

NORTH KARELIA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in Industrial Design

Sonja Lehtiniemi

CONCEPT DESIGN FOR A FITNESS COMPANY

Thesis
May 2012


CONTENTS

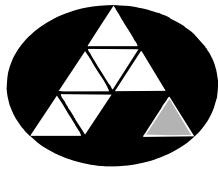
1	INTRODUCTION	5
2	CONTEXTUAL APPROACH	8
2.1	Starting point.....	8
2.2	Frame of references.....	9
2.3	Operational layout	11
3	FITNESS EXERCISING	13
3.1	Fitness and gym practicing	13
3.2	Fitness company chains	14
3.3	Importance of body care	16
3.4	Diet and food trends	18
4	DESIGNING A CONCEPT.....	20
4.1	Target Group and the Baseline of the Business Idea.....	20
4.2	Service in details	23
4.2.2	Smoothie Juice and smoothie bar.....	25
4.2.3	Pilates and Yoga Studio	26
4.2.4	Side services.....	27
4.3	Operational Environment and Interior Design	28
4.4	Image and Branding	32
4.5	Equipment	36
5	ACTUALIZED APPEARANCE OF THE DESIGN.....	39
5.1	Company Image and Visual Design.....	39
6.	OVERVIEW	45
6.1	Problems and solutions.....	45
6.2	Feedback.....	46
6.3	Entrepreneurs and personnel	47
6.4	Educational viewpoint.....	48
6.5	Entrepreneur's SWOT	49
6.6	Future Sights.....	50

REFERENCES

APPENDICES

Appendix 1	Interviews 1-4
Appendix 2	List of equipment
Appendix 3	Logo Design
Appendix 4	Typography
Appendix 5	Appearance of Interior Design
Appendix 6	Illustrative mindmap of Interior Design (Operational Environment)

 <p data-bbox="302 401 716 453">NORTH KARELIA UNIVERSITY OF APPLIED SCIENCES</p>	<p data-bbox="862 228 1409 478">THESIS May 2012 Degree Programme in Industrial Design Sirkkalantie 12 A FIN 80100 JOENSUU FINLAND Tel. 358-13-260 ?????</p>
<p data-bbox="250 512 472 579">Author(s) Sonja Lehtiniemi</p>	
<p data-bbox="250 644 756 714">Title Concept Design for a Fitness Company</p> <p data-bbox="250 751 483 785">Commissioned by</p>	
<p data-bbox="250 831 363 861">Abstract</p> <p data-bbox="250 903 1497 1045">The subject of this thesis is creating a company concept for a fitness center, which consists of gym services, yoga and Pilates courses and a special juice and smoothie bar. As a subject of research acts as well business models, building up a brand, and profiling of image as the field of the business, fitness and gym activity.</p> <p data-bbox="250 1085 1497 1299">Design Management and innovation methods and design thinking of Service Design work as a base for creating the concept. The purpose has been drawing up a comprehensive example of the phases of company planning from the view of design and visual influencing. Knowledge of business and entrepreneurship integrates into the study essentially, but fundamental part of it has appropriately left out in terms of design thesis. The basis of the company idea is my own interest in the field and entrepreneurship.</p> <p data-bbox="250 1339 1497 1482">For support of literal and internet research has been used tools such as mindmaps and benchmarking, ethnographic research methods like as observation of discussion forums online and interviews. Literal sources used concern image creating, marketing and business and sport magazines.</p> <p data-bbox="250 1522 1497 1627">In addition to fitness and gym fields, diet and current trends relating to it and equipment of the company are present in the thesis. Also means of the built environment in interior design are discussed.</p>	
<p data-bbox="250 1680 380 1749">Language English</p>	<p data-bbox="956 1680 1130 1749">Pages 51 Appendices 6</p>
<p data-bbox="250 1761 1409 1866">Keywords Design Management, Service Design, Concept Design, Product Design, Fitness, Branding, Visual Image</p>	



POHJOIS-KARJALAN
AMMATTIKORKEAKOULU

OPINNÄYTETYÖ
Toukokuu 2012
Degree Programme in Industrial
Design

Sirkkalantie 12 A
80100 JOENSUU
p. ?????????? p. ??????????

Tekijä(t)
Sonja Lehtiniemi

Nimeke
Liikuntakeskuksen konseptimuotoilu

Toimeksiantaja

Tiivistelmä:

Tämän opinnäytetyön aiheena on yrityskonseptin luominen liikuntakeskukselle, jonka palvelu rakentuu kuntosalipalveluista, jooga- ja Pilates –kursseista sekä erityisestä mehu- ja smoothiebaarista. Tutkimuksen kohteena konseptin luomisessa on niin liiketoimintamallit, brandin rakentaminen ja imagon profilointi kuin yrityksen toiminta-ala fitness ja kuntosalitoiminta.

Konseptin luomisen pohjana on Design Management ja palvelumuotoilun innovaatiomenetelmät ja ajattelumallit. Tarkoituksena on ollut koota kokonaisvaltainen esimerkki yrityssuunnittelun vaiheista muotoilun ja visuaalisen vaikuttamisen näkökulmasta. Liiketoiminta ja yritystieto yhdistyvät työhön olennaisesti, mutta perustavanlaatuisen osa siitä on tarkoituksenmukaisesti jätetty pois kyseessä ollen muotoilun opinnäytetyö. Yritysidean lähtökohtana on oma kiinnostus alalle ja yrittäjyyteen.

Työvälineinä on käytetty kirjallisen ja internettutkimuksen tueksi miellekarttoja ja benchmarkausta, etnografisia tutkimusmenetelmiä kuten keskustelupalstojen havainnointia ja haastatteluja. Kirjallisina lähteinä on käytetty imagon luomiseen, markkinointiin ja liiketalouteen liittyvää kirjallisuutta sekä urheiluaiheisia aikakauslehtiä.

Opinnäytetyössä käsitellään fitness ja kuntosalialojen lisäksi ruokavalion merkitystä liikuntaharrastuksen tukena ja siihen liittyviä ajankohtaisia trendejä sekä salin välineistöä. Esillä on myös rakennetun ympäristön vaikutuskeinot sisustussuunnittelussa

Kieli
englanti

Sivuja 51
Liitteet 6

Asiasanat: Design Management, palvelumuotoilu, konseptimuotoilu, tuotemuotoilu, fitness, brändäys, visuaalinen imago

1 INTRODUCTION

This thesis considers the creation of a new business concept and company image for private fitness and well-being services. It covers different aspects of the visual side of business planning towards a successful and operational new business. My interest in gym practicing and entrepreneurship has worked as a kick start for the idea. Conversations with people have pushed me even more towards the topic, and increasing disciplines of sports have made me more enthusiastic in fitness among increasing possibilities to practice it. Fitness is a current and noteworthy field of business because gym and fitness practicing has increased in recent years voluminously among the public. (Vilo, 2005; National Exercise Surveys 1995-2010, SLU) Traditional sports have moved from outside to all the time more indoors, and sports in general have become hobbies to pay for and a way to improve and relax oneself.

The general public has taken gym practicing as a considerable way of exercising. Gym practicing started to raise its head in the 1990's when the gym hobbyists still were mostly body builders in cellar gyms, or gyms were associated with other sports unions' operation premises. After that gyms have transformed greatly, and from the 1994 gym practicing is the most new enthusiastically practiced of sports today. (SLU, National Exercise Survey 2009-2010)

Along with the growing amount of enthusiasts, gym entrepreneurship has become a very competitive business field. Differentiation in the rapidly growing field is a demand. There have become gyms focused on females and softer exercising. Big sized men are not a very interesting target group anymore, whereas average exercisers and middle-agers are. (Vilo, 2005)

Although the sport and gym business is developing, several notices and problems have arisen in gym services, especially from the viewpoint of female customers. A problem is that most gyms which are marketed for women most likely require joining their clubs at least for a year. Shorter periods might be available, but membership is the only option made financially advantageous for the customer. A single difference is the so-called group of heavy users, who use fitness clubs' services even daily. A greater number of persons do not go to a gym that often. Long-term joining is a risk for the customer, and even if she would regularly use the service for that period, there are many who feel like they are paying for

something that they do not use because there are such great differences in group exercise classes and side services.

My idea is to design and provide female customers a gym and place to exercise which does not require engaging, but the environment and service itself would inspire continuing practice. I would like to offer the users a fair and uplifting gym with the possibility to train also hard as well with a wide range of free weights, without fitness clubs' confusing everything-for-everyone mentality. With a gym I would arrange space for body care classes, i.e. yoga and Pilates, which both are ways to stretch the body and gain flexibility, strength and balance for the body. That would be a part of group exercising in my fitness center.

There are not many independent women's gyms in Finland. In Helsinki there is only one and it is operating quite far from the city centre. The markets for the company are in a big city like Helsinki or Tampere, where there are enough potential customers.

To increase the attractiveness of the company, I will include a juice and smoothie bar, which would suit all people from the average user as well as those who follow a strict diet. It also supports a healthy way of living and addresses refreshment and joy. Placed into a fitness center where people want recovery after training, it would make quite a certain success according statements about combining healthy food in fitness clubs.

The thesis and design project I will conduct in terms of design management and design thinking. Separated from that, also service design and branding play a big part in the development of the company and its image. Those terms will be discussed under following headings and hopefully the thesis will successfully cover design issues which should be thought of when launching a new innovative business idea. The thesis will be conducted with the possibility of setting up the gym in the future.

I will consider the background of the context and manners of the approach. That will cover fitness and gym practicing, body care practicing and knowledge of diets. The three-part subject sharing is present in several sections of the thesis because of the business consisting of three clearly separate parts: gym,

body care and a health drink bar.

In the second part I will examine fitness as a frame of reference in detail and after that I will focus on explaining the concept of my company. The last part will be visualizing the concept in terms of service design and graphic design. This will mean building up the image of the company and creating graphic appearance and color exterior for it. The end includes an overview and discussion of the subject and the work.

2 CONTEXTUAL APPROACH

2.1 Starting point

The idea development started from the need for a local gym in my living area. Based on this, I started to think about the service and issues around it. When the idea came to that point that I could actually consider setting up the service in reality, I thought again about the location of the company, which obviously influences the target group. At the moment I am living in Joensuu, but supposedly I am not going to stay here. I decided to change the location to Helsinki and to analyze competitors and business possibilities there.

As I do sports and go to the gym myself, the topic is close to me, and with practiced design thinking during my studies I have found the fields of fitness and company planning very interesting. One innovation tool for discovering business ideas is to combine the knowledge and strengths of different fields which are familiar and to see what comes up when combining them. In my company idea I also thought about adding my interest in cooking and healthy eating. A healthy diet is already very essentially linked to sports and exercising, but there are some food trends which can be attached to this project, making it successful.

Gym practicing has increased as a hobby explosively in the last ten years. (SLU, National Exercise Surveys 1995-2010) To the side of traditional gyms there have come fitness club chains offering an entrepreneur ready-made brand with marketing and supporting network. There are big fitness centers around Finland who gain their customers because of a considered concept. Some fitness clubs are targeted only at female customers to lower the threshold for women going gym, which has traditionally been a place for ultra masculine bodybuilders.

As mentioned, fitness clubs marketed for women most likely require a long-term membership. The option for fitness clubs is going to private gyms, where usually men and women work out mixed. Those gyms are often male emphasized, and women might not be taken as serious enthusiasts there, often rather viewed as entertaining objects. This is reality in many unisex gyms and that is the reason why gyms for women are nowadays very popular.

Some new gym chains provide an option to customize the membership in a way that the customer will pay only for the services she or he is using, but then there must be a familiarization visit to the gym to map out the customer's needs. For a first-time customer, the needs might not be very clear, and she might still pay for the services she will not use. I would recommend a service and prices clear enough so that they would enable the customer to survive examine the services and their prices already online on the web pages. This will give a fairer image of the company.

Large scale issues in society today should not be disregarded. According several showings being overweight has become so common because of immobility and office work, which both induce people to eat unhealthy. Obesity and physical inactivity in turn cause other problems with health and so on increase the bill of health and welfare costs in every so called welfare society. Exercising also helps to avoid and treat mental diseases which are very common in today's society due to changed lifestyles, demands at work and personal life and the mentioned immobility and obesity. I would like to be active in such a field which could help the welfare of my gender.

The business activity will be located in the inner city of Helsinki. Because I do not have any business premieres yet, I present the company floor plan and scenes where the actions happen in a demonstrative picture. I try to have a clear presentation of the activity and share different aspects and action in their own sections. I want find a good option for compulsory joining as a long-term member to a gym by comparing existing gyms and innovating new kinds of procedures. Discussions with friends and acquaintances who share the same hobby also guide the project.

2.2 Frame of references

The frame of reference for this thesis is placed is in the theoretical aspect of design management, which includes strategic design, company image planning and marketing issues and service design. Interior design and graphic design are also included in this frame, because they support the company's target image. Usually, they are still seen as separate design branches.

Simply put, design management is the business side of design. Design management encompasses the ongoing processes, business decisions, and strategies that enable innovation and create effectively-

designed products, services, communications, environments, and brands that enhance our quality of life and provide organizational success (Design Management Institute, DMI, 2012).

The Design Management Europe network partners agreed to use the following working definition of design management:

“Design management is the cultural, strategic and operational use of the design resources (internal and external) available to an organization, directed towards the creation and attainment of business and organizational objective”

Design management can be sectioned into different types of design management by their orientation of the business, meaning product design, service design, business design and brand design management. Additionally there are design management tools related to urban construction: urban design management and architectural management.

Service design may be the most discussed and the most unclear term of design management. It is a new holistic, multi-disciplinary and integrative field of design which is evolving all the time. It helps either to innovate or improve services to make them more useful, usable, and desirable for the clients as well as more efficient and effective to the organizations. (Moritz, 2005)

One reason for service design to be so current a topic in the design field is the understanding of the fact that we cannot produce new products all the time. Services are intangible and infinite; that is why they provide a sensible idea for business activities in this environmentally conscious time. Now a product is acquired as a platform for a service, and in terms of service the customers are in turn using and borrowing it.

The other context of thesis is the phenomenon in our society, fitness, which has not been around so long because of as obvious and logical reasons as Finland's history and technological and social development. Through the 1990's the number of hobbyists had been around 350,000. In the beginning of 21st century, gym practicing experienced a revolutionary change. The popularity started to grow so much that by the year 2006 there were over a half million gym enthusiasts. Walking biking, skiing and

swimming still reached that amount of people. Until the year 2010 there were already 713,000 enthusiasts of gym practicing in Finland, which made it the second most popular way of doing sports after walking. (SLU, National Exercise Surveys 2005-2006; 2009-2010)

“Gyms’ growing popularity can be explained with the growth of amount of them, bettered quality of gyms and with the active marketing by entrepreneurs in the field. Moreover the relative percentage of age groups used to buy services among exercising people aged 16-65 years has increased,” says Jorma Savola, Operational Manager of Finnish Fitness Union. (SLU, 2006)

Overall interest in sports has increased among the public. According to the National Exercise Surveys by SLU, people nowadays exercise more and regularly than ever. A hobby among sports is a conscious tool for life balance. The most popular types of sports are those which are easy to fit into the busy life rhythm

2.3 Operational layout

The thesis process will be conducted during the spring 2012. The idea development started in the end of February. The thesis planning seminar was given on 11th of April and the final seminar on the 22nd of May.

In terms of this thesis and concept plan I will do research on the field of fitness and gym practicing and conduct interviews both of the users and entrepreneurs’ experiences. I will also try to explain why fitness clubs are so popular and what advantages they offer to a franchising company. Using different innovation tools helps planning and designing a company’s operating plan and image.

The research has been a big part of the project from the start. Nowadays the Internet provides an enormous amount of information and multiple texts about different issues. Competitor analysis is possible to do online by benchmarking gyms operating in Helsinki. I listed each gym’s core idea, opening times, prices, and competitiveness regarding my company, the positive and negative sides and if there were some extra issues to note.

For ethnographic research discussion boards of sites provide an important knowledge of users and their preferences. (Tuulaniemi, 2011) Space renting pages provide the possibility to see available business premises and sizes and floor plans of them.

In addition to the Internet, fitness magazines have many articles to explore for fitness discussion and trends. They provide hints about what is happening in the fields of sports, and especially in my case magazines mostly directed to females are truly useful. It is practical that I do not need to share their content debating males' and females' interests, because that had already been thought of while choosing the magazines' target groups. In general men's fitness magazines are usually focused on one type of sport, whereas women's handle different fields of welfare. Of course there are specialized magazines for both genders, too. The other literate sources are books concerning creating a visual image of a company, design management, service design literature and business oriented literature.

Additionally, I placed the competitors on the map of Helsinki to see where those numerous gyms operate, where the main competitors are located, and what would optionally be place for my kind of a gym. I did not have a chance to visit the gyms in Helsinki, but I visited and made notes of different fitness centers and gyms acting in my studying town, Joensuu. Some of the chain fitness clubs operate under the same name and concept in Helsinki and other cities. I also interviewed couple of the users of gyms in Joensuu and a service provider, the entrepreneur of gym Naisten Kuntokoulu in Joensuu.

I will gather the data obtained by different tools and sources into the written thesis work and make conclusions from that for the business development and company image and for the service itself. As a concrete design work I will illustrate the visual image and graphic appearance of the company. The reader should remember that this thesis work is made for Degree Programme in Design, which means that many essential business issues of company planning are excluded from the study.

3 FITNESS EXERCISING

3.1 Fitness and gym practicing

Fitness means sport practicing, which targets at good fitness and good physical condition. Fitness is also related to evolution theory and in context of that an individual who has high fitness has many dominative features which override an individual who has less fitness. The phenomenon is also called natural selection. It can be supposed that the sport related word fitness also has to do with a picture of an outstanding individual, who survives in the modern world's surroundings.

Fitness practicing concerns sports, where persons competing of physical outlook and possibly also physical functionality of the muscles. Focusing on competitions, sport is also called body fitness. With fitness exercising can be meant also fitness exercising branch fitness or different kind of gym exercising. Fitness exercising does not mean the same as bodybuilding, because it focuses on the harmony and outlook of the body, but not necessarily the size of muscles or their tone.

Fitness exercising is thus strongly related to gym training, that is the place where muscles and body are made. Regular practicing at the gym provides an enthusiast with an endless amount of ways to reach nearly any target she or he wants: tougher condition, better health and fitter body. Although gym training defeats many types of sports by its versatility; only 5 to 10% of Finns exercise at gyms regularly. (Aalto, 2007, 15)

Gym practicing is possible to start already at age of 13 or 16 years, but the person has to train easier at least the motions directed towards the spine, as too hard training might negatively influence height. It is better to improve basic conditioning with aerobic sports. It will help when starting gym practicing later. (Dorsén, 2012)

Gym practicing suits anyone, and it is supportive of other sports like running and soccer. In addition to improving general condition, many gym enthusiasts want to gain their weight as muscle, increase stamina and decrease body fat. (Dorsén, 2012)

There are different kinds of gyms. All of them have the same basic idea to improve condition and physics but in light of traditional cellar gyms special gyms for targeted groups have begun to trend. Franchising gyms are nowadays popular, and it seems a rather safe way also for entrepreneur to start a business. (Torikka, 2012) Health clubs with their considered concepts and big money are a prominent factor in the gym business field. Conceptual creating and demand for innovation has begotten gyms for special target groups such as women and seniors. In addition to target groups, gyms differ from each in their style and image.

At the moment gym practicing is one of the most popular ways to do sports together, along with running. From 1994 the number has doubled, which makes it the most rapidly growing field of sports through ages. (SLU, National Exercise Survey 2009-2010)

3.2 Fitness company chains

There are around 450 commercial gyms in Finland. Most of them operate as independent companies, while some of them belong in some fitness club chain. There are chains called CMS clubs, which have 36 independent owner's companies around Finland. Ladyline has 32 centers which provide services for females. There are twelve Forever fitness clubs, in Finnbody chain belongs five centers. Elixia has nine centers, SATS seven and Motivus seven, two of which are targeted only for females. Vocatum consists of two centers, both of which are located near Oulu. Additionally there are non-commercial, union based gyms, and municipalities have their own gyms numbering nearly 200. (Wikipedia/Kuntosali, 2012)

A fitness club is a place which provides sport services mainly for the members of the club. Fitness clubs can be entirely or partly closed to persons other than members. In addition a traditional gym, it offers among other group exercise classes and personal trainer services. (Wikipedia/Kuntoklubi, 2012) Fitness clubs are famous for their concept lessons. Instructors are trained to run the classes similarly everywhere, which can be nice for the now and then visiting consumer, but for regularly practicing members it can be boring. A fitness chain's own ready-made concept lessons or Les Mills product family's licensed classes also take much away from the personality of the instructor. (Korppila, 2007, 64)

For many, paying for a long term membership is a big step when considering joining a club. The joining fee is especially something which is too dear, and people often tend to join clubs if they have an offer where a customer does not need to pay for joining. One interviewee, who had so-called “heavy-user’s” view about fitness clubs, said that expensive payment for membership made her hesitate about joining. Finally, the gym gave her a discount. (Woman 23. Joensuu, 2012) (Appendix 1)

Gyms belonging to chains are sharp considered and marketed, but the trend has started to pass. “A research of price-comparison site moneysupermarket.com shows that gym membership is a luxury for which consumers are not willing to pay in 2009. Its findings shows that 14 % of gym members are lapsed users who admit to rarely going to the gym and are therefore planning to cancel their memberships to save money; a staggering 42 % want to keep going to the gym but can’t afford it. The survey concerns about gym memberships, which cost over 700 pounds (~ 850 €) a year” (Lee, 2009). An option for that is that people have started to exercise more at home and outdoors. Fitness companies should use innovational tools and try marketing e.g. other services, like selling initiative and knowledge towards exercising for public.

Private fitness companies have a better image at the moment. Consumer Reports (CR) National Research Center's first-ever health club survey (2008) tells that some national health club chains that can cost up to \$95 (~72 €) a month did not fare as well as private studios for yoga, dance or Pilates and gyms at local community centers, schools and work. Many customers are not able to take all from the service and advantages, and they pay for things they never use. The survey also found that among respondents with paid memberships, 16% had a problem with contracts or fees, such as unexpected dues hikes or the inability to freeze a membership temporarily during an expected absence. 38% of respondents who had canceled a membership to a big gym had at least one problem, such as receiving bills after cancellation and excessive time and effort to cancel. (Lee; Zuckerman, 2008)

Although these surveys show that the success of health club chains has turned to decline, some individual clubs of Ladyline and Forever have closed their doors, franchising companies still master the markets due to their size. Those companies have more money behind them than private gyms, and also the entrepreneur who is part of the chain advantages of it. Franchising is said to be a safer way to start a business because it is tested and a ready-made concept. A franchisee gets professionals in marketing

and other network support for his or her business for a payment and monthly shares of the income which she or he must pay to the franchisor for using the name and the license. This is a big reason why it is so popular. For example, setting up a gym company needs large investments and know-how in several fields. Even though the franchising business might be safer and financially the only possibility to start a business, it bonds the entrepreneur to follow the line of the concept. Thus there will not be as much freedom in the entrepreneurship, and areas' special customer needs cannot be taken into account so easily. The freedom to do things as one likes is usually listed the number one aspect of an entrepreneurial career.

There is a possibility to be a part of a union, which addresses that the company is responsible and well-instructed. K-fitness centers are gyms belonging to a gym organization established by the Finnish Fitness Exercise Union. Fitness centers joined to this take part in quality system and education developed and advanced by union. These gyms have trained instructors, appropriate business premises and safe devices and equipment. They have also made an agreement about anti-doping. (Ålgrens, 2012)

3.3 Importance of body care

Body care means exercising based on stretching and extensions. With this kind of practicing it is possible to influence body mobility, flexibility, strength and stamina. It also makes other exercising safer, especially within those fields of sports which strain joints, like as weightlifting.

Popular types of body care nowadays are yoga, Pilates and different body care classes. Astanga Yoga has especially become very popular among people in different physical conditions and social classes. Enthusiasts of yoga are hippies as well as Hollywood celebrities. Yoga is a stand-alone form of exercise, meaning it is not necessary to have any other type of exercising in addition to it. It might not, though, be sufficient for aerobic exercise. Today there are several applications of yoga. Often their names originate from great yogis' names. Some of the classes in Finland have started to be arranged in warmed spaces (37 degrees Celsius), something becoming all the time more popular. Yoga or Pilates instructed in that high temperature is called Hot Yoga™ and Hot Pilates™. Both of them are product marked and they have come to Finland with Yoga Nordic organization, which also arranges training and education for people willing to become yoga teachers. In general, yoga suits everybody.

Astanga Yoga is based on master yogi Sri. K. Pattabhi Jois' (1915-) teachings. Practicing highlights deep and smooth ujjayi breathing. Air passes only through nose and exhalation causes a noise sounding washing waves in throat. The breathing and movement are bonded together into a continuum. In astanga yoga lower stomachs' and pelvic floor muscles' locks are practiced and activated during the exercise. (Korppila, 2006)

For the side of yoga has been developed Pilates, which is a body control method based on control methods originated by the German Joseph Pilates (1880-1967). Pilates motions are influenced by yoga. All the motions are based especially on the midriiffs' deep muscles and activation of so called core support. Breathing with the diaphragm creates the basis for every motion. Pilates can be applied to any kind of exercising. The essentials of it are used for example in dance, downhill skiing and riding. (Korppila, 2006)

Body care exercising also calms a person down in a hectic world. Yoga strengthens and gives balance to the body, and it does the same it for the mind and spirit. Psychologically, it is said that yoga sharpens the intellect, aids concentration and steadies the emotions. (Sligo Yoga Centre, 2011.) While I was having my Erasmus studies in Sligo in Ireland, I familiarized myself with Iyengar Yoga, which focuses on precision and alignment of the body. It is very innovative in the use of props to help develop greater intelligence of one's body and a deeper understanding of the classic yoga asanas. (Sligo Yoga Centre, 2011.) Before that I had gone to an Astanga Yoga course, but I found Iyengar Yoga more pleasant. It is possible to go on courses abroad and get trained as an acceptable instructor.

In addition to the previous aspects, Pilates practicing improves several other things. All of them can be related to yoga, too. Practices improve the posture and body control, cardiovascular, and joint mobility in additions to fast recovering. The density of bones increases and immune system gets efficiency. Coordination improves and the symptoms of aging decrease. Practicing pelvic floor muscles, improvement of self- and body-consciousness and stress decrease also better sex life. (Robinson, 2009, 9)

As breathing methods and the control of motions and pelvic floor muscles combine yoga and Pilates, the differences are that yoga, and especially we are talking now about the most popular branch of yoga,

Astanga, basically emphasizes spiritualism, which is entirely missing from Pilates. Whereas yoga positions are dynamic and strong, in Pilates movements are smaller and more lenient – which necessarily does not make it any easier. By its physicality, Astanga Yoga is superior to many types of sports, but for strengthening core muscles, Pilates is unbeatable. (Korppila, 2006)

There are still some other differences between yoga and Pilates. A yoga lesson is targeted at relaxation at the end of it. Yoga classrooms do not have many or any mirrors on their walls and so the right position have to be found with the help of own mind and other people in the room. In Pilates class mirrors exist and people use socks to cover from the cold whereas yogis exercise without them. The equipment used is different too.

3.4 Diet and food trends

Nowadays special diets and trends in eating are shown in our everyday lives even though we would not follow any of them. It is not unusual to bump into a raw food diet, veganism or low carbohydrate diet anymore because they are so common today. Actually these kinds of diets have increased so radically that grocery shops and most restaurants have taken them in account in their supplies, purchases and menus. With a word diet we do not understand a period of trying to lose weight anymore.

Right kind of a diet is an essential part of exercising and weight practicing. Carbohydrates, fat and proteins have to be gotten in right relations. The intake of fiber, vitamins, minerals and other microelements also needs to be ensured. If one wants to develop and to gain muscles, the supply of protein is the number one issue. Proteins consist of amino acids, which are building blocks of muscles. To enable getting enough proteins, there are supplements available. Creatine is widely used supplement. It is naturally found in meat and fish. With support of those and other meal substitutes, it is possible to get important substances in the diet without extra calories and massive eating. There are supplements in the shapes of bars, drinks and powders. Within the Internet, supply has multiplied and the availability of products has become easier than before.

For weightlifting and other hard sports for example disputed low-carbonate diet would be suitable, hot diet trends like raw food and veganism flavored with so called super food ingredients might not be the easiest way to support hard exercising. Instead, light eating is suitable if a person does yoga or other

lighter sports which do not require a strict eating schedule. With some sports such as running or weightlifting, punctual timings when eating is more important because the sports' energy consumption is so huge.

Whereas super foods and raw food products are often put in a form of smoothie, smoothies and fresh squashed fruit juices have become popular among general public too. It is often written in a magazine how some celebrity starts her mornings with a fruity smoothie. They are an easy and healthy way to increase the supply of fruits and greenies and thus vitamins. They also taste good. Media concerns new diet and food trends a lot. In television are shown programs telling about people going through diet change processes, a Finnish fitness guru Jutta Gustafsberg's Super Diet program was hugely successful, and even talk shows take advocates of different diets as their visitors. Eating and food have a media and marketing value today.

4 DESIGNING A CONCEPT

Designing a concept for a new company needs to concern plenty of things. A person aiming to start entrepreneurship has to be required with comprehensive know-how. She or he has to be experienced in the branch of business, know about the production, marketing and the management of finances. Knowledge of the operating environment, markets and competitors is essential (Suomen Yrittäjät, 2012). In this thesis I am especially focused on design management, which includes image creating, service design and using different innovation tools. Because company planning is tightly linked to business and marketing, and my education highlights it too, other things mentioned previously are taken into account, but not covered deeply.

Every company needs a carrying operating plan as a basis for its activity. A successful business activity is based on careful planning, which with risks relating to business can prominently be decreased. (Suomen Yrittäjät, 2012.)

Service design is essentially linked with servicing, which has a major role in this kind of social environment. Success of a company depends greatly on choice, capability and training of personnel.

4.1 Target Group and the Baseline of the Business Idea

In general the concept is a fitness and wellness center for women, but it will be marketed only with the fitness aspect. Customers will notice the influence on wellness and joy of exercising by themselves, and that is what gives a user good feeling; that she has discovered the place and hobby herself. The aim is to reach customers beginners with regular exercising and found their strengths in exercising, be they more weightlifting or only yoga. The difference to other gyms is also to provide women with a space for measuring their limits if they want to continue gym practicing to the next level and start using also free weights in a permissive atmosphere and space where male customers have not occupied the space and equipment for that. The fitness center mainly contains a big gym, one classroom for yoga and Pilates and a juice and smoothie bar to give the whole activity some more business value and attractiveness.

Because the action has also an ethic part in society, meaning health and welfare function, the gym

should offer equal possibilities for people regardless of the so-called genre she might be seen as being a part of. If a gym wants to categorize itself into a special kind of gym by its customers, like offering space only for hard core weightlifters or for seniors, it might be planned and working way to run a business. Instead, I would like to create an environment where everybody is welcome to do sports. But the reality is that the customers make the final image of the company. However, my starting point will be that I will provide a service for women in all ages and shapes. Later to be composed prices might guide the forming of the visitor group together with image and marketing ways. Because prices will form within investments and purchases, they will not be lowest in the city. A target group will be middle aged women and women who have money to use.

According to SLU's National Exercise Survey (2005-2006), there are more potential customers for gyms among females than males. Gym practicing has also started to be an acceptable type of exercising among older people. The group of people born in years 1945-50, after the wars, comprises a great number of potential customers. For those people for example yoga and Pilates are suitable exercise methods. "Women prefer to use independent exercise services. The reason to that is the supply of sports females prefer, like aerobic and gym, in those markets. Students and employees use independent services most." (SLU, 2006) Also work placement exercising is will supposedly bring some other type of customer group for the company. Work place exercising is as popular among both genders.

Thought I will not categorize different aged and types of targeted female customers, I will present a sample profile of an target customer. An example of a company's customer is a 45 years old woman working as a pediatrician. She is busy in her work and with her family, and she has not had time for a regular sport hobby. In her younger days, she went to dance classes but while she started her studies in medicine, exercising changed to running and swimming. After having children the sport activity became random. Now when the kids have grown older and her husband has a stable work placement, she has more free time and would like to start a hobby. Her colleague has recommended her to join a fitness club, but the woman is unsure about a year membership as well as the possibility of using the membership at all.

The gym or body care classes do not require membership. I explored the available gyms in the inner city of Helsinki and benchmarked those price lists and opening times. People like that chip cards

nowadays lengthen the opening times and give for example shift workers better possibilities to workout as equally as others. In a gym which has a large premises, a sauna and a smoothie bar, I would not like to make it available over a night, but for example until 11 pm. Keeping devices available and lights on, a 24-hour gym would also take a lot of energy. There are not that many people who want to practice at night. It would not be advantageous to have too wide opening times. That will not belong in my company's competitive values. Instead, there should be the possibility to go to gym early in the mornings.

All cards include the chip action. First I considered withholding the chip opening times from under three months customers, but actually the short-term customers bring more income if they continue using the service, and that is why it is better to have them get used to the customs. Most of the long time customers will buy a longer term. The yoga and Pilates courses also continue for about three months, so if a customer uses a gym for support of yoga or Pilates, or body care classes for a balance for straining gym practicing, she usually will use the services at least for three months. Single time and randomly visiting customers are still very important potential long-term customers. That is why it must be kept fair for everybody.

My suggestion for timetables of the gym would be:

With chip card every day from 5.30 am to 10.30 pm

The office will be open

From Monday to Friday from 10.30 to 8 pm

On Saturdays from 9.30 am to 3 pm

and on Sundays from 4 pm to 8 pm

These schedules are directional and depend on costs and personnel pay; even the location of the business will have possible changes on this idea. Schedules have to be sensible also for entrepreneurs and other personnel. The company will not become successful if the work force will get tired, because they have to inspire the customers and create an atmosphere. There will be also much work after opening times, so hard working is required.

I want the memberships and fees to be clear. They will be easily found from the company's web pages. For students and pensioners the costs are lower. The following membership cards will be available:

A chip card 12 €

Lost chip card 5 €(By lower price and showing up this the company gives a fair image of it)

Single visit 9.50 €students and pensioners 7.50 €

10 times

1 month

3 months

6 months

one year

two years

4.2 Service in details

4.2.1 Gym

The first visit to the gym will be free or according to the pricelist, depending on the competitors' actions. The single visit fee will not be set over ten Euros, and for students and pensioners it will be even cheaper. The first time visitor will be guided through the gym and the places will be shown to her. She will be asked if she needs help with the devices and at the gym will be a gym assistant available. In the customer service and at the gym should thus always be two persons at work.

Near to the service desk and smoothie bar, which both will be located close to entry, will be placed a television, where will be showed information and advantages of using personal training services. In that way the possibility of personal training will be kept in customers' minds. Everybody is not conscious that personal training suites beginners as well as those advanced who want to seek better results and have new tips and program for their training. The supplements to sell could also be presented in the gym environment. I saw an example of this in the gym Energy, in Joensuu; the supplements were placed into a showcase in front of the warm-up devices where people immediately looked at them.

The warm-up devices would be good to separate in their own location, were it a separate room or just a bordered area for them. It is logical and in that way people doing aerobic work-outs can be in a group, separated from the sitters. The other devices will also be shared according to their functions. Leg and gluteus devices will be close to each other, arm and shoulder devices together, and the third group will consist of abdomen and back muscles training devices. People tend to do for example leg and arm programs on different days, so moving and changing a device will be careless by this kind of device arrangement. If there will be enough space in the premises, it could also be possible to place some of the devices in a circle to facilitate circuit activity in the gym at times. Nowadays there is software that counts reps while using almost any gym device.

One part of the gym is the corner of free weights. It is also good to separate that equipment from the rest of the gym a bit, because people tend to train harder with them and it can be noisier. A big reason is also that free weights require space and large mirrors around so that an enthusiast can see the right courses of their movements. There will be lots of hand weights and pull-up bars, too.

Different kinds of stretching devices will also be provided, and the stretching area has to be calm. Some of the stretching equipment work so that the user can also follow his or her improvement. In the same area could hang one punch bag for boxing.

At the gym should be one water spot where a customer can refill her water bottle. At the same place would be cleaning equipment such as spraying bottles filled with disinfecting liquid and paper. Sometimes a user forgets her water bottle, but placing disposable mugs near to faucet the place would get messy soon. It would not give an environmentally friendly image either.

In terms of service design we have to regard what the user has with her at the gym. If she does not have a drinking bottle, there will be water and sport drinks sold at the reception. Her bag and clothes she will put in a locker, and what she have left after changing to gym clothes, is the key. The lockers and locks have to be chosen in a way that there is a key which is easy to put around a bottle or a wrist. A customer might have her own mp3-player or iPod, but for general satisfaction at least in the department of the main gym and warm-up devices, music has to be loud enough to support training enthusiasm. As I have interviewed my friends, this is a very common opinion. Spotify lists would be an option for the

source of music. In the free weight area and around the reception a lower volume radio could be enough. To possibly satisfying auditory, there should be good audio system engineering and devices.

4.2.2. Smoothie Juice and smoothie bar

A healthy diet is an important issue supporting sport practicing. The juice and smoothie bar in the fitness center's hall takes a big place in the company's image. It is a whole separate system including catering and service study. The juice and smoothie bar can be seen as an independent product service operating in the same business premises as the fitness center and supporting it, or it can be seen as a side service of the fitness center. It includes need of proper cold systems and hygiene knowledge, rights and supervision. Suppliers have to be found, feedstock acquired, and recipes and menus developed.

The products sold will be different kinds of fruit and berry juices and smoothies. Milk and vegetables will also be used in recipes. There would be green smoothies, frozen yogurt smoothies and so-called super food smoothies, which are a hot present issue. The names of smoothies and juices would be related to exercising.

There is a need for independent design work in this part of the concept. A service desk and its background functions have to be designed and formed into a practical system. I have done a service desk design project and could use that know-how in the project. The manufacturing of the desk is another thing to solve.

Workers in a juice bar would be present during the opening times of gyms' office, probably not on Sundays, when the reception is only briefly open. The workers should be able to make smoothies and juices of different recipes and have experience in the food and service field. A hygiene passport is required in the job.

Juice and smoothie bar would act as a living room of the gym and people could sit there after exercising and relax with a cold healthy drink. It would suit for all visitors and a person could have a place to wait for a friend there.

4.2.3 Pilates and Yoga Studio

The Pilates and yoga studio will be the place of body care classes and a place to relax. The classroom will be painted with calming color and the temperature will be pleasant there. While exercising the body temperature gets higher so the main purpose is just that the limbs do not feel cold before practicing either. Room temperature warm enough makes stretching safer for the body and its joints. Due to the warm exercising temperature, muscles do not get sore easily either. In addition to a room space, yoga and Pilates need some mats and other equipment.

Because there are people who like either yoga or more Pilates, I would like to have both options in my gym. There are mentors who are specialized in both of them, but also an independent teacher for each type of body care classes would be suitable. I could also get trained for instructing the courses. There could be for example one morning class every day and two or three evening classes available, for beginners and advanced. The final decision of the yoga type depends on the instructing possibilities. Iyengar yoga would need more years to educate as an instructor than fitness yoga supporting other exercising. The yoga can be spiritual or be emphasized on body care like popular Hot Yoga and Pilates are. Both options will have different value for businesses. Body care yoga would be bonded more with the gym side of the company, but competent and acquainted yoga teachers are valued and get their customers even though the classes would have different customers than the gym.

According to my interviews and conversations with acquaintances, the personality of an instructor has a strong meaning on how satisfying classes are. That is why it would be important to find talented teachers for the job. She or he should dare to put his or her personality and spirit into the teaching, because instructor is the one who cheers the enthusiasts into the exercise.

Yoga can be persons only way of exercising and the product service is very different from the gym, spiritually nearly opposite. The room has to be far enough from the noisiest parts of the gym, because classes are for relaxation. For side of Pilates would be good to have some other exercising too, because it is lighter in a way and focusing mostly on core muscles and body care. However, whereas there will be sold independent courses for both of them, there will also be a gym - body care combination cards available. They will be classified as:

3 months + 1 course card
 3 months + 2 courses card
 6 months + 2 courses card
 6 months + 4 courses card
 9 months + 3 courses card
 9 months + 6 courses card
 12 months + 4 courses card
 12 months + 8 courses card.

All cards consist of the time period of gym use with one or two courses of yoga or Pilates per three months. Heavy users will get their hobby over whole year much cheaper than it would be bought in shorter terms. All courses require enrollment. If a customer who has bought several courses, notices that for example two courses concurrently are too much to do, she can use the course later if she just has not confirmed into a course yet, even though the gym term would already have run out. Courses will be sold also independently without a gym possibility.

4.2.4 Side services

Additionally, there need to be showers and changing rooms at the place. They can be seen as a part of the main service, but sauna and solarium are optional extras. Solarium is especially popular among fitness enthusiasts who want to look overall tanned. I would include sauna in the premises if there is a space for it and the finances allow for it.

The possibility to use massage and physiotherapy should be available. The service can either be placed at the fitness center or the company can make a deal with some external entrepreneurs so that the customers of the gym could use their services with discount at their place. Massage services do not need a large space, and it would be easy for a customer if the massager would work at the company's spaces. According to my sports massage therapist friend, it would be beneficial for a regularly exercising person to go for massaging at least twice a month.

Option for personal training will be introduced in television in the hall and on the web pages. Especially amateurs should be encouraged to use personal training services together with advanced

enthusiasts who can be stuck in practicing and the development in it has been stopped because of too much routine. A personal trainer can provide new ways to practice, a new exercising plan and other tips for the work out.

In the reception will be some supplements, sport drinks and meal bars for sale. Those products have to be chosen carefully with a look for the popularity and quality. It is possible is that some of the brands want to make a deal with our company to sell their products. The company can also order bigger quantity of products to sell them with bulk discount for customers. Supplements provably help developing in weightlifting, mass gaining and recovering because they are nutritionally rich.

Other product selling could come in to question later. For women a gym could be a place where ecological skin care and hair treatment products are sold. Also sports socks and heart rate monitors could be in the product sell at least within a campaign.

Work placement exercising and group visits can be linked to exercise services of the company. Exercise tickets given by the employer are common way to pay sport hobbies nowadays.

4.3 Operational Environment and Interior Design

The operational environment consists of the three main services. In addition there will be a locker room, showers and most likely a sauna and space for solarium and sports massage therapist in premises. The service factors are presented in the picture below (Figure 1). Because I do not have the actual business premises yet, I will examine the issues which can be though when starting the renovating and interior design process. How would the actions happen so that it would be smooth and logic for a user? How will the whole room and environment be experienced as cozy and pleasant? How an interior designer has to be required?

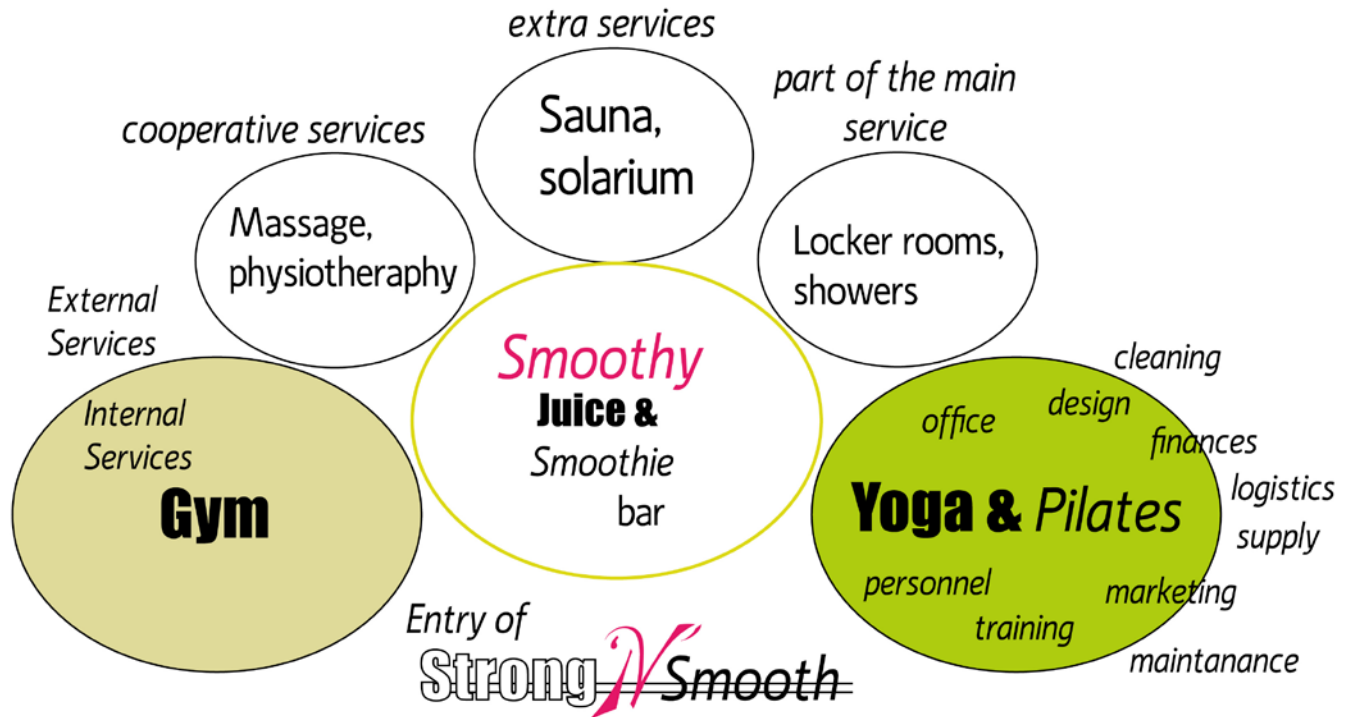


Figure 1. Service factors in sections.

By sharing a space, users' reciprocal relations and relation between the space and environment surrounding it can be commanded. Placing of action spots guides customer's movement in the room. User's eyes are moving in the room while she tries to find things and makes conscious or subconscious decisions about moving. Finding things and self guidance should happen easily and as desired. That needs designing. For example, a user should easily see if there are devices which are becoming vacant. That is a problem especially with warm-up devices such as exercise bikes and cross-trainers, because people tend to use them for longer times. This kind of a problem can be solved for example by placing a re-writable board where a user by writing can let the others know her finishing time. The method is used at least in some gyms in other countries.

It is common that there exist separated women's and men's sides in gyms. Men likely use free weights and they often have a corner for some called tough guys, whereas women prefer to practice with devices increasing aerobic condition and burning fat. Gender roles have slowly become more mixed, and nowadays the ideal body or character image of a man or a woman is not that unequivocal. Women want to develop at weightlifting and even to do bodybuilding. Because the concept concerned is a

fitness centre for females, the space will be theirs in its entirety, and so there will not form any more or less space for male than female.

Social and cultural norms, customs, and outlooks have to be taken into account in planning and in design work. Who are the users, including personnel, actually? From a cultural point of view most of the upcoming customers will be going to gym in Finland and most of them will be Finnish. Closer, the gym concept is located in the capital city, which differs a lot from the other cities in Finland by in size and by inhabitants, by its public transport system and other services and competitors. Then, the final location where business premises can be found might be a suburb of the inner city, which also has its special features, history and specific citizen groups who live near by. That is a local view of users in addition of the targeted user groups, which we try to attract with our business.

As well as slow change and in society strictly sticking to conventions, design thinking requires understanding the times and following and seeing trends at the moment and applying them to the business and in the company outlook. When talking about visual image and interior design a designer should be careful with rapidly living trends and try to create a sustainable company image. Also, a designer should stop to think how she or he experiences spaces or a specific room, ask him or herself has she gone blind to some issues or viewpoints or is the relation of space alienated? For sure, a design thinking person experiences rooms differently than a person who has not studied the field.

The space, gym, which is a social environment, is a so called “stage of action”, but also creates social relations and relationships. Premises form and transform constitutively with the relationships of people. *The room alone does not create meanings without a living actor in it, the operating user, but meanings are composed in the encounter of building, user, and the present and past cultural context* (Saarikangas, 2009, 78).

A space means different things to its different users. Users experience the space with their earlier experiences and for example earlier visits in other gyms in this case. Experiencing a room is affected by multiple actors. A space is a visual and aesthetic entity. The size, location and relations to the other rooms influence on the experience, so do the scents and auditory. The height of a room has a voluminous affect, though it usually is not a changing factor for any actions. Lightness or darkness of

the room and the sources of light change the atmosphere radically. Depending on the function of a space, electronic light sources or natural light can be used. In the case of a fitness company, the optimal source of light on the day time would come from windows, but choosing the business premises depends more about the supply; rent, location and the other suitability. By renovating and decorating much can be done. Even the feeling of lightness can be impacted by choosing colors of surfaces, without adding or removing light sources. But as mentioned, the visitors make the space and company's image, even if the target group and visual designing towards aimed image would have been different from that.

The users of a gym usually do not have difficult physical limitations such as those that would require a wheelchair, so the moving circumstances do not need to be measured with that in mind, but the device and furniture arrangement need to be considered and spacious enough. Some visual impairment might occur with the other users, and so the different areas at gym would be good to show well enough for example with different use of materials. Simultaneously that will guide the customers without any physical limitations. Unobstructed thinking is good to keep in mind anyhow. Also the new space-related phobias, like agoraphobia and claustrophobia should be taken into account when building up the interior design; too much loose or narrowness should be avoided at crucial stages of action. Good design also has an influence also on space keeping tidy.

Renovating has its limits. Some but not all walls can be torn down. At some places they can be added to share the room. The history of a building has its considerable factors. Built in a shopping mall, company runners can renovate the business premises belonging to them quite freely because commercial shopping malls are used to be melting pots of every kinds of business, but if the building belongs to a category of installations of historical value, there must be more careful, in cases even to get permission for certain styles of renovating. Districts have their own construction history and different styles. They are usually built in different time periods, one by one. For example in Helsinki Pikku-Huopalahti is totally different with its low built sympathetic houses compared to Arabianranta's modern design construction. Töölö, built in 1910 – 1930, is the most important and widest urban building area in Finland (Saarikangas 2006, 96). Pasila and Tapanila are old wooden house areas, but nowadays the view there is more concrete than wooden. There are traces of many kinds of business activity in those areas. More literature of construction history in Helsinki is easy to find.

How does the interior design then can help create a cozy and welcoming atmosphere and WAU – experience of the space? With interior design the company can try to reach for a desired characteristic of the space. That obviously influences the image of the company and the other way around.

I want my gym to be lively, trendy but cozy. The feeling should be as much the same as one has at home. Lively and trendy also describe a modern home. A very simplified and cold interior design is still seen in companies. As I have followed the trend, the direction is towards better, warmer tones in surfaces and living materials have started to become in use. With contrasts, patterns and prints, not forgetting the choice of colors, the space can be characterized as warmer and more lifelike.

Because question is about a public space, where very much activity is taking place, interior materials have to endure usage well. There are special floor, wall and textile materials and furniture for public spaces. Important is that the floor has anti-slip surface, and it fills public spaces' demands. There are things concerning hydrostatic resistance, fire resistance, filament size, weave count, total weight, core weight and several other issues which have to be right for public space's materials. In a gym, air condition makes a big part of the satisfaction. Also does the auditory. Music, space sharing, textiles and right surface materials influence on the aural atmosphere.

4.4 Image and Branding

The first image a potential customer might have of a company usually sources from company's web pages and advertisements. That is why the appearance of them has to be stylish and convincing and awake willed images of the company. The information of facts which is wanted to be highlighted should be found from the first page of web site. Good example of this is a cross training center in Nekala, which is a city part of Tampere. According to their web pages, their vision is based on know-how, professionalism, caring and easiness of exercising. They want to provide a space for exercising, where everyone is able to have professional training and learn to enjoy exercising. They want to create athleticism around them and help people to find right and comprehensive way to do sports. People from the world-best athletes, fitness exercisers, seniors to children and martial art enthusiasts are welcome to practice in their fitness center.

This core idea shows on the first page of crosstraining-keskus.fi immediately. In the changing pictures are presented athletic people from all ages doing work-out. The colors and layout are in harmony, and the typography is stylish and concerned. Colors of metal communicate of functional gym and iron. At the lower edge contact information and opening times is all the time present. So are the cooperation partners and possibilities of using special notes for exercising, usually got from employer. Other things and information are also easy to find. Paying attention to graphic design of web pages is really worthy.

Visual appearance of the company and visual image are present as well in the company environment as in the printed products and other marketing. The most important thing is that the product corresponds to these created images. A good product or a service is the best advertisement itself. (Hassi, 1998)

In addition of customers, a company has to market itself for its personnel. Company might have work placement announcement in a magazine or online, where it also have to describe its operation, targets and image. That kind of announcement can be only literal or include also visual advertising.

Quality of the product or service is an important factor in the entire business. A company can also organize internal services like education or refreshment activities and events to its employees. It is important that the personnel are satisfied in their work, because they are placed between the customer and the product. In a company every worker is in charge of verbal marketing. Company image transforms in customer's mind consisting expectations in advance, the actual service experience, quality of end result, service environment and quality of interaction. (Lahtinen and Isoviita, 1994)

Customer relationship marketing, also known as expanded marketing mix consists of traditional four P's: product, price, place and promotion, but also three other factors of competitive weapons; people, customer relations network and maybe as most important of them customer service. (Figure 2.)

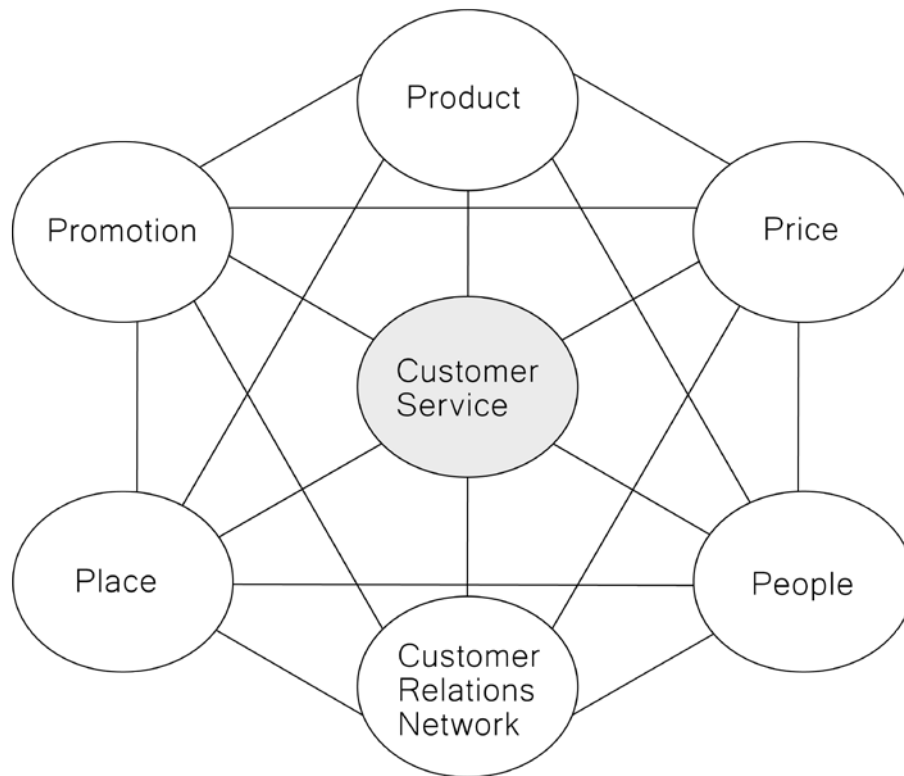


Figure 2. Competitive Weapons of Customer Relationship Marketing (expanded Marketing Mix). (Lahtinen and Isoviita, 1994)

Customer service is in the center of expanded marketing mix because service creates undisputed different and outstanding extra value for customers. People and customer service are related together and they make the base for successful care of interactive relations. Management of interaction circumstances creates the quality reputation of the company and positive image. (Lahtinen and Isoviita, 1994)

Positive and known image is an asset to any company because image influences on customers perceptions of company's communication and operation. The meaning of image has at least three levels. As conversed on previous, image communicates about expectations together with advertising, personal customer servicing and verbal communication. Secondly, image is a filter, which influences on the existing opinions of company's operations. Technical and especially functional quality is seen through this filter. If the image is good, the filter acts as a protection. Mistakes are forgiven easier. Thirdly, image is derived from experiences and expectations. When customers build up expectations and then experience the reality in terms of functional and technical quality of the service, the

experience changes the image. If the experience fulfils or goes over the expectations, the image strengthens. If the service experience falls below expectations, the affect is opposite. If the image is not very clear for the customers, it is built up according the experience. (Grönroos, 1998, 225-226)

Image has also the fourth influence, internal image, which is important to the management. The more unclear the image is the more it influences on employees' attitudes on the organization as an employer. This can have a negative influence on work performance and through that on verbal marketing, customer relations and quality. On the other hand a clear and positive image communicates internally about company's values and thus strengthens positive attitudes among personnel. (Grönroos, 1998, 226)

A company which sells fitness services for women should think how gender differences influences on the image creating and what kind of a gym it is wanted to be. There are gym companies whose image brings mostly bodybuilders to their customers and trendy fitness centers where that same people would not go at all. A company which I am creating inevitably creates some thoughts about trendiness, and the education on design field brings my thinking towards that. We are tend and used to follow trends.

How should the image look like that it would reach and satisfy the target customers, females? In addition of the service description the answers are conversed in actual visualization of the company image. In an ideal occasion the company image will reach so large consciousness and renown among people that it will hit the ground as a brand. Well known brand also has a big responsibility to maintain the desired image of it by its action.

Branding has many benefits, among others recognition, customer loyalty, lower marketing expenses and better possibilities for company to grow. (Marcia Yudkin, 2002) Branding a service gives larger strategic possibilities for branding than traditional visual appearances of brands because it is customer based and purposes growing their volume. Branding based on myths, narratives or brands is not strategic. Service branding thinking should include questioning things that make the brand unique and how it is transmitted in the customer experience and how the brand is showing and experienced in interaction of personnel and customers overall. It is important that the experience of brand is positive, logic and understandable in customers all encounters with the brand. That will lead to a positive brand

relation. (Tuulaniemi, 2011, 51)

Essential is that the personnel is guided into the brand and they understand company's values. Customer should be informed also if changes come across in the organization, their policy or the product especially if the quality is changed to cheaper. An exacting customer will notice the differences. For keeping up the brand loyalty the company has to be loyal for the customer too.

4.5 Equipment

The equipment and devices bought in the gym depend on the size of space and budget available. Devices are possible to acquire by purchasing. A starting company has to get a big loan or have other capital. Leasing is another option, but it can be relatively even more expensive as renting usually is. Leasing means long term renting of usage property. Usually terms last from three to five years. Leasing makes acquiring expensive utensils cheaper than it would be by purchase. Until the agreement is over it is possible to buy the devices with cost agreed in contract. Partial payment is also a considerable option.

There are several manufacturers of gym equipment. TechnoGym is quite familiar and found in many gyms. Gymstick is a Finnish company which makes some additional equipment for exercising. The most important thing when choosing the devices for a gym is the suitability for public gyms, their functionality and price. The background and action of the manufacturers and suppliers and they way of logistics have their parts too. For example Omasali Oy is a new company which provides gym devices as an entire service as well as equipment plans for gyms. It is possible to get an offer for the price easily by contacting them via their sites. Gym Store Finland Oy, domestic devices marketing Frapp Oy and several other companies also have their options for equipment.

The list of different equipment and devices is found in Appendix 2, but in this part I will mention something about them in general. I will first take a look at the gym side and then the Pilates and yoga studio or the classroom and finally at the hall and entry. As I want to offer women a free weights option at the gym, I will discuss this first.

So called free weights, in other words barbells, dumbbells and kettlebells, are the most traditional gym

equipment. They can be used very comprehensively for all muscle groups. Kettlebells have nowadays even become trendy way to exercise. Also Body Pump called group exercising is based on barbells. Motion lines are natural when practicing with free weights. With free weights the coordination improves better than movements performed with devices.

There are barbells from 1.25 to 50 kilograms (kg). A big bar alone usually weights 20 kilograms. Smaller, for example for biceps purposed bars weight eight or ten kilograms. The locks which hold the barbells in bar usually are 2.5 kg heavy standard rings. Dumbbells there are from one to ten kg, and heavier often between every 2.5 kilograms until even twenty kg. Around the area would be placed pull-up bars near to the wall.

Several warm-up devices like cross-trainers, treadmills and exercise bicycles are also needed. Females like to do longer exercise sessions with them and it is good to inspire during an aerobic work-out. For warm-up devices there should be arranged a separate space where the music could be louder. In addition to stereo systems, a television in front of the devices would be needed. Water spot mentioned in subsection 4.2.1 describing gym as a service should be located near to this area.

Stretching machines should be available in the stretching area, as well as a balance stepper, hip rims, rubber bands, exercise balls, mats and some gym sticks. The punch bag would be located at the same place. Speakers would not be needed here because the stretching area is a place for start cooling down. Special equipment called a Flexi bar could be a justifiable extra for practicing back and shoulders which people often have problems with. A scale can be placed either here or in the changing room.

Some ordinary gym devices for different parts of body are good, although free weights can be used at least for the most of upper body parts' practicing. Especially gluteus and thigh devices should be available for females because they often are trouble parts of the body of women. Upper pulley tackle, and other practical back and upper body's devices and benches will be available too. Because the business premises and the gym will be rather large, there is also the possibility to provide devices for specified muscles and muscle groups, although I will keep the idea of a traditional gym and large range of free weights in my mind. In the gyms I visited in Joensuu the best atmosphere was in Puntti-Pojat gym which focuses on weight lifting and free weights; people focused also on the main thing: weight lifting, practicing and helping each other to do the same.

The main characteristic of a Pilates and Yoga studio is to have a pleasant space with proper heating, surface materials and colors, but there is some needed equipment for exercising. For yoga there have to be yoga mats, wooden and foam plastic blocks, canvas belts, chairs, pillows, and different blankets available, depending a bit on the yoga branch practiced. Pilates classes need also some power balls and rubber rolls in addition of blocks and mats. A difficulty comes about the thing that there should be mirrors in the Pilates class and in yoga class there should not. The issue have to be solved either by having some covers on mirrors while yoga classes, with separate rooms for each class, or by focusing only into the other body care method.

There are two service desks in the hall, juice and smoothie bar's service desk and the service desk of reception. The customer service and reception, the whole organizations needs to have enrolment system for body care classes, visitor counting and other software platforms in use to keep the business organized. There have to be also an alarm system which goes on 30 minutes after the place closes, at 11 pm. That has to be announced on company's web pages or at least at the gym that any customer does not get locked in.

In the hall and the bar's environment will be also at least one television to show the marketing advertisements of the gym and its services and for example music TV-program in general.

5 ACTUALIZED APPEARANCE OF THE DESIGN

For the visualization I created the visual image of the company; logo and its applications and typography. Interior design is showed as a demonstrative picture collage of colours and materials. For design work I used Adobe's programs Illustrator and Photoshop.

5.1 Company Image and Visual Design

Conscious building of the image bases on the identity of the company. The bigger the company is, the more diverse also is the identity. There can even be several different identities inside the company. In smaller companies where is few personnel and the operation of action is intensive, the definition of the identity is easier. Definition of identity is based on the business idea, values and future visions of the company. The target image should be based on reality. A target image based on corrupted identity will lead to problems when the reality comes out sooner or later to the customer. (Laiho, 2006)

The business idea is covered in previous in the thesis and the future sights in further. The values of the company have not been yet discussed.

The core idea of the company is to provide the customer a possibility to improve herself physically and thus spiritually in a pleasant environment and to add a regular hobby in everyday life which goes beyond it.

Behind the imagination, the company should choose key feature which are wanted to be strongly related to the image of it. There should not be too many key features, because the message will not be clear enough then; target image based on three key features for help of imagination work works best. (Laiho 2006)

The identity of Strong 'N' Smooth is based on three main values

- Wellness Experience - Customer notices exercising to be pleasant and rewarding

- Tolerance - Everybody are welcomed to the gym and nobody is looked down but instead cheered to beat her difficulties
- Aesthetics – Both environmental and human's

The descriptive words inside the identity are among others Fair, Tolerate, Genuine, Positive, Health, Relaxation, Development and Weightlifting

Visual image supports the desired line and it influences on the character of customers it will attract. That is why it is advantageous to load on the designing of visual image. When a company successes to attract right kinds of target groups the action is the most appropriate. Image building is not a simple and easy process, but with a careful design of visual face can be affected on the forming of the company image. The image of the company affects on the reputation company gets. Reputation is more difficult entirety which consists of the long term internal action of the company, manners of operation and visual image. The company image should be created to last years. That is why trends should not influence too much on it. If the style is changed continuously, it will not become known among the customers and thus it does not fill its aim. (Laiho 2006, 5)

The main colors of my company's visual image will be pink and lime green. Pink will be used wider and green will act as a supporting contrast color.

The name of company is more important factor of success that one could first believe. A good name of a company in the best case acts as a key to whole company's action, and everything that the company represents is abstracted into it. (Laiho 2006, 15) To support the name, company can use a slogan in marketing.

The name of the company, Strong 'N' Smooth, expresses the three components of it: gym, body care and the juice and smoothie bar bonding them together. The letter N, short of 'and' also references to Finnish symbol generally used to express women. In the logo it is highlighted with pink color and an own typography to show up. Another apostrophe can be seen as a sweat drop and both of them express movement in a cartoon-like way. The letter is feminine, in move and also letter 'V' can be found in it.

Letter V is commonly related to mean victory. Two stripes behind the logo give it even more sporty look. The stripes can be made to continue to the edge of the paper or background if the logo is used in very corner.

Together with the gym emphasized on free weights and physical power, word ‘strong’ also addresses the spirit of female power as an attitude. ‘Smooth’ tells a story both about smooth and flexible body mobility but also the juice and smoothie bar. Indoors, the bar is named as Smoothy with the same typography with logo’s latter part. The typography of logo is chosen with respect of those thoughts. Because the name is long, there will not be used other colors than black in it, excluding the typographic logo ‘N’ which be used also separated. Logo can be equally presented also fully pink. Pink color of it is feminine and bright. Pink is also said to raise positive feelings and sympathy. Fonts used in logo are called Impact and Ligurino, which is in italic. In company’s literate marketing content, menu boards and prints will be used fully black Impact, regular Ligurino Condensed and the fonts of logo in some main titles. Liguirine Condensed will be used in texts which are longer and need smaller font size, because it is more antique-like font than Impact or Ligurino, and thus easier to read. (Picture 3, Appendix 4)

Table 1. Graphic guidance.

Definitions of Colors in the Logo	
pantone color code	pink: 1925 CVC green: 104 CVC
4-colour printing (CMYK)	pink: 91 % magenta 31 % yellow green: 32% cyan, 7 % magenta, 100% yellow
television/monitor definition (RGB)	pink: red 238, green 42, blue 113 green: red 185, green 200, blue 51
Typography	
fonts of logo	Impact (stroke) and Liguirino (italic)
highlight fonts	Impact (Plain)
official font and its forms of use	Liguirino Condensed (Plain) Liguirino Condensed (Bold) Liguirino Condensed (italic)

In the entry of the company, the name will be presented on a light green ellipse, which gives some edge for the appearance (Appendix 3, logo 12). Green is the opposite color for red and pink and it will also be the color of yoga and Pilates studio and widely used in printed products as a background color. On a green background the logo of the company name can be presented either with word “Strong” having white inner side or in normal way without filling (Appendix 3, logos 5 and 11). Separated from typographical logo, the word or letter ‘N’ will be presented with a green ball behind it (Logo 6). Green is a balancing and calming color positively giving environmentally friendly picture of a company. As a color of nature it also communicates of health. As a heraldic color, green represents youth and fertile (Pohjola. 2003).

The line of the visual image will appear in letterheads, business cards, flyers, vehicles, signs, business premises, flags, advertisements, departments in fairs and in the outfits of personnel. In addition to graphics, for example if a car is acquired to the company, its image and features should follow the image and values of the company too. (Laiho, 2006 p. 13) There also may become products to sell and to be given as presents, like as t-shirts, drinking bottles or towels where the graphic image is applied to.

The interior of the fitness center will follow the same thought of sections. (Appendix 4) The hall will welcome the customer with Smoothy bar and its pink seats recalling the brand. There will be one bright yellow wall in the hall. Yellow is inspiring, welcoming and stimulating color which gives light into the room when used in interior and especially on the walls. Used as a highlight it will not feel too pushy but broadening instead. Also there will be some partitions dividing the bar from the other hall space. (Figure 4.)

The gym, which will take the biggest room at the place, will follow a neutral and down-to-earth style with colors and materials of wood, stone, metal, brown, beige and gray. The tones will be natural and the appearance adult and stylish. Living and interesting materials play bigger role than outstanding colors. Materials will influence also on the auditory.

The yoga and Pilates room will be kept simply. The color of the walls will be chosen to be calming, but the final atmosphere will be done with lightning. There could be for example atmospheric led light wire

on the back wall. Proving Pilates in the same space should be considered depending on the possibilities. There could be some fixed mirrors which would suit for both types of body care classes.

After training, the sauna and shower department will provide the possibility for relaxing and recovery in the interior expressing a traditional smoke sauna and ash. The tiles there will be dark and lightning minor, but it will still reflect the glitters on the interior. Other spaces will be decorated and designed to bond the different areas together.

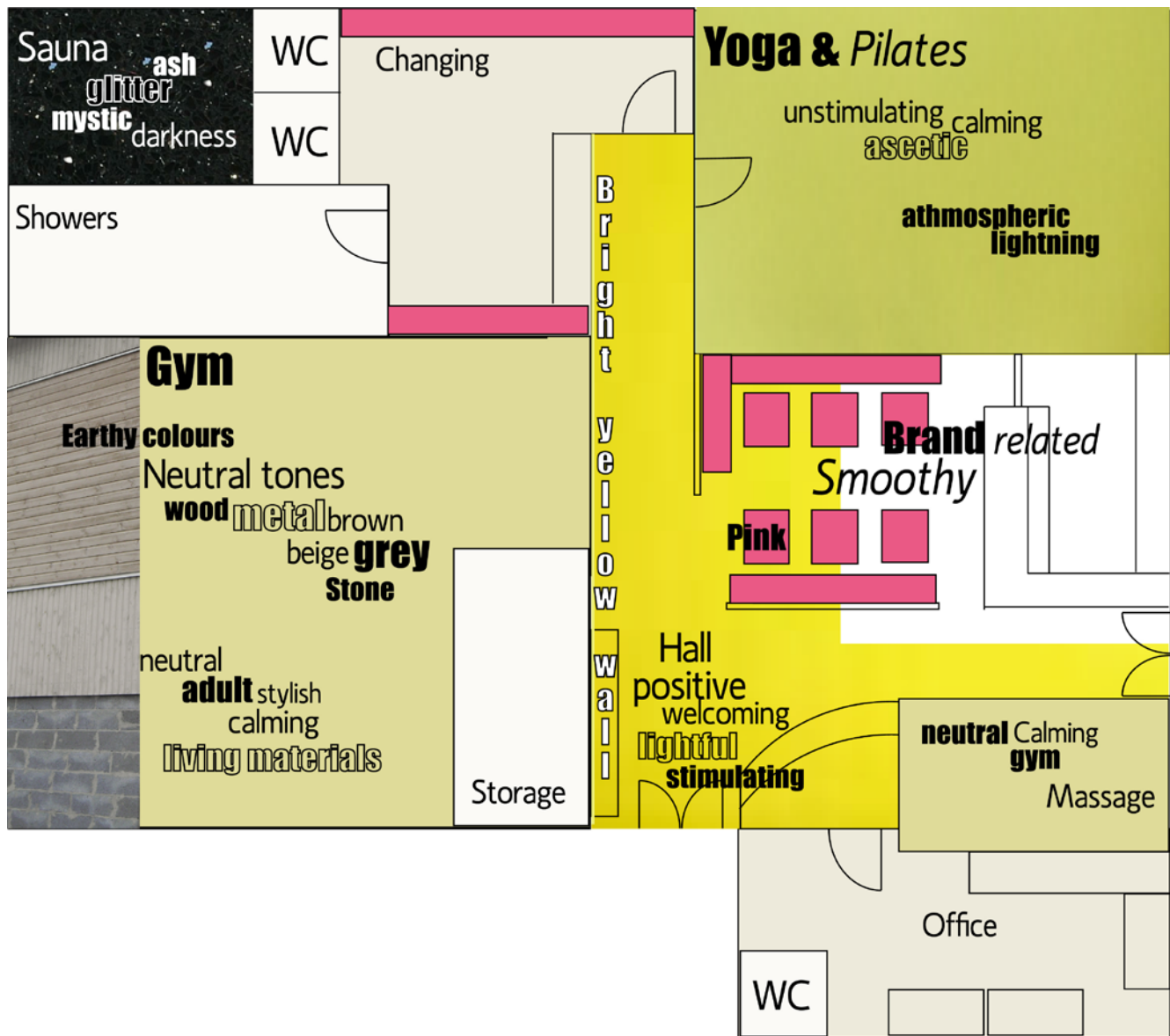


Figure 4. Illustrative mind map of the interior.

In addition to prints and other products where the graphic design is applied, appearance and content of web pages supports the brand of the company. As well as at the gym, and in the whole fitness center, interior design should lead the customer by its components to use the environment easily, graphic design and web page's content should guide the user in net.

A company's web site should include at least the information about services, opening times, schedules for classes, prices and contact information that user can find the place or call there. It would also be good to be told about the company and its idea, purposes and values. Pictures and a small info of personnel would be a good extra. It is also possible to have some kind of a visual presentation of the gym like a floor plan, photos or moving picture. There have to be language options especially if the company is acting in multicultural city like Helsinki.

Also the partners and other cooperation factors, possibility to use exercise notes, changes in schedules and exceptional times when closed, and a link to Facebook pages should be presented visible. Possibility to send a feedback or questions via web pages should occur. For the instructed classes could be own booking system a member can log in and to have an account for. Silver Gym in Helsinki for example has simply web pages where all the information and content is presented very clearly.

6. OVERVIEW

6.1 Problems and solutions

The biggest problem in terms of the Thesis is that I do not have existing business premises to create interior design to. It would be possible to apply the interior design in some random space in respect of its floor plan. In this time available, the thesis work would grow too big, so I presented the interior design as illustrations and words.

Missing business premises and budget also has an influence on the planning of equipment, and that is why I have to only think possible devices and equipment as a list of options.

Official typography needs more applying and experience of use, because it is not easy to see if the typography really suits both for electronic use and in prints. Luckily it is easy to try it and change if necessary.

Some of the sources I have used for thesis are a bit old literature, which might arouse questions of their punctuality. The repetition of similar marketing facts also in newer studies proves that the information is still usable. I have also relied on them because that knowledge has appeared in my education during the studies.

I could have illustrated also web page layout and graphics of printed products wider, but because the visual image is able to see already from the logo and interior design I thought that in terms of service and concept design too large range of graphical material is not relevant.

Overall I am satisfied that I could include all my interests in design field, education and hobbies in the thesis. The project has been interesting and rewarding.

6.2 Feedback

To have feedback and realistic estimation of the concept, I discussed with Innovation Coordinator Heikki Immonen from North Karelian University of Applied Sciences about my idea. We discussed about the concept and things which should be sharpen. The stage I am at now is the first iteration steps at the start and the concept will obviously clarify and be modified.

First I should get deeper experience of yoga or Pilates and find a partner for the business. I should find a way to start the business with low investments. My idea is to start it with yoga studio only, because that will not need very expensive purchases, though there are some demanded equipment. Immonen suggested me to find a way that I would not need to invest much in the business. One idea for ways to run a business is for example cooperative shop to administer it. Also my problematic questions related to finances could be put under an accounting company, which would deal with accounting and taxes. General knowledge would be in that case still required.

I should sharpen the idea and benchmark more the companies also abroad and especially try to find fitness and health centers, where the combination of healthy food and exercising occurs. Immonen reminded me that I am not the only one even in Joensuu area, whose dream would be to set up this kind of a company. I would need even more innovation to develop the idea. Open conversations help to have ideas and also to have cooperation partners. Internet provides large opportunities. Heikki also suggested that after having yoga services and Internet pages for it, I could little by little add smoothie recipes on the web page and to get my customers familiar with the idea. Developing the recipes and menu needs also time, so in my opinion this sounds good way to start to think about building up the company. I would also get to know entrepreneurship and things around that with a smaller business.

One idea was also that if there is a gym which is doing weak, I could offer my design and service ideas to improve an existing service. Heikki also threw an opposite though for my arguments about the thing that there are no gyms for free-weight practicing for women, that there are not fitness centers, where to do comprehensive exercise either for only males. Another business idea to develop!

In general about the graphic appearance, Heikki liked my logo design and convinced me that it is not too long, which I had considered. He picked the relation of women and pink N-letter without saying,

but was not sure about the green color of design. The print color was a bit foggy, but there is a point that the color should be thought over or changed to be brighter.

6.3 Entrepreneurs and personnel

The purpose of education is to get capability for working in the field the education prepares to. By setting up a company is an option where a person enables his or her employment by creating an own job which is ensured to last as long as the business runs. Establishing an own company is a tough and work-demanding way to start a career, but it can be very fulfilling and gives freedom and possibly a sensible, in a best occasion even a good, income. An entrepreneur acts also as an employer for many, a new business brings new jobs.

A big company like this would employ several people. The personnel at the place would consist of at two yoga and Pilates instructors, and a gym assistant who would all be also in charge of customer service at the reception. Those people will supposedly be administrators and owners of the company. In Smoothy juice and smoothie bar will be needed at least two persons selling the products. Depending on how big success the bar would make, they should work at the same time or shifted. If the popularity of the bar enlarges beyond the fitness club's customers to the other public, there might be needed even more workforce.

Especially at the start there will be needed marketing fields' professionals, coders and even the designer and engineers of user interfaces if the software platforms used will be designed specially for the use of the company. In terms of marketing, promoters are important workforce. There have to be people promoting company by flyers and offers, assistants updating company's web site and producer for the Facebook pages content. Some R & D activity is also needed that the company could follow the demands and trends in the markets and evolve with tools of innovation.

A massage therapist could be employed into the company or the company could rent a space for him or her. A personal trainer will be a part of the core team or the same person in main charge of the gym in general.

External people continually in service will be cleaners and probably the same firm in charge of laundry, maintenance, product imports, accounts and logistics.

6.4 Educational viewpoint

In following I will discuss a bit about the help and lacks what the design education in Kuopio Academy of Design and later North Karelian University of Applied Sciences have provided for me to enable executing this thesis project. I also point out the strengths of the degree program and suggestions for improvement of it.

Setting up a company which has multiple services and factors integrated in the business demands a large knowledge of multidisciplinary issues. Product and interior design education give a comprehensive view for building up a business concept together with external courses for business development provided via learning institutions. For finances and legislation there should be other sources available.

Degree Programme in Industrial Design in the universities of applied sciences both in Kuopio and Joensuu teach basic knowledge of business, but the things concerning Design Management and creating a business plan, I have examined in external courses, in Design Management courses in University of Lapland and Innovation Month organized by North Karelian University of Applied Sciences. In those courses a great amount of knowledge of entrepreneurship and especially creating a business or product concept was gathered in rather small amount of study credit points.

All company visits during the studies are very good and also fun way to learn about working and business life. Operations included in a business of the company are so multiple that there would not be one education to teach them all. The knowledge and capability of an entrepreneur increases while starting the business. Additional education, at least a course for novice entrepreneurs, would be useful. Finance or business education could become to question too when planning as big and elemental company as my thesis debates on. It is also possible to start with smaller business and grew that up with bigger talent.

My practical training in a product and service company gave me view of better knowledge of administrative and operational management of a company. Even though most of the companies do not pay for training period for student, the capability and knowhow what a company can provide to a student is valuable. I would push all companies to support students by providing a work placement for practicing while studies. Also the company can have new viewpoints and updated fact in field it is acting from a trainee.

The encouragement towards study period abroad is a great thing. Student exchange in some other country widens student's view of life and world especially if the student has not been in foreign countries much. Some kind of student exchange term should be available for everyone to increase consciousness of different customs, cultures and environment in general. Globalization and internationality are common terms in today's business world too. They also offer bigger growing possibilities for a company.

There should be more optional studies in the last year of education. Usually the student has already an idea of which field of design she or he will focus on. For example if a student is interested in 3D-modeling, it would be more advantageous for him or her to focus on product design development and practicing different software than use the valuable time of final year on making graphic illustrations. The general knowledge and skills should have been acquired in earlier years of degree program. It is important to get comprehensive education of design, but especially special talents have demand if seeking a career. More guidance for studying by including student counselling in lectures and regular personal counselling should appear. Universities of applied sciences should overall to stick in their learning programs and they should be generalized some how, so that there could be a rational concept of fields' education in new students' minds.

6.5 Entrepreneur's SWOT

The thesis and company concept are examples to point out things related to design when planning and launching a new business which has tangible service environment and business premises. If examining the business concept from an angle of just graduated student setting it up with help of SWOT analysis, the matrix would resemble Figure 5.

<p>Strengths:</p> <ul style="list-style-type: none"> • Innovation, creativity • Education in Design Field • Enthusiasm • Building up the company image • Interior Design • Versatility • Resilience 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Financial issues • Agreements and permissions • Missing partners • Youth, inexperience • Food and catering field • Finding suitable business premises
<p>Opportunities:</p> <ul style="list-style-type: none"> • Improvement in marketing • Cooperating partners • Extra schooling • Developing and sharpening the idea • Providing jobs 	<p>Threats:</p> <ul style="list-style-type: none"> • Changing trends • Failing financial calculations • Schedule, niche can be filled or disappear • Inexperience as an entrepreneur

Figure 5. A SWOT analysis.

6.6 Future Sights

A service never ends. It must be tested, improved and maintained. (Pattichis, 2012)

The company also has to have visions for the future when business is started running successfully. Innovation is demanded and possibly an external consultation company should be taken into the development estimation at some point if the business evolving, administration management or personnel services seem to need it.

Small lacks and problems can be fixed if the customers give feedback to the personnel. That is why at least on the web pages should be that kind of possibility made easy enough. Bigger problems likely

need consultation. Only basic running of the company needs maintenance of devices and their environment and purchasing of usages and materials. The improvement needs more innovation.

Campaigns are important marketing weapons for a company like this. Promotion is a big part of selling a service which does not sell usages. Campaign marketing means usually very much social interaction between customers and promoters and giving printed flyers in the shopping centers or on streets. Campaigns are also shown online. Magazines are one channel to promote and market the company to the larger consciousness. Especially sport magazines interview and make articles out of talented instructors and popular fitness centers. Because only profitability is not enough, the company should grow too. If it does not, it will not actually be profitable for long either. Widening to other cities and international markets give limitless opportunities for growing.

A major new thing in business in Finland is the juice and smoothie bar linked to the brand. The idea is as suitable for unisex gyms as for the gym for only female. A question is does limiting men out of the gym decrease income and popularity or possibilities to grow?

If the business makes a success the company can start to take more products with their own logo for sale. Also some external sport trips together with customers could be arranged. Growing needs out-to-in thinking and mood for growing both from company's personnel and partners (Kotler, 2003, 52).

REFERENCES

Interviews:

Female 18. Joensuu, 13 April 2012

Female 52. Joensuu, 13 April 2012

Female 23. Joensuu, 17 April 2012

Entrepreneur. Naisten Kuntokoulu Oy, Joensuu 20 April 2012

Literality:

Grönroos, C. 1998. *Nyt Kilpaillaan palveluilla*. Porvoo: WSOY

Hassi, A. 1998. *Muotoilu informaatioyhteiskunnan tuotantotaloudessa*. Lahti: Muotoilun laatu- ja tutkimuskeskuksen tuki ry.

Korppila, Anne. "Pilates vastaan jooga." *Fitness* 4/2006: 42-46

Korppila, Anne. "Tuliko ohjaajasta marionette?" *Fitness* 9/2007: 67

Kotler, P. 2005. *80 konseptia menestykseen*. Jyväskylä: Gummerus

Laiho, S. 2006. *Yrityksen visuaalisen linjan ja tavoiteimagon luominen*. Turku: Turun kaupungin painatuspalvelukeskus

Lee, Bonnie; Zuckerman, Rachel "Consumers more satisfied with independent gyms than most big health club chains." *American Fitness* March-April 2008: 64

Lee, Jeremy. "Gyms." *Marketing* 19 January 2009: 20

Lehtinen, J& Isoviita, A. 1994 *Asiakaspalvelu*. Kokkola: Avaintulos Oy

Moritz, S. 2005. *Service Design, Practical Access to an Evolving Field*. London: KISD

Pohjola, J. 2003. *Ilme – visuaalisen identiteetin johtaminen*. Helsinki: Inforviestintä

Rihloma, S. 1990. *Värit ja valot sisätiloissa*, Tampere: TMI Seppo Rihloma

Robinson, L. 2008. *Pilates harjoituksia laihduttajille*. Karisto 2008

Saarikangas, K. 2006. *Eletyt tilat ja sukupuoli*. Suomalaisen Kirjallisuuden Seura

Tuulaniemi, J. 2011. *Palvelumuotoilu Hämeenlinna*: Karisto

Vilo, Hanna. "Kuntosalibisnes kasvaa kohisten." Varsinais-Suomen Yrittäjät-lehti December 2005 >
<http://www.y-lehti.fi/arkisto/artikkeli/583><

Web Sites:

Aamulehti

<http://www2.aamulehti.fi/teema/terveys/toimittaja-testasi-kaikki-mahdolliset-ravintolisat-tassatulos/191412>

A. Vogel

<http://www.terveydenhoitouutiset.fi/thu1002/2.htm>

Design Management Institute

<http://www.dmi.org/dmi/html/aboutdmi/profile.htm>

Design Management Europe

<http://www.designmanagementeuropa.com/site/index.php?page=38>

Directa Search

<http://www.directa.fi/yrityshaku/gym/helsinki/>

Dorsén, Kati. Punttis.net, 2012

<http://www.punttis.net/static/kuntosaliharjoittelu>; <http://www.punttis.net/static/fitness-liikuntamuotona>

Helsingin Sanomat

<http://omakaupunki.hs.fi/haku/Kuntosali+Helsinki>

McGrory, Peter, 2012, University of Art & Design Helsinki TaiK

<http://www.designmanagementeuropa.com/site/index.php?page=38>

Nekala Crosstraining centre

<http://www.crosstraining-keskus.fi>

Suomen Yrittäjät 2012

<http://www.yrittajat.fi/fi-FI/minustakoyrittaja/perustaminen/>

Sligo Yoga Centre

<http://www.sligoyogacentre.ie/about.html>

SLU, Liikunnan ja urheilun maailma 9/06

http://www.slu.fi/lum/09_06/urheiluseuroille/kansallinen_liikuntatutkimus_suo/

Torikka, Jenni, 2012, Suomen Franchising Yhdistys ry.

<http://www.franchising.fi/index.php?p=16>

Wikipedia search:

<http://fi.wikipedia.org/wiki/> with search creatine, gym, gym floor cover, fitness-urheilu, fitness (biology), free weights, kuntosali, kuntoklubi leasing

Webinfo.fi

http://hakutulokset.webinfo.fi/index.php?search_string=helsinki+kuntosali

Yudkin, Marcia, 2012

<http://www.namedatlast.com/branding3.htm>

Ålgars, Satu, K-Kuntokeskusliikunnan päällikkö, 2012

<http://www.kunto.fi/kkuntokeskus/>

Lectures:

Pattichis, Andreas. 15 March 2012. Service Design. Joensuu: North Karelian University of Applied Sciences