

Customer satisfaction research in Pyhä Ski Resort

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Bachelor's Thesis
Degree Programme in
Hospitality, Tourism &
Experience
Management
2018



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Degree programme	
Hospitality, Tourism & Experience Management	
Report/thesis title	Number of pages and appendix pages
Customer satisfaction research in Pyhä Ski Resort	42 + 18
<p>This Bachelor's Thesis is a Customer satisfaction research in Pyhä Ski Resort, conducted between December 2017 and November 2018 and commissioned by Pyhätunturi Ltd. The objective of this thesis is to identify, how visitors experience the services offered by Pyhä Ski Resort. The research question of this thesis is, how satisfied are visitors with their visit and the services of Pyhä Ski Resort that they've used. A sub-target is to recognize with the use of service quality gaps, which services work well, and which ones have areas of improvement. Theoretical basis for this thesis consists of information on the commissioning company, customer satisfaction & service quality, service quality gaps and service quality model.</p> <p>With a quantitative research with 481 participants, statistics of customer satisfaction in Pyhä Ski Resort were formed. The results of the survey showed, that most visitors in Pyhä Ski Resort are satisfied with their visit, with an overall average of 4.33 out of 5 on structured questions and 99% of the respondents saying they would recommend visiting Pyhä Ski Resort. Relying on theoretical framework, recommendations for future development were given to increase customer satisfaction in the future. The recommendations included further training of staff, investing in new lifts, continuing the improvement of slopes, signs, guidance and snow parks, focusing on environmental issues, keeping the visitors well informed, improving service in rental shops and in the restaurant, establishing new products and developing the whole Pyhätunturi area in order to make it more efficient for the visitors.</p> <p>The survey shows, that the biggest area of improvement in Pyhä Ski Resort is, that the visitors don't feel that they are being recommended additional services enough in a way that it would be beneficial for them. Recommendations for future research include improving the questionnaires, adding in-depth interviews and continuing an on-going customer satisfaction research through oncoming years.</p>	
Keywords	
Customer satisfaction, service quality, ski resort	

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1 Introduction

The topic of this thesis is a customer research, measuring customer satisfaction in Pyhä Ski Resort during the winter season of 2017-2018. The research has been conducted through a quantitative survey answered by the visitors.

The main focus of the thesis lies in the ski slope operations ran by Pyhä Ski Resort, but additional focus is also on the supporting services in the area, which are either managed by– or operate in a close relationship with Pyhäntunturi Oy.

The objective of this thesis is to identify through research how visitors experience the services offered by Pyhä Ski Resort. The services are ski resort operations including the slope area, ski lifts, rental shops and ski school. In addition to those, restaurant operating in Hotel Pyhäntunturi, Colorado Bar&Grill is also a part of the research.

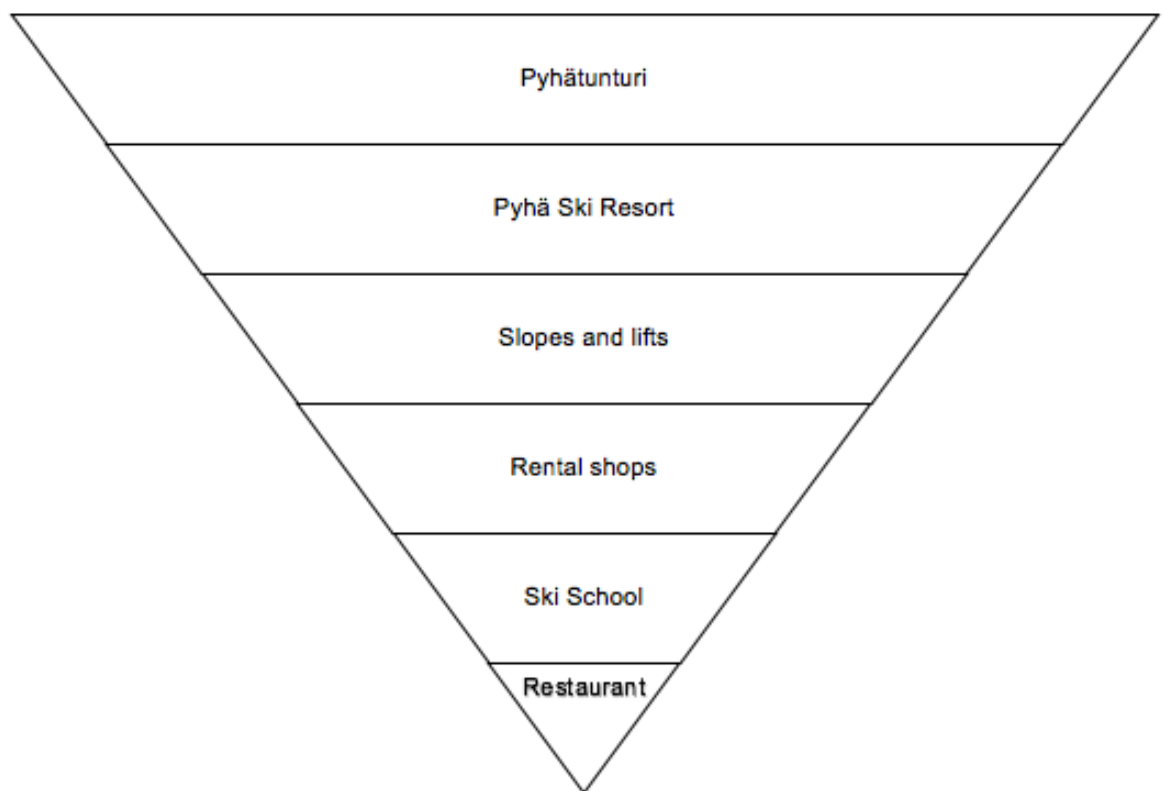


Figure 1: The research environment

Based on the findings of the research, the goal is then to improve the customer satisfaction rates for oncoming years by recommending solutions and ideas for the management to implement. The thesis is based on a quantitative research conducted by gathering 481 filled customer feedback forms from visitors during winter season 2017-2018 in the ski resort.

The research question of this thesis is, how satisfied are visitors with their visit and the services of Pyhä Ski Resort that they've used? A sub-target is to recognize with the use of service quality gaps, which services work well, and which ones have areas of improvement.

The research and the thesis have been conducted between November 2017 and October 2018 in Pyhänturi and Oulu, Finland.

Gathering data based on customer reviews is really important for a company when considering future development. In order to be able to improve service quality and customer satisfaction, the management of the company has to have a clear idea of where the company is now, how satisfied are the customers and how they perceive high service quality.

The data presented along with the recommendations will be offered as a guideline when it comes to developing the ski resorts operations in a way that they match the expectations of the visitors even better in the future. Satisfied visitors that feel that they have received high quality service are more likely to return to the destination, to spend more money and to recommend products and services for other people. This results for example a greater return of investment, lower costs in marketing and increased profitability. (Gerson & Machosky 1993, 5)

2 Measuring customer satisfaction in Pyhä Ski Resort

In this section I will introduce the key concepts on measuring customer satisfaction in Pyhä Ski Resort. The theoretical framework will form the basis for supporting the research, findings and recommendations of the thesis.

The theoretical framework of this thesis consists of background information of the commissioning party Pyhätunturi Ltd, definitions of customer satisfaction, service quality and service quality gaps, presentation of a service quality model and implementation of service quality program within a company.

2.1 Commissioning party – Pyhätunturi Ltd

The commissioning party for this thesis is Pyhätunturi Ltd. Pyhätunturi Ltd is a subsidiary company of Rukakeskus Ltd. Together these companies form a ski resort corporation called Rukakeskus Corporation. Rukakeskus Ltd and Pyhätunturi Ltd have been in charge of management of the ski resort operations in Ruka since 1973 and in Pyhätunturi since 1987. The CEO of Rukakeskus Corporation is late founder Juhani Aho's son, Ville Aho. The ski resort corporation is a part of Aho Group. (Rukakeskus Ltd 2018.)

Aho Group is a family owned business, which in addition to ski resort business operates in the field of private medical- and laboratory services. The CEO of Aho Group is Tuomo Purola. The management and administration of these companies is located in Keilaniemi, Espoo. (Rukakeskus Ltd 2018.)

Rukakeskus Corporation also includes TuottoOmistus Ltd, which is another subsidiary of Rukakeskus Ltd. It is in charge of renting and maintenance of private-owned cottages and apartments. The group corporation includes PyhäBooking Ltd, which operates as a central booking agency of the holiday cottages in Pyhätunturi area and Hotel Pyhätunturi, which is in charge of the hotel business. The restaurant business functions in both Ruka and Pyhä were transferred to Tunturimax Ltd in October 2014. Tunturimax Ltd is owned by Rukakeskus Ltd and Restamax, with Restamax owning 65% and Rukakeskus 35% of the company. (Pyhätunturi Ltd, 2018.)

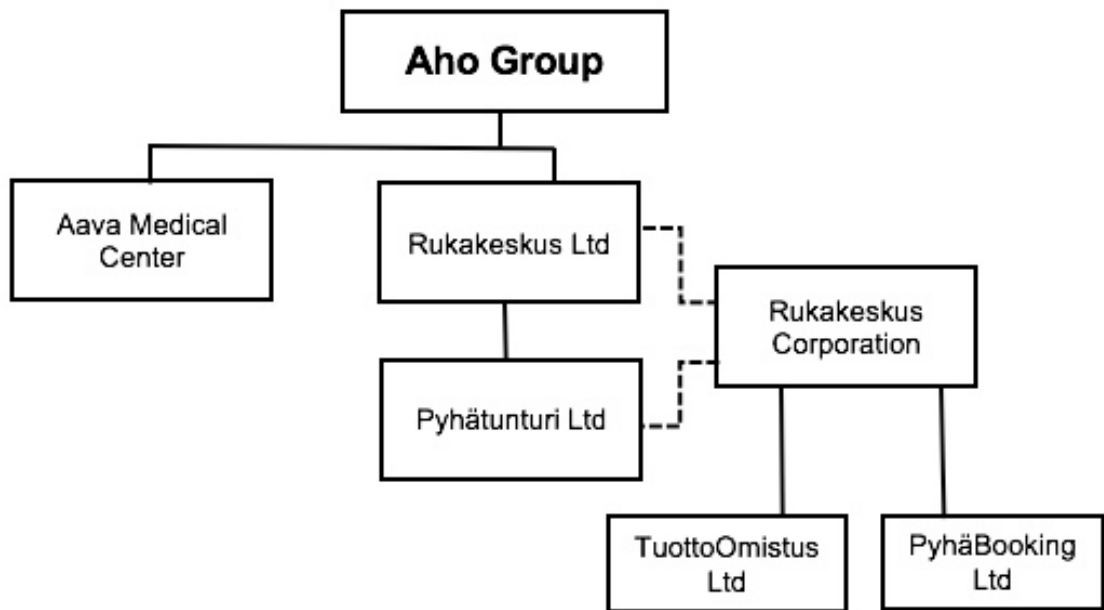


Figure 2. Structure of Aho Group

Rukakeskus Corporation is one of the leading businesses in the field of travel industry businesses in Finland. It is the market leader within the ski resort business sector with 20% of total ski pass sales. These companies operate all-year-round with the main focus in the slopes. Rukakeskus Group employs around 200 persons with a turnover of approximately 26 million euros. (Rukakeskus Ltd 2018.)

Rukakeskus Ltd and Pyhätunturi Ltd are family-owned businesses, owned by the family of Espoo-based physician Juhani Aho. The operations have been running by the second generation since 1999, and the company plans on remaining as a family-owned business also in the future. (Pyhätunturi Ltd, 2018.)

2.2 Pyhä Ski Resort

Pyhätunturi Ltd is in charge of Pyhä Ski Resort's ski slopes and ancillary services. In addition to ski resort operations it also is responsible for accommodation services, rental services and bar- and restaurant services with co-operation of supporting companies. (Pyhätunturi Ltd, 2018.)



Figure 3. Customer journey through different services included in the research

Pyhä Ski Resort is located in Pelkosenniemi in eastern Lapland in Finland, right at the border of Pelkosenniemi and Kemijärvi. The ski resort is located right next to Pyhä-Luosto National Park. It is approximately 133 kilometres, a bit under two-hour drive from the city of Rovaniemi. Easiest ways to arrive to Pyhänturi are by taking a plane to Rovaniemi or a train to Rovaniemi or Kemijärvi. Both train stations and the airport have good ski bus services to Pyhänturi. Whether arriving by car or public transportation, Pyhänturi is easy to reach despite its remote location. (Pyhänturi Ltd, 2018.)

Pyhä Ski Resort differs from many other resorts in Finnish Lapland. Although in Pyhänturi there is also a wide range of activities available just like in any other ski resort, the main emphasis of Pyhä Ski Resort compared to other resorts is especially in providing excellent skiing conditions not just in the slopes but also outside the marked slopes in the off-piste area. There are seven different peaks within a close radius, providing excellent conditions for free skiing on a national level. (Pyhänturi Ltd, 2018.)

Most frequent visitors in Pyhänturi are active skiers and snowboarders, families, training groups, sports enthusiasts, people who'd rather focus on activities during daytime than partying in the night and those who are in the search of untouched snow and natural terrain. The characteristics of this customer segment influences the nature of the ski resort.

Pyhä Ski Resort is strongly focused in taking care of the environmental responsibility and have been operating with an Environmental Program since 2008. (Pyhänturi Ltd, 2018.) Other important themes are sharing experiences and spending time with friends and family, stepping into an adventure in a safe way (Pyhänturi Ltd 2018.) and experiencing the Lappish wilderness and the feeling of peace through serenity and open space. (Pyhänturi Ltd, 2018.)

Pyhä Ski Resort's slope area is situated right next to Pyhä-Luosto national park, which gives the area it's spectacular location and it's typical East-Lappish -scenery.

In Pyhä Ski Resort there are 15 slopes and 9 different lifts, ranging from beginner-friendly magic-carpet lifts to PyhäExpress detachable 6-seat chair lift that takes visitors from base of the front slope to the top. Peak of Pyhä Ski Resort reaches 500 meters from the sea level, and the biggest elevation is 280 meters.

Longest slope is 1,8 kilometres long, and the complete lift capacity is 11 200 skiers per hour. Due to loosely situated groomed slopes, Pyhä Ski Resort has plenty of untouched

terrain, which makes Pyhä Ski Resort an exceptional place for free skiers. (Pyhäntunturi Ltd, 2018.)



Figure 4. Map presenting Pyhä Ski Resort's slopes, lifts, services, attractions and marked routes. (HS-visual Art Ky, 2018.)

2.3 Role of Pyhä Ski Resort in Pyhäntunturi area

In Pyhäntunturi, there is a wide variety of smaller companies that have based their operations on serving the visitors that arrive to the area. Although these companies are individual operators, they all have a common goal which is attracting visitors and having them arrive to the destination. That is why co-operation between the companies is important in order to create a well-working business environment, where visitors feel that there are multiple activities available and that they receive high quality service and experiences that provide them value for their money.

Pyhä Ski Resort acts as the biggest operator in Pyhäntunturi area and that is why it's important for the ski resort to also keep visitors well-informed on what is available for them in the area. Keeping visitors informed on what types of services are available both increases the attraction of the area generating more inbound tourists for the ski resort but also provides customers for smaller companies. This means, that within the ski resort it's important for the staff to know about other services in the area, but also important for smaller companies to know enough about each other, so they can effortlessly recommend other

services in the area. This is mutually beneficial for all parties involved, since visitors tend to consume multiple different services during their stay.

2.4 Customer satisfaction

According to Richard F. Gerson and Brenda Machosky (1993, 5), customer satisfaction is the number one thing that counts in business. If the clients aren't satisfied with the company, they will quit doing business with said company and they will proceed to take their business elsewhere. Giving excellent customer service or offering quality products doesn't matter, unless the customer does not end up feeling satisfied.

But how can customer satisfaction be defined? Gerson defines customer satisfaction as the customer's perception whether their expectations have been either met or exceeded (Gerson & al. 1993, 5). The customers have certain expectations when they purchase a product or a service and not being able to reach those expectations ends up being bad for the customer satisfaction; people demand value for their money.

Keeping the customers satisfied is essential for businesses, simply put a satisfied customer is more likely to do business with the company more often. As Gerson puts it, the link between sales, service, satisfaction and profits is direct. (Gerson & al. 1993, 5.) As customer's satisfaction increases, the more they will spend, resulting in increased sales and thus increased profits.

"Customer satisfaction: When a product meets or exceeds a customer's expectations, the customer is usually satisfied" (Gerson & al. 1993, 7).

2.5 Defining quality

Unlike satisfaction, giving simple definition for quality is a bit more difficult. According to Gerson & al. (1993, 7), quality is strongly dependant on a significant company and its customers, meaning that quality for one company is exactly how its customers perceive it.

This means, that in order to understand quality and customer satisfaction within a company, measurement and research need to be implemented in order to find out how that specific company's customers perceive quality and how they define satisfaction.

"Quality: Whatever the customer says it is" (Gerson & al. 1993, 7).

Inability to provide good quality is not only unpleasant for the customers but it is also costly for businesses in many ways and providing poor quality for customers will end up in not only losing current customers, but to making attracting future customers more difficult. In their book *Measuring Customer Satisfaction* Gerson and Machosky (1993, 10) give four factors that help to identify the cost of poor quality:

1. Performance cost: the cost of doing everything right the first time, meaning that the cost comes from creating services or products well from the beginning. This may be more expensive at first, but it will result in that they don't need to be redone.
2. Rework or failure cost: the cost of having to do something again or repairing the existing product in a way that the result is actually good quality. Coming back to processes already done and repairing them is costly, creating directly new costs and also indirect costs due to having to compensate customers due to bad quality.
3. Detection costs: the costs of searching for the problems in quality in order to then fix them.
4. Prevention costs: somewhat connected to the detection costs, prevention costs mean costs that come from having to identify factors causing poor quality before a quality inspection. A well-trained and dedicated staff that is able to also manage their own work is in the core of decreasing the prevention costs.

According to Gerson & al. (1993, 10) providing good quality does not cost a company, but it pays back even though providing it can be more expensive. The cost of providing good quality can be narrowed down to five different areas:

1. Price: Providing higher quality products or services allows the company to charge more.
2. Profitability: when a product or a service is served in a way that the customers deem good quality leads to saving of costs and in-creased sales, thus increasing the profit the company makes, especially when it's combined with higher prices.
3. Market share: providing higher quality tends to lead in a bigger market share. People are looking for value for their money, and if the value is high and matches the price, more clients will ensue.

4. Cost: as quality is high, need for recreating same things over and over again decreases, thus the cost of it is also smaller. Also providing bad quality that doesn't meet the expectations of customers often results in having to compensate in order to maintain those customers.
5. Marketing and advertising: good quality helps to maintain existing customer base, which decreases the costs of gaining new customers. Satisfied customers are also more likely to recommend other people the products and services they're pleased with, which decreases the need to attract customers through advertising.

2.6 Why measuring customer satisfaction and quality is important

There is a clear connection between quality, customer service and satisfaction. According to Gerson, it is even more clear when it's understood that quality and service are whatever the customer says they are, and satisfaction is their view on how well company meets those customers' expectations. When the company provides the customer good quality and service, satisfaction will ensue. (Gerson & al. 1993, 12.)

The measurement of customer satisfaction among other customer-related experiences is important, because it can give the company important information. When a company can see a measurable number to connect with their behaviour, it is easy to see how that behaviour then affects the performance of said company. As Gerson & al. put it in a straightforward way, asking the customers to give ratings regarding levels of quality, service and satisfaction practically guarantees that the company will then develop their actions in those particular areas. As meeting of customer's expectations is in the core of customer satisfaction, measuring is essential in order to be able to improve in the critical points. (Gerson & al. 1993, 6.)

Customer satisfaction measurement helps to learn about the perceptions of the customers: what they wish to receive from a company, why they chose specifically that company over a competitor, how they perceive service quality performance and what needs to be done in order to maintain them as customers. (Gerson & al. 1993, 24.) Measuring satisfaction allows the company to identify the specific needs the customers are looking to fulfil and what they look from service and sales encounters. It also allows to identify and close gaps in service quality between the service provider and the service user. (Gerson & al. 1993, 26.)

Measuring satisfaction also gives a clear view for the service provider on where the company is now, what the goal is and how it can be reached when it comes to improving service quality and customer satisfaction (Gerson & al. 1993, 29).

As a result of a customer research, the company then knows where it stands and thus it is easier to start planning future goals and to start achieving those goals, based on the results of the measurement. Since the steps towards reaching customer satisfaction were formed during researching the customers, no matter whether the expectations were met, exceeded or failed to meet it gives good pointers on how to develop in the future. In order to understand what needs to be done in the future, information on where the company is right now is crucial. Constantly doing customer research allows the company to continue evolving in order to maintain long-term customer relationships. (Gerson & al. 1993, 30.)

Gerson and Machosky (1993,31) explain the benefits clearly with five main pointers:

1. When customer satisfaction is measured, it gives employees sensations of achievement, which will then turn into providing better customer service.
2. Measuring customer satisfaction gives the employees performance standards and a sense of realizing where they are now and where they could be when realistic expectations are met.
3. It offers immediate feedback.
4. It allows the customers to tell directly what kind of actions need to take place in order to improve quality and customer satisfaction.
5. It enhances employee motivation and productivity.

2.7 Service quality gaps and Service Quality Model

According to Lewis & Booms (1983, in Parasuraman, Zeithaml & Berry 1985, 42), service quality measures how well the level of service matches the expectations of a customer. Being able to provide quality service requires conforming to the expectations of the customers.

According to various researches conducted by e.g. Anderson & Zeithaml in 1984 and Phillips, Chang & Buzzel in 1983 (in Parasuraman & al. 1985, 41) putting emphasis on quality creates larger market share and thus ends up creating greater return of investment. Good quality also lowers manufacturing costs and improves productivity. Measuring quality is

important in order to be able to perfect it. But since services are more like performances instead of tangible goods, measuring their quality is much more complex.

Parasuraman, Zeithaml & Berry (1985, 44) presented a model in their article published in 1985 in the Journal of Marketing which helps service providers to understand how customers perceive their services and service quality and what affects it.

According to their research (Parasuraman & al. 1985, 44.), there are consistent patterns which were used in the development of the model of service quality. By doing executive interviews and focus group interviews they recognized gaps in the perception of service quality between providers and consumers. These gaps in the understanding of service quality can exist between the service provider and the customer but also within the company itself, and they can become big issues for companies when they try to provide high quality services for their customers.

The Service Quality Model (Parasuraman & al. 1985, 44.) consists of five gaps:

Gap 1: The gap between consumer expectations and management perception of quality. This gap means the difference in between what consumers expect and how management perceives consumers' expectations. This gap will affect the consumers' evaluation of the quality of service.

Gap 2: The gap between management perception and service quality specification. This gap in between of perception of management and the service quality specifications of the company affect how the customers experience service quality.

Gap 3: The gap between service quality specifications and service delivery. This gap between the company's service quality specifications and how the service is actually delivered to customer affects service quality from the consumer's point of view.

Gap 4: The gap between service delivery and external communications. This gap between how the service is actually delivered and how external communications about the service (e.g. sales, marketing) are conducted affects the perception of service quality from the consumer's point of view.

Gap 5: The gap between expected service and perceived service is the gap between what the customer expected and what they got.

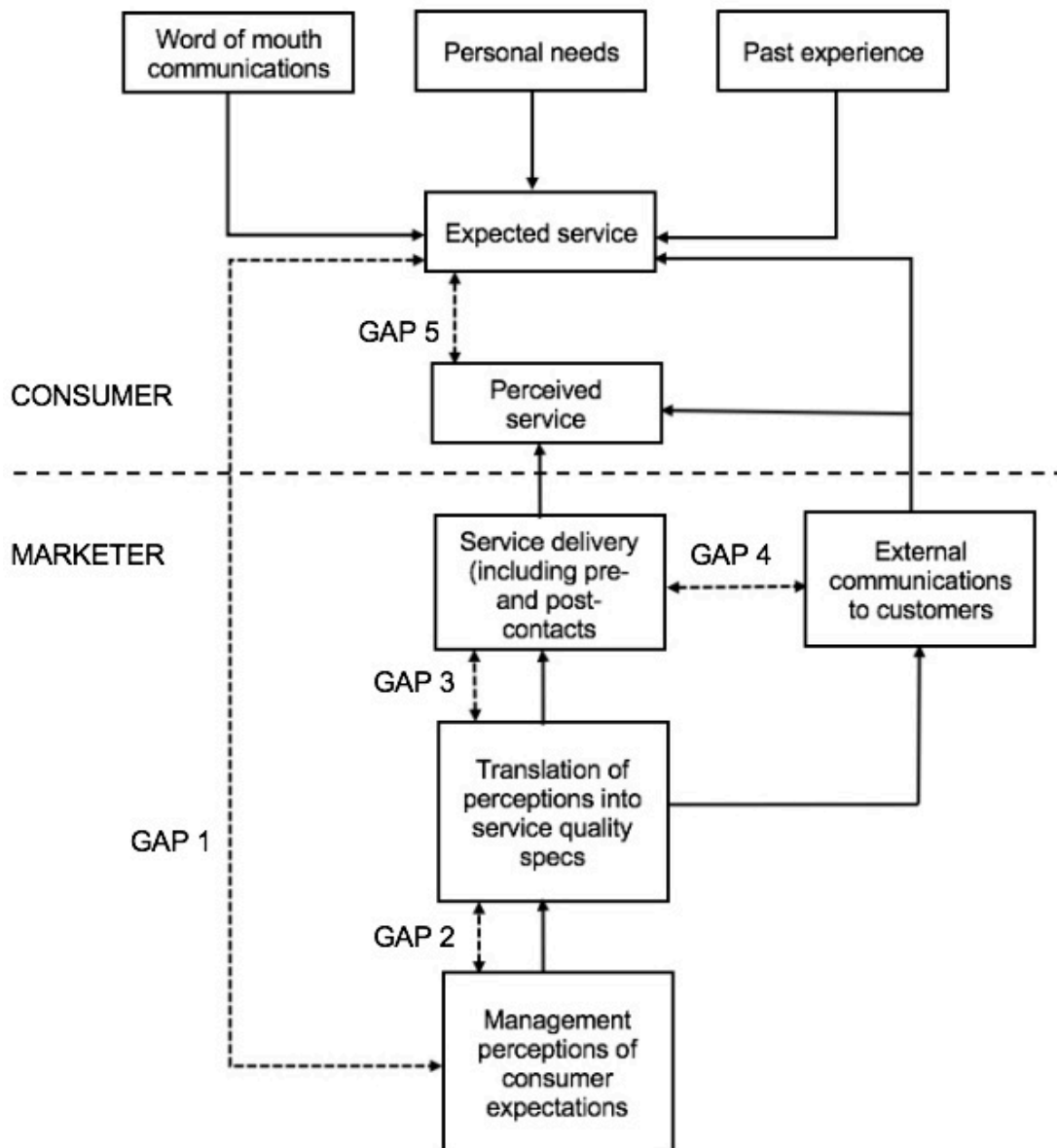


Figure 5: Service quality model (Parasuraman & al., 1985, 44). Service quality model shows the gaps in service quality and how they are related to each other

2.8 Determinants of service quality

According to the research, the way that the consumers understand service quality depends on how big is gap number five and how it's directed: towards expected service or perceived service meaning whether the expectations have been met or not. The size and direction of gap number five in turn depends of the former gaps related to design, marketing and delivery. (Parasuraman & al. 1985, 48.)

$$Gap5 = f(Gap 1, Gap 2, Gap 3, Gap 4)$$

These five gaps that Parasuraman & al. formed based on their research form the basis for the model that portrays the determinants of service quality as the clients perceive it. The research showed, that despite the company the consumers have quite similar criteria when they evaluate the service quality, and this criterion can be divided into ten different categories, which then form the ten different determinants (Parasuraman & al. 1985, 48).

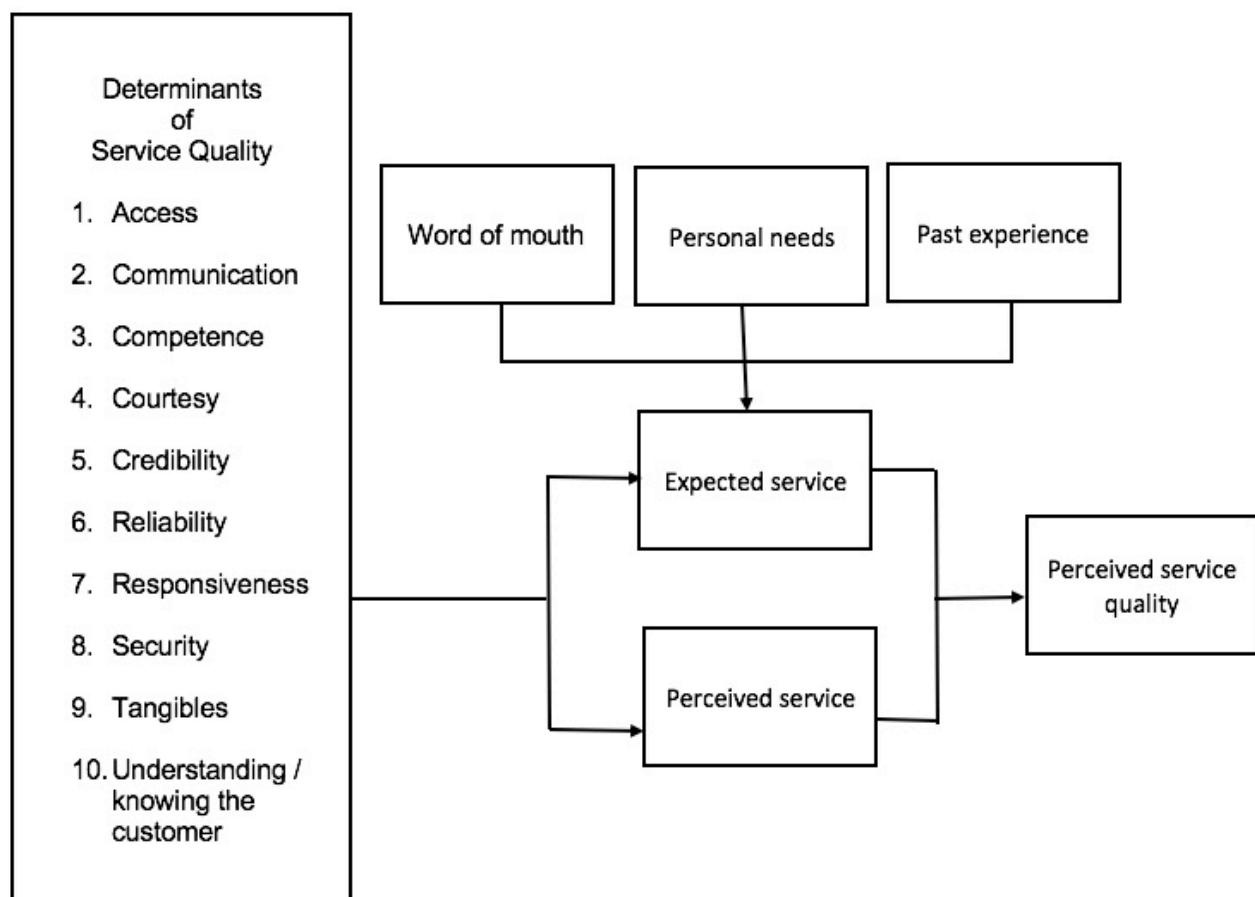


Figure 6: Determinants of service quality (Parasuraman & al. 1985, 48.)

The explanations for the determinants go as following (Parasuraman & al. 1985, 47):

1. Access: how difficult the company is to approach and get in contact with, e.g. service hours and location.
2. Communication: how well customers are kept informed with a language that they can understand.
3. Competence: whether the company has the skills and know-how to operate.
4. Courtesy: manners, politeness, and friendliness and appearance.
5. Credibility: whether the company is trustworthy, honest and professional.

6. Reliability: consistent performance in behalf of the company, accuracy and promise keeping.
7. Responsiveness: willingness of the employees to provide service on time and accurately.
8. Security: physical- and financial safety.
9. Tangibles: facilities, appearance, equipment.
10. Understanding/knowing the customer: going for the extra mile in order to understand customer's needs and requirements, treating customer as an individual.

These ten determinants can be then divided into three different categories: search properties, experience properties and credence properties.

Search properties are those, that customer can get to know beforehand, before purchasing the service: tangibles and credibility. These are the easiest to evaluate, yet these exist more rarely within service companies.

Majority of the determinants would fall under experience properties, which the customers can evaluate after they have already done business with the company. Experience properties would be access, courtesy, reliability, responsiveness, understanding/knowing and communication. In service companies these are the most usual ones.

Final two determinants would be credence properties that are hard for the consumer to evaluate despite doing business with the company: competence and security.

Since within companies that provide services there are just a few search properties, consumers typically form their idea of the company and the service quality through evaluation of the experience properties. The research implies, that the way consumer perceives the quality of the service depends on the difference between expectations and perceived service. (Parasuraman & al. 1985, 48.)

Parasuraman & al. also provide a simplified explanation for perceived quality:

- (a) When ES (expected service) $>$ PS (perceived service), perceived quality is less than satisfactory and will tend toward totally unacceptable quality, with increased discrepancy between ES and PS ;
- (b) when $ES = PS$, perceived quality is satisfactory;
- (c) when $ES < PS$, perceived quality is more than satisfactory and will tend toward ideal quality, with increased discrepancy between ES and PS . (Parasuraman & al. 1985.)

Parasuraman & al. (1985, 48) state, that plenty of these determinants overlap each other and it is really dependant of the company how these attributes can be categorized. Nevertheless, this theory gives a good breakdown on different attributes that can be used in the evaluation of quality within service-providing companies. (Parasuraman & al. 1985.)

2.9 Five-step model to implementing service quality program within a company

There are different ways to implement various service quality programs within different companies, but in most places the principles are the same. In the book Measuring Customer Satisfaction, Gerson & al. (1993, 19) present a 5-step program that helps in the process. The commitment of the staff that is directly in contact with the customers is in the core of providing excellent customer service. The 5 steps go as following:

1. Add value: top the customers' expectations by giving them something that's not expected.
2. Train staff accordingly: staff has to be able to recognize where the problems are in the service process and to be able to react accordingly in the situation so, that the customer doesn't notice any mistakes.
3. Keep in contact: communicate with the customers regularly in order to create a stronger bond. This helps in maintaining existing customers despite unfortunate incidences within service or product quality.
4. Implement a reward program: provide additional gifts and benefits to loyal, long-term customers or to those who make large purchases.
5. Create strategic partnerships with the clientele: engaging customers either mentally or financially gives them a higher meaning and allows them to participate in the development of the company. Provide personal service to have them emotionally attached to the company.

3 Research

3.1 Research methods

The research method used in this thesis is a quantitative research made by gathering paper feedback forms from visitors in Pyhä Ski Resort. The feedback forms were gathered during the winter season and it was participated by 481 customers during the winter season. The majority (78%) of participants were Finnish, when the rest of the participants were foreign visitors (22%).

The feedback forms used were offered in two languages, both in Finnish and in English. The feedback forms were already being in use by the time of my arrival, and I did not have a part on creation of the feedback forms. Similar types of feedback forms were also already being used in Pyhä's accommodations and in Ruka.

The participants of the survey consisted of various groups of visitors: seasonal tourists, locals, active visitors of Pyhä Ski Resort, those who go to ski resorts regularly and those who have less experience in visiting them, domestic tourists and foreign visitors, independent travellers and those who booked their trip through an agency.

Majority of the feedback was gathered by me, by meeting the visitors within the ski resorts area in restaurants, cafeterias, bars and other places where the visitors take breaks. Feedback forms were also gathered in the hotel reception, rental shops and the Colorado Bar & Grill restaurant by the staff. All of these forms were then filled in to the system Pyhä Ski Resort uses to analyse customer feedback, Laatuverkko.com. Laatuverkko.com is managed by Perho (Perho Liiketalousopisto 2016).

3.2 Data gathering process

I started gathering feedback by meeting with visitors upon my arrival to Pyhätunturi mid-December 2017 and continued until leaving in the end of April. Prior and after that the feedback forms were also gathered passively in the hotel, restaurant and rental shops.

The data was gathered by me almost daily, focusing on peak times like during Christmas and New Year's, winter holidays and Easter. The data was also collected during more quiet times of the season, but due to having less visitors during the slower periods of the season most of the feedback has been gathered during peak season.

After collecting feedback on paper printed feedback forms, I took the filled forms and filed them into the data gathering system of Laatuverkko.com in larger quantities around every other week. The amount of feedback was quite large, which gives a wide base of data to be used in this research.

3.3 Reliability of the research and limitations

The number of attendants of this research was 481 visitors. These visitors also come from different backgrounds, giving this research quite a large and trustworthy base. Biggest concerns about the research are about the questionnaires and more specifically the questions used and whether people understand them somewhat similarly. Also, some concerns are about the fact that respondents were allowed to leave some questions unanswered and to answer just to those that they feel like answering, which can give more reliable results for some sections and less reliable for others.

Also, the use of Laatuverkko.com and the fact that the Finnish and English feedback forms weren't 100% similar causes a bit of difficulties when comparing the results based on the language of the respondents. Despite all this, I feel that the large number of participants and a wide variety of data makes this research reliable and allows it to be used as a valid guideline when considering customer satisfaction levels and company development processes in the future.

3.4 Questionnaires used

The questionnaires were offered to visitors in two languages, in Finnish and in English. The feedback forms consist of three parts: structured questions, open questions and information of the participant. Structured questions are graded with a scale of 1 to 5 with 1 being the lowest and 5 being the highest grade. Respondents were also allowed to leave a question unanswered, if they didn't have any experience of that specific matter.

The questions were categorised in the following ways: general feedback of Pyhä Ski Resort, skiing services in Pyhä Ski Resort in general feedback on one specific service of their own choice (lower rental shop, upper rental shop, ski school, Colorado Bar&Grill), feedback about the Pyhä Ski Resort's slope-experience and whether they would recommend Pyhä Ski Resort for their friends.

The structured questions were followed by open questions, requesting for comments about Pyhä Ski Resort's slope experience, development proposals and other feedback.

The last part is about demographics of the participants: their gender, age and contact information. Feedback forms in both languages are included in the appendices.

3.5 Demographics of attendants

Altogether, the questionnaire was answered by total of 481 people during the timespan of 1. November 2017 and 1. May 2018.

Out of those participants, 375 people (78%) filled the survey in Finnish and 106 (22%) in English. Out of everyone, 408 people informed their gender and 403 their age.

Majority of participants declaring their gender were female, total 217 out of 408 (53%) and 191 were male (47%). The rest of the participants (73 people) did not mention their gender while filling the questionnaire.

The biggest age group of people attending was those in the age of between 31 and 50, 189 people (47%). The next biggest group was those between 18 to 30-year-old (28%), followed by those between 51 to 65-year-old. The second smallest participant group was those between ages of 12 and 17 (8%), and the least participants were in the group of those over 65 years old (4%). Below is the full breakdown of the demographic of the participants based on their age.

Table 1. Attendants of the survey by their age

Age	Number of answers	Percentage
12-17	34	8%
18-30	112	28%
31-50	189	47%
51-65	54	13%
Over 65	17	4%
All choices	403	100%

3.6 Results of the structured questions

In this next part, I will present the complete results of the survey. After the results of each section, I will then give explanations.

The averages of each section are colour-coded, with green meaning that the value is excellent (over 4.2 out of 5), yellow means it's satisfying (over 3.7, less than 4.2 out of 5) and red means it requires extra attention (under 3.7 out of 5).

Table 2. Pyhä in general

	Part 1: General feedback of Pyhä	No. of answers	Average
a)	Customer service	468	4.43
b)	I felt welcome	469	4.54
c)	I found the service I wanted easily	460	4.42
d)	Staff recommended other services in area	251	3.46
e)	General rating of Pyhä	467	4.42
f)	Pyhä is family friendly	404	4.49
g)	Information about events and services	405	3.8
h)	Consideration for the environmental matters	375	4.16
i)	General rating of Pyhä cross-country tracks	242	4.36

When looking at the results about general feedback of Pyhä Ski Resort, it can be seen that feedback is mostly positive. The customer service average is 4.43 which means that visitors feel, that level of customer service is already on a remarkably good level. Feeling of welcomeness is rated 4.54, accessibility to services 4.42, Pyhä. Ski Resort's general rating 4.42 and family-friendliness 4.49 which means that Pyhä Ski Resort is seen as a great destination for families. Also, users of cross-country tracks in the area feel that general rating of tracks is good with a rating of 4.36.

According to the visitors, information about events and services could be easier to find since the rate is only 3.8. Also, the visitors feel, that consideration of environmental matters in the area could be better (4.16). Only aspect that requires special attention, is that the visitors don't feel that they receive enough recommendations from the staff in Pyhä Ski Resort regarding other services in the area and that area is given just a rate of 3.46. The total average rate for this part is on an excellent level, scoring 4.23 out of 5.

Table 3. Slopes & slope-related services and facilities

	Part 2: Your opinion of the ski slopes, related services and Pyhä ski facilities	No. of answers	Average
a)	Condition of slopes	422	4.5
b)	Skiing services in Pyhä in general	24	4.83
c)	I felt welcome	429	4.52

d)	Ski lifts, quality & comfort	426	4.34
e)	Tidiness of slopes	421	4.64
f)	Beginners' ski areas	315	4.39
g)	Polar Madness	189	4.17
h)	Guidance & information	399	4.12
i)	Customer service at the lifts	320	4.26
j)	Value for money	393	3.85

Considering the slopes and services related to ski slope operations, customers feel that condition of the slopes (4.5), skiing services in general (4.83) and them feeling welcome (4.52) are overall excellent. Ski lifts and their quality along with comfort are seen as they work well (4.32), slopes are tidy (4.64) and there are good areas suitable for beginners (4.39). Also, staff working at the lifts are seen as customer friendly, providing good service and they've been given a rating of 4.26.

On this part, areas of improvement are Polar Madness snowboard- and free skiing park (4.17), guidance and information in the slopes (4.12) and the feeling of receiving the value for their money (3.85). When it comes to the slopes and related services, there are no things that are especially poorly managed and that would have a rating under 3.7 out of 5. The total average rate for this part is on an excellent level, scoring 4.362 out of 5.

Table 4. Feedback on additional services

Part 3: Feedback on a specific service, all additional services together		No. of answers	Average
a)	Customer service	394	4.52
b)	I felt welcome	395	4.52
c)	Availability and efficiency of services	396	4.44
d)	Quality of products and services	375	4.45
e)	I was recommended additional service or product	262	3.54

This table presents how visitors experience all additional services together. In base rental shop, upper rental shop, Colorado Bar & Grill and in ski school visitors perceive customer service (4.52), feeling of welcomeness (4.52) and availability and efficiency of services (4.44) along with quality of products and services (4.45) excellent.

Only area requiring extra attention is recommendation of additional services or products with a rate of 3.54. All additional services scored an average rate of 4.294 out of 5, implicating excellent results.

Table 5. Feedback regarding the rental shop at the base of the hill

Part 3.1: Feedback on a specific service - Base rental shop	No. of answers: 144	Average
a) Customer service		4.47
b) I felt welcome		4.44
c) Availability and efficiency of services		4.43
d) Quality of products and services		4.43
e) I was recommended additional service or product		2.99

This table presents how the base rental shop performed according to visitors. As the table shows, customer service (4.47), feeling of welcomeness (4.44), availability and efficiency of services (4.43) along with quality of products and services (4.43) are excellent. In base rental shop recommending additional services or products is on poor level with a rating just under 3 (2.99), which requires extra attention. The total rate for base rental shop is good, averaging 4.152 out of 5.

Table 6. Results of the upper rental shop

Part 3.2: Feedback on a specific service: Upper rental shop	No. of answers: 126	Average
a) Customer service		4.54
b) I felt welcome		4.58
c) Availability and efficiency of services		4.48
d) Quality of products and services		4.61
e) I was recommended additional service or product		3.77

Upper rental shop performs quite similarly as the base rental shop, although in upper rental shop all areas received higher ratings compared to base rental shop. In upper rental shop recommending of additional services or products is on satisfactory level with a rating of 3.77, making a clear difference to base rental shop. Customer service (4.54), visitors feeling welcomed (4.58), availability and efficiency of services (4.48) and quality of products and services (4.61) are on an excellent level. The total average rate for upper rental shop is on an excellent level with a rate of 4.396 out of 5.

Table 7. Results from Colorado Bar&Grill

Part 3.3: Feedback on a specific service: Colorado Bar & Grill	No. of answers: 90	Average
a) Customer service		4.48
b) I felt welcome		4.44
c) Availability and efficiency of services		4.27
d) Quality of products and services		4.11
e) I was recommended additional service or product		3.68

Visitors of Colorado Bar & Grill feel, that customer service in the restaurant is good (4.48), along with feeling welcome (4.44) and availability and efficiency of services (4.27). Quality of products served could be improved (4.11), and the visitors don't feel that the staff of the restaurant recommends additional services or products (3.68). The total average rating for the restaurant is on good – almost excellent level with a rating of 4.196 out of 5.

Table 8. Feedback for Pyhä Ski School

Part 3.4: Feedback on a specific service: Ski school	No. of answers: 36	Average
a) Customer service		4.74
b) I felt welcome		4.81
c) Availability and efficiency of services		4.72
d) Quality of products and services		4.71
e) I was recommended additional service or product		4.04

Out of all additional services, ski school receives the best ratings. Customer service is seen exceptional with a rating of 4.74, visitors feel extremely welcome with a rating of 4.81 and they feel that ski school services are easily available (4.72). The quality of teaching is also perceived as excellent (4.71). Only area of improvement is again in recommending other services, but ski school still managed to do well on also this part (4.04). The total rating for Pyhä Ski School is excellent with 4.604 out of 5.

Table 9. Results on the slope-experience

Part 4: Feedback about the Pyhä slope-experience	No. of answers	Average
a) Friendly	412	4.49
b) Authentic	402	4.57
c) Easy	397	4.44

d)	Individual	297	4.07
e)	Exciting	399	4.08
f)	Magical	386	4.07

This table presents, how visitors feel about their slope-experience. This part is mostly about the feeling the visitors get while being in the slope area. The concepts of this section are a bit abstract and everyone may have a bit unique perception on how they view these terms.

The visitors feel, that their slope-experience is friendly (4.49), authentic (4.57) and that everything went easily (4.44). Still they feel, that Pyhä could embrace its individuality (4.07), they could feel a bit more excited (4.08) and the feeling of “magical” could be higher (4.07). In this section, overall performance is really good with an average of 4.287 out of 5.

When all the results of each question are combined, the final average for the survey is 4.33 out of 5. This is an exceptionally good average, which implicates that visitors in Pyhä Ski Resort feel really satisfied with their visit.

Table 10. Recommending Pyhä as a destination

	Part 5: Would I recommend Pyhä Ski Resort to my friend?	No. of answers	Percentage
a)	Yes	409	99%
b)	No	5	1%
	Total:	414	100%

When asked whether the visitors would recommend Pyhä Ski Resort as a destination for their friends, the results are quite unanimous. Out of 414 people that answered this question, 409 (99%) would recommend visiting Pyhä Ski Resort and only 5 (1%) wouldn't.

3.7 Results based on the language the survey was taken

In this next part, I will present the results of the survey based on the language that the participants filled the forms in. I will emphasize the differences that foreign and domestic visitors experience. Due to some minor differences in the feedback forms, some data that's available from those who took the survey in English does not exist from those that took the survey in Finnish. The results following are similarly colour coded like in the previous section.

Table 11. General feedback of Pyhä sorted by language

Part 1: General feedback of Pyhä	English	Finnish
a) Customer service	4.66	4.37
b) I felt welcome	4.76	4.47
c) I found the service I wanted easily	4.65	4.35
d) Staff recommended other services in area	5.0	3.41
e) General rating of Pyhä	4.49	4.41
f) Pyhä is family friendly	4.57	4.47
g) Information about events and services	4.03	3.72
h) Consideration for the environmental matters	4.48	4.07
i) General rating of Pyhä cross-country tracks	4.46	4.33

In the general feedback of Pyhä Ski Resort, visitors feel that most areas are well covered, providing excellent rates on almost every aspect. Still, some differences and areas of improvement can be seen.

The foreign visitors feel that the customer service they receive is better (4.66) compared to how Finnish visitors perceive it (4.37). Foreign visitors also feel more welcome with a rate of near perfect 4.76 compared to domestic visitors' 4.47. A bit surprisingly, foreign visitors also feel that they find the services they're looking for easier (4.65) than Finnish visitors (4.35). General rating of Pyhä Ski Resort is overall really good (foreign visitors 4.49, domestic visitors 4.41). Pyhä Ski Resort is seen as family friendly (foreign 4.57, domestic 4.47) and cross-country tracks receive good ratings also (foreign 4.46, domestic 4.33).

When it comes to information about events and services, both domestic (3.72) and foreign (4.03) visitors feel that information could be better available. Especially Finnish visitors feel that the information isn't available clearly enough. Also, the Finnish visitors feel, that consideration of environmental matters requires more attention (4.07 compared to 4.48).

A bit surprisingly, the biggest difference between Finnish and foreign visitors is, that in general feedback section Finnish visitors feel that they receive not enough information about other services in the area (3.41), whereas all foreign visitors that answered this question gave this question a five, landing it an average of five. The total average for this part is 4.567 out of five for foreign visitors and 4.178 for domestic visitors.

Table 12. Opinions of the slopes by language

Part 2: Your opinion of the ski slopes, related services and Pyhä ski facilities		English	Finnish
a)	Condition of slopes	4.75	4.44
b)	Skiing services in Pyhä in general	4.83	
c)	I felt welcome	4.78	4.45
d)	Ski lifts, quality & comfort	4.46	4.31
e)	Tidiness of slopes	4.64	4.64
f)	Beginners' ski areas	4.64	4.33
g)	Polar Madness	4.33	4.11
h)	Guidance & information	4.31	4.07
i)	Customer service at the lifts	4.26	
j)	Value for money	4.12	3.78

Nearly all visitors felt, that in Pyhä Ski Resort the slopes are in good condition (foreign 4.75, domestic 4.44) and the foreign visitors feel that skiing services in general work exceptionally well (4.83). Ski lifts are of good quality (foreign 4.46, domestic 4.31), and slopes are being kept tidy (both 4.64). Also, beginners feel that there are easier areas suitable for them (foreign 4.64, domestic 4.33).

The biggest, most significant differences between foreign and Finnish visitors is, that Finnish visitors see that they don't get as much value for their money (foreign 4.12, domestic 3.78). Also, a bit surprisingly the Finnish visitors feel that the guidance and information provided are a bit insufficient (foreign 4.31, domestic 4.07). Finnish visitors give lower ratings to the snow park area (foreign 4.33, domestic 4.11), which may be due to majority of park users being Finnish visitors. The total average for this part is 4.512 out of five for foreign visitors and 4.266 for domestic visitors.

Table 13. Feedback regarding rentals, ski school and Colorado Bar&Grill

Part 3: Feedback on a specific service: All additional services together		English	Finnish
a)	Customer service	4.69	4.48
b)	I felt welcome	4.72	4.46
c)	Availability and efficiency of services	4.63	4.38
d)	Quality of products and services	4.61	4.39
e)	I was recommended additional service or product	4.23	3.35

Out of additional services, nearly all values are on an excellent level, except that Finnish visitors don't seem to get as much recommendations from the staff about additional services or products (foreign 4.23, domestic 3.35). Customer service is rated high (foreign 4.69, domestic 4.48), visitors feel welcomed (foreign 4.72, domestic 4.46), services are well available and efficient (foreign 4.63, domestic 4.38) and quality is good (foreign 4.61, domestic 4.39). The total average for all additional services together is 4.576 out of five for foreign visitors and 4.212 for domestic visitors.

Table 14: Slope-experience and the differences between foreign and domestic visitors

Part 4: Feedback about the Pyhä slope-experience		English	Finnish
a)	Friendly	4.71	4.44
b)	Authentic	4.68	4.55
c)	Easy	4.46	4.43
d)	Individual	4.07	
e)	Exciting	4.44	3.98
f)	Magical	4.45	3.96

When analysing differences on how visitors feel about Pyhä Ski Resort's slope-experience, it can be seen that the Finnish visitors are more difficult to impress than foreign ones. Although both these values are either excellent or good, it is worth mentioning that especially tourists who arrive to Pyhä Ski Resort from abroad seem to find Pyhä Ski Resort even exciting and magical, at least more than their Finnish counterparts.

Visitors deem their experience as friendly (foreign 4.71, domestic 4.44), authentic (foreign 4.68, domestic 4.55) and easy (foreign 4.46, domestic 4.43). Foreign visitors deem the experience quite individual (4.07) and they feel that it was more excited and magical for them than their domestic counterparts (exciting 4.44 versus 3.98, magical 4.45 versus 3.96). Averages for slope-experience were 4.468 out of 5 for foreign and 4.272 out of 5 for domestic visitors.

Altogether, the breakdown of feedback based on the nationality of the respondents shows that when it comes to providing high-quality skiing services and memorable experiences, the foreign visitors are easier to please than the Finnish ones. This may be related to the fact, that people coming from abroad are already out of their typical setting and may find the Lappish nature and way of life so exotic already, that they tend to rank their experiences higher than those that are travelling inside their own country. The total averages

based on language of the feedback forms were both on excellent levels, foreign visitors giving a total rate of 4.532 out of 5 and domestic 4.229 out of 5.

3.8 Open questions

In the end of the survey, there were two open questions for the participants: comments about the Pyhä Ski Resort's slope experience and development proposals or other feedback for Pyhä Ski Resort.

Altogether, for question one I received 42 comments from people that filled the feedback forms in English, and 157 from those that answered in Finnish. On question 2's development proposals I received 22 proposals in English and 146 in Finnish.

This means, that out of all participants taking the survey in Finnish, 42% gave comments about the Pyhä Ski Resort's slope experience and 39% gave development proposals or other feedback. Out of all the people that took the survey in English, 39% gave comments about the slope experience and 20% gave development proposals and other feedback. In the following part, I will go through the main points and the most frequent subjects that came up from the whole open feedback section. The full, unedited list of all open comments and feedback can be found in the appendices (Finnish & English).

3.8.1 Open questions answered by foreign visitors

The comments regarding Pyhä's slope-experience given in English were almost entirely positive, reflecting the feedback the foreign visitors gave Pyhä Ski Resort in the structured questions.

Majority of the comments regarding slope-experience mentioned slopes being in good condition and well groomed, overall atmosphere in the resort being welcoming, lovely and magical, variety of different slopes for different skill-levels being wide enough and the scenery being beautiful.

Some things came up that could have been more well-adjusted or that could have benefited the visitors, for example a shuttle bus service taking people from the hotel-level to the bottom of the hill or Piste number 2 being too difficult to be presented as a blue slope. Some felt that variety of slopes wasn't wide enough leaving not difficult enough slopes for experienced skiers and not enough more mellow slopes for unexperienced ones especial-

ly during the northern slopes being closed. One comment also mentioned, that the northern slopes could benefit from having a chair lift instead of a long T-bar lift.

Negative feedback included Pyhä Ski Resort being bit too expensive for a student budget, slopes not being tidy enough and the hotel breakfast served in Colorado Bar & Grill being a bit too boring and lacking variety of served foods. Also, rental prices of cross-country skis were deemed to be way too expensive by one visitor and due to that them not going to visit Pyhä Ski Resort again. Also, one unfortunate encounter had taken place, when cleaning staff had gone inside a hotel room without knocking prior their entrance.

Altogether the foreign visitors gave great feedback regarding their experience in the slopes, despite having a few negative experiences.

Development proposals by foreign visitors included improving the Pyhä Ski Resort's website in order to make it easier for visitors to find desired information, a shuttle bus service between the base and hotel level, implementing student prices to ski passes and rental services, grooming the slopes better and adding more lights to the slopes. Also, an easier route to transfer from the north side of the ski resort to the front slopes.

There was also wish that the variety of foods served both during breakfast and generally at all of the restaurants in the area would be wider, more chairlifts or even cabin lifts being put up instead of dragging lifts and adding waste sorting equipment in the rooms. Some visitors wished for an opportunity to pay with a credit card on all of the excursions offered around the area or at least an ATM to get cash from. Generally, more infrastructure, bars, restaurants, cafes et cetera were wished for along with more late-night activities for older visitors.

To mention some positive feedback given in the open comments section, plenty of people had had good interactions with the staff at the hotel reception and wanted to share that. Customer service all over the area is deemed as friendly.

3.8.2 Open questions answered by domestic visitors

A lot of the comments about the slope-experience given by Finnish visitors emphasized the fact that in Pyhä Ski Resort the atmosphere is really peaceful and calm, activities are very much sports-orientated compared to many other resorts and that personal well-being and time with friends and family are positive aspects when spending a holiday in Pyhä Ski

Resort. The ski resort is not too big nor not too small, the nature there is exceptional and service around the area being overall friendly.

A lot of comments stated, that despite not having a huge number of slopes, Pyhä Ski Resort still has a lot to offer due to having a large variety of slopes when it comes to difficulty. Pyhä Ski Resort is seen as a good ski resort to come ski as a family, since there is something for everyone despite their skill-set and being peaceful without too much people or too much waiting in line. One thing that gained good feedback regarding the smallest members of the family, was the free magic-carpet ski-lift in the front slopes, which is a good place to get the first taste of skiing.

A lot of positive feedback also addressed the good off-piste skiing possibilities, largely thanks to a good amount of snowfall last season. People feel, that easy access to good quality off-piste areas is a great way to begin free skiing. Some comments stated, that the off-piste areas in Pyhä Ski Resort are the best in Finland and that this is an aspect that should be reinforced in the future.

Plenty of feedback also stated, that the slopes were mostly in good condition, that the rental services work well and that people there are providing good and personal customer service.

10-euro evening ticket on Fridays -campaign received positive feedback.

Some of the open comments included feedback from those who did not ski but moved around the area by foot. Possibility of taking the express chairlift to the top without skiing equipment received positive feedback, and so did the sceneries and atmosphere of the national park.

Plenty of feedback that wasn't entirely positive was about the ski lifts. A lot of people feel, that there are way too many drag lifts instead of chair lifts, especially when it comes to the long lift located in the northern slopes, Visitors feel, that especially for younger children it can get heavy to take multiple runs at the northern slopes, since the lift takes so long (approximately 15 minutes). This generated feedback about investing for a chair lift to the northern slopes, making it more easily accessible and pleasant to ride. Also, some lift-related feedback included recommendations to turn up the speed of the drag lifts, making them faster to get up. Also, some visitors feel that having only one lift reaching the top from the front slopes (PyhäExpress 6-seat chairlift) is inconvenient, since during heavy wind the lift can't operate, making the reaching of the top of the hill by a lift impossible.

One area regarding the slope-experience was the snow park area, also known as *Polar Madness*. Visitors felt, that the area had some good working obstacles, but the variety wasn't wide enough and that the building and finishing the park took too long and that it could have been built earlier on during the season. The park was compared to parks of other resorts in some of the comments and mentioned, that on that area Pyhä Ski Resort is behind many others. The children's park in the family slopes on the other hand received positive feedback.

Some feedback came regarding the insufficient slope signage and some slopes being marked as less difficult than they actually are, especially slope number 2 which has been marked as blue (easy slope). Also marking the sides of the slopes was seen insufficient at times, since for example during mist the slope signs can be difficult to see.

There were plenty of development proposals and other feedback from the domestic visitors. Development proposals had a lot of similarities with the previous feedback about the slope-experience, mostly about building a chair lift to northern slopes. But there were also many other, interesting development ideas presented.

When it comes to pricing, adding a family ticket to the selection was recommended. Also, when renting a full package of skiing- or snowboarding equipment, a helmet being included to the package was seen as a good idea. Also reducing the price of a season ticket from those who owned a season ticket last year was a pricing related development proposal. One interesting idea was a ten day-ticket, that would be valid the whole season and that would have ten days in it to be spent at any time during the season.

Hotel related recommendations included adding things to the rooms that make life easier for people travelling with children, like water boiler and a microwave. Also, separate trash cans for different types of trash would help in sorting waste as Finnish visitors give high value for environmental friendliness.

Some other development proposals included a proper sledding area near the slopes and services, better organized taxi services around the area especially during high-season and events, developing the northern slope area entirely with new services and e.g. rental shop, more indoor activity facilities and e.g. spa services, ATM, more events and better informing of the events, thinning some of the thickest forests in order to make them more suitable for off-piste skiing, especially in the northern slopes, building a concentrated, walking village, more activities for families during days not in the slopes, stairs to the top

of the hill and getting rid of the native American –theme in Colorado Bar&Grill, which is seen as both racist and outdated.

A full, unedited list of original comments about the slope-experience and development proposals in the appendices (Finnish & English).

4 Conclusions and recommendations

When observing the results of the survey it can be seen, that Pyhä Ski Resort manages to perform exceptionally well. Considering that the survey received an average of 4,33 out of 5 and that 99% of visitors were willing to recommend visiting Pyhä Ski Resort for their friends it is clear that this ski resort is on a right path. Regarding this, the answer to the research question of this thesis is, that the visitors are mostly either satisfied or really satisfied with their visit in Pyhä Ski Resort.

Still, continuous customer satisfaction research should be continued in order to perfect the ski resort's operations along with ancillary services. As time goes by and number of visitors continue to increase, the further development of the entire area offers great possibilities for growth. Pyhä Ski Resort has a unique scenery, a welcoming and warm atmosphere and ideal conditions for those who are really into good quality skiing and snowboarding.

Although Pyhä Ski Resort scored mostly excellent ratings in all areas in the survey, there are still ways to improve the customer satisfaction. In the following part I will present the most important developing items based on the research.

Staff-related issues

The most prominent thing that came up in the surveys is, that the visitors don't get enough recommendations of other services in the area. This implies, that within the Service quality model, there are problems and the problems are caused by gaps number 3 and 4: communication between the company and the customer is not working as efficiently as it should. Also, when looking at the determinants of service quality, the 10th determinant, understanding the customer and treating the customer as an individual needs improvement on the staff's behalf. Understanding the customer is in core of understanding what they should be recommended.

It is important, that the staff works as a team no matter in which operations they are working for. The restaurant staff can recommend additional products within their own supplies, they can offer the possibility to buy alcohol products for take away or they can recommend another bar to go for after drinks and a gig after they've had dinner. The rental shops can recommend services by ski school like guided backcountry tours and vice versa the ski school can recommend people to try new equipment available at the rental shops. The recommendations don't even need to be about products and services but for example a

route to a beautiful scenery or other small “area insider” tips. The most important thing is, that the customers get knowledge of what’s available in the area and at the same time they get a feeling that everyone within the company is working for a common good. In order to succeed in this area, staff training needs to be improved and staff within all units needs to know what’s going on around the area. Peer training within units should also be encouraged. This also goes beyond just Pyhätunturi Ltd and should be reinforced among all operators in the area, operators need to know the area well enough to be able to recommend services to visitors.

In addition to staff training and continuous customer satisfaction research, a reward program should be implemented in all sections within the companies. This requires attention paid by the middle management as they need to recognize who is their groups most helpful staff member who is willing to go for the extra mile when it comes to serving customers. A small monthly reward and a mentioning can give extra motivation when it comes to being in contact with the customers.

Lifts

The thing that received the most feedback out of slope-related issues concerned the ski lifts, more specifically the T-bar lift E that takes skiers up from the northern slopes. Visitors feel, that it takes too long and standing on it gets heavy after a few runs. The northern slopes are seen as a good area, but the slow and difficult T-bar lift decreases their value. Therefore, it would be essential during the oncoming years to invest into a chairlift and replace the old lift with that. This would increase lift capacity, make northern slopes more easily accessible, increase the quality of the slope-experience and result in more satisfied customers.

Northern slopes came up in another context as well. Visitors feel, that whenever fast winds occur and the PyhäExpress chairlift in the front slopes can’t operate, there should still be a way to enter the northern slopes. This would require operating both B and C lifts whenever PyhäExpress is not running. This would enable access to the top and to northern slopes that are often more covered from the wind and thus a nice area to spend a day in the slopes even if the weather gets bad. These things are in conflict with what the visitors see as high quality and how their expectations are met.

Slopes

According to visitors, there are some difficulty ratings of slopes that could be re-evaluated, mainly the upper part of front slope number five. It has now been marked as a blue slope (easy) but it has quite a steep part which could categorize it as a red slope (moderate).

Some feedback suggested that there should be an easier way to make it from the top to the bottom of the front slopes. A lot of visitors may not know since it is not that well visible, but this type of route already exists. It comes from the top, heading towards the northern slopes along slope number six. From there, it turns to a route that ends up to Tajukangas and later to front slopes. This route is mostly used by staff on sleds and those visitors that are moving around with snow shoes, but it could also be marked as a transition path into ski slope maps and also marked with good and clear signs.

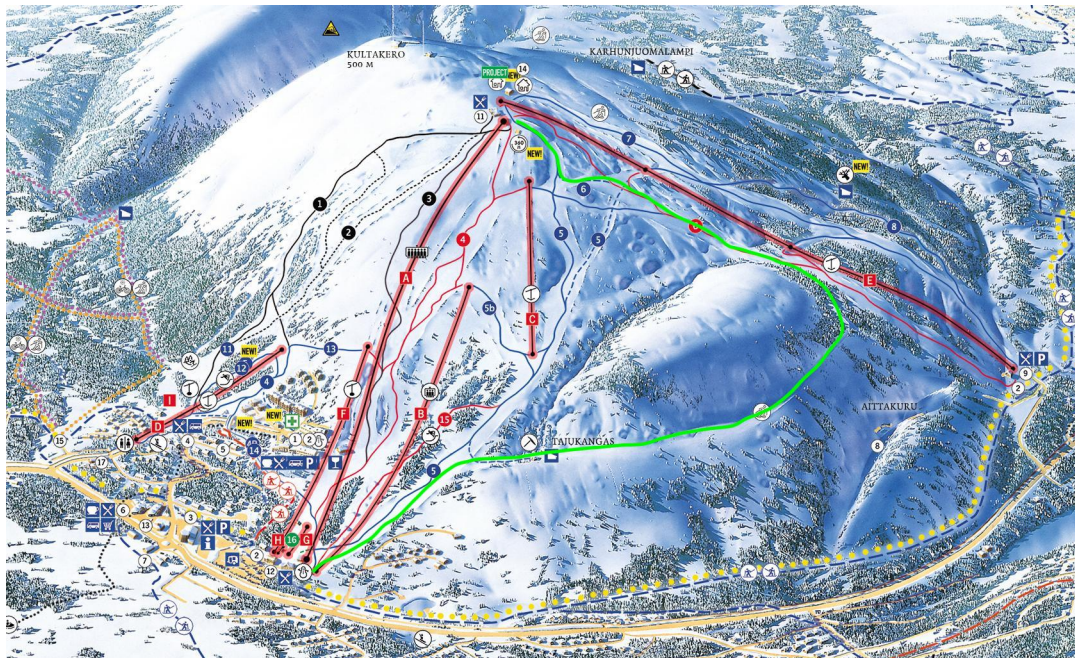


Figure 7. The route of the easy transition path from top to the bottom

Huttumaa, an adventure slope located in northern slopes is seen as a nice place for kids and an interesting slope. Currently there is a reindeer herd with a few reindeers in Huttumaa and a hut to take breaks in, but that's about it. Huttumaa should be developed even further in the future, adding for example a wooden tunnel, skiing paths in the woods, metal pipes or drums that can be "played" with ski poles and other activities that the visitors of Huttumaa can engage in.

Signs and guidance

Some feedback came from the signage and marking of the slopes. Some visitors feel, that guidance in the slope area could be done better. This would require re-evaluation on whether the already existing signs are placed well enough or not. The signs should be easy to spot, and they should be located everywhere where slopes cross, so that it would be easy to make quick decisions while skiing. In addition to slope number and the lift it leads to, there could be signs which show where services like restaurants and special routes like Huttuseikkailu. The signs in the slopes also need to be kept clean actively because of snow getting easily attached to them. Also, weather and wind information should be easily available in the top- and base stations of all bigger lifts.

Snow parks

Quite a lot of feedback within the open comments and suggestions was about the ski- and snowboard park also known as *Polar Madness*. The park should be built and opened earlier in the season and kept in a good condition throughout the season. The bigger, main park should open latest in the beginning of January, and the smaller park located in family slopes could have some features built as soon as the slope opens. In the smaller park there should be more rideable obstacles, because the drag lift in family slopes is good for taking quick laps in the park.

Even though most visitors are into normal slopes and off-piste areas, especially younger visitors tend to appreciate the snow parks and their variety and condition. Not having one that's versatile and kept in good condition can affect the decision making of e.g. families when deciding the destination for a skiing holiday.

Environmental issues

One thing that could be emphasized more, is the consideration towards environmental matters. Pyhä Ski Resort is already using green electricity (Pyhätunturi Ltd 2018) and even though there is some advertising of that within the area, it could still be more visible for visitors through e.g. information leaflets in hotel rooms, info screens and Adshel-screens.

Also, there were a significant amount of mentions in the feedback about a lack of recycling options in the area. At the moment there are no separate trash cans in hotel rooms for glass, metal, carton, plastic or paper. This could be solved in two different ways: one would be simply investing in new trash cans, that have separate spaces for different types

of waste. Negative side of this is, that this would take more space inside the accommodation. Other option would be building a bigger sorting station either close to the hotel entrance or inside the hotel. There is a sorting station next to the grocery store, but according to feedback it can often be too full, so additional sorting station would be needed.

Keeping the visitors informed

One thing that came up from the survey results, was that the customers feel that the information about events and services could be available more easily. In Pyhä Ski Resort's website there is a link on the front page called *Things to do*. It shows all the activities and services within the area and there is also a calendar for events. (Pyhätunturi Ltd 2018.) In addition to that there is actively marketing on social media channels considering oncoming events so it's unlikely that the information isn't available enough online. Instead, the situation might be that the information is not available in an easily noticeable way within the area.

One good way to bring all the information physically available could be investing into a couple of electronic info screens that have touch screen options. These types of screens are easy to notice, they can be easily updated, and they are easy to use. Using info screens would bring all the information into one place, whether it would be about events, services, maps or for example weather forecasts. One could be located next to Hotel Pyhätunturi on the hotel level halfway up the slope and one could be at the bottom of the hill next to base rental shop.

There has been one in use in Saariselkä for a good while now, and even though it's situated outdoors in extreme conditions the experiences have been positive. (Onelan 2018).

Rental shops

The rental shops got good reviews and the service has been described as personal and pleasant. A good way to provide positive, unexpected experience could be offering a helmet free of charge for those who rent the entire set. This would give them a feeling that they got something extra and at the same time it would emphasize the importance of safety in the slopes. This could receive loads of positive attention and feedback.

Colorado Bar&Grill

Especially foreign visitors felt, that the variety of food in Colorado Bar&Grill could be a bit more extensive. Since Colorado is an American themed restaurant chain, doing major

changes can be difficult but adding a bit of local flavour to the menu and doing changes in the menu more often could attract more visitors. Also, there could be more options in the breakfast serving.

Visitors also felt, that even though Colorado is a restaurant with an American theme, marketing the restaurant through Native American paraphernalia is racist, outdated and offensive and it was compared to marketing services with Sámi people without including them in the business operations at all. In addition to Native Americans, there is a lot of wild west- and cowboy themed decoration in the restaurant, so those could be kept but at least the most prominent Native American decorations should be removed, especially a big Indian chief statue located right at the entrance.

Accommodation

In Hotel Pyhätunturi, there could be some rooms that are meant for especially people that travel with small children. These rooms could differ from the regular rooms in a way, that there could be a microwave and an electric kettle in the family rooms. This would make life a lot easier for those with children, as they tend to have special needs more often.

Pyhä Ski School

Pyhä Ski School received nearly excellent ratings in all areas and the open feedback was also positive, so the ski school is clearly operating well. One thing that could be emphasized, is that there should be information of easy-access off-piste areas that are accessible by ski lifts available on the ski school's info board. This type of information is already available on Pyhä Ski Resort's website (Pyhätunturi Ltd 2018) but having that information also physically available could be a good way to safely get new people into trying off-piste skiing. This could later increase the demand in guided backcountry tours.

Pricing and products

There was plenty of feedback regarding the prices of the ski resort, mostly about the lift tickets. While some of the recommendations were not profitable (drastically lowering the rates for example) some ideas were good and easier to implement.

A ten-day ticket, that could be used on ten separate days throughout the season could be a good way to get those people visit more, who don't feel that they would benefit from a season pass. This ticket should be priced somewhere between the prices of a ten-day

continuous pass and a season pass. A ten-day ticket could increase the number of daily visits of those who now come maybe once or twice during a season.

Pyhä Ski Resort currently has a family pass, that gives a discount on the children- and youth tickets when two parents buy tickets for 4 to 14 days. (Pyhätunturi Ltd 2018.) In addition to that, there could be another option: a family ticket with just one adult pass that could be used by both parents alternately. This would help the lives of those families, that have maybe one child that can already be taken to slopes but needs supervision and another child, that can't be taken to the slopes and that has to be taken care of in accommodation. This type of pass would show flexibility from the company's half and make lives easier for families, increasing Pyhä Ski Resort's reputation as a family friendly resort. Price of this ticket could be a bit lower than the already existing family tickets.

Currently there are no discounts for students unless they come in large groups. The possibility of getting a minor discount with either Finnish or international student card should be reviewed.

One good way to engage visitors and to create long-term customer relations could be giving discounts of season passes to those, who have had season passes for a longer time already. For example, after two consecutive years, there could be a minor discount from the price and after five consecutive years another small reduction in price. This would be a good way to make the long-term customers feel special and appreciated.

Marketing & campaigns

Last year there was a campaign, that had tickets and equipment for ten euros each during the extended opening hours on Fridays. This got good feedback and the campaign should be kept going and marketed more, since it could attract even more visitors from close range during the quieter times of the season. Visitors stated, that unless there was an offer like this they wouldn't have come and now that the price was right they came to e.g. give snowboarding a first try. This is a great way to attract new customers.

One interesting possibility could be collaborating with the ski resort 20 kilometres away, Luosto. Even though Luosto is a separate company, it could be mutually beneficial for both companies to offer for example two-day tickets for a short test period of time, that would enable visitors to visit both resorts on two consecutive days.

The magic-carpet lift located in the front slopes in front of the base rental shop has been free, accessible without a ski pass. This should be kept that way and marketed more, since people may not know about it. This is a great way to get those who have never skied to visit the resort, and maybe to use additional services while doing so.

Development of the area and other services

Two things that are strongly tied together and that received a lot of attention from especially foreign visitors are the lack of an automatic teller machine (ATM) and the fact that all services in the area cannot be paid with a credit card. At the moment the only place where you can get cash is the grocery store and they have a limit of 200 euros at each time. Having an ATM while simultaneously implementing the possibility for card- and mobile payments on all activities would make life and participating in activities easier.

Having a store that sells alcohol products (Alko) was requested, since the closest one is in Kemijärvi, over 50 kilometres away. A quick substitute would be taking advantage of the new Finnish alcohol legislation and marketing the possibility to purchase alcohol products from Colorado Bar&Grill. This is a great way to make additional sales by selling for example wine bottles for people to take back to their cottages.

Altogether Pyhätunturi area covers a wide variety of activities and services, but in case people start to find their way there even more and influx of visitors increases, the development of the area and arrival of new types of entrepreneurs should be encouraged. Off-season activities, indoor activities and for those people that do not use the slopes could increase the visitor count during slower times of the year. Developing the area around the roundabout into a walking village over time would bring a lot of services close to each other, attract visitors to the same area and open possibilities for new businesses.

At the moment the only official sledding hill is located quite a long way from the slopes. Trying to find a suitable place for a new sledding hill near the family slopes would be perfect for families with children.

5 Recommendations for future research

For future research, Finnish and English feedback forms should be exactly the same in order to receive the same information from both customer groups. Also, the questionnaire could be a bit shorter and the formatting of the questions could be thought in a bit more straightforward way to ensure that respondents understand each question the same way. This would give even more accurate answers and thus it would make the results more reliable. Also a few selected, in-depth interviews should be conducted throughout the season with people chosen from different customer segments to receive even more detailed information on how visitors perceive Pyhä Ski Resort.

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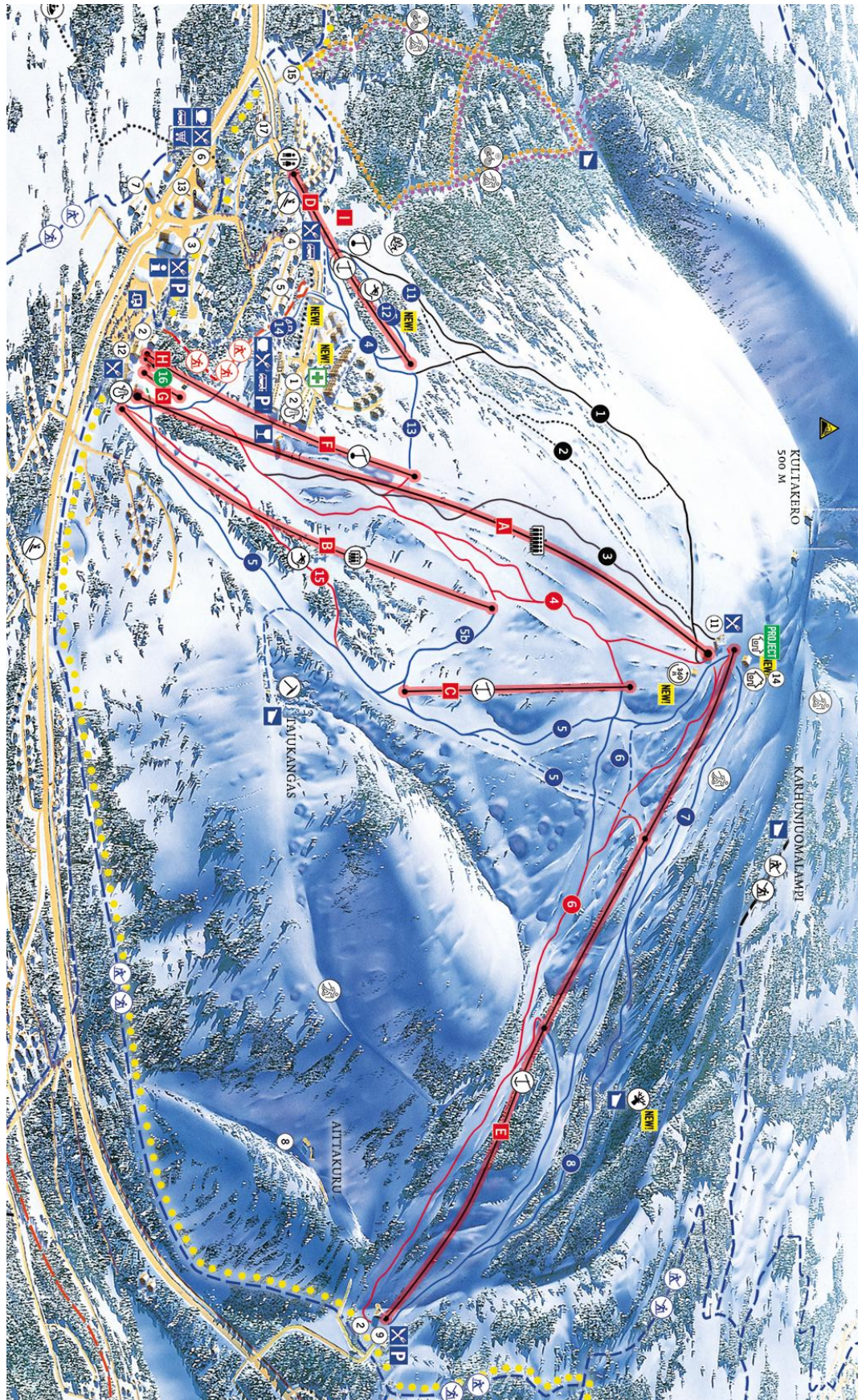
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Appendices

Bigger picture of Pyhä Ski Resort's slope map



Feedback forms and questions

1. General feedback of Pyhä
 - a) Customer service
 - b) I felt welcome
 - c) I found the service I wanted easily
 - d) Staff recommended other services in the area
 - e) General rating of Pyhä
 - f) Pyhä is family-friendly
 - g) Information about events and services
 - h) Consideration for the environmental matters
 - i) General rating of Pyhä cross-country tracks

2. Skiing services in Pyhä in general
 - b) Condition of the slopes
 - c) Skiing services in Pyhä in general
 - d) I felt welcome
 - e) Ski lifts, quality & comfort
 - f) Tidiness of slopes
 - g) Beginners' ski areas
 - h) Polar Madness (snowboarding- and free skiing park area)
 - i) Guidance & information
 - j) Customer service at the lifts
 - k) Value for money

3. Feedback on a specific service (Only one chosen:
Lower rental shop / Upper rental shop / Ski school / Colorado Bar & Grill)
 - a) Customer service
 - b) I felt welcome
 - c) Availability and efficiency of service
 - d) Quality of products and services
 - e) I was recommended additional service or product

4. Feedback about the Pyhä slope-experience
 - a) Friendly
 - b) Authentic
 - c) Easy
 - d) Individual
 - e) Exciting
 - f) Magical

5. Would I recommend Pyhä Ski Resort to my friend?
 - a) Yes
 - b) No
 - Your comments about the Pyhä slope experience
 - Development proposals or other feedback for Pyhä

Gender: Male, Female

Age: 12-17, 18-30, 31-50, 51-65, 65 +

ANNA PALAUTETTA
PYHÄN
PALVELUISTA



HALUAMME KEHITTÄÄ TUOTTEITAMME JA PALVELUITAMME VASTAAMAAN
YHÄ PAREMMIN ASIAKKAIDEMME TARPEITA SEKÄ LAATUODOTUKSIA.
TÄMÄN VUOKSI PALAUTTEESI PYHÄSTÄ ON MEILLE TÄRKEÄ.

PALAUDE KOSKEE PÄIVÄÄ (esim. 1 - 12 - 2017):

OLE HYVÄ JA VASTAA KYSYMYKSIIN ASTEIKOLLA:

5 = erittäin hyvä ... 1 = erittäin huono ? = ei mielipidettä tai kokemusta

1) PALAUDE PYHÄSTÄ KOKONAISUUTENA:

Asiakaspalvelu	5	4	3	2	1	?
Tunsin itseni tervetulleeksi	5	4	3	2	1	?
Löysin haluamani palvelun helposti	5	4	3	2	1	?
Henkilökunta suositteli Pyhän muuta palveluita	5	4	3	2	1	?
Yleisarviosi Pyhästä	5	4	3	2	1	?
Pyhä on perheystävällinen	5	4	3	2	1	?
Tapahtumista tiedottaminen	5	4	3	2	1	?
Ympäristöasioiden huomioiminen	5	4	3	2	1	?
Arviosi Pyhän latujen kunnosta	5	4	3	2	1	?

2) PALAUDE PYHÄN RINTEISTÄ:

Rinteiden kunto	5	4	3	2	1	?
Tunsin itseni tervetulleeksi	5	4	3	2	1	?
Hissien toimivuus ja mukavuus	5	4	3	2	1	?
Rinnealueiden siisteys	5	4	3	2	1	?
Aloittelijoiden rinnealueet	5	4	3	2	1	?
Polar Madness	5	4	3	2	1	?
Opasteet rinnealueella	5	4	3	2	1	?
Asiakaspalvelu hisseillä	5	4	3	2	1	?
Hissilipun hinta-laatusuhde	5	4	3	2	1	?
Tervehdittiinkö minua	<input type="checkbox"/>	kyllä	<input type="checkbox"/>	ei		

3) PALAUTE VALITSEMASTASI PALVELUSTA (valitse yksi):

- Ylävuokraamo Alavuokraamo
 Pyhätunturin Hiihtokoulu Colorado Bar & Grill

Asiakaspalvelu	5	4	3	2	1	?
Tunsin itseni tervetulleeksi	5	4	3	2	1	?
Palvelun saatavuus ja nopeus	5	4	3	2	1	?
Tuotteiden ja palveluiden laatu	5	4	3	2	1	?
Minulle suositeltiin lisäpalvelua tai tuotetta palvelutapahtuman yhteydessä	5	4	3	2	1	?
Tervehdittiinkö minua	<input type="checkbox"/>	kyllä	<input type="checkbox"/>	ei		

4) PALAUTEESI PYHÄN RINNE-ELÄMYKSESTÄ

Ystävällinen	5	4	3	2	1	?
Vapaa	5	4	3	2	1	?
Jännittävä	5	4	3	2	1	?
Yksilöllinen	5	4	3	2	1	?
Yllätyksellinen	5	4	3	2	1	?
Suosittelisiniko Pyhän hiihtokeskusta ystävälleni?	<input type="checkbox"/>	kyllä	<input type="checkbox"/>	ei		

KOMMENTTISI PYHÄN RINNE-ELÄMYKSESTÄ:

.....
.....

KEHITYSEHDOTUKSIA TAI MUUTA PALAUTETTA PYHÄLLE:

.....
.....
.....
.....

VASTAAJAN TIEDOT

SUKUPUOLI: nainen mies
IKÄ: 12 - 17 v. 18 - 30 v. 31 - 50 v. 51 - 65 v. yli 65 v.

TÄYTÄ YHTEYSTIETOSI (kaikkien yhteystietonsa jättäneiden kesken arvotaan laskukauden päätteeksi 6 päivälippua Pyhälle tai Rukalle)

Nimi:

E-mail:



KIITOS ANTAMASTASI PALAUTTEESTA!

PALAUTELOMAKKEEN VOIT PALAUTTAA
HENKILÖKUNNALLE TAI JOKAISESTA
TOIMIPISTEESTÄMME LÖYTYVÄÄN
HOPEANVÄRISEEN POSTILAATIKKOOK

PYHÄ

SERVICES FEEDBACK FORM



WE WANT TO DEVELOP OUR PRODUCTS AND SERVICES THEREFORE,
YOUR FEEDBACK ABOUT PYHÄ IS VALUABLE TO US.

YOUR VISIT TO PYHÄ DATE / PERIOD (eg. 24 - 12 - 2017):

PLEASE ANSWER THE QUESTIONS ON A SCALE OF

"5" is excellent ... "1" is poor & "?" stands for "don't know"

1) GENERAL FEEDBACK OF PYHÄ:

Customer service	5	4	3	2	1	?
I felt welcome	5	4	3	2	1	?
I found the service I wanted easily	5	4	3	2	1	?
Staff recommended other services						
in Pyhä-Luosto area	5	4	3	2	1	?
General rating of Pyhä	5	4	3	2	1	?
Pyhä is family friendly	5	4	3	2	1	?
Information about the events and services	5	4	3	2	1	?
Consideration for the environmental matters	5	4	3	2	1	?
General rating of Pyhä cross country tracks	5	4	3	2	1	?

2) YOUR OPINION OF THE SKI SLOPES AND PYHÄ SKI FACILITIES:

Condition of slopes	5	4	3	2	1	?
I felt welcome	5	4	3	2	1	?
Ski Lifts, quality & comfort	5	4	3	2	1	?
Tidiness of slopes	5	4	3	2	1	?
Beginners ski areas	5	4	3	2	1	?
Polar Madness	5	4	3	2	1	?
Guidance & information	5	4	3	2	1	?
Skiing services in Pyhä in general	5	4	3	2	1	?
Value for money	5	4	3	2	1	?
I was greeted by staff	<input type="checkbox"/>	yes	<input type="checkbox"/>	no		

3) FEEDBACK ON A SPECIFIC SERVICE (please choose only one):

- Upper Rental Shop Base Rental Shop
 Pyhä Ski School Colorado Bar & Grill

Customer service	5	4	3	2	1	?
I felt welcome	5	4	3	2	1	?
Availability and efficiency of service	5	4	3	2	1	?
Quality of products and services	5	4	3	2	1	?
I was recommended additional service or product	5	4	3	2	1	?
I was greeted by staff	<input type="checkbox"/> yes	<input type="checkbox"/> no				

4) Feedback about the Pyhä slope-experience

Friendly	5	4	3	2	1	?
Free	5	4	3	2	1	?
Exciting	5	4	3	2	1	?
Individual	5	4	3	2	1	?
Surprising	5	4	3	2	1	?
Would I recommend Pyhä Ski Resort to my friend?	5	4	3	2	1	?

YOUR COMMENTS ABOUT THE PYHÄ SLOPE-EXPERIENCE:

.....

DEVELOPMENT PROPOSALS OR OTHER FEEDBACK FOR PYHÄ:

.....

.....

.....

GENDER: female male
AGE: 12 - 17 y. 18 - 30 y. 31 - 50 y. 51 - 65 y. yli 65 y.

YOUR NAME AND E-MAIL ADDRESS (optional)
(Six day ski passes to Pyhä or Ruka will be drawn in a raffle between those who left their contact information.)

Name:

E-mail:



THANK YOU!

PLEASE RETURN YOUR FEEDBACK FORM TO ONE OF OUR STAFF OR PLACE IT IN A SILVER FEEDBACK BOX FOUND IN ANY PYHÄ OFFICE

Open comments regarding Pyhä's slope-experience, feedback given in English

Friendly and nice! Shuttle bus between the ground slope and upper slope
Nice slopes, very good conditions
Excellent service and great staff
It would be perfect if a shuttle bus could be arranged for base and upper transportation
Bit expensive for students
Had a very nice experience. North slopes were closed so not too many slopes available for beginners
Beautiful! Staff is very friendly and professional. Thank you!
Friendly staff all the way
The slopes were nice for beginners and experts
Great slopes for family. Very welcoming, lovely holiday
Thank you Satu, you were patient and friendly
Amazing vacation!
All is just magical
2nd time here, very cozy, perfect for beginners
It was good and I learnt with ski school, who was friendly
Northern slopes would benefit from chair lift
Pyhä is a lovely family friendly ski resort - ideal for beginner/intermediate skiers
Nice slopes but not tidy enough
Thank you for everything I really like Pyhä!
The ski resort is really good quality - congratulations!
Fantastic ski resort - great staff and facilities!
It was amazing!
Piste 2 is not the easiest blue slope!
First time skiers so not real experience but great fun with our instructor
Beautiful
Perfect
It was a great experience and the instructor was very friendly, she was "Helja"
It was very hyvä. I rakastan Pyhä Ski Resort.
Great experience
Snow castle was nice even the name is misleading
Great slopes, great preparation but not too much choice of slopes
Beautiful, not enough slopes for experienced skiers
The slopes look good, but we are here by foot :)
Breakfast needs to be improved -> more variety
Y have told the g. m. about the cleaning staff have to knock on the door before entrance!

Ski-rentals for cross-country skis are TOO EXPENSIVE. 107 euros for 5 days, it's too much. I will not come back, sorry.

Awesome

Excellent

I had a great time here!

First time, I love it

My first time cool

Excellent, enjoyable

Open comments regarding Pyhä's slope-experience, feedback given in Finnish

Ihanaa

Soihtulasku ja ilotulitus olivat aivan uskomattoman upeat! Tippa linssissä katsoimme niitä.

Molemmissa vuokraamoissa todella hyvä palvelu.

Mahtava

Loistava Pyhä. Varsinkin ylävuokraamon palvelu ensiluokkaista

Harmi ettei pohjoisrinteet olleet auki

Hyvät rinteet! Pohjoisrinteet voisivat olla auki

Vuokraamon hemmo hoiti ongelmani ripeästi Kiitos!

19.12.17 ajettuamme 900 km ja saavuttuamme perille (netissä rinteitä auki 9 todellisuudessa 4) ja liput täydellä hinnalla. Ei hyvä fiilis.

Kaiken kaikkiaan hyvä hiihtokeskus jos haluaa vain laskea

Kivaa jee!

Aina täällä!

Kivat rinteet ja rinneoffari mahdollisuuksia tarjolla

Polar madness oli suljettu :(

Fun parkin krossirata on hyvä

Rinteiden laatu ja kunto yllätti. Kiilaa henkilökohtaisessa rinnerankingissa helposti Top 3!

Hyvä, liian vähän hyppyreitä ja reilejä. Parkin pitäisi olla isompi

Hyvältä näyttää

Hienot rinteet ja haasteita kaiken tasoille

Ylävuokraamo aivan huippu

Rinteet aina hyvässä kunnossa, tapahtumat meille sopivia, tänne on aina mukava tulla

Kovaa ajoa! Kiitos!

Hotellin ravintolapalveluja pitäisi parantaa

Vauhtia löytyy rinteestä ja hyvä tunnelma

Hienoa

Parasta Suomessa, mahdollisuuksia vielä parempaan

Monipuolisesti erilaisia rinteitä. Pohjoisrinteitä tulisi varmasti laskettua enemmän, jos hissi olisi nopeampi/mukavampi

Hyvä, rauhallinen

En lasketellut, mutta hyviä ulkoilureittejä

En ollut rinteissä, liikuin kansallispuistossa. Toivoisin bussimatkestajille enemmän paikkoja joissa odottaa bussia tai tullessa mökkiä. Onneksi kaksi paikkaa sallii koiran tulon

Rauhallinen, luonnonmukainen, urheilullinen, mukava henkilökunta

Rinteet ovat aina hyvässä kunnossa. Asiakaspalvelun laadussa (ei ystävällisyydessä) on kehitettävää lähes kaikissa ravintoloissa

Ystävällinen palvelu tunturille ilman suksia olevalle

Caravan-alue on Suomen paras! Huttu-Uulan ruoka on joka reissulla yhtä hyvää

Olimme vain näköalahissin asiakkaita, mutta hissimatka oli kaikin puolin onnistunut

Hissin tuuliherkkyys on välillä kiusallinen asia. Matkailuauto-alue on Suomen paras

Mahtavat rinteet, hyvä kunto, hyvät profiilit

Matkailuauto-alue on parasta maailmassa. Huttu-Uulan ruoka on erinomaista

Ski-Inn hotellin respapalvelu kylmäkiskoista ja väkinäistä

Tosi mukava, tiivis, kiva kun on pienempi ja tunnelmallinen

Mahtava kokemus kun tulee lumettomasta Etelä-Suomesta

Hyvät rinteet, hyvä profiili

Tuoli/gondoli pohjoispuolelle

Kivaa oli :)

Kivet kolisee off-pisteillä

Pyhä on itselleni kiva paikka, osaavalle (kaltaiselleni) laskijalle monipuolisia mahdollisuuksia tarjoavat rinteet, rauhallista, ei turhia "sirkushuveja"

Hieno, oikea tunturi

Vanhat tutut rinteet

Hyvä

Erittäin hieno juttu että lasten taikamatto on ilmainen. Vuokraamon alakerrassa hyvä huoltotila

Tulimme kokeilemaan taikamattohissiä ja lasten rinnettä, jotka olivat todella hyvät.

Loistava, että pienille kypäräpäille hissi on maksuton, hyvä!

On ollut kivaa, toivottavasti jatkuukin

Miksi niin paljon ankkurihissejä? Hyvin lanatut rinteet eikä paljoa porukkaa

Vahvempi opastus, enemmän tuulihissejä

Mukavat rinteet

Rauhallinen

Hyvä, mutta rauhallinen

Mukavat rinteet, siniset rinteet osittain liian jyrkkiä aloittelijoille
Sumu kiusasi mutta muuten positiivinen kokemus. (-) Parkki suljettu!
Rinteet ovat yleisesti hyvässä kunnossa. Parkki huonossa kunnossa vrt. muut keskukset
Mahtavat rinteet ja offarit!
Perjantain iltamäki 17-20 kymppillä loistava kampanja! Nyt tuli viimein testattua
lautailua, koska pienellä investoinnilla se oli mahdollista.
Asiantunteva
Awesome, Keep being awesome
Rinteet hyvässä kunnossa ja upeat maisemat! Offareille myös peukku!
Offarit rinteiden sivussa kivoja (pääsee hissillä)
Suomen paras paikka laskea. Erinomaiset offarit
Tuolihissi 5*, pohjoisrinteen ankkuri 1*
Holiday Clubin mökit aika kaukana rinteestä & palveluista
Kultakeron rinne pitää aukaista aiemmin
Rinneprofiilia voisi jotenkin merkata esim. Palanderissa on pari pahaa kumpua, joita ei
sumussa näe. Aloittelijalle vaaran paikka
Hyvät offarit, tähän kannattaa panostaa
Vakipaikka
Hyvät rinteet, paljon mahdollisuuksia
Super thanks!
Rinteet hyvät, tuolihissi myös pohjoispuolelle!
Rinteet eivät petä, ihmiset kylläkin.
Uusi maisematupa + porot olivat mukava yllätys
Hieno reissu, pian takaisin
Hieno paikka
Hyvä perinteinen vuokraamopalvelu, jossa asiakas huomioidaan, eikä tunne
olevansa vain osa massaa. Tykkäsin :)
6/5
Ylävuokraamon tyypit oli kyllä vähän karuja
Erittäin miellyttävä
Hieno päivä ja ystävällistä ja aitoa porukkaa
Kauhean hyvä ja rento meininki!
Ylävuokraamon meininki oli loistavaa - kiitos!
Viihdyimme hyvin Pyhälinnassa. Outoa: omia roskiaan ei voinut kierrättää - mikä
ilmastoystävällisyys?
Kivan pitkät rinteet, hyvä sää sattui onneksi kohdalle
Ystävällinen palvelu, huipulla kaunista

Parkki eli tempurinne valmiiksi. Ennen ollut kaikki mahdolliset hyppyrit ja hei ne on jopa tulleet nopeasti.

Mukavaa!

Sininen rinne 2 on ajoittain jyrkkä ja pienen lapsen kanssa pelottava

Ei käytetty rinteitä

Mikä se on? Onko se jokin tapahtuma tms??

hyvät rinteet

Olen ensimmäistä kertaa laskettelemassa täällä (vaellusreitit kyllä tuttuja) ja ihan jees paikka

Lähes joka vuosi palataan Pyhän lumille, Tsokkaan erityiskiitokset!

Pyhällä on aina hyvä olla

Seikkailurinne lapsille tulee olemaan hyvä lisä monipuolisiin rinteisiin

Lasten seikkailurinteeseen muutakin nähtävää kuin porot

Hienot rinteet, perheystävälliset. Vapaaalasku alueet helposti saavutettavissa

Mainio paikka!

Pyhä on Pyhä aidosti kokemusta yli 26 vuotta!

Toppen

Mahtava

Huonossa näkyvydessä rinteiden reunat olisi hyvä merkitä paremmin

Rauhallinen meno toimii

Viihdyin erittäin hyvin!

Loistava paikka, ei ruuhkia.

Aina yhtä hyvä, 3. kerta vuoden sisään.

IHANAA!

Hiihtokoulussa häslinkiä, parannettavaa löytyy

Mahtavat laskut!

Joka vuosi käydään ja aina ollaan viihdytty. Mahtava paikka. Juuri sopivan kokoinen laskettelupaikka.

Mukavan seesteistä

Hyvä! Kaunista on, olisi kiva, jos se (tunturi) valaistaisiin kivasti

Kivaa oli

Huomioitiin jalankulkija hississä hyvin

Mahtavaa!

Upeat rinteet ja maisemat

Mukavan avara ja turvallisen oloinen keskus. Huono puoli on se, että päähissi on usein kiinni, kun tuulee.

Ihana! Loistava!

Ihana paikka! Hissimyyjän tympeys vähän harmitti!

Ystävällinen henkilökunta

Ihan kiva

Hissilippujen hinta ei ole edullinen. Kuitenkin ne maksavat aina saman, vaikka osa rinteistä olisi suljettu kilpailujen tms. vuoksi

Rinteet tänään hyvässä kunnossa, siisti ympäristö

Pyhällä on ollut vuodesta toiseen kivaa, myös rinteiden ulkopuolella :)

Pohjoisrinteet olivat huippuja mutta hissi auttamattoman hidas. Ei tehnyt mieli laskea sitä puolta montaa kertaa.

Mahtava paikka

Etenkin lapsiperheelle täydellinen paikka!

Tuulialtis hissi, pitäisi päästä ylös saakka kapulalla, kun iso hissi on kiinni.

Polar-rinteen sähkövalot huonot

Aina mukavan rauhallista ja parhaat laskut Suomessa!

Paras paikka, aikaa itselle

Ollaan käyty pyhällä vuosia, aina kiva tulla. Hissilippujen nettivaraus tehty tosi hankalaksi (vain Pyhä-Ruka kortit jne.)

Hyvät rinteet kaiken tasoisille laskijoille, jopa saatiin neiti 4vee mukaan lasketteluun
Hyvät rinteet!

Paikka on hyvä kokonaisuudessaan. Luonto on kaunista ja rinteet lumiset

Upea paikka!

Onnistunut perhereissu! Tullaan uudelleen.

Rinteet ovat aina olleet huikeita

Huippurinteet

Pöytien siivous rivakkuus, ulos tarjoilu ja muutenkin pöytiin tarjoilu, kun on aikaa

Hyvä etenkin perheille, rinteet hyvässä kunnossa

Hyvät reitit rinteiden ulkopuolella

Hyvät rinteet mutta erittäin jyrkät

Kallis (liian)

Meillä on ollut mökki Pyhällä vuodesta -13 ja täällä viihtyy rauhallisuuden ja yhteisöllisyyden vuoksi

Hauska lasketella

Palauttakaa vanha tuolihissi :)

Hienoa

Hyvät rinteet

Sesonki ohi ja parhaat kelit. Kokonaisuudessaan upea elämys

Hyvä päivä

Boxeja ja reilejä vois olla enemmän ja parkille oma hissi

Kiitos

Loistava palvelu vuokraamossa ja hiihtokoulun rando-retkellä

Open comments regarding development proposals and other feedback for Pyhä, feedback given in English

Please make a better website, we cannot get the opening days for Pyhä activities and resort days. They all are closed in website

It would be perfect if a shuttle bus could be arranged for base and upper transportation

Think about student price

Please keep it up

Keep it as it is please. we will be back

Better grooming of slopes, more entertainment for grown-ups, more lights on slopes

More slopes with lights, cabin lifts, more night infrastructure: shops, bars, cafes etc.

Different range of food and make longer and more family slopes

More long, easy slopes for progressing beginners

The restaurants could maybe offer a wider range of food

Prepare slopes more carefully

We really loved our time here. We are old and do not ski but wished we could.

Your receptionist was absolutely great and very, very courteous

New "beginner" route from top to bottom

Perhaps a bank to get some cash or more businesses should have a pin device

Perfect

This is our 4th time here and the only thing I miss is to pay by card at the excursions. All I can say is a big thumbs up great job guys!

No developments required. It was an excellent service and an awesome experience

Sometimes the snow machines on the blue slope made it difficult to use.

More chairlifts less drag lifts

Breakfast needs to be improved -> more variety

The staff at the front desk were extremely helpful & went out of their way to help out. Thanks so much.

Waste sorting equipment in the rooms

Open comments regarding development proposals and other feedback for Pyhä,

feedback given in Finnish

Perhehissilipputuote on erinomainen. Olisi hyvä, jos hissilippuja voisi jatkaa muuttuvien tilanteiden takia

Kausi vasta alussa, olisi kiva myöhemmin tulla testaamaan esim. opastettuja offarikeikkoja.

Kypärä voisi kuulua settiin tai olla edullisempi

Kypärä voisi kuulua hiihtosetin vuokraan!

Opiskelija alennus olisi kohdallaan

Lomakkeeseen sukupuoleen vaihtoehto muu

Ski-inn hotellin huoneisiin mikro, vedenkeitin yms. helpottaa lapsiperheen elämää

Lisää tuolihissejä!

Tiedotuksia tapahtumista keskitetysti ja sähköisesti

Reilialue perherinteeseen, kiitos. Käyrä muoviputki pois

Sompahissi on huono

Lasten pulkkamäki voisi sijaita lähempänä rinteitä. Hieman syrjässä.

Hotellihuoneen esitemateriaali niukka ja hotelliopas puuttui

Pohjoisen hissi voisi mennä nopeampaa

Lippujen hintoja olisi kiva saada alas kaikissa Suomen keskuksissa

Ainakin sesongin aikaan voisi ilta-aikaan olla paremmin kuljetuksia mökeille.

Taksia vaikea saada

Hissiin olisi kiva saada lämmitystä

Artisteja enemmän!

Lisää rinteitä, hissejä ja majoituskapasiteettia

Pohjoisen rinnealueen kehittäminen: hissit, rinteet, ravintolat, välinevuokraamo yms.

Mökki lähemmäs bussin lähtöä Kemijärvelle. Koiran kanssa hankala odottaa 4-6h pakkasessa ulkona

Sisäliikuntatila ja kylpyläpalvelut

Pyhän sivuille huipun ja kylän/ala-aseman lämpötilat oikein. Nyt näyttävät väärää :(

Express-hissin tuuliherkkyys on välillä kiusallinen haitta!

Pankkiautomaatti!

Tuolihissi pohjoisrinteille

Hymyä huuleen asiakaspalveluun, muuten kannattaa etsiä johonkin toiseen ammattiin

Kausikortin ostajalle voisi antaa edun seuraavan vuoden kausikortista

Tuoli/gondoli pohjoispuolelle

Tuolihissi pohjoisrinteille

Tuolihissi pitkän ankkurihissin tilalle

Tuolihissi p-rinteiden ankkurin tilalle
Pohjoisrinteille tuolihissi
Ehkä asiakaspalvelussa työskentelevät voisivat olla lämminhenkisempiä. Taksia oli sinnikkäistä yrityksistä huolimatta mahdotonta saada iltapäivällä 30.12, yksikään ei ajossa
Taksipalvelut eivät toimi
Lisää kelkkavuokraamoja, intiaanit pois ravintolasta
Lasten hissistä/taikamatosta ei löytynyt tietoa netistä. Huttu-Uulassa voisi olla palvelualttiimpaa asiakaspalvelua
Huttu-Uulan asiakaspalvelu on ala-arvoista ja pilaa kokonaisuutta
Tuolihissiin penkinlämmittimet
Sumussa rinteiden reunoja ei erota, joten olisi mukava että ne olisivat selkeämmin
Valaistu latulenkki olisi kiva, nyt piti mennä edestakaisin. Alko puuttuu paremmat rinnekartat tarvitaan
Voisi olla enemmän tapahtumia, Levillä ja Rukalla kovempi/parempi meno
Muissa keskuksissa parempi meininki iltaisin esim. Rukalla ja Levillä
Aloittelijan lippu (mahdollisuus peruuttaa/vaihtaa aikaa/lipun laatua) jos muuttaa mielensä tietyn ajan kuluessa
Ystävällisempää asiakaspalvelua
Selvemmat ohjeet rinteisiin
Pohjoisrinteeseen parempi hissi ja myös nopeampi
Parempi hissi pohjoisrinteeseen
Pohjoisrinteen hissien parantaminen
Parkki aikaisemmin kuntoon
Parkki voisi olla valmiimpi aiemmin
Pyhälinna: ulkovaatteiden säilytystilaa eteiseen (esim. hattuhylly)
Mökki (Holiday Club) 2 tuntia on tiukka aika lasten kanssa päästä lähtemään. Klo 10 aika on vähän liian aikaisin lähdölle
Aamupalan kahvi oli kitkerä. Muuten kaikki tosi jees
Hotellin respan tiskiltä näkymä toimistoon, tavaroita hujan hajan lattialla (asiakkaiden mielikuvat siisteydestä ja järjestyksestä)
Coloradon henkilökunta ystävällistä
Enemmän mainostusta iltamäestä lähikuntien suuntaan, ja väkimäärä lisääntyy.
TANSSIA/TRUBADUUREJA YMS!
Aivan loistavaa joka asiaa ajatellen :) :)
Nice place!
Pitseria ja Alko!
Pohjoisrinteelle tuolihissi

Pohjoisrinteille pitäisi saada tuolihissi, netissä voisi olla näkyvissä eri ala- ja yläasemien lämpötilat

Tuolihissi pohjoisrinteille! Lämpötila- ja tuulitiedot ylä- ja ala-asemille!

Tuolihissi pohjoisrinteelle

Parempi kävelytie Holiday Club-mökeille

Pohjoiseen tuolihissi

Parempi kävelytie Holiday Clubin mökeille

Mökkien etäisyydet paremmin esille varaustilanteessa. Mökkimme on 4km päässä rinteistä

Vaellusreitille kunnan lähtöpiste, se puuttuu

Metsän harvennus (hieman) vapaalaskua varten pl. kansallispuisto

Pohjoisrinteelle tuolihissi

Yhteistyö/tiedon vaihto hotellin ja ravintoloiden välillä paremmaksi (Huttu-uula sucks!)

Tuolihissi pohjoiseen

Pohjoisrinteen länsipuolen metsiä voisi harventaa muutamasta ryteiköstä

Rinteiden määrään ja laatuun nähden melko kallista. Levi tahi ylläs

Tarvitaan tiivis kävelykyläkeskusta! Lapsille enemmän ohjelmaa, poroja ym. alas "kylään"

"Alä pure ruokkivaa kättä", asiakas maksaa palvelusta, joten sitä pitäisi myös saada.

Asuinhuoneisto tosi pölyinen, toppavaatteet harmaana, jos seinään nojasi. Siniseen rinteeseen (6&8) kaipaisi tuolihissiä, pitkä nousu lapselle mutta rinne on hyvä pienempienkin laskea.

Kahvilaa olisin kaivannut, pikkupurtavaa

Enemmän puuteria

Intiaanikulttuurin käyttö markkinointimielessä aika kyseenalaista. Mitä jos intiaanien sijaan olisi saamelaiset? Nousisi hirveä älämölö. Pyhälinnalta puuttuu kierrätyspiste -> sotii vastaan Pyhän hiilineutraaliutta. -> Jätettiin tarkempi palaute huoneistoon.

Colorado-ravintolan "inkkari-teema" on rasistinen, vanhanaikainen & loukkaava.

Voisitte putsata kyltit rinnealueella, että ensikertalainenkin tietää mihin on menossa!

Parkki eli temppurinne valmiiksi. Ennen ollut kaikki mahdolliset hyppyrit ja hei ne on jopa tulleet nopeasti.

Lapsille myös telemark-hiihtoa

Ladut voisi olla paremmin auki ja ajettu jo viikolla 7. Nyt monena päivänä huonossa kunnossa.

Pohjoisrinteille tuolihissi. Astioissa paljon likatahroja (Colorado)

Latujen lähtöpaikalle raskas matka nousta ylös

Lapsiperheille enemmän aktiviteetteja esim. ei rinnepäiville esim. keilailua, kylpylä jne

Vaunualueen kehitys, tapahtumia lisää, musiikkia rinteeseen, nuorille tekemistä
Tuolihissi pohjoisrinteille
Polar Madness voisi avautua jo aikaisemmin esim. jouluksi
Majoitusvaihtoehtojen yhteyteen biojäte astiat (huoneistomajoitus, joissa oma keittiö)
Hissit nopeammaksi
Portaat huipulle
Tuolihissi pohjoisrinteille
Hyvä meno!
Portaat kesäksi treenaamiseen myös hotellialueen lähelle
Jätteiden lajittelu, hississä lasten/aikuisten opastaminen, ei tyhjiä paikkoja!
Jätehuolto-lajittelu pyhällinnassa, opasteet lumen peitossa, hisseille henkilöt
opastamaan tuolit täyteen
Portaat
Hissit nopeammiksi, kesäksi treeniportaot
Enemmän kävelyreittimahdollisuuksia :)
Naavan elokuva-aikataulua en löytänyt netistä. Huttu-Hipun pitsoista täytteet
kadonneet.
Palohälytys eilen oli vähän tylsä, muuten perfect kokemus.
Hotelli Pyhätunturi kaipaisi pientä remonttia, jolloin elämys olisi täydellinen. Nyt
hyvin keskinkertainen.
10 kerran hissilippu olisi kätevä, hissiliput melko tyyriitä. Parkkia kehitettävä
Parkki-kierroksia jos saisi nopeammin. Pieni paippi olisi kiva
Reilit heti kauden alusta rinteeseen
Lisää lippuvaihtoehtoja, esim. 5 nousua
Purkaa käyttämätön hissi metsästä
Pohjoisrinteille tuolihissi
Uusi rinne tajukankaan pohjoispuolelta suojaiseen metsään, jonne saisi tuulelta
suojaan olevan hissien. Tuulen suoja hissiä tänne toivotaan.
Rinnealueella lounasvaihtoehtoja kotiruokaa ja noutopöytä tarjolle!
Aamupala hyvä :)
Kiva rauhallinen paikka :)
Biojätteet? Viikonlopun latujen kunto
Kohde voisi olla profiloitunut vihreämmäksi, esim. rinteillä voisi olla tuuvoimaloita
tai aurinkopaneeleita joilla voisi hoitaa rinteiden sähköntarpeet
Jos joku rinne on suljettuna esim. kilpailun/harjoittelun vuoksi, niin hissiliput
voisivat olla hieman halvemmat silloin
Ilta toiminta tai viihdettä lisää
Pohjoispuolelta voisi tulla ainakin nopeampi hissi. Hissimatka sieltä on aivan liian

hidas

Lapsiperheitä voisi vielä hiukan huomioida. Perherinteen aluetta kehittää.

Kunnon pulkkamäki. Makkaranpaistopaikkoja

Olisi mukavaa jos teillä olisi hotellilla majoitusvaihtoehto/matalampi hinta yksin matkustavalle. :)

Jotain yhteistä, vaikka monotanssit tms. johon kaikki osallistuisi

Muovinkierrätystä ei ole vaikka muut kierrätyspisteet löytyy

Perherinteen hissien poistumisaluetta voisi vähän suurentaa

Hissilippujen ja vuokrausten suhteen hinnanalennuksia ja tarjouksia esim.

ei-sesonkiaikaan tai yksilöllisiin vuokra-aikoihin. Nyt hintataso on kallis

Hissilipun hinta 2 € alemmas.

Viekää ravintoloiden palvelua ja toimintaa hiukan eteenpäin. Nyt vähän jämähtänyt ja viimeinen silaus puuttuu

Henkilöstö voiiolla palvelualltiimpaa. Vaikka pääsiäinen vasta tulossa, voi asiakkaita palvella

Off-reittien mainostaminen ja laavuja metsään lisää

Enemmän rinteitä jotka eivät ole niin jyrkkiä

Ravintoloiden pöytien siisteys voisi olla parempi

Hissimies polar expressillä joka huusi ahdisti, muuten kaikki kahvilat 5/5

Paremmat hissit

Coloradoon vaihtuva ruokalista

Lisää rinteitä ja hissejä

Shampanjabaari

Kelkkareitistön hulto pitkä miinus. Pyhä-luoston yhteislippu toisi hyvän lisän molemmin puolin täydentäen toinen toistaan

Hissi parkille

Pohjois rinteille express hissi. kiitos

Lipun jatkaminen esim 3h --> päivälippu (pehmeä aloitus jonka jälkeen pystyisikin laskemaan)

Roskiksia voisi olla enemmän jonne voi laittaa mökkiroskia. Kaupan vieressä olevat ovat täynnä