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IMPROVING COMPETITIVENESS OF DAISY.QUEEN BEAUTY
SALON

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Improving competitiveness for Daisy.Queen beauty salon

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The purpose of this thesis was to conduct a case study through some surveys and recommendations. The aim of the study was to find competitor's advantages, then it could provide recommendations and ways to Daisy.Queen beauty salon to be more attractive and competitive.

The theoretical part of thesis include the importance of service, the seven P's of service marketing, the importance of service marketing in beauty industry. The seven P's of service marketing was analyzed and supported to the idea of recommendations.

In order to know well about the exact situation of the beauty salon in this community, three ways of research were done in one large sized beauty salon. According to the results of these research, it is analyzed that the advantages of that in the same community. Based on the advantages of that large sized beauty salon, some suggestions for Daisy.Queen beauty salon are raised.

Trough the comparison of seven P's from these beauty salons, some recommendations from marketing aspect and service aspect were given to Daisy.Queen beauty salon.

I hope through my research and recommendation, Daisy.Queen beauty salon can develop their marketing and service items so that they can be more competitive and attract more new customers, keep regular customers.

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1 THE VIEW OF BACKGROUND

This chapter will introduce background of beauty industry, the situation of the target beauty salon, followed by the direction of solution.

1.1 Background of beauty industry

With the development of China's economy and individual's living standard, people pay more and more attention to their body image, and their desire and demand to be beautiful continues to grow. As a result, as an emerging industry, beauty industry becomes one of the most influential tertiary industries (Euromonitor international 2012). On the other hand, as the carrier of the beauty industry, beauty salons spring up and become increasingly popular in people's daily life, thus appears unprecedented competition (HKTDC, 2011).

According to online data, there are about one million beauty salons in China (beauty industry 2012). So it is very common to see all kinds of beauty salons from scatter in the streets or around the different communities. Among them, some are large-scaled beauty salons which no doubt attract more customers; others are small and medium sized ones which are less competitive because of the scale at the first sight. Besides, the environment inside, the beauticians' professional abilities, the production attractiveness, the prices and other factors can also be different. These give small and medium sized beauty salons much more pressure to survive. If these kinds of beauty salons fail to come up with a solution, they will gradually disappear in this market.

1.2 The situation for target beauty salon

The target beauty salon in this thesis is Daisy.Queen beauty salon which was established in September, 2010 in the city of Tianjin in China. It is a small and medium sized beauty salon which has only two employees in the salon and three rooms and four beds for customers. Their service items include facial care and body massage. All the decorations and advertisements in the salon seem very common and

monotonous. According to the saying of one of the employees in the salon, a few regular customers come during a week, but there are seldom new customers. Most of the time, they just sit there waiting for customers. Even though this beauty salon is located in a large community in Tianjin city, the geographic condition brings no great achievements for this beauty salon. What is the worse it is that there also operate several beauty salons of different types in this community. The lack of space, employees, equipments and unique features makes this beauty salon less competitive with other large sized beauty salons. Therefore, it is clearly known that Daisy.Queen less competitive than the other three beauty salon. A customer satisfaction survey was done in six months ago, the result is to her satisfaction, their service quality is quite satisfying. It is the initial thing that how to develop their market and create their service items so that it will be more competitive.

1.3 The direction of solutions

Therefore, how to develop their own market and create their own service item is of great importance for Daisy.Queen beauty salon. They need to establish their service culture and feature (Chen 2012). It is believed that the service with high quality provided by the beauty salon can bring in new customers and maintain regular customers. As a result, the beauty salon is able to live through stagnation and recession. From this point of view, the purpose of writing this thesis is to offer ways for Daisy.Queen beauty salon to be more attractive and competitive through a series of research and recommendation.

In order to know well about the exact situation of the beauty salon in this community, the mystery shopping was done in one large sized beauty salon questionnaire. According to the results of questionnaire, the advantages of large sized beauty salon will be analyze in the same community. Then, 20 of their 40 regular customers were asked to fill in quest beauty salon. Based on these advantages, some suggestions for Daisy.Queen beauty salon are raised.

I hope through my research and recommendation, Daisy.Queen beauty salon can build up their own service marketing and items so that they can be more competitive and attract more new customers, remain regular customers.

2 THEORY FOR SERVICE MARKETING IN BEAUTY INDUSTRY

In this chapter, some theory will be described. it includes an introduction of service, the seven P's of service marketing, the importance of service marketing and the importance of service marketing in beauty industry.

2.1 The importance of service

Most commercial activities involve goods and services, which are major marketable entities. Although marketing in traditional definition contains ideas and people etc currently, it is primary goods or services marketed by the majority of organizations. Most of academic writing is related to goods in tradition, because the demand for them is increasing in most of the last century, especially in the western development world. In markets of developed countries, as the growth for goods got saturated, they turned their attention towards services. Particularly, the last decade has witnessed the rapid growth of books and journals etc. which devoted to the 'marketing of services'. To some extent, this is because of the increasingly important role of the services in the gross domestic product (GDP) of many countries throughout the world. As of 2009, services contributed to 70% or higher of the GDP of most developed countries, while goods manufacturing has shifted out to the developing world (Srinivasan2004,1-2).

2.2 The seven P's of service marketing

In the early 1980s, BOOMS and BITNER defined the marketing mix of service enterprises as 7 elements, that is, product, price, place, promotion, people, process

and physical evidence (Matt 2012). These 7 elements are the core of lots of service marketing, and ignorance of any element would affect the success of the entire program. Product refers to focus on the function of development and require products to have unique buying point, and place functional demand of products in the first place. Price means to develop different price strategies according to different market positioning, and focus on the fineness of brands. The pricing of products is based on brand strategies of enterprises. Place refers that enterprises would not face consumers directly, but focus on the development of dealers and the establishment of sales network, and the relationship between enterprises and consumers is carried out through dealers. Promotion refers that enterprises pay attention to changes of selling practices to stimulate consumers, and promote consumption growth by short-term behaviors (such as surrendering part of profits, two for one, atmosphere of marketing scene etc), and promote sales growth by attracting consumers of other brands or have forward consumption. People refer that all people are involved directly or indirectly in consumption of a certain service. Characteristics of most of service enterprises are that operating personnel may serve in double work of service performance and service sales. Process refers that people's behaviors are very important in service industry. So is the process (that is, the delivering of services). Pleasant, focused and concerned working personnel could reduce customers' impatience while waiting. Physical evidence refers that visible exhibition could affect evaluation of consumers and customers on a service enterprise. Elements of visible exhibition include: physical environment and food required when providing services. Through three types of survey, specific comparison table would be listed through 7P'S, and propose suggestions on marketing and services for Daisy. Queen beauty salon by comparing the difference of the table.

2.3 The importance of service marketing

Services are increasingly important in the current economy. Under the current situation of manufacturing downward trend, service industry is showing an upward trend. Due to widespread interest in service marketing, it is necessary to pay attention to its effective management. In the production and consumption, services characteristics of intangibility, individuality, perishability, heterogeneity, and

ownerships should be inspected. Experience plays an important role in services marketing. Due to the specialty of the services, in addition to normal 4P's of marketing, beauty salon industry should pay attention to the 7P's, namely product, price, place, promotion, people, physical evidence, and process of service delivery system (Nargundkar 2010,45-53).

Service product or package could be the features and benefits related to a specific target market. Hence, importantly, when developing the service product, the benefit package must focus on customers. A new service in the market should consider benefits of specific consumers, offered services, service delivery system, and effective management of communication.

Customers' expectation for information about the quality of services would be identified through market researches. Image of the services package could be enhanced through effective marketing communication strategies.

Pricing of any product or service should be acceptable and competitive. Most often, customers link the price of a service with the quality. That is to say, to a large degree. It is the customers perceived quality of the service that influences pricing.

Since services are intangible, they cannot be normally stored, transported or inventoried. Distribution channels used for product marketing may not be applicable to services, due to the inseparability characteristic of the services of the services providers. (Rathmell 1974,63-66).

Time and place of utility are another two important aspects of the services, regardless of whether the service provider uses the agents or brokers or makes use of the direct sales channel. Possibly, the location with potential markets as the purpose would play an important role in deciding on channel selection. For Sasser, local considerations and personal information sources are two key factors for deciding the final purchase of many services. Since standardization and uniformity can be a constraint, for service providers, logistics in providing the services for an effective distribution should be taken into consideration (Nargundkar 2010,45-53).

Services promotion is different from that of products. Consumers prefer more personal information of services. It is less possible for consumers to buy services without adequate information in advance. Usually, it may be necessary to show the intangible aspects of services through proper communication. This is better achieved through appropriate promotion. It is different to sell services and products. Service sellers should establish a personal relationship with prospective consumers. They should have a professional orientation of selling, and promote intangible aspects by using indirect selling skills. Actually, they should build a positive match for his service offer.

In 1987, Judd added people in the services marketing mix as the fifth element (Judd 1987,241-247).According to his opinion, since employees provide services, the firm has to market the service efficiently in the first place. Employees of a service organization contact with the customer. They are very important in service marketing.

By providing adequate service to customers and influencing their perception, physical evidence can support the marketing program (Berry&Parsuraman 1991,152,171-172).

Moreover, service could be made tangible. Services can also be made tangible through communication including word-of-mouth or creative advertising or providing other service guarantees. This is helpful for rendering the message tangible so that essential evidence could help make service tangible.

Process management issues are availability of services and their consistent quality. According to Shostack, process management includes issues of process planning and control, operations planning, facilities design, scheduling, inventory planning and control, quality control, operational control to forecast and long-term planning (Shostack & Lyan 1987,34-43).

In terms of services, it has been explained that the traditional four P's of the market mix includes product, price, place, and promotion. Moreover, three additional P's of the services marketing mix has been explained as well, that is, people, physical evidence, and process. Service marketers should not only pay attention to traditional

four P's of the marketing mix, but also another three P's. This could make the service marketing have better prospects internally and externally (Nargundkar 2010,45-53).

2.4 The importance of service in beauty industry

Under the current circumstance, the good and new service is one of the best ways for attracting customers and increasing performance. In this ever-changing market, in addition to hardware facilities, service is the most powerful means of competition. Due to the improvement of people's living standard and changing the concept of life, their requirements for service are getting more and more, higher and higher (Cong 2008). If the beauty salon confines in the basic service level, its performance may remain steady, but if the beauty salon has specialized and personalized service, then its performance can receive breakthrough.

Service quality can not only improve the performance, but also can meet the needs of different customers. Different customers have diverse requirements and their psychological change can be subtle, so beauty salons have to work hard and do the service well (Choi, Kim,M & Kim, K 2007,1772-1783). Only in this way can we create an atmosphere that customers feel free to come. When customers produce a sense of trust, we can build up full communication with them and provide them with professional service. These will bring us their satisfaction and approval of our work and, on the other hand, bring us good performance. Customers' satisfaction also results in beauticians' self-affirmation and income increase. This will possibly raise beauticians' enthusiasm and they will try their best to improve the professional abilities and to think which kind of service is the most suitable for different customers. So it is obvious that good service equals to extra benefits.

To know diverse requirements of various customers is the way to improve beauty salon's service. The customers' requirements can be divided into several types as follows (Li&Fung Research Center 2005). First type is instant consumption. This kind of customer walks into a beauty salon with exact aim. Customers know clearly what they want from a beauty salon. Therefore, to offer a service for them, beauty salon has to follow customers' demands and give timely service. The second type is potential consumption. This kind of customer walks into a beauty salon by our

guides. The customers may know nothing about beauty care and just fill themselves with curiosity and be happy to try. To serve them, beauty salon has to be patient to guide them and help them solve problems. Beauty Salon should impress customers with their sincerity. Another type is falling consumption. Customers are beauty salon's regular clients. This kind of customer has recognized beauty salon's products and services, so beauty salon has to think about how to retain them. On one hand, beauty salon offer service fully with emotions; on the other hand, beauty salon has to think about some new service items to retain them.

Service is not just about employees, such as beauticians. Their professional services and guides are important, but the environment of beauty salon is also essential. When customers walk into a beauty salon, their first impression is the decorative style. A spacious and bright room dotted with beautiful decorations will definitely attract customers and make them relaxed. Every customer is willing to spend her money worthily. From this aspect, to improve beauty salon's service level is inevitable. It needs a holistic approach.

3 SWOT ANALYSIS FOR BEAUTY SALON

In this chapter, the introduction of SWOT analysis will be described, followed by SWOT of the beauty industry in China and SWOT of the target beauty salon will be discussed.

3.1 The introduction of SWOT analysis

SWOT analysis is also known as situation analysis, proposed by a professor of management at the University of San Francisco in the early 1980s. Four letters of SWOT represent respectively: strength, weakness, opportunity and threat (Pahl&Richter 2007,7-15). The so-called SWOT, that is, situation analysis, is to list various major internal strengths, weaknesses, opportunities and threats etc that are

closely related to study objects through surveys, and arrange in a matrix, and analyze by matching various elements by using the idea of systematic analysis, and thus obtain a series of certain decisive conclusions. The strengths, weaknesses, opportunities and threats of beauty salons could be analyzed systematically through SWOT analysis. When analyzing, all internal elements (including advantages and weaknesses of the company) should be collected together, and then evaluate these elements by external forces. These external forces include opportunities and threats, which are caused by competitive forces or trends in enterprise environment. Thus method could be applied to analyze China's beauty industry and at the same time the status of Daisy.Queen beauty salon.

3.2 SWOT of beauty industry in China

S: China has a large population. With China's economic development, people's living standard is improving. The strengthening of beauty consciousness would motivate the development of domestic beauty industry (The Future.2012). Therefore, China's beauty market is extremely potential, which is the fundamental motivation for the development of this industry. Laws and regulations for the beauty industry are gradually improved, and supervision of relevant departments would be helpful for the healthy and orderly development of the industry.

W: There are a large number of beauty enterprises in China, and the market is in disorder. Some small and medium-sized enterprises have poor services, and disrupt the market completion with a low price, which causes adverse effects on industry reputation and consumers' recognition at the same time. Lack of world famous brands and it is difficult to enter foreign markets.

O: Currently, China's beauty industry is still in a development stage. It belonging to a perfectly competitive market. China does not have monopoly enterprises. In recent years, with the increasing improving of consumption level of residents in China, beauty market has been keeping a high growth rate. Therefore, China's beauty market has a great opportunity for development.

T: Competition from foreign brands causes threats. In recent years, foreign beauty chain brands enter our market continuously, and occupy increasing market shares in China market, bring increasing impacts to industrial enterprises.

3.3 SWOT of the target beauty salon

S: It is located in this large residential community with moderate cost, and is easy to have customers. Beauticians have professional beauty skills and good service level, and have a good way of management for its customers. And the store has three new beauty devices.

W: Compared with large beauty salons, it does not have a systematic pre-job training, and no comprehensive corporate culture, they do not have beauty service items, and few new customers.

O: With the increasing demand of consumption, new service markets and new service items could be developed. There are a lot of potential customers in this community.

T: There are three other beauty salons in the community with almost the same service content, and there would be great competition.

4 THREE WAYS OF RESEARCH METHODOLOGY

In this chapter, qualitative and quantitative research will be used. The first part is first-hand experience. The second part is a questionnaire. The last part is interview. These three parts combining together can better figure out the situation of a beauty salon and what the people really need in a beauty salon. Based on these results, more suggestions can be raised for Daisy.Queen beauty salon to improve their way of service, create more specialized and personalized services. Only in this way can they stand out and attract more customers and then increase their performance.

4.1 Qualitative research and quantitative research

The objective of qualitative research is to gain an understanding of underlying reasons and motivations, provide insights into the setting of a problem, generating ideas and hypotheses for later quantitative research. The purpose of quantitative research is to quantify data and generalize the results from a sample to the population of interest, measure the incidence of various views and opinions of a chosen sample. Sometimes followed by qualitative research which is used to explore some findings further (Snapsurveys). In this study, first-hand experience and interview belong to qualitative research, questionnaires belong to quantitative research.

4.2 First-hand experience

There are several beauty salons in this community. Among them, one is large sized beauty salon; the other two are small and medium sized beauty salon. Every time I take a walk in this community, it could be found that someone step into that large sized beauty salon. It could be clearly seen that why people would like to choose this beauty salon other than those two small ones. With this question, a mystery shopping was done in these beauty salons, figuring out there indeed exist some advantages over those two small ones. This experience will be described in detail in the following part.

4.2.1 Beauty salon in general

The most obvious difference at the first sight is their size. The large sized beauty salon has two floors. On the first floor, there are the reception, product showcase and leisure area equipped with a big TV, three computers and comfortable sofa. On the second floor there are three rooms and each room has three beds. This beauty salon makes people cozy and comfortable. There are four beauticians, one cashier. When

people walk into this beauty salon, people will naturally feel good and be easier to accept beauticians' guides.

Compared with this large sized beauty salon, those two small and medium ones are less promising. First of all, each of them has only one floor. What is more, there are only two employees in the salon and two rooms and four beds for customers. All the decorations and advertisements in the salon seem very common and monotonous. According to the saying of one of the employees in the salon, a few regular customers come during a week, but there are seldom new customers. Most of the time, they just sit there waiting for customers.

4.2.2 Staff behavior

Staffs of the large sized beauty salon dress in slight pink uniforms and white soft-soled shoes. Staffs wear white respirators when they begin to work. Staffs have their own certificates and numbers which are convenient for customers to recognize and identify. Moreover, employees use the equipment or relevant tools orderly and professionally. One of the employees told that they will get strict on-job-training and be familiar with the machines operation. Employees have their own duties and responsibilities, and no one can cross the boundary to do other employees' work. Such as the cashier. This employee is in charge of nothing but financial affairs according to the rule of this beauty salon. As a result, this management can be fair to every employee and helps to maintain the normal order of this beauty salon. What impress people the most when customers step into the beauty salon is that employees will smile sincerely and say "welcome" to customers, which gained customers the feeling of importance.

When people go to that small beauty salon, the shopkeeper guide customers into the reception. It can be found that the two beauticians are sitting on the sofa watching TV. Employees just glimpse at customers and stand up and then walk towards the room. Employees also dress in uniforms, but employees don't wear unified shoes and don't wear respirators when they work. It can be found that employees will always talk to customers when they offer service. This communication way is probably not

suitable for every customer, so employees should act accordingly. On the other hand, employees' spiritual outlook also affects customers if they are not in good emotion to serve.

4.2.3 Products and prices

When it comes to beauty salon, the traditional concept is about facial care. Even though this is traditional, it is also one of the most important parts and the core for a beauty salon. How to choose products and how to set prices is essential to attract customers. For some rich people, this kind of people cares more about quality and effects of products, even the price is a little bit higher than the market price. But for some office staff, due to their limited salary, this kind of people would like to choose good quality but less expensive products. Therefore, it is not easy for the shopkeeper to balance different consumption demands by customers from different social classes.

There are two showcases in that large sized beauty salon. There are a wide variety of products in these two showcases. An employee says that all these products belong to two brands, one is high-end brand whose products are more expensive, and another brand has less expensive products of good quality. These two brands accord with two kinds of people. One kind of people holds that the higher the price, the better the quality. Another kind of people would like to find products with, relevantly speaking, lower price but good quality. Each brand also has a series of subsidiary products for customers to choose, which to some degree offers them a full-service for beauty care.

As for another small sized beauty salon, the products they are less famous than those of the large sized beauty salon. The majority of products focus on middle and low-end brands and the price is much lower. The shopkeeper expresses because it is a small sized beauty salon and capital input are limited, the beauty salon is not able to introduce high-end equipments and products. The shopkeeper originally think the low price can be her advantage, but still have a few customers, which result in income decrease. This is a vicious circle, and the shopkeeper does not know how to change the current situation.

4.2.4 Service items

It is well-known that facial care is the original service item and the mainstay of a beauty salon. To make customers look beautiful is the main task. But with the development of economy and individual's living standard, people pay more and more attention to their body image, and their desire and demand to be beautiful continues to grow (website of 39Health 2009). Therefore, in addition to facial care, other kinds of service items will naturally draw people's attention and contribute to new business growth.

In the large sized beauty salon, there are some package services. That is to say, except for facial care, people will get a body massage or weight-loss program. These additional service items enrich people's choice. On the other hand, these service items broaden customer sources, which are to say, people who need to massage or lose weight can also come to the beauty salon. Coaches will make a detailed plan for customers to help them shape a better figure and relieve stresses.

While in the small sized beauty salon, services still focus on facial care. There are no more choices for customers. If customers want to do some massage, the beauticians will take on this task and then do non-professional massage. With the time passing by, people can't get what they want. People of course won't come again. In this way, the beauty salon is brought to a crisis.

4.2.5 The analysis of conclusion

The discussion and comparison listed above are from the first-hand experience. By this mystery shopping, it could be gained some valuable information which will do much help to analyze the current situation of beauty salon and raise suggestions for improvement. What customers need the most from the beauty salon is comforting, no matter comfort from the environment or from beauticians' professional service. Therefore, beauty salons have to try their best to improve their environment, their

staff behavior and adjust their products types and price so that more people from different social classes can feel happy to come to beauty salons. On the other hand, beauty salons have to make efforts to introduce more service items, which mean a broad customer source. To operate a beauty salon well can be an act, only if people put their heart in operation, their beauty salons, no matter large sized or small and medium sized, will be promising.

4.3 Questionnaire

This questionnaire was filled in Chinese. It was done on weekends, because on these two days, people are free from work and have time to relax. As the shopkeeper says, there are 40 regular customers of her beauty salon, so ten people are taken out at random each day and finally 20 participants involve in this research. They are 20 regular customers of the large sized beauty salon in the community. According to Figure 1, these 20 participants, of whom one is less than 25 years old, eleven are between 25 and 34 years old, six are between 35 and 44 years old and two are more than 45 years old. These 20 people are all women, and they all have more than one year's beauty care experience in this beauty salon. What is more, the participants range from less than 25 to more than 45. People from different ages represent different tastes and requirements. The reason to choose regular customers is that they are familiar with the service of this beauty salon and they are more likely to raise suggestions for better service. The questionnaire is shown in Appendix. The following chart presents numbers of participants with different ages.

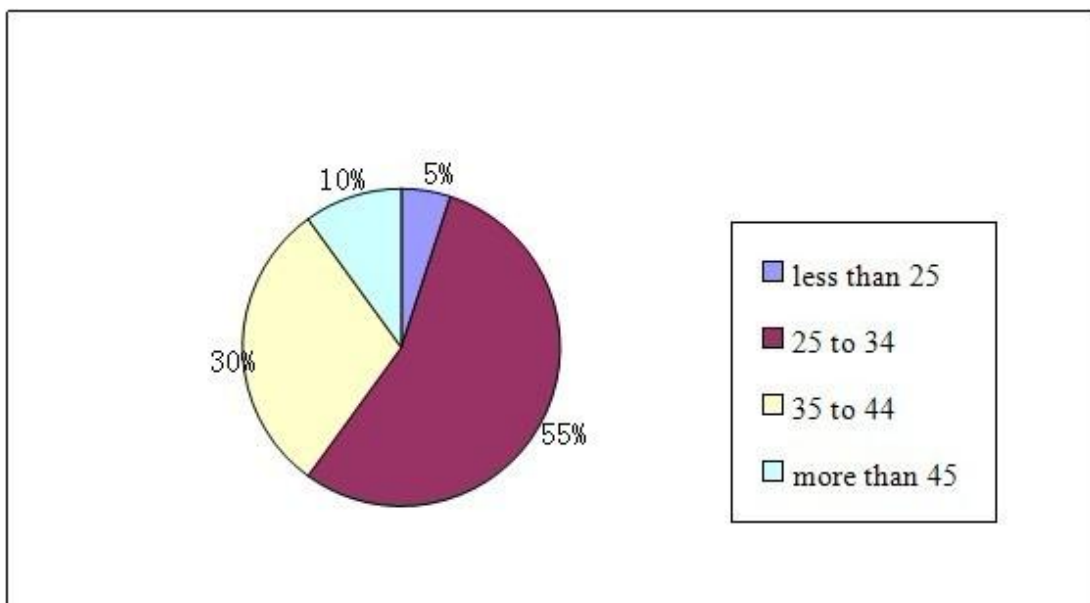


Figure 1 .Percentage of different ages

Table 1. The number of ages

Ages	Less than 25	25 to 34	35 to 44	More than 45
Numbers	1	11	6	2

4.3.1 The analysis of questionnaire

According to the results given above, some information that worthy of building a better beauty salon can be figured out.

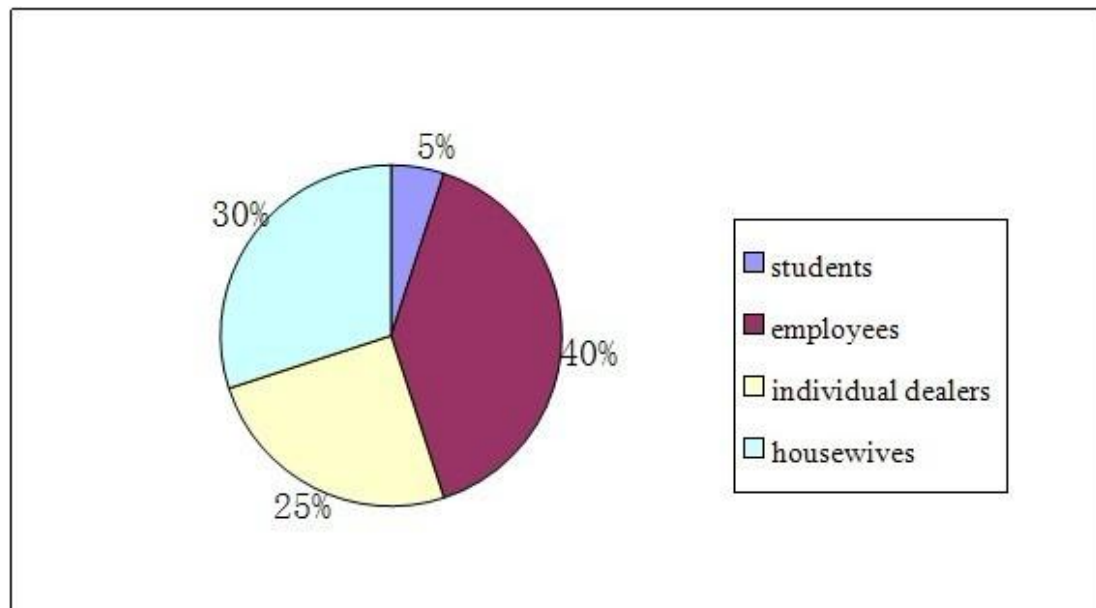


Figure 2 Percentage of occupation

As for their occupation Figure 2, one of 20 is student, accounting for 5%, eight of them are employees, accounting for 40%, five of them are individual dealers, accounting for 25% and six are housewives, accounting for 30%. As for their ages, one of them is less than 25 years old, accounting for 5%, eleven of them are between 25 and 34 years old, accounting for 55%, six of them are between 35 and 44 years old, accounting for 30% and two are more than 45 years old, accounting for 10%. From these data, it is found that employees and people of 25 to 34 years old account for the majority, which means the main customer source concentrates on a group of people who are young and have stable work. That is to say. The target customer group is the people from the middle class. This kind of people has relatively strong economic strength, and their income can afford beauty care costs. What is more, the skin condition of people of these ages just begins to deteriorate, so this kind of people needs to do skin care more urgently than others. This group of people is easy to be regular customers of one beauty salon. It is not hard to find from the chart that beauty industry has presented a younger trend, and even students have paid a certain attention to beauty care. They are living in the new information ages, and their views of beauty have switched a lot. They become more curious and fashionable, so they will find every way to be beautiful. From this aspect, beauty care is no longer the special right for the middle-aged and rich people. But in the process of popularizing

beauty salon, it can be clearly seen that personal economic condition is still of great importance. Employees, individual dealers and housewives have stable income to some degree in China, so their possibilities to come to beauty salon are much higher than those who have limited income, such as students.

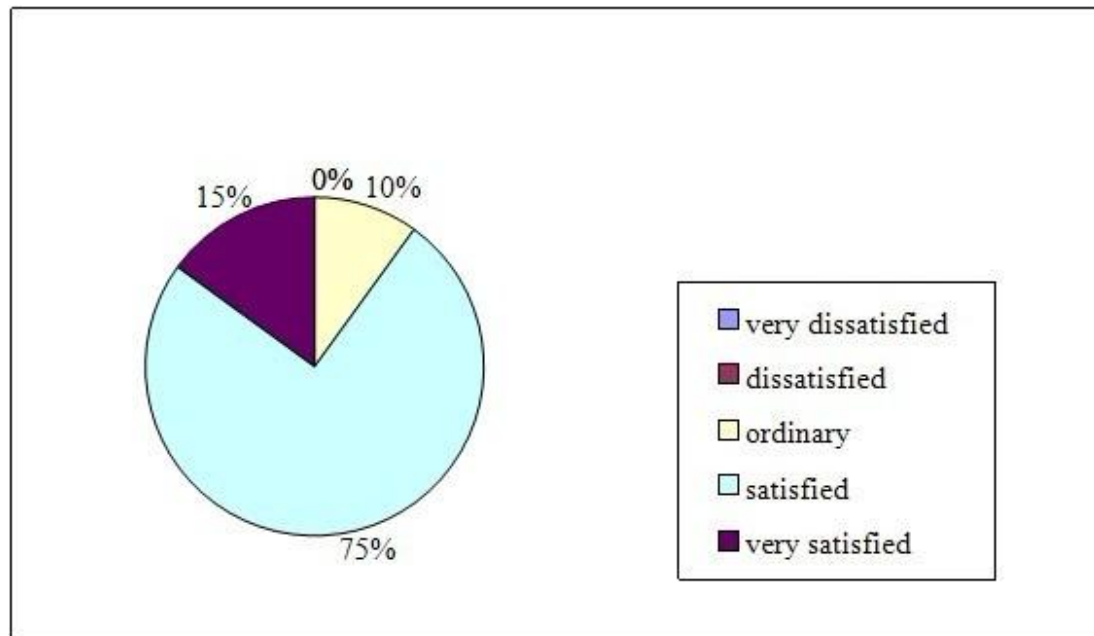


Figure 3. Percentage of the overall assessment of the service

According to Figure 3, all the participants show their different degrees of satisfaction about going to beauty salon. Six of 20 participants feel pretty important to go to beauty salon, accounting for 30%, twelve of them feel important, accounting for 60% and two of them feel very important to go to beauty salon, accounting for 10%. This information shows that going to the beauty salon is important for women. Since the love of beauty is the nature of women, they would like to invest in the business of beauty. Once people's beauty awareness raises, they will naturally go to the beauty salon for cares. This will, fortunately, bring beauty salon customers and profits. Another data shows that 75% of the participants are satisfied with the overall service in the beauty salon, 15% of them feel very satisfied and only 10% of them. That is to say, only two people feel ordinary. This tells us that this large sized beauty salon is good at offering service. There is a saying "customer is God" in Chinese, which express that to meet customers' needs is the most important thing. On the other hand, customers' satisfaction and recognition will also encourage a beauty salon to be

better. One more data is about customers' degrees of satisfaction towards beauticians' service.

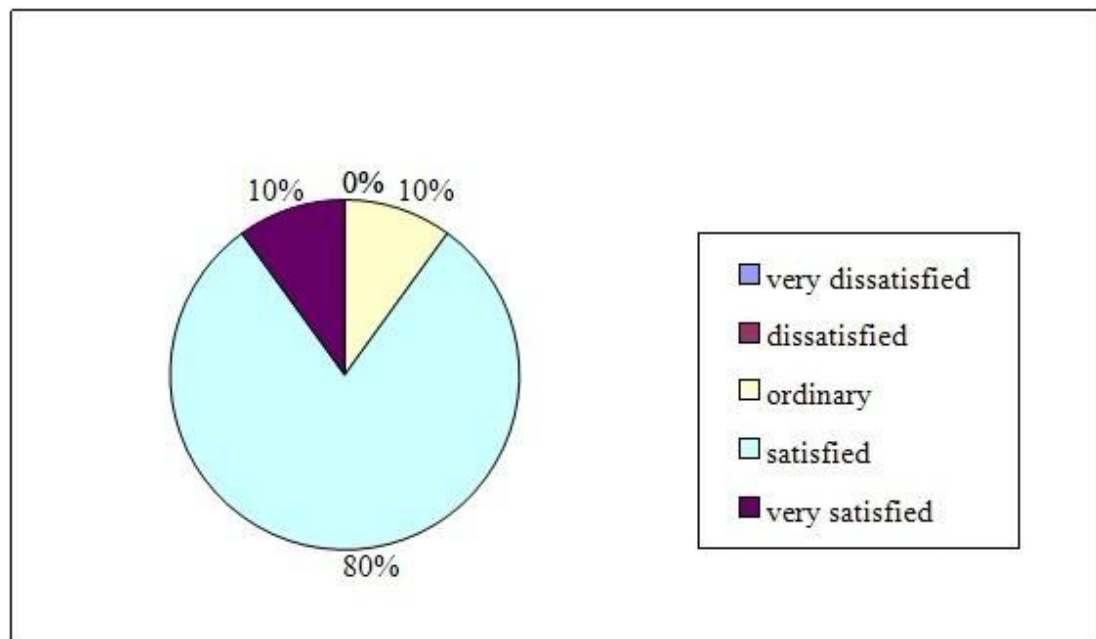


Figure 4. Percentage of satisfied with beauticians' service

According to Figure 4, it shows that more than 90% of customers feel satisfied with beauticians' service. Beauticians are the essential part of a beauty salon, and their success in serving customers to some degree means a beauty salon's success. Satisfactory evaluation is fundamental to the survival of a beauty salon. Sometimes, the fate of a beauty salon is in the hands of customers, because they can decide whether to go to this beauty salon or not.

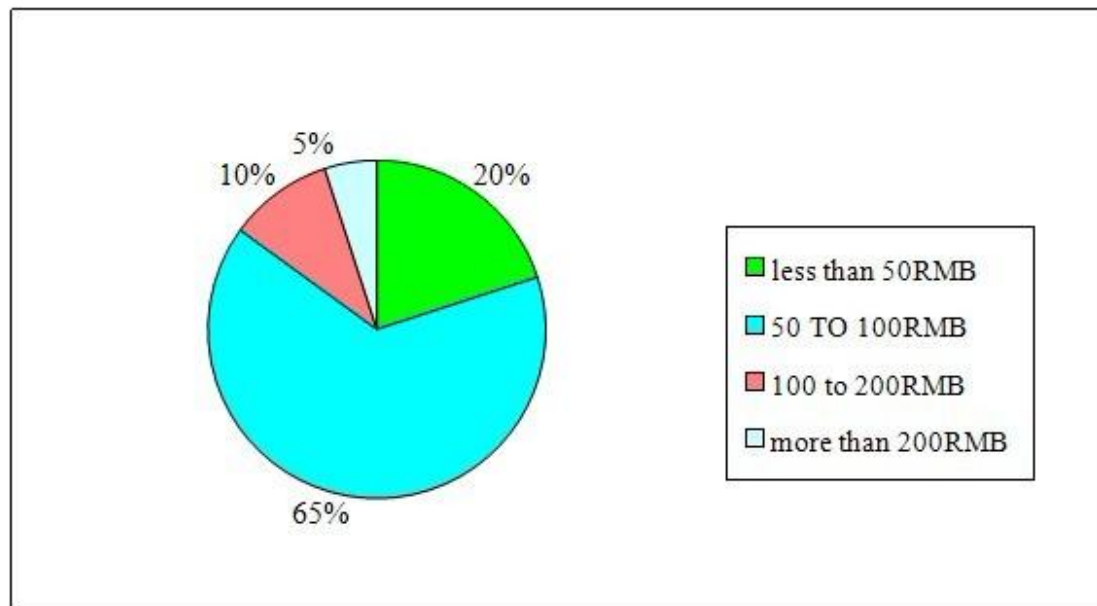


Figure5. Percentage of price

According to Figure5, as for the price which is another key point, about 65% of people can accept 50 to 100 RMB for one common facial care. A few people, accounting for 20%, choose the price that below 50 RMB and about 10% of participants hold that 100 to 200 RMB can be reasonable. Very few people, just accounting for 5% think even the price is above 200 RMB, they can still accept. Here it can be seen that the price is more suitable for a majority of people so that it can help the shop owner to set a relatively reasonable price for customers. Price competition is an eternal topic and what most customers want is service of high quality but low price. Every beauty salon needs to fix certain acceptable price to attract more customers. A sound price is one of the advantages for beauty salon's business.

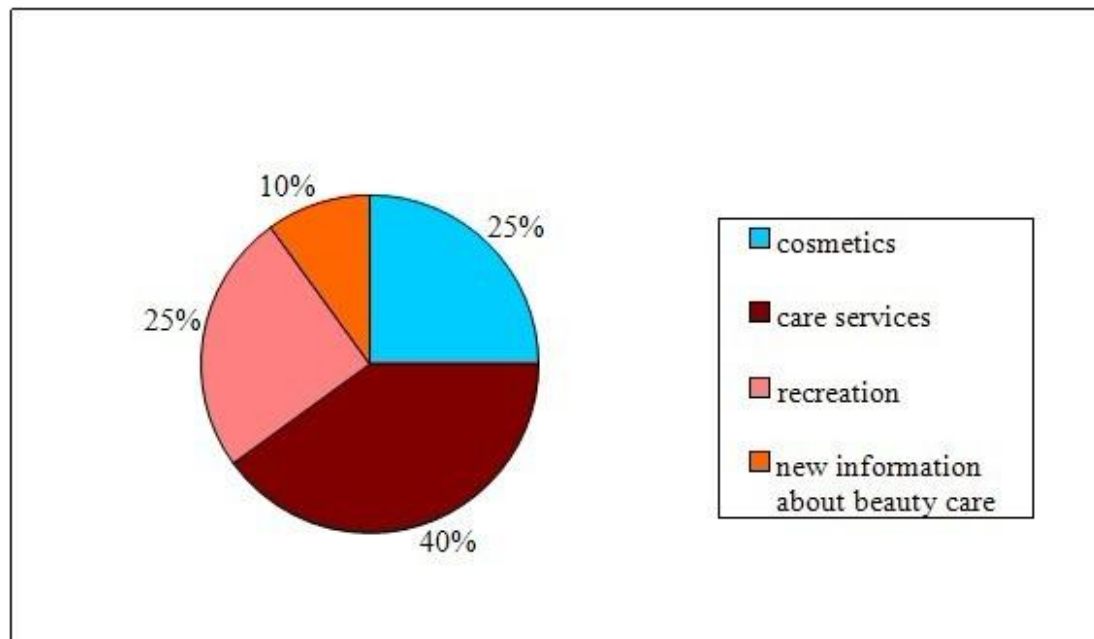


Figure 6. Percentage of what beauty can offer to customer

According to Figure 6, when it comes to the question what beauty salon can offer to customers, 40% of the participants think it is care services, 25% hold that it is cosmetics and another 25% choose recreation, and only 10% think that they come to gain new information about beauty care. It is not surprised that more customers come to the beauty salon for care services, because this is the beauty salon's basic duty. Special attention can be paid to those 10% participants who come for new information about beauty care. Even though this is a very small group, it represents a big chance, that is, beauty salon owner can popularize new information about beauty care for those who are fond of fashion. Nowadays, people are living in the information is, and "information" becomes the key word. If customers can get some new information easily and cozily in one beauty salon, this can probably reduce their pains of searching the Internet by themselves. This may be a breakout for beauty salons.

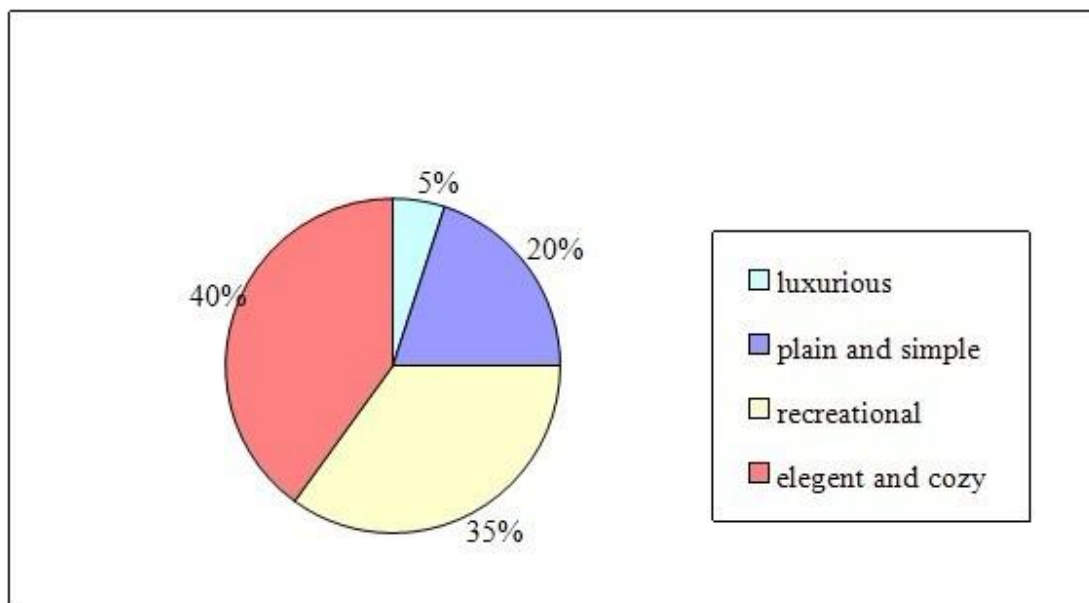


Figure 7. Percentage of decorative style of beauty salon

According to Figure 7, the last question is about the decorative style of a beauty salon. 40% of them like elegant and cozy style, 35% feel recreational one is ok. Another 20% prefer plain and simple one, and only 5% like luxurious style. This shows that people in today's society prefer to practice thrift and this also reflects their attitudes of living. Therefore, a majority of people choose elegant and cozy style and many like recreational or simple style. Very few prefer luxurious style. For beauty salon owner, she has no need to spend much money in luxurious decoration. This can save a certain amount of money and she can invest the money in improvement of other service items.

4.3.2 Conclusion for analysis

From this questionnaire, more knowledge of customers' consumption trends and requirements will be shown. This will be valuable for the improvements of services in the beauty salon. It is the truth that there are no males working in the beauty salon or getting service from the beauty salon. From this aspect male, in fact, can be the potential customer source. That is to say, offering beauty service for men can be a new program. It will be discussed in the later part.

4.4 Interview

This interview focuses on the large sized beauty salon owner. She is a 38 years old woman, and she looks young and fashionable. During the mystery shopping in her beauty salon, it is found that she can communicate with customers very well. All the customers smile to leave. The contents of this interview is about her way of business management. The question towards her is what the owner thinks it is crucial to her beauty salon business. On hearing this question, she seems to have a lot to say. It can be strongly found that she is very proud of her beauty salon. She says there are three important elements contributing to her business management, that is, employees, environment and services.

4.4.1 The aspect of employees

She says employees are one of the most crucial parts for a beauty salon, especially beauticians, because their skills to a large degree determine customers' choices. If they are equipped with professional skills, they will provide customers with high-level services, as a result, customers feel satisfied and trusting. Other employees, even though they are not in charge of professional work, they still need to face different customers. Their spiritual outlooks also affect customers' consumption moods. Therefore, there is a strict training program in her beauty salon. Every employee has to take this training and pass the assessment. Then he or she has the opportunity to work. It is this strict training program that enhances service quality and builds up customers' confidence.

4.4.2 The aspect of environment

Another element is the environment of the beauty salon. According to the salon owner, she advocates recreational and cozy decorative style. She explains that many people come to beauty salon in order to relieve themselves from work pressure or life burden. So cozy and quiet place will help them calm down and relax. On the contrary, a luxurious decorative style may cause fickleness in today's society. She also

emphasizes that everything should be done on the basis of customers' characteristics. Only in this way can attract and maintain customers.

4.4.3 The aspect of service

When talk about service, she appears a little bit worries. She says the service is the hardest step in business management. She says that when the business arrives at a certain stage, a novelty is a must to avoid customers' consumption fatigue. Until now, there are some package services in the large sized beauty salon. That is to say, except for facial care, people will get body massage or weight-loss program. Salon owner tells the author that these new service items to some degree attract additional customers. It could bring a broad customer source.

4.4.4 The analysis of conclusion

Through this research, it can be learned more about management of a beauty salon. By first-hand experience, questionnaire and interview, it can be concluded that to operate a beauty salon well, one must pay considerable attention to hardware facilities and software conditions. That is to say, in addition to a comfortable place, beauticians' professional skill and diverse service items should be the crucial pillar.

5 SEVEN P'S COMPARISON AND RECOMMENDATIONS

In this chapter, seven P's comparison and recommendation will be discussed. Based on the research, some advantages and improvements of that large sized beauty salon are listed so that Daisy.Queen beauty salon can learn from those advantages and make some improvement. Then they will operate well.

5.1 Seven P's comparison

According to figure in Table 2, marketing mix of service enterprises has 7 elements, referred to as 7P'S. So, marketing employees of beauty salons should consider relationship among these elements. These 7 elements could be said to be the core of various marketing programs, and the ignorance of any element would affect the success of the entire program. According to results obtained by three kinds of survey methods, in-depth comparison could be made from these 7 elements respectively, so that detailed market suggestions and service suggestions could be proposed for Daisy.Queen beauty salon.

Table 2. service marketing-seven Ps

Seven Ps	(Large)A	(Small)B	(Small)C	Daisy.Queen
Product And Service item	Two brands Facial care,Body massage, Weight-loss program	One brand Facial care	One brand Facial care Weight-loss program	One brand Facial care Body massage
Price	High price	Low price	Middle price	Middle price
Promotion	Advertisement, website	Advertisement	Advertisement	Advertisement
Place	Near the front door of the community	Inside the community	Inside the community	Inside the community
Process	Perfect service system Operation skills	No service system Operation skills	No service system Operation skills commonly	No service system Operation skills professionally

	professionally	commonly		
Physical evidence	High-grade decoration Equipment is complete	Common level decoration Equipment is complete	Common level decoration Equipment is complete	Common level decoration Equipment is complete
People	One cashier, Four beauticians One manager	Two beauticians One manager	Three beauticians One manager	Two beauticians One manager

5.2 Marketing aspect

5.2.1 Use social media to popularize and supervise

It could be found by comparing Promotion to 7P'S that this large beauty salon uses advertising and its website for marketing, and has its own social media channel; however, another two small beauty salons are very simple, and only use advertising for marketing. According to the survey, it will be suggested that Daisy.Queen beauty salon could use micro blog to expand market and promote itself. Beauty salon could create a micro blog, and regularly publish some articles about health, beauty and shaping for people to read, and regularly release beauty items of products and preference to be promoted, so that more people would be attracted.

When it comes to social media, people would think of newspapers, magazines or TV broadcast. But nowadays, there is a convenient, speedy and popular network mode of transmission in China. It is called "ceibo" which means micro blog. As long as users apply for an account, they can express their opinions freely. What is more, people can use it for free. So, this will be a good chance to popularize. The beauty salon owner can put beautiful pictures of salon, products and service items on the

homepage for sharing. Since the number of Chinese net citizens is pretty huge, to make people know about something, especially beautiful thing is not that hard. On the other hand, “weibo” is also an effective way to supervise. In China, many government agencies have their official micro blogs, so as soon as beauty salons have wrong behavior and are being complained by customers, the relevant agencies will deal with these complaints and expose them on the Internet. From this aspect, it can conclude that micro blog plays the role of supervision. Broadly speaking, “weibo” is a good choice for it has no cost and a wide range of users.

The owner of the beauty salon can appoint an employee, such as the cashier, to be responsible for updating the microblog. The nickname of this account should be attractive and easy to remember. And then, add the customers who have their own account to friend list. Besides the beautiful pictures of salon, products and service items, the administrator can also share some new information about beauty care everyday on the same time, which will attract people to visit this micro blog frequently, and also give regular customers a fresh experience. The salon owner can also prepare some presents, such as samples of the new cosmetics, for those who have focused on this microblog. This can make customers happy, on the other hand, popularize the new cosmetics.

5.2.2 Cooperate with suppliers for exhibition

It could be found by comparing production in 7P’S that this large beauty salon provides three kinds of services, it include facial care, body massage, weight-loss program. According to the survey, this beauty salon provides two brands of skin care products, one of which is high-end product and the other is low and middle-end product. Both of these two brands could attract different customer groups with different needs. The other two small beauty salons only provide one or two services, not as comprehensive as services of large beauty salons. According to the survey results, it could be suggested that, while reducing costs, Daisy.Queen beauty salon could find more product suppliers to have an exhibition and event in the community. In this way, it could have various products to attract more customers to experience. If

good reaction is obtained, cooperate further with a supplier, in order to reduce risks of goods purchase and overstock.

To operate a beauty salon well, the beauty salon should learn to gather the available resources to the maximum. To cooperate with suppliers for exhibition in the community is a cost saving way. Suppliers can provide them with samples and we use these samples to introduce our facial care items. They can take full use of this opportunity to hold a special event. This event is about the introduction of products, skin care, body health and clothing. People who are interested in those items listed above can be the guests on the scene. They try on the free samples and get a full service. After listening to this special event, people especially those who are fond of beauty and fashion will probably buy a set of cosmetics. It is, on the other hand, a free chance to make the beauty salon known by more people in the community, even by their friends. To cooperate with suppliers for exhibition can promote mutual understandings and benefit each other.

5.2.3 Special offers for price

It could be found by comparing the price in 7P'S that this large beauty salon provides products and services with a high price, while the other two beauty salons provided low and middle-end products and services. Although the products are for different customers, the pursuit of preferential prices would not be reduced. According to this kind of survey results, it can be suggested that Daisy.Queen beauty salon could provide special preferential ways in prices of products and services to attract more customer groups.

For most customers, in addition to service quality, they also concern about the problem of price. This is a realistic issue that customers feel good to get something special and something extra. From this point, beauty salon can bring out special offers for promotion, which will help cater to customers' needs. Special offers can be realized in several ways. For example, set up consumption time for sales. Beauty salon can put forward a promotion on each Tuesday and Thursday, and customers come on these two days will enjoy low price service. Because many customers come

to beauty salon on weekends, so it will lead to service peak on weekends. If beauty salon manages to distribute a part of customers to consume on weekdays, then consumption trend will be stable. Another way is to cooperation with banks. That is to say. If customers use credit cards to designated banks, they will get a discount or low price service. This way, on one hand, helps banks to raise their credit card consumption and earn their profits. On the other hand, makes customers happy because they feel they don't use cash. One more way is to offer special cards. These cards are divided into one time entrance card, monthly membership card, quarterly membership card, half year membership card and a yearly membership card. The longer time the membership card is, the higher the likelihood of a better price.

5.2.4 Explore male market

It could be found by overall comparison in 7P'S that the major service market for these three beauty salons is the female, while the male market is not developed. So, it can be suggested that Daisy.Queen beauty salon could open up services of male beauty in this large community after making a detailed survey and analysis on the male market.

Due to the great influence by traditional concepts, beauty care is regarded as the matter of women only. Few men can leave off the constraint, and accept beauty care in a meaningful sense. Through these research in that large sized beauty salon, there are no men coming to beauty salon. All the participants are women of different ages and social classes. As a matter of fact, men and women all have confusions about skin care. Men tend to have more oil selections than women in their skin but the majority of them know little about skin cleaning and maintaining. Actually men's requirement of skin care is great. As a result, male market has great potential and its future will be bright. Moreover, nowadays there is almost no beauty salon which has such service. Everyone has the right to pursue beauty and the beauty salon is not women's privilege. Men also can go for it. We can express the importance of men's skin care to women who regularly come to beauty salon. They may begin to realize this problem, and persuade her husband or boyfriend to receive skin care. If one

beauty salon successfully explores an adaptive service for men, then it will undoubtedly make a profit.

For the suggestion on developing male beauty market, due to unpredictability existing in developing a new market, a questionnaire has been designed for male beauty & health market for this beauty salon in order to reduce the risks. The respondents of this questionnaire will be the men living in this large residential community. Through this questionnaire, men's attitude to beauty and health and their acceptance degrees can be known clearly. If most men accept beauty and health, the feasibility of this suggestion is high. Due to the limitation of the geographical position, this beauty salon can only regard the men in the community as the respondents. If most men in the community except beauty and health, this beauty salon may consider developing male beauty market and own its own service characteristics. The questionnaire is included in the appendix.

5.3 Service aspect

5.3.1 Provide pre-job training for employees

According to comparison and survey results of processing in 7P'S, employees of this large beauty salon have a good service attitude towards customers, and their beauty skills are professional. However, the other two beauty salons have a great difference in this aspect. It is suggested that Daisy.Queen beauty salon could have pre-job training for employees.

Since employees are one of the most important parts of a beauty salon, their service quality directly affects business benefits. So how to improve their professional abilities and skills is the thing that salon owner should take into consideration. From this aspect, to provide pre-job training for employees is an effective way to ensure their service effectiveness. Through pre-job training, employees are aware of the

standard operation of each process and their way to avoid potential safety problems. They should be asked to follow these specification requirements and apply them correctly to the practical operation. Only these professional and high-level operation and service can satisfy customers and gain beauty salon a good reputation. What is more, employees' service is not just about skills, but also on the external package. That is to say, employees' uniform and their spiritual outlooks still need to pay attention to. When customers walk into the beauty salon, they see employees wear uniforms. They will speak highly of specialization. In addition, employees' warm smiles and active attitudes toward customers will also make customers ease and cozy. So pre-job training for employees is of great necessity.

5.3.2 Impressive environment in the beauty salon

It could be found by comparing physical evidence in 7P'S that this large beauty salon has a very comfortable environment and complete devices. However, the other two small beauty salons have an ordinary environment and fewer devices. So, it is suggested that Daisy.Queen beauty salon should improve its environment, concerning rigid devices and services.

The overall impression of the environment in the beauty salon should be recreational and cozy. The tone of the color should not be too much bright and some delicate colors are better for customers to calm down. It will be great if some areas are decorated as a recreational area. Soft sofa, fast computers, big TV and various drinks will make customers feel at home. Moreover, hang some pictures on the wall so that the white walls would not be so abrupt. One more important factor is about sanitary conditions. It is believed that every customer who comes to beauty salon wants to have her health ensured. A clean and tidy environment makes customers feel safe and relieved. So impressive environment is not only concerned about decorative style, but also sanitary conditions.

5.3.3 Exploration of new service items

It could be found by comparing production and service items in 7P'S that this large beauty salon has three service items, while the other two only have one or two service items, which are not diversified and have no other choices for customers. Therefore, it can be suggested that Daisy.Queen beauty salon could open up a new service project and have a detailed content of new services for it.

Nowadays, service is no longer simple, but integrated. So we should implement integrated service into a beauty salon. The fast-paced lifestyle of the modern people makes the respite more precious. Beauty salon, as a service trade, must put forward integrated service to survive from fierce market competition. To have integrated service, we firstly need to integrate various service facilities so that customers can receive a series of service at one time. This is both convenient and time-saving which well accord with high-efficient consumption demands. Beauty salon in the future needs to combine beauty care, hairdressing and image designing, psychological fitness as well as entertainment service items. This kind of beauty salon, with a full range of service strategy, will undoubtedly stand out from intense competition in the beauty market. I will list an example in the following part.

In addition to facial care, we can create other personal services for customers, such as hairdressing and image designing. With the reason that customers need to wear one-off bathing caps to avoid making hair dirty, so when facial care is done, customers may find their hair look messy. If the beauty salon provides a hairdressing service with reasonable price for customers, they will be happy and satisfied.

Firstly, a comfortable hairdressing bed is of great demand. This bed is carefully designed for customers, since in the edge of the washing basin there is a hollow which is suitable for people's necks when they lay. And there is a slight radian on the back of this bed which will make customers comfortable to lie up. You can see this bed in the picture below.

Secondly, have hair dried. Many people wonder why they can't use a hair drier to make a good hair style just as hairdressers do. As a matter of fact, the hair drier plays

an important role. The hair driers in the beauty salon are more professional and they are specially designed for a beauty salon or barber shops. Therefore, to have this kind of hairdressing may worthwhile for customers.

Thirdly, design a beautiful hairstyle for the customer. Sometimes women would like to look more beautiful, but they are not able to comb a delicate hair style. If the beauty salon can provide this kind of service, the customers will feel glad to come.

Fourthly, provide a make-up service for the customer. A simple makeup can make a woman pretty and confident. Not every woman is good at making up. So to provide this kind of service can also teach people the skill of making up. If people choose to bring their own cosmetics, they can get one service for free. Of course, they can use the cosmetics in the beauty salon with less money.

Combine beauty care and hairdressing and image designing is a profitable way for the beauty salon. What is more, service of psychological fitness is also a new breakthrough.

Many beauty salons neglect the fact that customers need psychological counseling when they have facial care. Customers must be very restless as long as they are aware of skin problems. Therefore, they will place high hopes on care effects when they come to the beauty salon for skin care. At the same time, they may have worries and doubts about whether the beautician can solve their skin problems successfully. At this time, if the beauticians can listen to customers' complaints patiently and communicate with them timely, customers will gradually eliminate the doubts. And beauticians choose the right time to instill correct beauty care ideas, then customers may build confidence in beauty care. What is more, because of the fast-paced lifestyle of modern people, psychological problems become more and more obvious. A beauty salon is also a recreational and relaxed place for people, so if there is a suitable psychological fitness service which has a consultant to enlighten people once or twice a week, I believe that this beauty salon will also be the right place to relieve customers' feelings. Another new service item is to closely combine common beauty care and medical beauty care.

Many people regard beauty care as an ordinary thing, and few of them will link beauty care with medical beauty care. In fact, production of different cosmetics concerns about many medical ingredients. If customers learn about the effects of different medical compositions, they will have better understanding of skin treatment. So the beauty salon can regularly hold mini-lecture or distribute small manual for customers and express the better way for skin care to them. It is believed that the beauticians' skills and medical knowledge can efficiently solve customers' skin problems.

6 CONCLUSION

From now on, the issue of creating new services for Daisy.Queen beauty salon has been discussed yet.

In the beginning of this thesis, the background of writing this thesis will be introduced. Along with the development of economy, people's living standard is getting better, so their needs to build up a beautiful figure is increasing. On this basis, the development of different beauty salons has drawn my attention. It is the fact that compared with large sized beauty salons, Daisy.Queen beauty salon is less competitive. So the research will be decided to do and figure them out. It can be clearly seen that more suggestions will be raised for Daisy.Queen beauty salon so that they can be more competitive.

In the following parts, the importance of service and service marketing, which lay a theory foundation on this thesis. Then the process of the research will be described in detail. It is taken three steps totally, and they are first-hand experience, questionnaire and interview. Through these steps, it is concluded that the advantages of the large sized beauty salon, which will do much help to come up with new ideas.

Based on the research, some suggestions and new services will be figured out that Daisy.Queen beauty salon can adopt. They are from marketing view and service view. If a beauty salon wants to survive from the fierce competition, it must do well both in hardware conditions and software conditions.

At last, the author would like express her sincere gratitude and appreciation to her supervisor and friends. They give her much instruction and advice. And without their help and encouragement, she could not finish this thesis smoothly. So the author thanks all of them with her heart.

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Questionnaire for customers of beauty salon

1. What is your occupation?

a = students b = employees c = individual dears d = housewives

2. What is your age?

a = less than 25 b = 25-34 c = 35-44 d = more than 45

3. Going to beauty salon is important for me.

a = not at all b = little bit c = pretty important d = important e = very important

4. What is your overall assessment of the services in the beauty salon?

a = very dissatisfied b = dissatisfied c = ordinary d = satisfied e = very satisfied

5. Are you satisfied with beauticians' service?

a = very dissatisfied b = dissatisfied c = ordinary d = satisfied e = very satisfied

6. Which price you can accept for a common facial care?

a = less than 50 RMB b = 50-100 RMB c = 100-200 RMB d = more than 200 RMB

7. What kind of decorative style of beauty salon do you like best?

a = luxurious b = plain and simple c = recreational d = elegant and cozy

8. What do you think beauty salon can offer to you?

a = cosmetics b = care services c = recreation d = new information about beauty care

Questionnaire of male beauty & health market

Dear Sir,

Hello! With the development of the society, more and more men start to pursue a health and sunny image while pursuing the success. To know the conditions of male beauty & health market of the residence community, relevant questionnaire survey is thus conducted. You may fill in this questionnaire disguisedly and any information will be kept secret strictly. This is only used for research. Please answer questions without any worry. Thank you for your support and cooperation!

1. Your age:

- A. Below 20
- B. 20-29
- C. 30-39
- D. 40-49
- E. 50 and above

2. Your occupation:

- A. Student
- B. Educational worker
- C. Government functionary
- D. Self-employed worker
- E. Enterprise manager
- F. Freelancer
- G. White-collar worker
- H. Others please note: _____

3. Your annual income (ten thousand Yuan/year):

- A. Less than 1
- B. 1-2
- C. 2-3
- D. 3-5
- E. 5-10
- F. More than 10

4. Average expense you spend on beauty & health monthly ___ Yuan.

- A. Below 100
- B. 100-300
- C. 300-500
- D. 500-1000
- E. More than 1000

4. Your attitude to male beauty & health:

- A. Agree
- B. disagree
- C. Unclear

5. The causes driving you for beauty & health: * [multiple choices]

- A. To pursue health, improve the skin and slow down the process of ageing
- B. To change the image and enhance self-confidence
- C. To enjoy services
- D. To reduce pressure and relax
- E. Job demand
- F. Other causes Please note:

6. Are you interested in health-keeping by traditional Chinese medicine?

- A. Very interested
- B. General
- C. Not interested at all

7. Have you ever been cared at professional beauty & health institutes? (such as beauty salon and pedicure club)

- A. Often
- B. Occasionally
- C. Never

8. If not, are you willing to try at professional institutes?

- A. Yes
- B. No

9. If not willing, the causes are: [multiple choices]

- A. Economic cause
- B. No time
- C. Afraid of being laughed
- D. Unaccustomed
- E. Afraid of being cheated
- F. Unnecesry
- G. No obvious effect
- H. Others Please note:

11. Types of services you are willing to accept at professional male beauty & health institutes: (multiple choices)

- A. Facial
- B. Shoulder/neck/ waist nursing
- C. Head massage
- D. Bodycare

12. The way of consumption you accept:

- A. Membership card system
- B. Cash consumption system
- C. Preferential card

13. If there is a beauty salon providing basic male facial care, image design and product sales, will you go for consumption?

- A. Yes
- B. No
- C. Others

14. Do you think personal image will influence your development (interpersonal relationship, dating, job hunting)?

- A. Great influence
- B. Yes, but no very great
- C. No influence at all

15. Do you think how much money is suitable for one skin care?

- A. Below 100 Yuan
- B. 100-200 Yuan
- C. 200-300 Yuan
- D. 300-500 Yuan
- E. Others