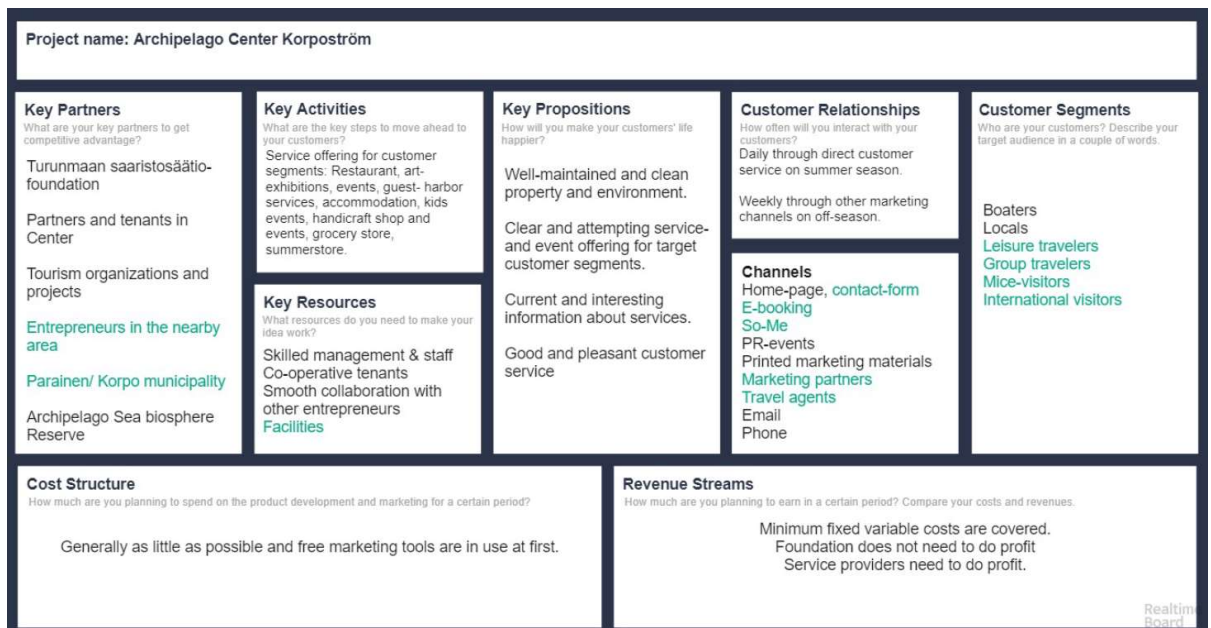


Figure 7. Business Model Canvas.

The Centre needs various key partners to succeed in their core functions. The Centre needs suitable partners and tenants to provide services and value to the customers. Especially service provider in guest harbor, hotel and restaurant services is very visible to the end customers. The choice of this partner is therefore very important. The Centre is doing already co-operation with other entrepreneurs in nearby area and hopefully more co-creation will happen in the future.

So that advertising and selling can be really done, the Centre needs a common sale and advertise portal maintained and funded by the public administration or company. So far, a suitable portal and developer has not been found. (Annala 2018.) The author sees that the municipality of Pargas has the responsibility to ensure that tourism companies have access to this kind of portal (when it is at first developed). Common sales portal serves also the municipal economy and livelihood when more tourists can be attracted to the area.

Important section in Business Model Canvas is the Key propositions sector. It tells what are the things that make the customers satisfied when dealing with company's services. In a place like Visitor Centre the customers need to know at first what the place can offer for them (current and interesting information about services), service offering needs to be clear and attempting to target customer segments. The customer service needs to be good and pleasant in a well-maintained and clean environment.

In a channel section all the most important methods to reach the customers are listed. The channels that need development are electronic-booking, home-page with contact form included, Social Media Channels, travel agents and marketing partners. These all issues will be discussed later in this work.

Customer segments are one development target in this work. The Centre has customer segments that are not properly utilized, but which could be more likely with small improvements to be served in the future. These customer segments are leisure-, group-MICE (meetings, incentive, conferencing, events) - and international visitors.

7.3 DefenceArch Cross Audit 2016-analysis

Most often the researcher collects his or her own material, but it is also possible to obtain the research material produced by others, which is called secondary material. Some of

the research problem parts can be answered on the basis of already finished material. (Hirsjärvi et al 2003, 175.)

DefenceArc-project has implemented cross-audit/ customer journey in Korpoström in 2016, September 20-21. The cross-audit was held during start-up meeting of Defence-Arch-project and same audit was implemented also in Bomarsund, Öro and Gålö. The working group consist of members from TUAS, Metsähallitus, Visit Åland and Skärgårdstiftelsen. The group has been considering how the defence history could add recognition and use value to the site. The audit group had evaluated the service supply, product offerings and marketing communication of the site. They considered the strengths and opportunities and also needs/suggestions for improvement of the site. In addition, there were few open questions and a question about DefenceArch -project.

The report brings valuable information and knowledge about Korpoström to the author. The report provided good starting information; what kind of plans had been planned and what observations were already made. The report tells what services were available and what kind of art exhibitions were produced at that time. Even bigger challenges of the site have been discussed and listed: as if exhibitions should focus merely on the archipelago's culture and life. The working group has made the same observations that the author did during the early stages of this work. However, some improvements had already begun, such as improving the home page towards user-friendly direction. The art exhibitions of the Center have also been developed in a more professional way, and cooperation has been strengthened with different entrepreneurs and projects (Jansson 2018). The mobile app generated by the Defense project for defense history of Korpoström has been produced and published (Tuominen 2018).

7.4 Observation Day (Field Research)

A study in which the researcher observes the participant in the location and context of their usual activities, observing and recording events to understand the activities and behaviors from participants' point of view (Curedale 2017, 212). It contextualizes a customer's service interactions, allowing a great deal of background information pertaining to their thoughts and feelings when interacting with touchpoints (Stickdorn & Schneider 2011, 174).

Participant in observation was 35 years old man. He is living with his family in Turku and works as supervisor position in design related tasks in a big international corporate. He visits Korpoström 1-2 times every summer during his sailing trips, so he is familiar with the place. The observation was made 26.9.2017 on Saturday. His reason to visit was to spend a late summer day in Korpoström and enjoy of the nature and sea and to see art exhibitions.

The participant was asked to speak out loud his observations and also to photograph the objects, he thinks were interesting, good or weird. The author wrote notes to the paper right away and observed also how he was acting, without saying or guiding to any direction.

The most important thoughts and notes concerned facilities of the site. The first note was parking area and the fact that it is not free. "It is kind of funny that you drive through extensive forest and field areas, and then suddenly you need to pay to become the customer of the Center." Also, signboards to the main building were confusing in the observer's opinion. It was hard to find the main building and the main door. the observer experienced that moving around the area was not so logic. There was many guidance board and text around the walls, but it made all looked quite messy. Some guidance was only in Swedish. The observer liked the atmosphere at the terrace, the good customer service level, and the building itself was magnificent. The art exhibition was interesting and well composed by observer's opinion. The overall picture, however, remained dim and distant. The observer missed a more relaxed and inviting atmosphere and more interesting and locally produced food and drink offerings at the restaurant.

The observation notes are mapped in Appendix 2.

7.5 Customer Feedback Observation in Social Media

Customer feedback review is method between observation and analyzing. The method involves observing people and people's thoughts in their natural activities and usual context (Curedale 2013, 200). The author collected the feedback and reviews from Korpoström Skärgårdcompany/ Saaristokeskus Facebook-page. The feedback is from year 2017 (Figure 8.) The bigger size of figure can be seen in Appendix 4. The observation target was genuine customer feedbacks and reviews of Korpoström

Skärgårdscompany's Facebook page, collected in a way that does not reveal the identity of the person.

There is very positive feedback about interesting art exhibitions and the area of Korpoström as a whole. Most importantly there is constructive feedback concerning general cleaning and safety responsibility in the yard area or service slowness during the events. Negative feedback is concerning the customer service level at the hotel reception and in the restaurant. Also moving around the area and general atmosphere got low-key feedback.

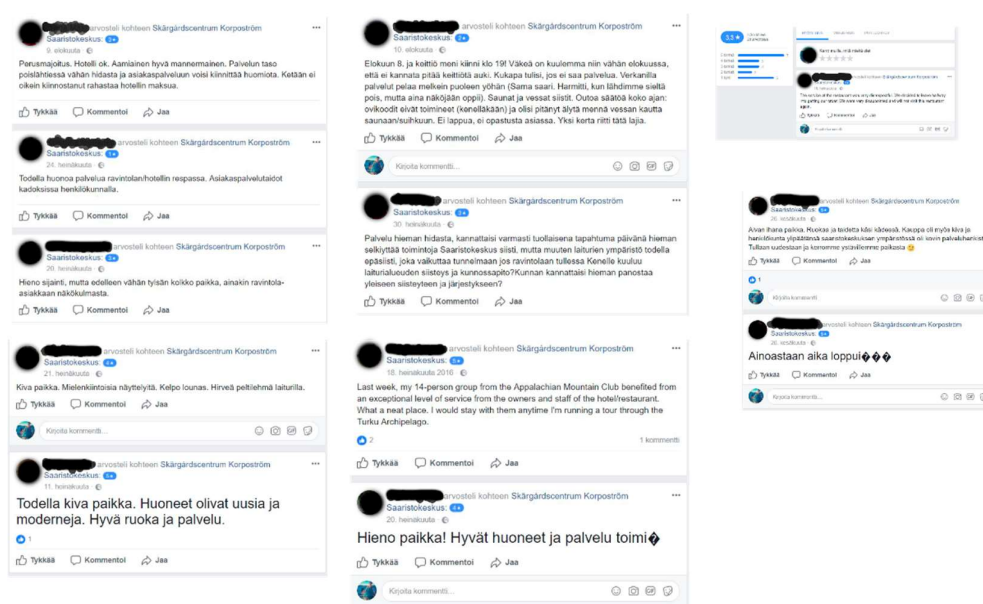


Figure 8. Customer reviews on Facebook.

The important question the Gerdt and Korkiakoski (2016, 52) are presenting in their book *Ylivoimainen asiakaskokemus* is: “Are we present in the channels where the customers want us to be reached?” The company must be one step ahead the customers and a lot of proactive customer listening is needed. According to the study, over 65% of the consumers want to be served in digital channels. The phone is no longer enough for today's customer service. (Gerdt & Korkiakoski 2016, 52.)

This is all free, real-time and very valuable market information from customer point of view. Today, most of the informal complaints are handled online outside corporate formal processes. Negative feedback that is spreading quickly online is a major brand problem. (Gerdt & Korkiakoski 2016, 53.) The way an organization manages the feedback they

receive, tells very much about the organization's service culture. It is equally important to respond to good feedback. Hundreds of people make a visiting decision simply by reading social media reviews and feedback. Tourists increasingly form an idea of products and services based on the discussion in social media. It is very important to manage the discussion direction in social media reviews and feedback because things can easily escalate in Social Media and ruin the reputation for longer time. But in the other hand genuine and superior quality service can get recommendations in online evaluations. (Gerdt & Korhikoski 2016, 51.)

There should be one person responsible of managing the feedback all the time. If he/she does not know the right answer, he/she should find it out by asking from the feedback receiving company. She/he should have the means, power, and expertise of the management to answer the questions and provide compensation for irritation, if needed. (Gerdt & Korhikoski 2016, 51.)

The author evaluated Facebook reviews, but there are also many other websites like a Google reviews, Tripadvisor, Yelp.com and Skyscanner.com, and Twitter, where customers can have conversations. Also closed social media groups are places, where people share their tips and inspirations now a day. It is very wise to keep the public sites on eye and respond to the feedback. By analyzing the discussion, it is easy for companies to get valuable market information.

7.6 Customer Journey

A customer journey map is one of the most used and important tools in service design. A customer journey map provides a vivid but structured visualization of a service user's experience. The touchpoints where users interact with the service are often used to construct a "journey" – an engaging story based upon their experience. Customer journey maps can provide highly informative knowledge for readers and makes it easier to identify customer insights and failures during customer journey. (Stickdorn 2012, 157.)

Tourism services need to be consistent and high-quality throughout the service chain. The most important touch points for the positive customer experience must be optimized and highlighted to meet the customer needs. (Tuulaniemi 2011, 269.)

The maps can be identified and documented by using a source data from interviews, and observations. The customer journey map (Figure 9) is created by using source material from observation, informal discussion with customers, online reviews and Korpoström own web site.

The journey is mapped around one fictional person, Maikki 42 years old woman, who wants to go on family weekend vacation to archipelago. The first row stages of a journey tells how does the planning and participating to journey normally happens: desire for travel, explore options, select vacation, book travels, schedule meals and events, travel to location, experience the vacation, travel back home and remember the experience. Second row tells what needs and activities the person want and need to do when planning and participating the journey. In the middle of the picture is described the emotions (happy/sad) of customer on each stage. In the bottom line are written potential opportunities for improvement in the destination location.

Lot of improvement proposals were gained through this method. The information about the Centre is scarce on the home page and other Internet sources as well. It is hard to find information about the accommodation, events and what to do and see in Korpoström and nearby areas. The customer does not get a complete picture of what Korpoström represents and why they should go there. The biggest disappointment in this customer journey is the missing electronic booking option. Maikki needs to either call or send an email and wait for the confirmation. Also timetables for local busses and ferries are missing. At the home page there could be much more current information about activities, excursions, events and restaurant menus. Opening times of each department (guest harbor, restaurant, exhibitions) are also information that must be provide precisely on the web page. The location map and the arrival instructions (also mention about parking fees) should be found on the website. The road signs should be clearer and preferable done with infographics (simplified icons that do not need words). Then language translations can also be avoided.

Customer journey map

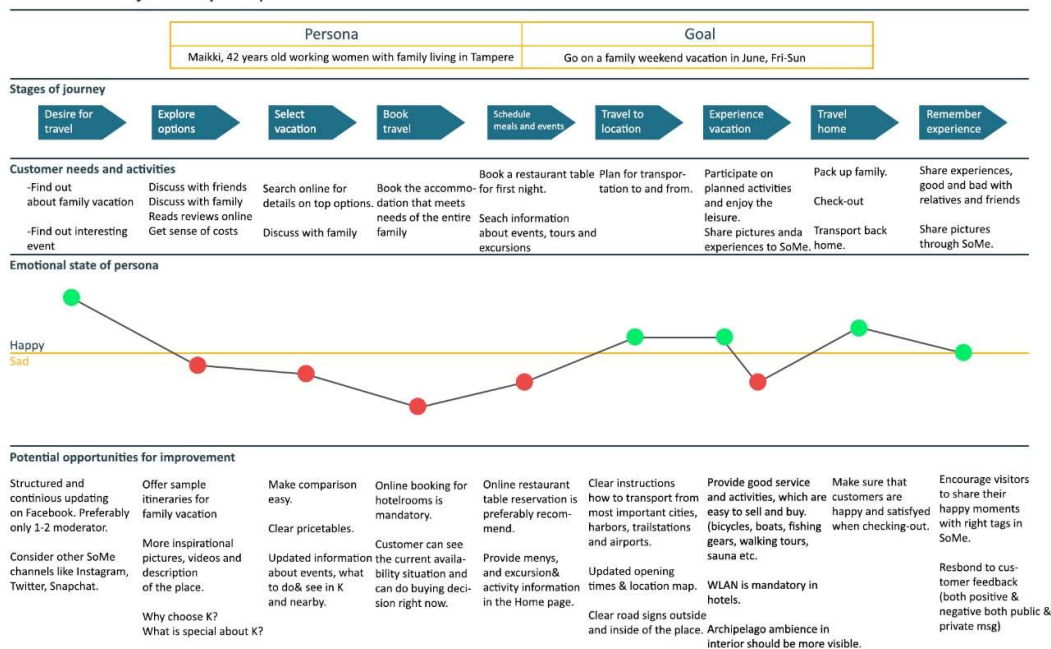


Figure 9. Customer Journey.

7.7 Interview A

Interview is one of the most used methods of research. It is a unique method of collecting data and there is a direct linguistic interaction with the interviewer. This is both an advantage and a disadvantage. Collection of material can be controlled flexibly in the manner required by the situation and responding to the respondents. Answers can be interpreted more than, for example, in a survey. The author used theme interview technique with both interviews. It means that themes of the interview were known, and questions were formulated before the interview. Its still gives opportunity for open discussion and for more specific questions if needed. (Hirsjärvi et al 2003, 193-198.) The author wanted to find out about the service development plans of the Centre and to hear good practices in the development process of Öro and Seili-islands. They were also chosen to this interview because author wanted to engage them in the development process of the Centre.

In addition to informal field discussion, the interviews were arranged with Development manager Maria Palin and Head of Operations Heli Annala. They both work for Galonis Ab/ Triton Marin, which was responsible to provide hotel, guest harbour and restaurant

services for Korpoström during Summer 2017, when most of the field research was done. The interview was held in Galonis AB/ Triton Marin's office at Turku in 7.2.2018.

The questions were divided into two themes: the challenges and development goals of the archipelago tourism in general and especially in Visitor Centre. The first set of questions concerned the main responsibility of tourism development in Finland, what obstacles are commonly found and how should cooperation with other entrepreneurs be developed. The other question concerned developing Örö and Seili Island as tourism destination; what were the common successes and lessons learned in developing process. The discussion considered also good principles on the development of tourism in the Finnish Lapland and Stockholm archipelago. The rest of the questions concerned Korpoström's service offering, customer service level, marketing, communications, and future plans. Also usability of the premises, existing and new target groups and products, and the place in future after 20 years later were discussed.

Annala and Palin pointed out the state of Finnish tourism and what challenges are associated with its development. They wanted to respond sales and marketing responsibility much more on the public administration side, behind the one common sales-and marketing portal. They think Korpoström's resources and services are mainly in good shape. They were anyhow aware of customer service and restaurant offering challenges and received feedback. They think accommodation facilities are quite modest, because the number of rooms and the missing sea view. However, they saw the electronic booking system for hotel rooms and the guest marina as indispensable and it was going to be developed for a while. They wanted to see the future of Korpoström as a vibrant cultural center that would be a nice place for both locals and tourists.

7.8 Interview B

The interviewee B has been working at the Korpoström over 10 years ago and nowadays she uses the Centre's services actively, mainly at the summertime. She uses mainly the guest harbor services, restaurant and summerstore-services. The interview was held in Turku 23.1.2018. The interviewee wanted to stay anonymous.

Questions

The questions concerned challenges and opportunities in the Centre in general. The customer service level and service journey in the center were discussed. The interviewee

B had information of the history of the place before the current buildings, because she used to work there. Through this interview, informative and interesting insights and ideations were collected.

Interviewee B compared the time before the new buildings. The place was at that time popular, the place where people were gathered to spend summer evenings and to dine and celebrate. The whole place changed along with a new building and old visitors wandered out little by little. (Interview B 23.1.2018.)

Interviewee B had great ideas on how to increase the attractiveness of the place. Good food and attention to families with children are things that should be invested in the summertime. Food is something that everyone needs, and it is a good reason to travel somewhere, if the food is worth of it. There could be a playground/playroom for children either indoors or outdoors. There should be something available for children in the restaurant menu. At the winter time the main user groups are business visitors, and facilities for them should be developed. The themes that Interviewee B thinks should be brought, are locality (especially food and art exhibitions), nature-, silence-, sports-and wellbeing tourism. She suggested some small proposals like sparkling wine happy hour at the restaurant and small "thanks for visiting"-notes to stick in boats shrouds, before they are leaving from the dock. The Happy-hour could fit to the restaurant atmosphere and it could lure more people to dine at the restaurant. Thanks for visiting, welcome again-notes are easy and cheap way to delight the boaters. The notes could include an offer, for example free coffee/tea during the following visit at Korpoström, or just simple Thank you for visiting-message. (Interview B.)

8 RESEARCH FINDINGS AND DEVELOPMENT PROPOSALS

Analyzing, interpreting, and drawing out the collected material and data is the core of the research. It is an important step: it was targeted at the beginning of research. During the analysis phase, the investigator will find out what kind of answers he or she gets to problems. (Hirsjärvi et al. 2005, 209.)

The study is not yet complete when the results have been analyzed, states Hirsjärvi (2005, 213). Results should not be left to the reader as distributions and correlations but should be explained and interpreted. Interpretation means that the researcher will consider the results of the analysis and make their own conclusions. (Hirsjärvi et al. 2005, 213.)

In this study, the survey, observation, and interviews data were immediately transcribed after collection. The results of the service design tools were collected by searching for larger and recurring themes and topics from the data. The results were transmitted by compiling the findings in one document. The Findings mapping can be found in Figure 10. The findings have been extracted from the tools used (customer satisfaction survey, observations, Cross-audit report, So-Me feedback analysis, customer journey and interviews).

The findings and improvement suggestions concerning visiting experience are mapped in tables 2, 3, and 4. The findings are divided in three sections: pre-visit, - on visit, and after visit-phase. For the theoretical part regarding the trends of tourism in the future, the author formed a theme map (Figure 11) that illustrates the present and future trends in archipelago tourism. The five different customer segments and personas were created based on study results; the heavy user, the stop-by visitor, the cultural enthusiast, the seminar guest, and international tourist. Service Blueprint describes the customer's path through the company's activities. What things should be taken into account in order to make the customer experience comfortable and smooth. Finally, the author created the conclusion of the Key findings (Table 6.) to conclude the main challenges and implementations proposition.



Figure 10. Key Findings mapping.

8.1 Improvement Suggestions for Key Findings

Table 2. Pre-visit.

PRE-VISIT			
Challenge/ Problem	Implementations	Task description	Advantage
MARKETING PLAN	Unified communication lineup for all the partners.	Same logos, fonts, colors, themes. The restaurant, hotel and seminar space should have name.	A unified visual look. A clear brand image. Awareness of the place.
	Planned and structured Marketing Plan.	Chief of Marketing	
	Marketing materials.		
PRODUCT OFFERING	Provide simple activities which are easy to sell and buy.	Bicycles, Rowing boats, Canoes, Sup-boards, Fishing gears, Sauna, Joga, walking tours, Kidslab etc.	More to see and do -> more customers
E-BOOKING	E-booking at the home-page for hotel rooms, restaurant and guest harbor.	Even the simple take-contact form, could be a good start.	E-booking is necessary for domestic and foreign tourists. Helps entrepreneur to anticipate the the future. Visitor-data
SOCIAL MEDIA CHANNELS	What So-Me channels your customers want to use?	Resbonding to customer feedbacks and reviews.	Customer service level. Brand image. Awareness of the place. More sales.
		Consider Other So-Me channels? Instagram	
GOOGLE SEARCH OPTIMACING	Finding the home-page	Comprehensive key words.	Awareness of the place.
WEB-PAGE		Location Map	

		Updated opening times.	
		Informative and inspirational pictures.	
		Video preview of the place.	
		Clear price tables.	
		Own page for guest harbor services.	
		The link to bus and ferrytables.	
		What to do and see in Korpoström.	
		Updated information about events.	
		Sample itineraries for inspiration.	

Summary of implementations:

Pre-visit is an important stage of the journey and there are many actions that travelers need to do and plan before the journey can start. The traveler selects from several different service parts of which the total journey is made up. For this reason, the pre-visit phase has also the most development ideas. Development proposals in pre-visit stage are concerning marketing, product offerings, and electronic booking.

The Centre should think what, how and where to offer their services.

Based on research the customer would prefer simple, inexpensive, and easy to buy products such as bicycles, rowing boats, canoes, sup-boards and fishing gears. These are cheap things to acquire, do not need a lot of storage space and are easy to sell to customers.

Electronic booking options are becoming necessity now a day. For hotel rooms there should be an electronic booking option. Customer can see the booking situation right away and make decision to visit, without waiting (and maybe changing his/her mind). Booking option for guest harbor spots and restaurant tables is also recommendable.

Also, entrepreneur can better predict the future when booking situation is known and collect valuable visitor data.

How services are offered to the customer is equal important as service offering. Customers need to know what they can have when they arrive to the Centre. Up-to date and functional home-webpage is the most important tool to present company's products and services. Customers need to find the right web-page when they do the search in Internet-browser. That is why it is important to optimize the home-page with right keywords and also update the keywords every now and then.

Table 3. Service period.

SERVICE PERIOD			
Challenge/ Problem	Implementations	Task description	Advantage
OUTDOOR AREAS	Parking	Consider free parking for Centre's customers.	Free-parking does not create unnecessary expectations or bad mood for anybody.
	Better utilization of outdoor areas.	Plantations, benches, paths, coaches, lightning, small decorations.	
	General cleanliness inside and outside of the building.	Cleaning the yard area.	More charming and inviting yard area.
SAFETY& SIGNS	Improvements to signs& safety	Clear and simple signs inside and outside of the building Preferably info grams.	Clear area. Easy and safe moving around the area.
		Safety at the marina.	
THE RESTAURANT	Restaurant menu should be archipelago-ish. Local ingredients, cooking, and specialties. Kids menu.	The restauraranter can be consider the implementation.	Good food and drinks is something that appeals to almost all customer groups.

	Customer Service level. The menu is planned according to user groups, e.g. in summer boaters (mostly families with children, locals, travelers)		
THE HOTEL	E-booking	The hotel should have name, and there should be clear signs to the hotel building. With small equipment (chair, hooks, small details in decoration)	Better awareness of the accommodation possibility.
	Accessibility		
	Small decoration.		
THE GUEST HARBOUR SERVICES	Improve signs and safety.		Better visiting experience for boaters.
	Harbormaster guides and assists.		
	Small details (see figure 12.)		
PUBLIC AREAS & ATMOSPHERE	Fresh interior in restaurant. * New entrepreneur made changes already in spring 2018.		Inviting and welcoming atmosphere.
	There is no common living room for groups to hang out. *Changes done already by new entrepreneur.		Informal gathering space for different groups.

Summary of implementations:

The service period is the stage where the customer's expectations are redeemed, and the value proposition made by the company is fulfilled. The travel as a whole, consists of many small service parts and therefore also development proposals in the Table 3. are divided under different entities. All of these proposals will aim to make the center more comfortable and inviting, without forgetting the safety regulations. When people are enjoying the atmosphere, it lures even more people to join and naturally increase the

sales of products. The customer service level, in this service chain naturally has a great weight.

Table 4. After visit.

AFTER-VISIT			
Challenge/ Problem	Implementations	Task description	Advantage
AFTER MARKETING	Online evaluations	Encourage visitors share their visiting moments.	Superior and genuine service can get recommendations in online evaluations.
		Keep on track all kind of feedback and reviews.	The best marketing value.
	Marketing and sales for old customers.	Newsletters, offers, information about events.	Better awareness of the place.

Summary of implementations:

After-visit is a stage where customer shares and remembers the experience. People usually wants to share their happy and sad moments with people either discussing with friends, colleagues and relatives and / or sharing their success and failures in various Social Media channels. This is a great opportunity for a company to advertise own company and services for free. People naturally believe more in authentic experiences and recommendations of real people. It is also important to control negative feedback and be responsive to the customers and this way avoid escalating issues.

8.2 Emerging Trend Themes in the Theory

The emerged trend themes are mapped in to figure 11. These are the existing and upcoming trends and themes in archipelago tourism emerged in the theory part, chapter 6. The themes can be used as the basis of a product selection and building a branding image of Korpoström. The emerged themes are those which are/ might be the rising trends in the tourist surveys now and in the future, and which, on the other hand would be suitable for Visitor Centre according to the study. In other words, the themes picked

8.3 Development Proposals for Physical Facilities

Service design tools in this research gained lot of insights and observations concerning visiting experience in Visitor Centre Korpoström. By interpreting results, the resource and service shortages can be found. By developing these shortages, the customer journey can be improved. In the next chapter the development proposals concerning physical facilities are discussed.

The Centre's location and facilities are challenging. The remote location and relatively long driving time from Turku is not a problem, but area planning is challenging. The building was not originally designed for tourism purposes. There is not so much free land around the magnificent building itself, e.g. for car parking, walking trail, swimming beach or for other outdoor activities. A landowner's permission is required so that marked walking trails and parking slots around the area can be developed. The visitors need to pay for car parking, which can be threshold question for some visitor. It can set distracting expectations or affect negatively people's feelings at the very beginning of the visit. They could consider the possibility that Turunmaan saaristo foundation would pay for landowner the amount corresponding to parking fees and this way the parking could be free for customers.

Most travelers want to combine their trips with something to do like eating, some activities, sauna and swimming. The place is missing a proper and safe swimming beach or swimming ladder. During summer season the one of the main user groups are families with children and for them the lack of swimming place is negative aspect. There is small (about 5 meters) long beach, but it is situated too far away from sauna. Because the Centre does not have a proper swimming beach, there should be either ladder or tub/jacuzzi next to sauna. Finnish sauna experience is complemented by the swimming at the sea or at the pool.

Another problem is that there should be a common gathering space for guests. There is a small dressing room next to sauna, which can be good space for friend groups, but for example for company- or senior groups it is not a proper place to spend the evening/free-time. Maybe in the corner of the restaurant, there could be a good spot to build this kind of small "living room", for example, with stylish couch or armchairs and a coffee tables and small decoration and flowers. This could bring more cozy and welcoming feeling to restaurant in general and serve other customer segments as well.

With small investing the kids' playground or play area could be implemented either outside or inside the Centre. Also, a barbecue area for boaters and other users would be easy to build somewhere. These two things could bring a lot of added value to the customers.

At present, it is difficult to give the development proposals concerning extending the season, before these resource problems have been resolved in some level. In the Off-season season, the customers consist of groups, that cannot be properly served with current facilities. Currently only a few parts of the service touchpoints can be covered. There are many competing places for group and single travelers in archipelago and the product and service development should be at least equal to the competitors.

8.4 Customer Segments and Personas (improved situation)

Personas or customer profiles are contextual behavioral models that motivate design. (Lith, J.2017.) The most common way of developing personas is to gather research insights into common-interest groupings, which can be developed into characters. In tourism services these characters play a big role. Personas can provide a range of different perspectives on a service, allowing design teams to define and engage the different interest groups that may exist within their target market (Stickdorn & Schneider 2012, 178.) Persona mapping can be seen on appendix 3.

In this work, the customer segments and personas are constructed based on observing day in a location, customer survey and interviews with Executive Director of Korpoström. Customer segmentation is based on the behaviors of visitors, more precisely their motivations and reasons to come to the Centre. Visitors of Korpoström could roughly allocate either to leisure-or business travelers or local and foreign visitors. However, this segmentation is not enough to describe the visitors' motivations and reasons to visit the center. The table 5. shows what outcome the author has come to. With the help of personas, it is easier to develop products and service range, when the Centre knows to whom to sell and what kind of needs and wishes the personas have.

Table 5. Personas & Customer segments.

Personas	Customer segment	Motivations
1. Heavy-user Salla	Boaters/sailors	Free-time, family-time, and hobby.
2. Stop-by visitor Teemu	A leisure traveler	Free-time, experience something new.
3. Cultural enthusiast Sylvi	Group traveler	Art, food, nature, science, history, volunteer work etc.
4. Seminar guest Pekka	Meeting, congress, event- guests	Work-related motivations in inspiring environment.
5. International guest, Hui Jinn	International visitors	Free-time, To experience something new.

1. Persona: "Heavy-user"

The persona 1. created is called "heavy user". Her name is Salla, and she is very much keen on sailing and she is spending a lot of time at the Archipelago in the summer. She is married, and she has two boys aged 13 and 9 years old. She is working as project coordinator at a big international company in Kaarina, Finland.

Salla's family likes to stay in guest harbor every time it is possible. They rarely use natural harbors, because they want to use bathroom and sauna after long day at the sea. They need a spot and different kind of services for their sailing boat and for the family when they stay in Korpoström. They need fresh water, electricity, waste disposal, bathroom and toilet. They buy groceries and local fresh food every time it's available. They like to go to sauna and swim every time it's possible. They are also pleased to use restaurant services or at least enjoy breakfast or coffee and snacks instead of eating at the own boat. Occasionally they need fuel, septic and laundry services. Also the boys are in that age that they need some activities after sailing days. They are pleased to rent bicycles,

kayaks etc. If possible they happily take part in family events, such as kidslab, music events and outdoor activities.

Salla's family is a heavy-user in that sense, that they use guest harbor services frequently a the high-season. They start their sailing season early in May and finish the season in September. They prefer guest harbors that meet their wishes as a family well and where the service level is good and efficient.

2. Persona: "Stop-by visitor"

24-years old sea captain student, Teemu, from Rauma, made a summer trip to Korpo together with his girlfriend. They travelled by bus from Turku to Korpo center and checked in to guest house DAG15. They wanted to explore around and learn about local culture and history and they heard about Archipelago Centre, so they wanted to stop by there. They rented bicycles from their guest house and cycled 10 km journey to Korpoström.

They enjoyed the passing scenery and after arriving they got to know the exhibitions at the second floor. They heard nice stories about 1700' naval battle through Visitor Center Mobile-app. After exhibition they decided to enjoy the drinks and the scenery at the terrace. It was nice to see all the small and bigger boats passing by. They started to cycle back to their accommodation, but they were thinking next time they could stay in hotel Korpoström. They had a nice first-time experience in Archipelago Centre.

3. Persona: "Cultural enthusiast"

Sylvi is 72-years old active senior citizen from Huittinen. She has been relatively healthy during her pension years and she likes to travel in Finland and nearby areas. She is a widow, but she has many children and grandchildren and many friends. She participated senior clubs group trip to Korpoström in May. They had handcraft workshop and they got to know traditional rug weaving technique. The course took 2 days and they stayed in hotel Korpoström and eat in restaurant. They also got to know the art exhibitions and they had a guided walking tour, where they got to know about local history. Sylvi thinks the scenery around was amazing and it was nice to heard only sounds of the sea around. She also learned some new interesting weaving technique and she was able to spend some time with her friends.

4. Persona: "Business guest"

Pekka is 52-years old biology researcher from Helsinki University. He got an invitation to Biosphere seminar in Korpoström. He drove together with his colleague from Helsinki with his own car. They had a typical meeting day, with some presentations and brainstorming sessions. They enjoyed the lunch at the restaurant and they got to know the new experience exhibitions. Although it was busy day with work-related things, he was able to look around and get some fresh sea air, before heading back home. He thinks he could visit Korpoström next time with his wife.

5. Persona: "International guest"

Hui Jinn is 26-years old journalist from Shanghai. She has been dreaming of travelling to Finland for long time and now finally her dream came true, and she made 15 days touring in Finland. She is travelling together with her mom and dad. They are also first timers in Finland. Travel agency in Turku made all the arrangements and they are going to land in Helsinki Airport and continue by train and bus to Turunmaa archipelago.

They are in a need of all kind of services: transport, accommodation, food and organized tours. Hui Jinn wants to be sure, everything is in order, and they can travel in safe and sound. She likes to photograph, and she is famous Instagram blogger in Shanghai. She is looking forward to share some of their Finland experiences online.

8.5 Service Blueprint (improved situation)

Service blueprints are a way to specify and detail each individual aspect of a service. It is a visual schematic, which usually involves the perspectives of both the user, the service provider and other relevant parties. It's detailing everything from the points of customer contact to behind the scenes processes (Stickdorn 2011, 204.) With help of Service blueprint, it is easier to understand customer experience in its entirety and identify touchpoints.

SERVICE BLUEPRINT REFINED VERSION
LEISURE TRAVELLER AT HIGH SEASON

STAGE	Desire for travel	Select destination	Booking	Travel to location	Experience	Travel home	Remember the experience	
PHYSICAL PERCEPT	<ul style="list-style-type: none"> Travel agent Local networks Online web pages Magazines 	<ul style="list-style-type: none"> Magazines Online networks Online web pages & videos Phone call or contact forms to get more information 	<ul style="list-style-type: none"> Travel agent Contact form Phone call E-mail 	<ul style="list-style-type: none"> Search engines Booking 	<ul style="list-style-type: none"> Sign up systems Reception Check in Accommodation 	<ul style="list-style-type: none"> Reception Online activities Events Entertainment and music 	<ul style="list-style-type: none"> Hot and cold drinks Passport 	<ul style="list-style-type: none"> After-travel survey Customer satisfaction survey Photos
CUSTOMER JOURNEY	<ul style="list-style-type: none"> Internet search for suitable options Talk to friends Travel inspiration and stories 	<ul style="list-style-type: none"> Online review and photos Making decision from search results 	<ul style="list-style-type: none"> Website booking Phone call email, activities and alternatives to compare services and prices 	<ul style="list-style-type: none"> Traveling to location with a car Bus or train Walking Passing the reception 	<ul style="list-style-type: none"> Walking from parking area to the reception Waiting for reception and getting the key to the room Check in Check out the room and check out again 	<ul style="list-style-type: none"> Get to know the surroundings and activities Participate in events etc. Enjoy the stay Participate in events Enjoy the stay 	<ul style="list-style-type: none"> Check out at reception Take to the airport Departure from airport 	<ul style="list-style-type: none"> Share experiences to other travellers - Social media updates Talk to friends and colleagues
BEHIND THE SCENES		<ul style="list-style-type: none"> Check necessary customer questions to generate by email 	<ul style="list-style-type: none"> Check for the booking availability and generate for the customer Provide feedback for the customer Provide information about activities 	<ul style="list-style-type: none"> Reservation of activities for customers Check if any necessary information Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs 	<ul style="list-style-type: none"> Check in Payment Check out everything is OK 	<ul style="list-style-type: none"> Send follow-up emails and customer satisfaction surveys 	
BACKSTAGE	<ul style="list-style-type: none"> Internet program Website activities Magazines Phone call Travel agent 	<ul style="list-style-type: none"> Website booking Online review and photos Phone call email, activities and alternatives to compare services and prices Check the customer 	<ul style="list-style-type: none"> Internet page with booking system Online review and photos Phone call email, activities and alternatives to compare services and prices 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Send follow-up emails and customer satisfaction surveys
SUPPORT SYSTEMS	<ul style="list-style-type: none"> Marketing and advertising Website Phone call Travel agent 	<ul style="list-style-type: none"> Website booking 	<ul style="list-style-type: none"> Internet page with booking system Online review and photos Phone call email, activities and alternatives to compare services and prices 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Check in and hand out keys for customers Check if any special needs and preferences 	<ul style="list-style-type: none"> Send follow-up emails and customer satisfaction surveys

Figure 12. Improved Service Blueprint.

The created improved Service Blueprint (Figure 12.) describes the customer journey and its physical evidences and stages of journey. It also describes the service provider perspective: front stage, backstage actions and support systems needed to produce the desired services. The refined Blueprint presents the desired and ideal status of Centre's customer service level, after proposed improvement actions are all implemented in the Centre. Larger image is available at the Appendix 5.

9 CONCLUSIONS

The concept is a big picture of the service. The concept describes the larger lines of the service, but small details are yet not visible. The service concept consists of a customer journey or customer touchpoints that are designed to provide a common understanding of what the service is all about, how the service is delivered, how it meets the customer needs and what actions the service provider need to do. (Tuulaniemi 2011, 189.)

Table 6. The Key implementation proposals.

CHALLENGE	IMPLEMENTATIONS	
Target group segmentation	Define target audience and relevant services for them.	SERVICE EXPERIENCE
Service offering	Focus on most important customer needs. Clear service offering, which is easy to sell and buy.	
Accessibility	Improve web-page with online reservation system. So-Me channels Signpost & Signs	
Marketing & Communication	Be visible and responsive at the channels where your customer wants to meet.	
Untapped immaterial resources	Pick up the most tempting themes and keep them in the lead in all communication.	
Operational vision	Shared vision and goals with all the key partners.	
BRANDING		

Uniqueness of the Centre is currently indistinct both in the marketing channels communication and inside of the Centre. The place has a plenty of exoticism and elements that have not been utilized yet. The facilities and property are in excellent shape and space provides an opportunity for a wide range of activities. Korpoström will never be a mass-market place but a niche destination indeed, which can benefit from its remote location and unique resources. The author has collected the broader challenge themes and implementations proposals into one chart. (Table 6.)

Target group segmentation is missing currently. Customer profiles summarize the customer's behavior, motives, and values and help service providers to understand what services need to be developed and why. The author has created five different personas (8.4.) based on the research and those can be used directly as target groups of Centre. According to the study, it would be good to invest in these target groups if the Centre wants to increase the number of customers and increase more year-round supply.

Service offering is limited currently, and it is hard to find information of it. Because of Centre remote location, it is not a place where customers just happen to drive, but they need a reason or motivation to go there. That is why it is crucial that Centre has clear concrete services, and those should be easily available for customers. The coherent whole is needed, so that the customer can clearly see the attractiveness and unique value of the destination.

The main improvements concerning **accessibility** are online booking-possibility at the home-page, Web-page improvements, So-Me channels, signposts & signs at the site.

Marketing& Communication does not happen currently in the channels where customers are. There is plenty of reviews and feedbacks online, but no reaction on behalf of the Centre. The marketing communication is unclear and unorganized. The marketing plan and outlines of visual look need to be defined and performed according the marketing plan.

Finally, all these things are summed up and form the brand and vision of the place. Brand value correlates straight with customer experience. By developing the service offering, marketing and accessibility, the operational and branding vision of the place will be clarified too. It is important that all the key partners are committed to common goals and mission.

10 DISCUSSION

The benefit of the work for the commissioner and the success of the project will be discussed below.

The main purpose of the study was to find out how to improve the Visitor Centre Korpoström's customer experience with help of service design tools and methods. Another important aspect was to increase the awareness of the place and number of visitors, also during the off-season period. The author wanted to understand the challenges and the special features of tourism development in archipelago in general level.

The research problem was answered for the most part, but not at the depth of what it was originally planned. This was partly due to the fact that the assignment was quite open from the client's side. The scope, complexity, and starting level of the services at the site contributed to the fact that the work had to take more development areas into account. It was known that there are many user groups in the Centre, but the research revealed that there are even more untapped user groups, which further expanded the workload.

In other words, the thesis topic swelled too broad. The outcomes are therefore more in general level and detailed development ideas needed to leave outside of the research area. It would have been possibly useful if the project had two service designers/ authors. However, this is the author's opinion that this is the best outcome for the commissioner. This study can be the starting point for development process and various areas can be deepened in the future. The subject can be research, for example, through one customer group or focus on the off-season's services only.

One of the main ideas of service design is that the stakeholders are committed to engaging process and development work. Commitment in this project was not very successful due to different reasons. Reasons may be language problems (Swedish / Finnish), long distance between author and commissioner, client's busy schedule and internal changes at the site that occurred during the process. The above-mentioned reasons also led to the fact that the service design tools originally designed could not be used (for example internal workshop and survey for employees) but had to be replaced by others research methods. This may have caused the fact that author did not have the

best source information about the Centre available. Also, the results of the work might be different. But this is part of service design process. The designer needs to be flexible to find creative solutions and to be able to get right answers. Service design is also not always painless because it has to face the weaknesses and negative sides of things in order to turn them into strengths and opportunities.

The thesis process has been challenging and relatively long. The process took overall 12 months. However, building trust between the service designer and commissioner took time. In that sense the year is not a long time. The author believes that confidence between the commissioner and different stakeholders were gained during the process. During the relatively long process it was possible to see already concrete changes and changes even in attitudes. A common understanding and consensus on what things should be improved was often found through discussions. During the long process time, the author was able to deeply study the subject and analyze the results, which was also positive side in the project.

At the beginning of this work the author hoped for a concrete research problem and a business that needed development aid. In that sense the choice of topic was successful. The author was able to combine a lot of his own expertise and experience in this work. The background of the tourism industry and the combination of service design was interesting combination in the project. As noted in the previous research, the service design is a great way to explore and develop tourism services. The case was confirmed in this study as well. Service design tools were able to collect a plenty of information and tools were also used for presenting the conclusions and outcomes. By service design tools it is possible to clarify and simplify the complex tourism services. Also increasing understanding the customer behavior and company activities through service design tools can be seen.

The benefit of the thesis for DefenceArch-project is obvious. The main objectives of the project were to increase the recognition and use value of the pilot destinations, diversity of the offerings, accessibility and experience value enhanced in the destinations. This work corresponds to the problems presented from tourism and service design point of view. Many of the research examination proposal in the project plan (such as customer journeys, personas) are tools often used in service design, so even in that sense, this research can benefit the project and the people involved. The author believes that the tools, practices, and results of this work can be exploited in other archipelago sites as well.

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INTERVIEWS:

Interviewee A. Maria Palin and Heli Annala. Turku 7.2.2018

Interviewee B. Turku 24.1.2018.

APPENDICES

Customer satisfaction survey

KORPOSTRÖM – CUSTOMER SURVEY



Dear visitor of Korpoström,

The Åboland Archipelago Foundation and Turku University of Applied Sciences cooperate in carrying out this customer survey. The purpose of the survey is to find out factors influencing the destination choice as well as the level of customer satisfaction. For the survey to succeed it is important that you answer the questions carefully at the end of your visit to Korpoström. All answers will be handled confidentially. Please return the filled survey to the hotel reception.

Thank you for your cooperation!

1 What was the reason(s) you chose Korpoström as a destination? (Please give max. three main reasons you had)

- Archipelago nature
- History of the place
- Interesting exhibitions or events
- Availability of accommodation, food or guest harbour services in the destination or nearby
- Hiking, fishing, swimming or other outdoor activities
- To rest, relax and spend stress-free time
- To experience something new
- To spend time with partner, spouse, family, friends or co-workers
- The destination was chosen by somebody else than me
- Other reasons, please specify _____

2 Where did you get inspiration for/information on your visit to Korpoström? (Please give max. three main sources you had)

- Printed newspapers, magazines, books, brochures
- Radio, TV
- Korpoström websites
- Social media channels (e.g. Facebook, Instagram, YouTube, Twitter, travel review sites like TripAdvisor)
- Travel agents, tour operators, other organizations arranging tours or travel trade fairs
- Other, please specify _____
- Friends, family, colleagues
- Search engines (e.g. Google)
- Other websites

3 Indicate on a scale 1–5 to what extent do you agree with the following statements (1 = I completely disagree, 5 = I completely agree, 6 = I don't know)

- | | | | | | | |
|---|---|---|---|---|---|---|
| ○ The information I found in the marketing material before my visit was of high quality (e.g. Korpoström webpages, social media, brochures) | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The destination was easily accessible (roads, boat transfer, signage) | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ Direction signs in Korpoström were clear and helpful | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The information offered on the site was sufficient | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The physical facilities (buildings, constructions) were in good condition | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The overall price-quality ratio of the services provided on the site was good | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The environment at the destination was attractive | 1 | 2 | 3 | 4 | 5 | 6 |
| ○ The destination was unique | 1 | 2 | 3 | 4 | 5 | 6 |

- I have gained a lot of new knowledge and/or memorable experiences 1 2 3 4 5 6
- The staff was professionally skilled and hospitable 1 2 3 4 5 6

4 After visiting Korpoström what do you value most/what is the biggest strength of Korpoström as tourism destination?

5 How would you improve Korpoström as a tourism destination?

6 Considering your complete experience in Korpoström, how likely on a scale from 1 (= very unlikely) to 10 (= very likely) would you recommend it to a friend or colleague?

Very unlikely 1 2 3 4 5 6 7 8 9 10 Very likely

7 Would you like to visit Korpoström during off-season (From September to May)?

- Yes; please specify what kind of services/activities would you like to buy?

•

•

- No

8 Gender? female male other

9 Age? under 20 21 – 30 31 – 40 41 – 50

51 – 60 61 – 70 70+

10 Who is accompanying you on your current visit to Korpoström? Multiple answers possible.

- Partner, spouse Family and/or relatives
- Friend(s) Co-worker(s) and/or business partner(s)
- I'm participating in a group tour organized e.g. by a tour operator, bus company, association or similar
- No one
- Other, please specify? _____

11 Home country? _____



THANK YOU!



Observation 26.9.2017

Researcher: Male +35, with one kid (2yrs ols).


Reason to visit: Day trip to Korpoström to enjoy the nature and to see art exhibitions.


Matka Korppooseen	Matka meni mukavasti, kauniita maisemia ja saariston hiljaisuutta ihmetellen. Lossimatkat menivät myös mukavasti ilman suuria odotteluja. Matka-aika 1,45h Turusta perille Korppooseen. Korpoström-kylttejä alkoi näkyä ennen Korppoon keskustaa, mikä oli hyvä. Korppoon keskustasta matkaa kyltiin mukaan 9km. "Huh, tänne on matkaa"	
Perillä Auton paikoitus	Havainnottava ajoi ensin kohteen kävelyalueelle saakka, ennen kuin ymmärsi että Parkki oli jäänyt jo kauas taakse. Auto ympäri ja takaisin päin. Perillä havainnottava huomaa, että paikoitus on maksullinen! Keskellä peltoa. Joko Parkman tai kolikkoautomaatti käytössä. Havainnoija meinaa kääntyä jo kotimatalle tässä vaiheessa. Paikoitusalue sijaitsee laajalla peltoaukealla, Laaja parkkialue kuitenkin plussaa.	Kyltit paikoitusalueelle Parkkialueen maksullisuus(!) +laaja parkkialue
Sisääntulon etsiminen	P-kyltit ovat sekavia ja väärissä paikoissa. Havainnoija ei ole varma onko hänen autonsa väärällä paikalla, eikä tiedä varmaksi mihin suuntaan lähteä, koska päärakennus ei näy parkkipaikalle. Tavarat kantoon ja kohti rantaa. Matkalla havainnoija lukee ilmeisesti taidenäyttelymainosta, joka on ainoastaan ruotsiksi.	Parkkipaikalla oleva iso opaskyltti on hyvä, mutta sen sijainti on väärä. Se pitäisi olla näkyvämmällä paikalla ja suunnattu niin että saapuvat autot sen näkevät. Kaikki tekstit tulisi olla ruotsiksi ja suomeksi.
	Rakennus näkyy ja havainnoija miettii mistä kohti mahtaa päästä sisälle. Hän seuraa kylttiä laiturille. Lastenkärryjen ja tavaroiden kanssa se on hieman hankalaa. Pääovi rakennukseen häneltä jää kuitenkin huomaamatta, hän menee sisään jostain sivuovesta.	sekava sisääntulo Pääovi ei löydy
Ravintola	Tiskillä oleva nuori nainen tervehtii. Palvelu on ystävällistä. Havainnoija ostaa teetä ja jäätelöt. Linjastolla ei ole tilaa kuljettaa/laskea tarjotinta, joten esimerkiksi maksaminen on hankalaa. Samoin jäätelöallas sijaitsee ulkona, joten välillä joutuu hyppäämään ulos hakemaan jäätelöt ja palamaan tiskille.	Hyvä palvelu ravintolassa. Ravintola ei tunnu ravintolalta. Tunnelma, brändäys ja alueen rajaus tulisi olla selkeämpi. ravintolalla saisi myös olla nimi. Tarjonta voisi olla saaristomaisempi. Esim. paikallisia tuotteita.

Ulkoalueet	Havainnoija etsii sopivan pöydän ulkoterrasilta. Maisemat ovat oikein hienot ja terassille mukava tunnelma. Teevesi ei ole lämmintä, mutta havainnoija ei jaksakaan mennä hakemaan uutta. Muutamia ihmisiä istuskelee myös terassilla.	Terassilla mukava tunnelma.
TAIDENÄYTTELYYN SIIRTYMINEN	<p>Havainnoija siirtyy sisätiloihin etsimään taidenäyttelyä. Rakennus on hieno myös sisältä, mutta tilojen epäsiivo ottaa silmään. Tavaroita on jätetty yleisötiloihin, esim. narikan päällä on jokin iso talouskeitin, pahlavilaatikoita lojuu nurkissa ja tila on aivan kuin jossain muutosvaiheessa. Julkisessa tilassa se luo kuvan epäammattimaisuudesta, eikä se ole kovin kutsuvaa olla tällaisessa tilassa, kun tuntuu että on häiritsemässä jonkun muuttoprojektia. Myös osa esitteistä on vanhentuneita ja seinin on liimattu sinne tänne teipillä erilaisia lappusia, mikä myös luo lisää kaaosta.</p> <p>Arkkitehti on suunnitellut talon keskelle vesiputouksen, josta ulkoa tuleva sadevesi kerääntyy altaaseen. Allas on pois käytöstä ja sinnekin on kerääntynyt jotain tavaraa. Miksi vesiputous on poissa käytöstä?</p> <p>Pienen etsinnän jälkeen havainnoija löytää ylös portaita näyttelytilaan.</p> <p>Henkilökunnan jäsen ottaa maksun ja vastaa kysymyksiin.</p> <p>Näyttely on hienosti koottu ja se on mielenkiitoinen.</p>	<p>Upea arkkitehtuurinen rakennus</p> <p>Isohkot tilat, joissa voisi järjestää monenlaisia tapahtumia.</p> <p>Hieno taidenäyttely.</p> <p>-Paikka pitäisi siivota kaikesta tavarasta</p> <p>-Esitteet kuntoon</p> <p>-Seinillä olevat laput ammattimaisemmin esiin. esim. muovifläpin alle ja samantyyppisinä.</p> <p>-Vesiputous olisi hieno elementti, jos se olisi toiminnassa.</p> <p>-Kulkeminen rakennuksessa</p> <p>-Hieno näyttely</p>
	Havainnoija oli harkinnut syömistä paikan ravintolassa. Vilkaissu ruokalistaan ei kuitenkaan herätä mielenkiintoa ja hän päättää syödä paluumatkalla Korppoon tai Nauvon keskustassa.	Ruokalistan pitäisi vastata asiakkaiden odotuksia, suurimmat kävijät ovat veneilijät, kesämökkiläiset, piipahtajat ja lähiasukkaat lähialueilta. Ruuan pitäisi olla rentoa, moneen makuun sopivaa ja paikallista, esim. bistro- tyylinen tarjonta on yleisesti ollut saariston ravintoloissa suosittu. Yleensä veneilijöille kelpaa pitkän päivän jälkeen burgeri annos, mutta se tarjoillaan listan mukaan ainoastaan ma-to. Viikonloppuisin olisi kuitenkin enemmän veneilijöitä liikenteessä, joten kauppakin kävisi luultavasti paremmin.
WC-tilat	Löytyivät helposti	Siistit

Muu ympäröivä alue	Hotelli Vilkaisu ulkopuolelta.	Näytti siisteiltä. Mikään ei kuitenkaan mainosta, eikä kerro onko hotelli mahdollista varata jostain vai missä käytössä ne ovat? Alue, jostain kohti epäsiisti. Kaipaisi siivousta ja rikkaruohojen nyppimistä.
Laiturialueet	Leveät laiturialueet, mukava liikkua. Kaiteet puuttuivat osasta kohtia.	Liikuntarajoitteiselle voi olla hankala liikkua.
Jälkifiilis	Hyvin neutraali, ei mitenkään minkäänlainen elämys. Kuva paikasta jäi sekavaksi mitä se edustaa. Hyviä elementtejä on hienot fasiliteetit, hienoissa maisemissa. Ei suosittelisi, mutta ei myöskään olisi suosittelematta. Paikka ei antanut mitään erityistä syytä tulla uudelleen.	


Persona maps

Persona Name: "Heavy-user"		Customer Segment: Boater		
 <p>Salla</p>	<p>Who am I</p> <p>I am 38-years old women, living in Kaarina with my husband and two sons (13 and 10 years old). I work as a project coordinator in Macgregor Finland.</p>	<p>Three reasons to use your product</p> <p>We need a spot and different kind of services for our sailing boat and for us when we stay in Korpoström. We need fresh water, electricity, waste disposal, bathroom and toilet. We bought groceries and local fresh food if it's available. We like to go to sauna and do swimming every time it's possible. We are also pleased to use restaurant services. Occasionally we need fuel, septic and laundry services.</p>	<p>Three reasons to buy your product</p> <p>We are in a need of boating services.</p> <p>We are happy to use restaurant and cafeteria services.</p> <p>We are pleased to rent a bicycles, kayaks etc.</p> <p>We are happy to take part in family events, such as music, science, outdoor activities etc.</p>	
<p>My interests</p> <p>I do daily walkings with our dog. I go to gym and do running while my boys are playing football at sportsclub. We love to do sailing at summer time. We spend total 3-4 weeks at the Turunmaa Archipelago in Summer time.</p>	<p>My personality</p> <p>Sporty and active personality. Outgoing, social and family-oriented.</p>	<p>My skills</p> <p>I am always happy to learn new things and I am interested in different kind of</p>	<p>My dreams</p> <p>I hope our family stays healthy and I want to see my boys grow into happy adults.</p>	<p>My relationship with technology</p> <p>I need to know about several IT-software and apps at work. I have learned a lot about new apps though my kids. I am open to new IT solutions.</p>

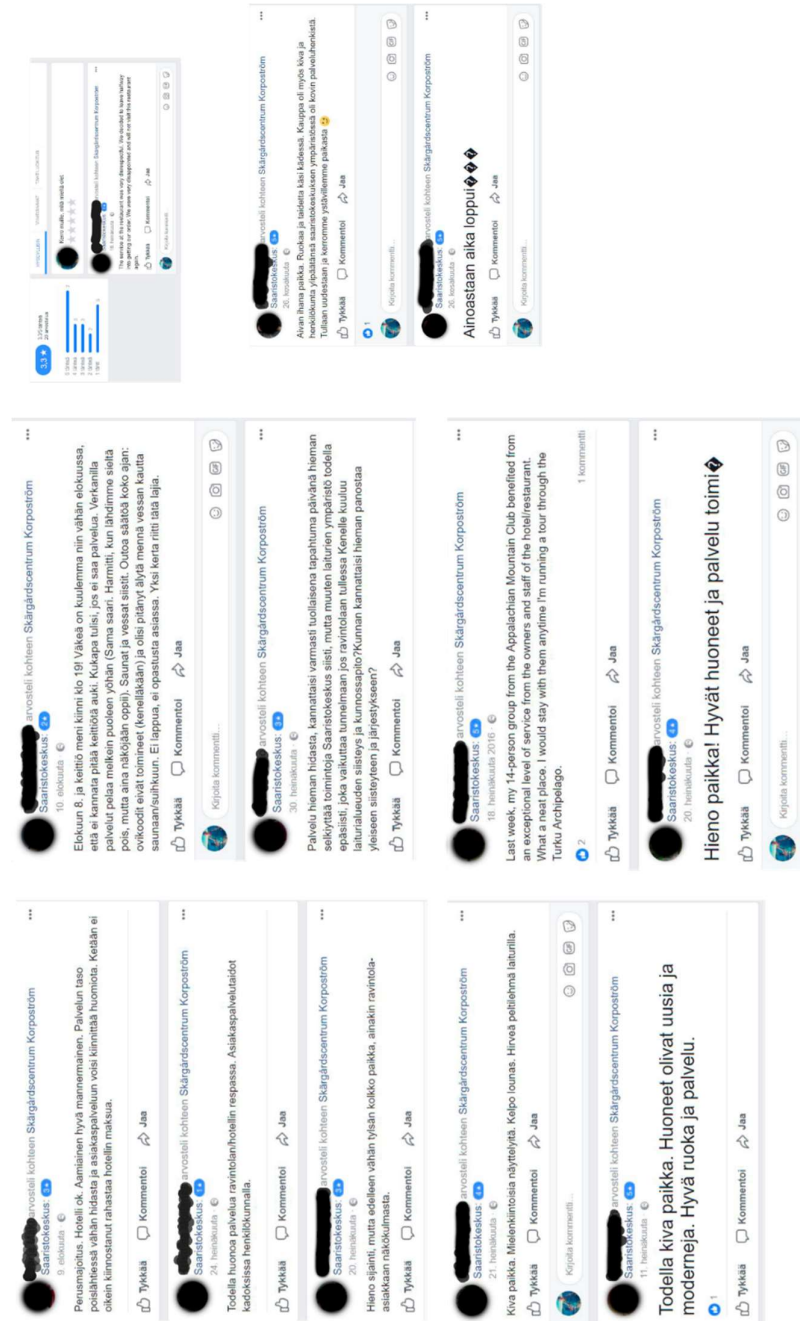
Persona Name: Stop-by visitor		Customer Segment: A first timer		
 <p>Teemu</p>	<p>Who am I</p> <p>I am 24-years old sea captain student from Rauma. I live with my girlfriend and cat in apartment house in Rauma.</p>	<p>Three reasons to use your product</p> <p>We decided to stop-by with my girlfriend, when we were spending summerday in Korppoo. We stay overnight in Hotel DAG15 in centrum. We cycled to Archipelago Center (10km ow) because we heard Visitor Centre has a exhibition presenting local cultural heritage and history. We could also use restaurant services, if we find the menu interesting.</p>	<p>Three reasons to buy your product</p> <p>Exhibition looked interesting and we got welcoming and good information from the staff. We decided to enjoy the drinks at the terrace, because weather was good and and it was nice to see the sea and watch all the boats passing by. Next time we could stay in hotel Korpoström.</p>	
<p>My interests</p> <p>I am actively doing different kind of sports. I like karate and martial arts sports. I am instructor in kids flywheel club.</p>	<p>My personality</p> <p>Observing and more introvert type of personality. Calm and analytic. I like more technical and detailed things.</p>	<p>My skills</p> <p>I understand lot about technical issues, like machines, equipments. I like to fix and repair all sorts of machines. I also like sports, and I am good at karate.</p>	<p>My dreams</p> <p>I wish to graduate from Marine tech school next year and I hope I can apply to flight captain school soon after that.</p>	<p>My relationship with technology</p> <p>Tech status: Early adopter. Very much keen on newest tech-solutions. I would very much appreciate using mobile-app of Archipelago Center's exhibitions.</p>

Persona Name: Cultural enthusiast		Customer Segment: Group travel		
 Sylvi	Who am I My name is Sylvi. I am 72-years old senior citizen from Huitinen. I have worked as a history teacher in primary school. I am widow, but I am seeing my friend Kalevi regularly. I have 3 kids and 7 grandchildren.	Three reasons to use your product I participated pensioner club group travel to Korpoström in May. We participated handicraft workshop, where local lady taught us the traditional carpet weaving technique. The course took 2 days and we stayed over in a hotel at Korpoström. We had guided walking tour nearby and we enjoyed beautiful archipelago scenery and fresh sea air. We also went to see the art exhibition of Erik Bruun in the second floor.	Three reasons to buy your product I participated to group travel. I wanted to buy some souvenirs and traditionally wool and alpaca yarns from handicrafts lady. I bought some local groceries like crispbread, sweets and honey from the Store.	
	My interests My hobbies are folk dance and different kind of handicrafts. I like to teach crochet and weaving techniques to my grandchildren s. I like to read a lot, especially historical and biography books.	My personality I am active and outgoing senior citizen. I have small illnesses but I want to experience and see new things.	My skills As a former teacher, I am very good with kids and enjoy teaching them different things.	My dreams I want to travel as much as I can in Finland and in nearby areas. I want to stay healthy and spend time with my children and grandchildren.

Persona Name: Seminar guest		Customer Segment: Business		
 Pekka	Who am I My name is Pekka Mysky, I am 52 years old. I am researcher from Helsinki University and I work with biological science. I have a 2 adult child and my wife works at University also.	Three reasons to use your product I got invitation to Biosphere day in Korpoström. We arrived with some other colleagues in the morning by minibus from Helsinki. Our day started with introduction and brainstorming session and after that we had lunch at restaurant. We had guided tour in Korpoström experience center. Afternoon we continued with our topic, before heading back home.	Three reasons to buy your product Work related reasons. Own personal interest to eat good food and to see interesting exhibitions and authentic environment. Might consider or recommend the next vacation or work related meeting in Korpoström.	
	My interests I like cooking, reading and I like to do different kind of nature activities, such as touring and kayaking in nature. I like to travel in Finland and in Europe.	My personality I am analytic, reflective and like to find out reasons behind things. I am social and I enjoy my work. I am very concerned about environmental issues and specially Baltic sea state.	My skills I am in a Master Chef-level to cook and I like to cook fine-dine food at home to my family. I search for inspirations to my cooking where ever I go.	My dreams I work really hard to increase knowledge in people mind about Baltic Sea pollutants.

Persona Name: A tourist from abroad		Customer Segment: International		
 Hui Jinn	Who am I I am 26 years old women from China. I live in Shanghai with my spouse. I work as journalist in local newspaper.	Three reasons to use your product I wanted to travel to Finland for a longer time, and this is my dream come true-journey. I traveled with my mother and dad to Helsinki. We wanted to see something special, but still easy to reach and heard Turunmaa Archipelago would be nice. Travel organizer in Turku made all the arrangements for us. We are spending 15 days in Finland.	Three reasons to buy your product We are in a need of transport, accommodation, food and organized tours. We like to buy souvenirs and taste Finnish food specials.	
	My interests I like to do yoga and observe world through my camera. I like writing.	My personality I am very interesting about people, other cultures and phenomenons. I am more introvert type of personality and like to listen and observe more.	My skills I can take excellent photos and like to share those in Instagram, where I have hundreds of followers.	My dreams I hope my family stays healthy and I hope we can do more trips together.

Social media reviews



Service blueprint

SERVICE BLUEPRINT REFINED VERSION LEISURE TRAVELLER AT HIGH-SEASON

STATE	Desire for travel	Select destination	Booking	Travel to location	Experience	Travel home	Remember the experience
INITIAL EVIDENCE	<ul style="list-style-type: none"> Internet search Social networks Travel agencies Magazines 	<ul style="list-style-type: none"> Web pages Online reviews Phone, email or contact forms to get more information 	<ul style="list-style-type: none"> Web page booking Contact forms Phone, email or contact forms to get more information 	<ul style="list-style-type: none"> Sign and signmarks Reception Atmosphere 	<ul style="list-style-type: none"> Restaurant Outside activities Brochures and maps 	<ul style="list-style-type: none"> Sign and signmarks Parking 	<ul style="list-style-type: none"> After market email Customer satisfaction survey Photos
CUSTOMER ACTIONS	<ul style="list-style-type: none"> Internet search for suitable options to travel Talk to friends Travel magazine and books 	<ul style="list-style-type: none"> Explore options and prices Making decision from search results 	<ul style="list-style-type: none"> Web page booking Phone, email or contact forms to get more information 	<ul style="list-style-type: none"> Walking to location with a car Parking Finding the reception 	<ul style="list-style-type: none"> Get to know the surrounding area Check in at reception Private sauna and swim in the sea Restaurant, bar Evening activities in the restaurant 	<ul style="list-style-type: none"> Checks out in reception Driving home with car 	<ul style="list-style-type: none"> Share experiences to other travellers in Social media Talk to friends and colleagues
FRONT STAGE	<ul style="list-style-type: none"> Give answers to customer questions by phone or by e-mail 	<ul style="list-style-type: none"> Check for the booking availability and give answers to the customers Make the booking for the customers Prepare the reservation and booking 	<ul style="list-style-type: none"> Check for the booking availability and give answers to the customers Make the booking for the customers Prepare the reservation and booking 	<ul style="list-style-type: none"> Reception staff welcome the customers Staff give all necessary information Responsible arrival and present the hotel room 	<ul style="list-style-type: none"> Restaurant staff serve the customers Shop staff serve the customers 	<ul style="list-style-type: none"> Check-out Payment Ensuring that everything is fine. 	<ul style="list-style-type: none"> Send thank you e-mails and customer satisfaction surveys
BACKSTAGE	<ul style="list-style-type: none"> Internet pages Advertising activities Ad Google optimizing Photo 	<ul style="list-style-type: none"> Web page updating Phone, email or contact forms Follow the calendar 	<ul style="list-style-type: none"> Internet page with booking system Phone, email or contact forms Prepare service information like payments conditions, arrival info, booking conditions 	<ul style="list-style-type: none"> Chief prepare the food Shop staff update the inventory up to date 	<ul style="list-style-type: none"> Preparing upcoming orders 	<ul style="list-style-type: none"> Preparing upcoming orders 	<ul style="list-style-type: none"> After marketing material Respond to feedback and reviews
SUPPORT SYSTEMS	<ul style="list-style-type: none"> Marketing plan according the profitability calculation 	<ul style="list-style-type: none"> According the strategy 	<ul style="list-style-type: none"> Reservation system Analyse data Money transactions 	<ul style="list-style-type: none"> Registration 	<ul style="list-style-type: none"> Registration Money transaction 	<ul style="list-style-type: none"> Registration Money transaction 	<ul style="list-style-type: none"> Analyse data