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THE SERVICE BLUEPRINT: CASE KYLMÄPIHLAJA
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SERVICE BLUEPRINT: KYLMÄPIHLAJA

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Opinnäytetyö käsittelee West Coast SeaService Oy:n (WCSS) Kylmäpihlajan saaren palveluita ja antaa suunnitteluohjeistuksia, miten palveluita voisi parantaa. Parantamalla palveluita, WCSS voi luoda parempia asiakaskokemuksia ja täten parantaa yrityksen myyntiä.

Ensimmäinen osuus opinnäytetyöstä on teoriaosuus, joka käsittelee palvelumuotoilun yleisteorioita ja teorioita SWOT, Marketing Mix ja Porter's Five Forces- työkaluista. Nämä työkalut ovat yleisiä yritysten analysoinnissa. Teoriaosuudessa käsitellään myös Service Blueprintiä, joka on hyödyllinen väline palvelumuotoilussa.

Toinen osuus opinnäytetyöstä tehtiin edellisen kauden aikana, eli kesällä 2016. Osuudessa etsittiin yrityksen tietoja eri lähteistä: haastatteluista, matkustajakorteista sekä Booking.com:ista. Haastateltavina olivat toimitusjohtaja, hotellipäällikkö, työntekijöitä ja asiakkaita. Haastattelussa he kertoivat omat mielipiteensä Kylmäpihlajan palveluista.

Yritysanalyysit tehtiin käyttäen seuraavia työkaluja: SWOT, Marketing Mix ja Porter's Five Forces. Analysoinnissa käytettiin edellä mainitut yritystiedot ja saatiin niiden avulla tietää, että yrityksellä on monta kehitettävää kohdetta. Porter's Five Forces kertoi, että yrityksellä on hyvät vahvuudet toisiin osapuoliin verrattuna.

Neljäs osuus on Service Blueprint, joka auttoi ymmärtämään miten eri asiakkaat käyttävät palveluita ja missä kohteissa palveluita voisi parantaa. Hotelliasiakkailta, päiväristeilijöiltä sekä veneilijöiltä on erilliset blueprintit, minkä vuoksi heillä on omat palvelukarttansa. Hotelliasiakkailta on monimutkaisin asiakasreitti.

Viides osuus opinnäytetyöstä on Kylmäpihlajan suunnitteluohjeistukset. Siihen sisältyy niin parannuksia hotelli- ja ravintolapalveluihin, kahvilaan ja matkamuiistoihin sekä WCSS:in sisäiseen toimintaan. Hotellipalveluissa käsitellään lisäpalveluita sekä kehitysideoita uudesta kabinetista. Ravintolalle on ideoita niin markkinoinnissa ja uusissa listoissa. Kahvilaa uudistettaisiin ja matkamuiistoista tulisi yrityksen uusi brändi ja markkinointitapa. Sisäisille innovaatioille ja kommunikaatioille on oma parannusehdotuksensa.

The Service Blueprint: Case Kylmäpihlaja

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The purpose of this thesis was to create a new service design for Kylmäpihlaja Lighthouse Hotel & Restaurant. By improving the services, West Coast SeaService Oy (WCSS) can improve the customer experiences and therefore gain more sales and profits.

The first part of the thesis is the theory part. There are theories about service design as general, SWOT-analysis, Marketing Mix and Porter's Five Forces. These are regular tools for analyzing any companies and to get inside information how the companies are doing now and what might happen in the future. There is also the Service Blueprint that explains the customers service route within the company's services.

Second part of the thesis is the data part that was done during the season of 2016. The data includes interviews with the CEO, hotel manager, employees and customers as well as data from the passenger cards and data from Booking.com.

Analyzing the data is the third part of the thesis by using the analyzing tools from the theory part. There are quite many weaknesses in Kylmäpihlaja, but most of them can be improved on. The Porter's Five Forces says that Kylmäpihlaja has good power in the industry in the area.

After the analyzes come the Service Blueprint that explains how the different customers uses the different services that Kylmäpihlaja provides. There are three sorts of customers on the island: hotel guests, day travelers and sailors. The hotel guests have the most complicated routes and the day travelers and the sailors are a bit similar. Most of the guidelines are for increasing the awareness and improving the development parts.

The fifth part of the report are the design guidelines for Kylmäpihlaja. These are the proposals how WCSS can make the services better. These include how to make the internal and external communications better, a new interior design for the cabinet, increased social media marketing, new menus and extra sales, renewed places for the café and souvenirs that will build a brand. Also, some ideas for weekend events and other day events to increase customer awareness and attract more customers to the site. WCSS can implement any of the ideas that are presented in their own responsibilities. However, if these are implemented correctly, they will most likely improve the customer experience and increase their sales and profits.

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1 INTRODUCTION

1.1 Objectives of the Thesis

Since service systems have been evolving in a quicker pace than before, service designs become increasingly more challenging to make. More research than before is needed to effectively address challenges in company operations management (Stuart & Tax 2004, 609-627), innovation management (Karniouchina, Victorino & Verma 2006, 274-280), interaction design (Constantine & Lockwood 2002, 42-50), design (Evenson 2008, 25-30), and service science (Ostrom et al. 2010, 4-36). Some areas need particular attention, such as the growth of service systems, the emergence of multi-channel services and customer co-operation in service experiences. This research Service Blueprint will show new possibilities to improve existing services and to develop new services for Kylmäpihlaja.

The purpose of the thesis is to improve the customer services on Kylmäpihlaja Lighthouse Hotel & Restaurant (from now on Kylmäpihlaja). Some analyses have been made based on the data gathered and interviews. From there it was possible to make design guidelines for West Coast SeaService Oy (from now on WCSS). The design guidelines are meant to improve the customer satisfaction and to make their experiences a bit better by knowing the customers and their wishes slightly better. The solutions can make the customers invest even more on the island, which means increased profits for WCSS.

1.2 Research Questions

The Service Blueprint's research primarily focuses on Kylmäpihlaja's services and the origin of the customers visiting Kylmäpihlaja, especially the customers from abroad. This research is important for improving customer experiences and the value of the services. There are a few main questions that will be answered during this thesis that can help WCSS to understand the customers and possibilities better:

1. Who are Kylmäpihlaja's customers?
2. How does the Service Blueprint reflect the customers' experiences at Kylmäpihlaja?
3. What kind of changes have customers proposed to Kylmäpihlaja's services?

When these questions are answered, the company has a solid base to improve their marketing and their services to suit the customers better. This Service Blueprint's aim is to let the customers' voices be heard, to help the management understand their customers better and to evaluate which improvement ideas would be best to implement.

1.3 Theoretical Framework

To be able to make improvement plans, there is a need to analyze the company in different ways to understand what should be improved. Next, data that suits the topic must be gathered. Through these analyses, it is possible to make an in-depth evaluation of the company's current situation. This is the only way to know how to improve the services and therefore gain more profits.

The thesis starts in the second section by going through service design theory and the service design process. The theory about Service Blueprints is also presented, which is the main theory the thesis is based on. The third section goes through the theories of service strategy, marketing mix and Porter's Five Forces. The fourth section goes through methodological triangulation interviews, survey data and Booking.com data for Kylmäpihlaja. In the fifth section, the data is analyzed by using SWOT, Marketing Mix, Porter's Five Forces and Service Blueprint analyses. The sixth section shows the results of the Service Blueprint case of Kylmäpihlaja. In the seventh section, design guidelines for Kylmäpihlaja are presented. All the design guidelines are based on the analyses and the theory used in this thesis. In the eighth and final section, the thesis is concluded with the final results of the service design, limitations of the thesis and possible future research.

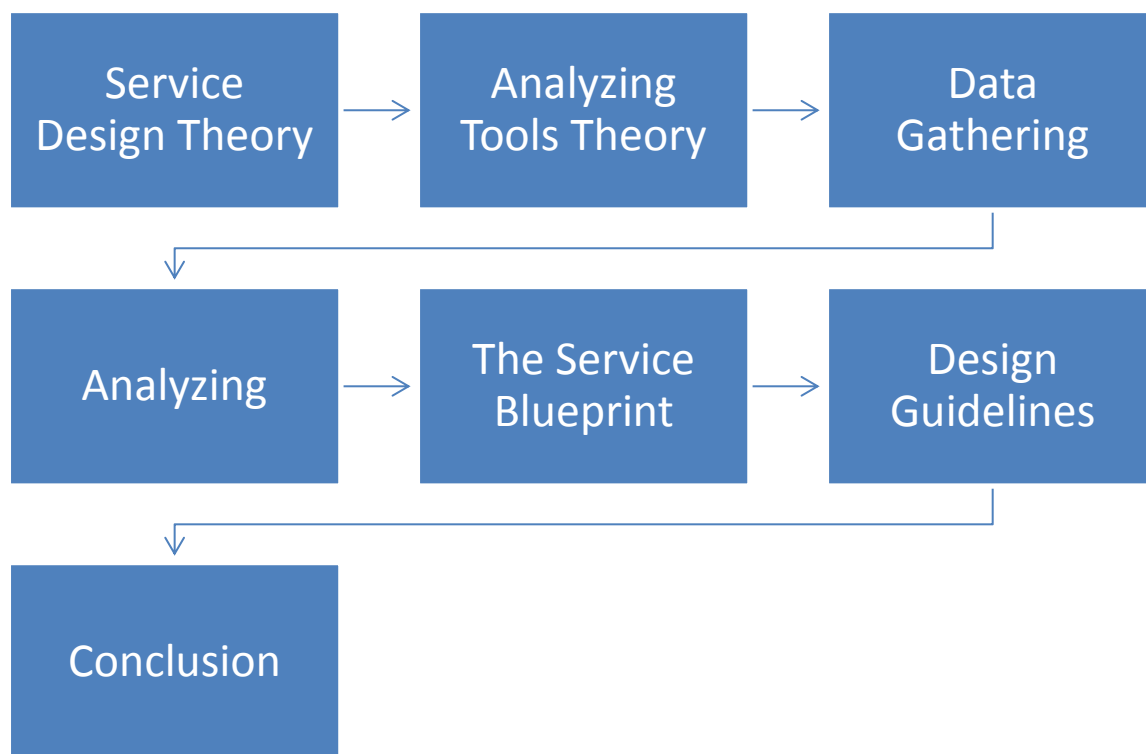


Figure: done by the author.

1.4 Kylmäpihlaja Lighthouse Hotel & Restaurant

Kylmäpihlaja is an island 10 kilometers from the city of Rauma. Originally it was built in 1953 to guide the ships to the harbor and for the pilots to live there (Laurell 2007, 160).

In the year 2000, Rauma bought the island and made it into a tourist attraction. On the island there is a hotel, restaurant, café, souvenir shop and guest harbor. It is only open during the summer. The island and its operations is rented for private local companies, with a few years' contracts. Since 2014 the operations have been held by WCSS from Rauma. The company also owns the island Kuuskajaskari's operations, the bar Wanha Krouvi in Rauma and the island Vepsä's operations in Turku.

The 13 hotel rooms are in the lighthouse tower. It is the only place in Finland where customers can sleep in the tower itself. This makes Kylmäpihlaja a special tourist destination. There are four different sorts of rooms: economy, twin, superior and suite. The prices vary between 99 euros and 265 euros per night (Website of Booking.com

2017). The boat trip to the island is not included in the hotel price. The hotel is the best one in Rauma, with the rating of 8,6/10 according to Booking (Website of Booking.com 2017).

The restaurant has 30 customer seats inside plus a terrace outside the lighthouse (Website of Kylmäpihlaja 2017). It serves breakfast for free to the hotel guests (payment from harbor guests), lunch buffet and á la carte with an archipelago twist. The restaurant space can also be booked for private events.

The café and souvenir shop is near the harbor. The shop sells for example ice cream, coffee and alcoholic beverages. The souvenir products are archipelago themed, few of them are specifically for Kylmäpihlaja, including a few mugs, one T-shirt model, postcards, stamps and chocolate. These work as free brand advertising and are profitable for the company. The rest of the souvenirs include for example key chains, trays, lighthouse mugs, shot glasses and playing cards. The guest harbor is one of the largest ones in Rauma and it can take larger boats than most harbors in Finland can. The water depth is 4,5 meters, which is suitable for most boats. The closest neighboring harbor in the south that can take that large boats is in Kimito, which is far away. The harbor can take 15-20 boats depending on the sizes. The sailors pay for their stay if they are staying for the night. Electricity is also available for an additional fee.

Every season, the city of Rauma keeps a tour guide on-site that lives on the island in a private cabin. The guide gives free tours for the tourists several times a day and he/she also takes care of a tourist guide shelter that is located by the harbor (Website of Visit Rauma 2017).

2 SERVICE DESIGN

2.1 What is Service Design?

Service is a dynamic process where a seller and a buyer have interactions with each other. It is an activity where the consumption and production meet and make an impact

on the service (Grönroos 1984, 36-44). Design means planning the existing background processes.

Stephan Moritz describes service design as follows: “Service design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organizations. It is a new, holistic, multidisciplinary, integrative field” (Curedale 2013, 2). Service design is also described as creating new knowledge and learning processes to create new services or improving old ones.

Services are increasing its importance worldwide all the time. In 2014 the service industry was 68.4 % of the world’s GDP, compared to 1995 when it was 58.41 % (Website of The World Bank 2017). In Finland, the numbers are 70.5 % in 2014 and respectively 62 % in 1995 (Website of The World Bank 2017). Therefore, the importance of the service industry is becoming great, which also means that the competition between the companies is high. One way to differentiate your own company from the competition is to make the services better than anyone else’s. This is where service design comes in. The idea is to understand the business and the industry and from there improve the business where it is needed to make the services better and therefore more profitable.

The tourism industry is growing as all the services are around the world. The success of the company depends on the experiences and satisfaction they can provide to the customers (Zehrer 2009, 1). The service provider’s perspective of designing the tourism service is about finding a good mix of physical and non-physical elements (Goldstein, Johnston, Duffy & Rao 2002, 121-134). In tourism services, service design is used to plan each element in the service to meet the customers’ expectations (Edvardsson 1997, 31-46). The industry is highly competitive and therefore the parties need to continuously develop and secure quality services. The approaches need design thinking (Dorst 2011, 521-532). Design thinking is described as giving service designers methods to problem solving.

2.2 Process of Service Design

To be able to find the best possible solutions for the company, the following topics are needed.

2.2.1 Step One: Vision

To be able to make a great service design, the designer must understand why the service design is needed and what is expected of the service design (Curedale 2013, 39). This is crucial so that the designer avoids doing unnecessary work or deviating too much from what the service is meant to be.

2.2.2 Step Two: Researching

In step two the designer must research the company's employees and customers to understand them better (Curedale 2013, 39). In the end, services are all about getting to know the customers to be able to provide the best possible experience for them. The research can be done in several ways, but in this project interviews and secondary data have been used.

2.2.3 Step Three: Analyses

When all the data has been gathered, it is time to analyze the situation of the services, which means for example comparing the opinions between the company and the customers. If they are not on the same level something should be done. This is all about learning about the differentiating opinions and understanding why they are important (Curedale 2013, 39).

In the analysis part, several tools can be used, for example SWOT, Marketing Mix, PESTEL and the Service Blueprint.

2.2.4 Step Four: Explore Ideas

When all the information has been gathered and analyzed, the designer should know where and what the company should concentrate on improving. The designer can then start brainstorming and toss around ideas on how to make improvements and how they would work (Curedale 2013, 39). It is important to have an open mind to be able to choose the best possible solutions.

2.2.5 Step Five: Prototyping

When the best ideas have been chosen, it is time to make design guidelines of them, test them out and check that they work (Curedale 2013, 39). This can be for example a questionnaire created for hotel customers. If the design guidelines work, they can be used in the company. In this report the design guidelines are finished, but it is up to WCSS to choose which ones to try out and which ones to implement.

2.2.6 Step Six: Implementation

The company can take all the design guidelines that are working well into the business life to make the services more efficient, profitable and unforgettable.

2.3 Positive Aspects

If a service design is done right, it is supposed to improve the experience for the customer. Because the customers would be very satisfied they would spend more money on the company and return to the services. This means that the company can change the buying behavior of the customers, which will result in greater profits for the company (Polaine, Löville & Reason 2013, 158).

One place where service design is needed and usually has a positive aspect in it is the public sector. The government and other institutions use service designers to make a difference in people's lives (Polaine, Löville & Reason 2013, 176-177). If the public is

feeling well and has income, they can invest in local private services as well, which means more money to the tourism, especially those with services like no other.

2.4 Negative Aspects

If the service designer does not know the vision of the service design it is very difficult to get any real results done. Since a service design and making and trying design guidelines might be costly, the company might lose money if the results are not met.

2.5 The Service Blueprint

The Service Blueprint is a mapping system of all the different touchpoints where the customer interacts with the company. It also shows which circumstances are frontstage (where the customer is included) and which are backstage (services the customer does not see). The blueprint maps the way the customer takes in the company and therefore is a great analysis tool to understand the customer's route. The analysis can then be used to improve the existing services by seeing where the problems lie, or by innovating new routes (Polaine, Lövile & Reason 2013, 96-97). The Service Blueprint also works as a tool for the managers to help identify possible new services, design working procedures and deliver high-quality services.

The Service Blueprint includes the customer in the design process (Sanders & Stappers 2008, 5-18) used the term "co-creation" to refer to "any act of collective creativity that is shared by two or more people". Through a Service Blueprint, many types of experts can co-create together, such as researchers, developers and customers who describe themselves as "experts of their experiences" (Sleeswijk, Stappers, Van der Lugt & Sanders 2005, 119-149).

2.5.1 Service Blueprint Process

The process of making the blueprint starts by grounding the entire service life cycle by putting all the different stages of the services into the blueprint. In this report the

stages will be awareness, joining, usage, developing and leaving. Awareness means the point when the customer hears/sees of the service for the first time. Joining is when the customer starts the service journey. Usage is the period when the customer is in the service and developing means that the customer is expanding the services by for example buying more than the original plan was. Leaving means the point when the customer has finished receiving the service (Polaine, Löville & Reason 2013, 97-98). The Service Blueprint helps in problem solving and creative thinking by giving opportunities to enhance customers' perceptions of the services.

When the different stages are put into the blueprint, all the different users can be put into place, for example customers, customer service and IT. After that it is possible to add all the different touchpoints in the right places with users and stages, this process is called mapping. From there the routing for the customer stages begins (Polaine, Löville & Reason 2013, 177-178)

3 SERVICE STRATEGY

This section will have the theory of every business analyzing tool that is used in this report. The tools are used to get a deep understanding of the data that has been gathered.

Service planning must be carried out on the strategic level, and to be most effective, the planning process should follow a systematic framework. The traditional customer service analysis process includes splitting the company's services into separate service elements, which are then easier to evaluate and compare against competitors' services. This way, it is also easier to tell which service elements are more important to the customers and which elements need more attention when it comes to improving the company's services.

When the customers' needs are discovered through for example customer feedback and surveys and the company's competition is evaluated, a Service Blueprint can be

made. The Service Blueprint makes a visual map of the customers' way through the company's service elements and where improvements can be made. Based on these analyses, an effective customer service strategy can be designed.

3.1 SWOT

The SWOT-analysis is a well-known business tool used by most companies to be able to understand the business model's positive and negative parts. The information to make the SWOT analysis in this report has been taken from the gathered data. The different letters represent different aspects of the company:

S = Strengths

W = Weaknesses

O = Opportunities

T = Threats

Both strengths and weaknesses represent the internal factors of the business that the company can adjust independently. Opportunities and threats are the external factors that cannot usually be changed because of external influences, for example the government or the competition.

As the name says, strengths are the company's competitive advantage. The more strengths a company has, the stronger it can be in the competition. Some examples for strengths are marketing strategy, leaders, software and service. Here we can see that all of them are internal positive factors of the company.

Weaknesses are points in the company that are not so efficient and might hurt the company if nothing is done to them. They are the ones that make the company lose its competitive advantage.

Opportunities are external possibilities for the company. They can be opportunities to expand to a new territory or the possibility to develop a new product. Threats are the

external issues that might become a problem for the company. There might for example be issues with customer segments' reduced buying power, government taxation or increased competition.

If a company has more strengths and possibilities than weaknesses and threats, the company has a good and working business model that is safe to continue with. If it is the other way around, the company should make changes. However, some factors can be both positive and negative, for example marketing being both a strength and a weakness (Reuvid 2007, 30).

3.2 Marketing Mix

The definition for Marketing Mix is as follows: "It is about putting the right product or a combination thereof in the place, at the right time, and at the right price. The difficult part is doing this well, as you need to know every aspect of your business plan" (Website of The Marketing Mix 2017).

Marketing Mix is better known as the 4 P's or 7 P's, in this report the 4P's is used. The four P's stand for Product, Price, Place and Promotion. The tool is designed to understand the market and the company's place in it. Below is a picture of the Market Mix.



Figure: done by the author.

3.2.1 Product

A company needs a good product or service to stay relevant and profitable. Therefore, it must have a business model that is about a specific product(s) and service(s). This P is all about understanding that specific product, for example what it is for and what makes it special. If the product/service has nothing to offer it will not have any demand (Website of The Marketing Mix 2017). Usually all the products/services have a life cycle and at some points the sales will decrease and then the company should have a plan ready on how to increase the sales: new market campaigns, new versions of the existing product/service or a completely new product or service (Website of The Marketing Mix 2017). If the company is not ready for it, it risks losing its market.

3.2.2 Price

When the company has the product or service figured out, it is time to think about the price. Price means that it is the amount that the customer is ready to pay for the product or services. This is especially important in the start-up phase, when the brand does not yet exist and people are not yet ready to pay large amounts, especially if the competition is tough and the likeliness that the customers choose another business is high (Website of The Marketing Mix 2017).

As could be understood earlier, the company must have the correct pricing strategy at the right time of the business life. In the beginning, they must have the penetration price correct so that new customers will find them and return as well. After that they have the skimming prices, when the company has been in the market for a while and they are getting known. Lastly, the neutral pricing that indicates it is where the company wants to be (Website of The Marketing Mix 2017). Before that they need to know if they will go to the low end or high end market, and based on that they will make the strategy.

3.2.3 Place

Placement (or distribution) are the ways to bring the product or service out to the public. It can be for example through franchising or different sorts of distributing. This goes deep into understanding the market, the customers and what way is the best possible route to reach them. Is it through different exhibitions or the Internet (Website of The Marketing Mix 2017)?

3.2.4 Promotion

A company must know the product, the market and the customers to understand what sort of promotion should be done to be able to reach the target market and from there make some sales. A company should never plan to reach out to everyone, because in that case they cannot make for example the advertising interesting enough for anyone, it will cost a lot and it does not gain any publicity for the company.

There are several different ways of doing promotion: public relations, advertising, sales promotion and sales organizations. The most public of these is the advertising that can be done in several channels: TV, social media, journals, newspapers and so on. Public relations are about going on trade shows, making press releases and attending/planning different events (Website of The Marketing Mix 2017).

When customers start to talk about the company with other people (family members, friends, social media etc.) it is called word of mouth. It is a kind of product/service promotion, which is done by the customer instead of the sales personnel. The promotion in this case can be positive and personal, but if the product/service is not up to standard or he/she just has a bad day, the promotion could have negative results to the company (Website of The Marketing Mix 2017).

3.3 Porter's Five Forces

Porter's Five Forces' definition is the following: "The Porter's Five Forces tool is a simple but powerful tool for understanding where power lies in a business situation.

This is useful, because it helps you understand both the strength of your current competitive position, and the strength of a position you're considering moving into” (Website of MindTools 2017).

When a careful SWOT analysis has been done and a clear vision of the company’s strengths and weaknesses are understood, it is possible to mark the competitive power of the company with Porter’s Five Forces. This is done to make sure that a product or service stays profitable and that there is enough moving room in the market (Website of MindTools 2017). Below is a picture of the tool with all the five elements.

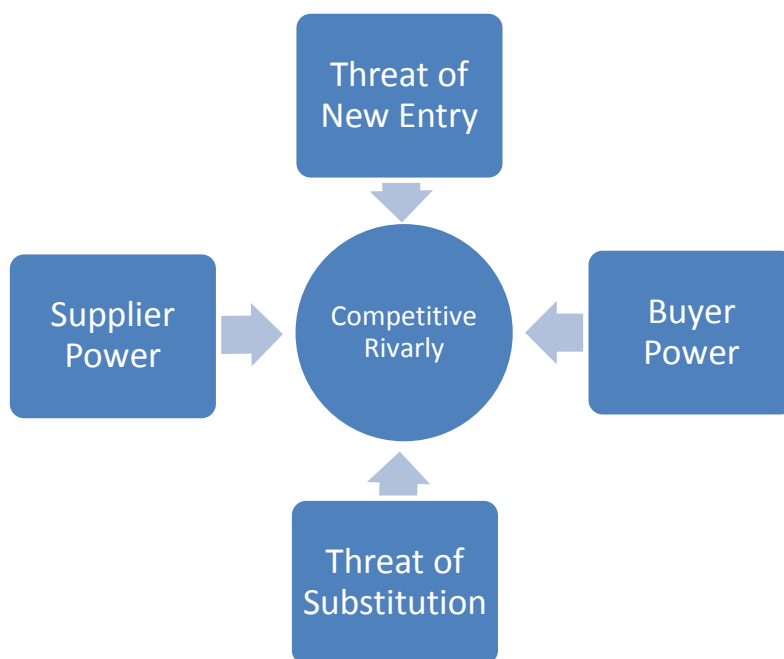


Figure: done by the author.

3.3.1 Supplier Power

If there are lots of possible suppliers, the power of the suppliers is small because it is possible to change the supplier when wanted. However, if the supplier is working on a niche market or has a monopoly it might be impossible to change the supplier, then the supplier has great power (Website of MindTools 2017). The amount of power can easily affect the price of the product or service. If there is competition the prices have to be at a competitive level, but if not the supplier can have whatever price it wants.

3.3.2 Buyer Power

A customer is not usually ready to purchase products/services without caring about the price. Most commonly they look at the competitors as well and start comparing prices. Sometimes negotiations happen. The Buyer Power is all about how much the customers can drive the prices into their advantage. As in the Supplier Power, if the company does not have much competition the buyer cannot drive prices accordingly (Website of MindTools 2017).

3.3.3 Competitive Rivalry

The two last topics have been about supplier and buyer powers and what can be done. The Competitive Rivalry is calculating the amount of competition that the company has and analyzing it. From there comes the company's own power in the market as said in the Buyer Power topic (Website of MindTools 2017).

3.3.4 Threat of Substitution

Some customers might at some point conclude that they might as well make the product or service themselves instead of getting a supplier to do it (Website of Mindtools 2017). This means that they can quickly become the competition in the market and because they would copy the supplier's product or services they will use it as a benchmark. In some industries, this is easier than in others - for Kylväpihlaja Lighthouse this is unlikely. We will come to that in a later chapter.

3.3.5 Threat of New Entry

Some markets are easier to enter than others. If small investments are needed and there are enough customers there is a high possibility of new entries into that specific market, but if for some reason there are barriers, for example legal barriers, the threat of new entry is lower and that is a large advantage to the companies in that market. The less companies there are, the more power they have (Website of MindTools 2017).

4 METHODOLOGICAL TRIANGULATION

Methodological triangulation uses multiple qualitative methods. The data gathered through these methods can be combined to check for similar conclusions. Triangulation can be used to deepen the researchers' understanding of the issues and maximize their confidence in the qualitative studies' results (Guion, Diehl & McDonald 2002). The method offers possibilities to explore unique pieces of relevant information that may have remained undetected, compared to using only a single approach or data collection technique (Ihamäki 2015, 67).

This thesis uses methodological triangulation through interviews of the hotel staff, customer surveys and Booking.com reviews. These different approaches are then applied to all Service Blueprint stages throughout the research. The use of a mixed method in this thesis provides the possibility to understand the customer experience better in Kylmäpihlaja through the theory and empirical findings.

4.1 Interviews

The interviews were done during August and September 2016, because the hotel is only open during the summers. For the season of 2017 some small changes might occur. The employees' interviews are kept anonymous to keep their possible work positions unaffected

4.1.1 CEO: Teemu Knuutila

Knuutila rented the Kylmäpihlaja operations because it suited well with his company model. He thinks that the location is very special, but that it brings its own issues that need to be overcome. Also, the summer season when the hotel is open is short - this limits the possibilities to grow. Some ideas have been tried out from both the previous operator and WCSS, but they have not been very successful. Knuutila's idea for Kyl-

mäpihlaja is to have services that will bring profits to the company. Below is Knuutila's idea of Kylmäpihlaja's SWOT. The whole interview with Teemu Knuutila can be found in APPENDIX 1.

<p>Strengths</p> <ul style="list-style-type: none"> • Rare place • Location • Functional lighthouse 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Logistics • Weather dependent • Premises • Limited opportunities
<p>Opportunities</p> <ul style="list-style-type: none"> • Summer lengths • Two more hotel rooms • Winter usage • More sales 	<p>Threats</p> <ul style="list-style-type: none"> • Ocean pollution

According to Knuutila, the strengths with Kylmäpihlaja is the location itself. A functioning lighthouse where people sleep in the tower is rare in the world. The island is weather dependent, which can bring problems with tourists not arriving and making the logistics more difficult than it already is. The lighthouse itself is old and the premises are starting to break down from time to time, which needs a lot of attention. With the climate change the summers might become longer, but the ocean pollution might rise as well. During the winter, there might be new possibilities for some business.

4.1.2 Hotel Manager, Marjo Aikko

Marjo Aikko has worked in Kylmäpihlaja since WCSS took over in 2014. For two summers, she has been the hotel manager and has liked her job. Aikko has some own ideas what to do with Kylmäpihlaja and how to improve the services. Some of them can be seen on the SWOT and the rest found in APPENDIX 2, together with the rest of the interview.

<p>Strengths</p> <ul style="list-style-type: none"> • Special • Flexibility • Wants to serve • Work team 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Location (Logistics) • Foreseeing needs • Implementing new ideas • Economy • Middle hands • Buildings shape
<p>Opportunities</p> <ul style="list-style-type: none"> • Theme travels (with organizations, travellers) • New customer relationships • Brand image • Co-operation with Rauma and the land and forest ministry • Reputation 	<p>Threats</p> <ul style="list-style-type: none"> • Economy situation (for company & clients) • Weather • Buildings' shape and age • Rely of the city • Reputation

Kylmäpihlaja employees are living on the island, which means that they must be flexible and ready to serve on a minute's notice and working in a good team gives the employees good motivation. Both Knuutila and Aikko think the location has its positive and negative aspects. According to Aikko, WCSS has a problem with foreseeing different needs like equipment as well as implementing new ideas, but there of course the city of Rauma is a big obstacle, as are the building issues. Aikko believes there are lots of opportunities to increase the reputation by having theme trips to the island, getting new partnerships and by increasing the brand image. At the same time, the company reputation might decrease, depression of the country being worse, the weather being bad and WCSS relying more and more on the city.

4.1.3 Employee Interviews

There are two employee interviews in the appendices (APPENDIX 3 and 4). The employees are both working within customer service from before. As said before, these interviews are kept anonymous.

Both employees have similar thoughts about Kylmäpihlaja and its operations. Both are agreeing that the workload is too high and it is difficult to relax on the island. They also think that the management should improve on communication skills with the employees. Kylmäpihlaja is a beautiful place to work at where the food and living is included, but the employees do not know the company vision, mission and development plans. Under are the SWOT analyses from both employees. The first SWOT is from APPENDIX 3 and the second one from APPENDIX 4.

<p>Strengths</p> <ul style="list-style-type: none"> • Location • Exotic • Nature value • Diverse services (for a small island) • Many target groups • Local appreciation • Expenses 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Logistics • CEO • Too few employees • Difficult to improve • Several owners (City and WCSS)
<p>Opportunities</p> <ul style="list-style-type: none"> • International fame • Co-operation • Subsidy • More activities & culture 	<p>Treats</p> <ul style="list-style-type: none"> • Maintenance • No new service provider

<p>Strengths</p> <ul style="list-style-type: none"> • Environment • Service • Rooms in the tower 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Communication • Pricing • Marketing • Website • Logistics • Workload
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Opportunities <ul style="list-style-type: none"> • Theme weekends • Marketing • More customers • Happenings 	Treats <ul style="list-style-type: none"> • Reputation • Economic depression • Legislation

4.1.4 Customer Interviews

During 2016 seven customer interviews were done. They included statements from hotel guests, day travelers and sailors (boaters), so that opinions from every customer segments were considered. Most of the customers like Kylmäpihlaja, especially because of the location, but they would still want to have more activities and events on the island. Below is a SWOT analysis gathered from the customers' opinions. However, because the customers are unknowing of the threats toward Kylmäpihlaja, threats were excluded from the analyses. It is good to remember that some of the opportunities or weaknesses can only be addressed by the city of Rauma as the actual owner of the island, like having a playground for children built.

Strengths <ul style="list-style-type: none"> • View • Close to the city • Food • Service • Nature 	Weaknesses <ul style="list-style-type: none"> • Outside not very clean • Poroholma information • Lack of activities
Opportunities <ul style="list-style-type: none"> • Events • Activities • More information • Playground for children 	Threats Excluded

4.2 Survey Data with Kylmäpihlaja

Kylmäpihlaja has not done research about the customer demographics, which is an important part of planning the services and marketing. Under this topic is information about the customer ages, genders as well as origin. The data was gathered from passenger cards from the year 2016 anonymously. In the Finnish legislation, the law says that the hotels must destroy passenger cards one year after the hotel guests have visited the hotel (Rautiainen & Siiskonen 2015, 26). Therefore, data from the years 2014 and 2015 is excluded from this report. There will also not be any numbers on how many customers there have been in total, only the percentages. However, there are hundreds of people included. From the year 2017, Booking.com started offering the companies more detailed information, so taking information from the passenger cards might not be of use, except for checking the target market ages.

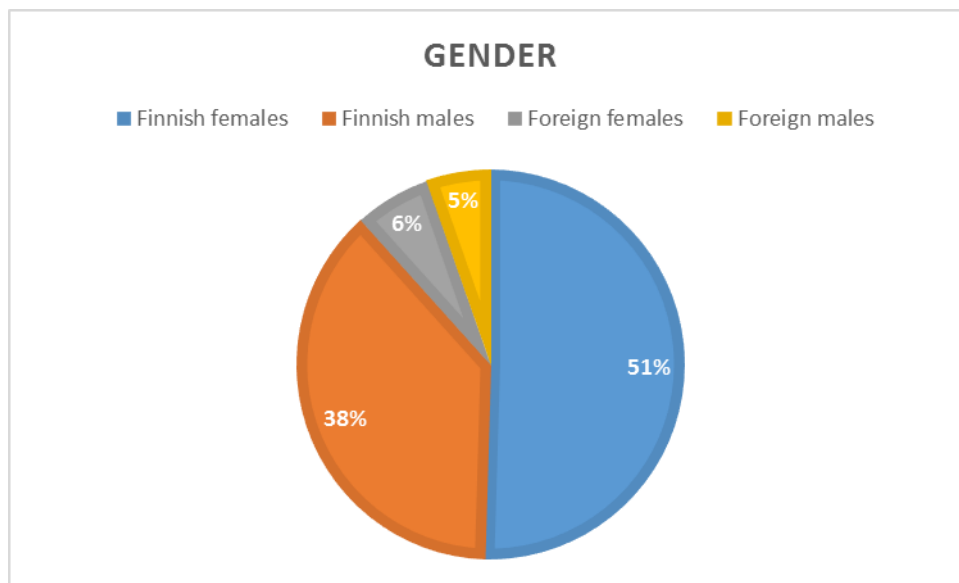


Figure: done by the author.

Above is how many percent of the total hotel customers are Finnish females, Finnish males, foreign females or foreign males. As can be seen from the results, over half of the total customers are Finnish females. This indicates that even though there are many heterosexual couples travelling together, a large part of the females is still travelling with other females. Meanwhile, the foreigners travel together as heterosexual couples. It does look like the management and employees might be underestimating how many females travel together.

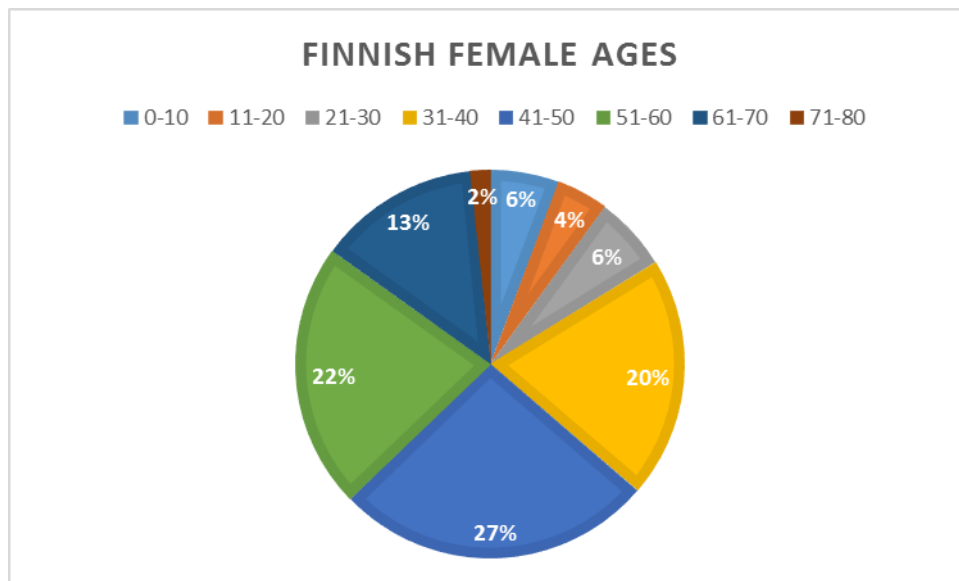


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Above are the results of the Finnish females' ages. The results clearly indicate that the 30-60-year-olds are the most common ones on the island, but under 30-year-olds are close behind and in the end, they are the future customer age group on Kylmäpihlaja. When viewing these statistics, it is good to remember that 103 females did not have their birthdays written on the passenger cards. Also, the ages are from the year 2016, so people simply aging and therefore moving up another age group will already have an impact on how the chart would look in 2017.

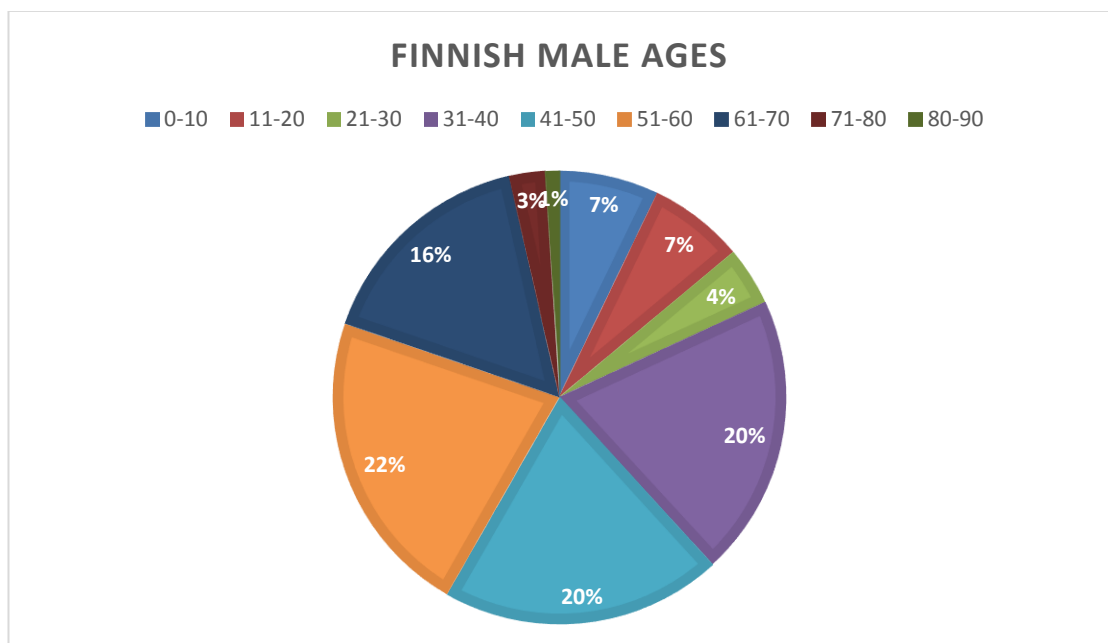


Figure: done by the author.

Compared to the Finnish females, the men are older. There are much fewer under 30-year-olds males than females, however they do have over 80-year-olds that the females do not have. 97 of the males that visited the hotel during 2016 did not submit their age. As said before, these ages are from 2016, so now the customers are one year older.

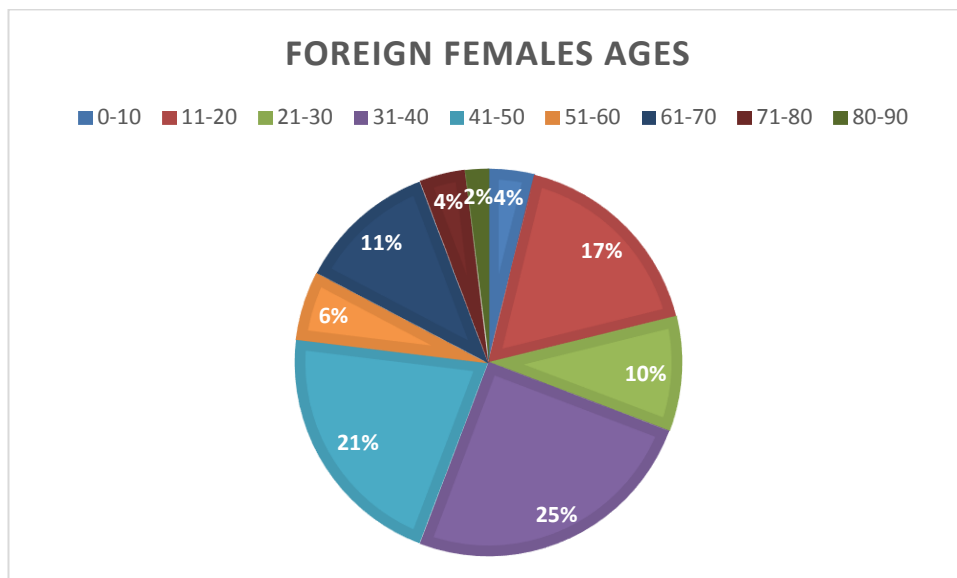


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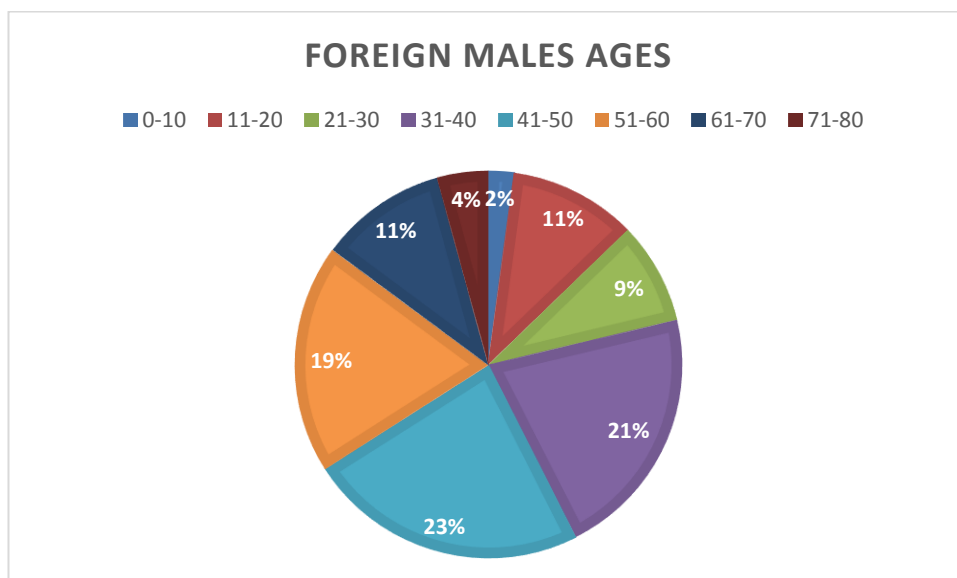


Figure: done by the author.

The foreign females and males are a lot younger than the Finns are. It is possible to see that the foreigners often come with their children to spend a holiday in Finland. 16

of the females and 10 of the males did not submit their ages. Some assumption can be made that younger people prefer travelling abroad and older people like to travel within the home country.

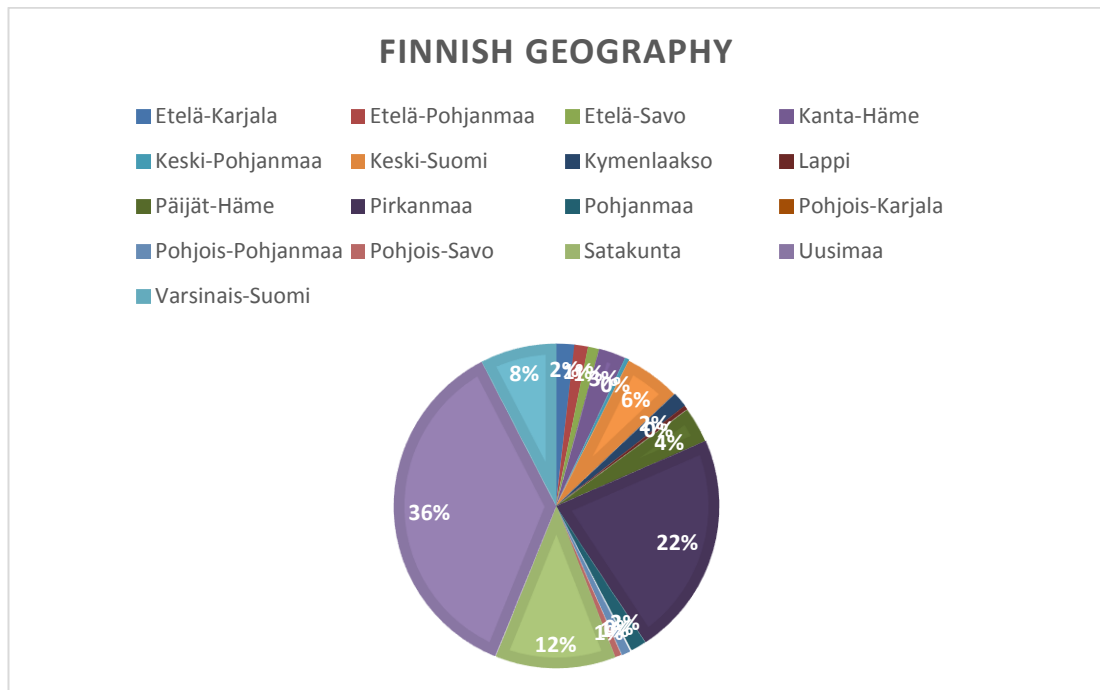


Figure: done by the author.

The pie chart above shows the origin of the Finnish hotel guests. The four biggest regions are:

- Uusimaa with 35 %.
- Pirkanmaa with 22 %.
- Satakunta with 12 %.
- Varsinais-Suomi 8%.



Figure 1: Website of Kielikello. Referred 18.04.2017.

As seen in the picture, Varsinais-Suomi is close to Satakunta where Kylmäpihlaja is located, but still there are not very many people visiting from there. The best theory is that these possible customers visit Turku's own archipelago and Bengtskär instead. The same occurs with Åland. In the end, Kylmäpihlaja has reached people from 17 regions out of 19. 35 percent of the customers come from Uusimaa, where the capital Helsinki is located, but it is also good to remember that this is Finland's most populated region as well.

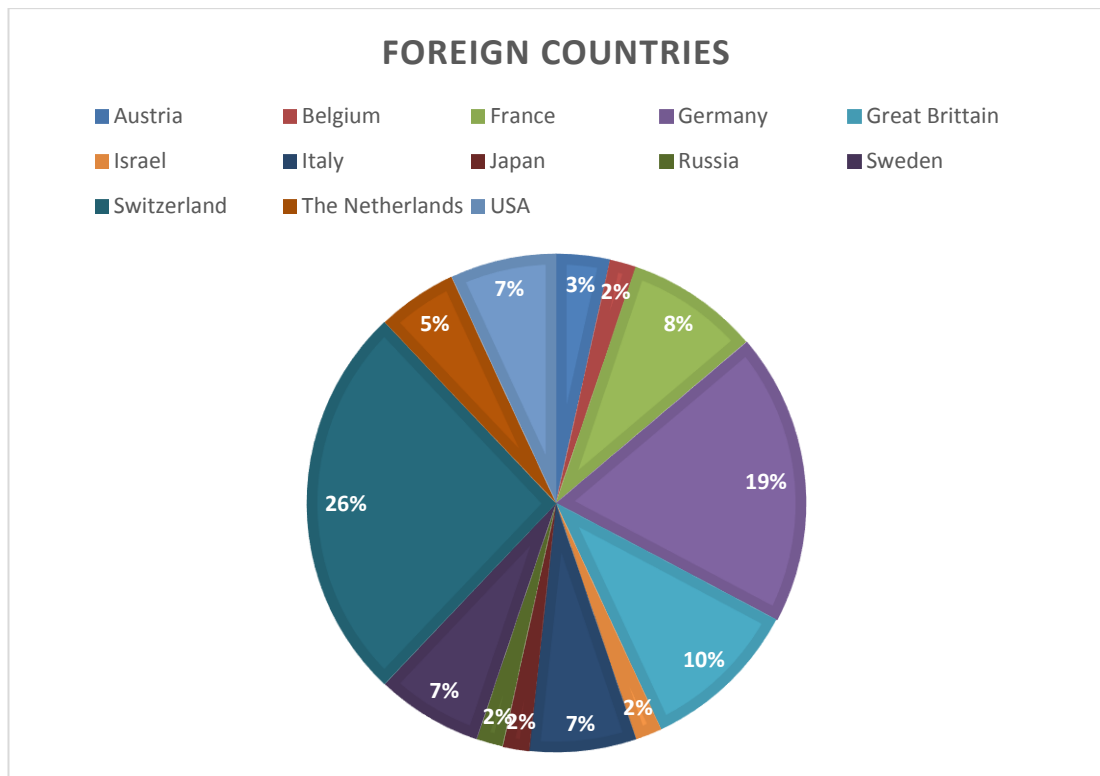


Figure: done by the author.

The chart above shows where the foreign customers came from during the season of 2016. The four most popular countries were as follows:

- Switzerland with 26 %.
- Germany with 19 %.
- Great Britain with 10 %.
- France with 8 %.

Both the CEO and the hotel manager knew Switzerland and Germany would be up in the top, but the fact that Great Britain was more popular in 2016 than France came as a surprise to them. It is interesting that the most tourists to all of Finland come from Russia (300 000 in the year 2016) and just a small portion (955 in the year 2016) visit the Satakunta region (Website of Visit Finland 2017).

From all these results, there are three apparent customer segments for Kylmäpihlaja (the hotel part). First “average” customers would be heterosexual couples from the capital region in their 40’s and 50’s. The second segment is females travelling with

another female or in a female group, they can be anything between 30 and 60 years old and either from Pirkanmaa or Uusimaa. The third segment is a young family most likely from Switzerland, most often consisting of a mother, a father, a son and a daughter.

4.3 Booking.com Data

All the companies that use Booking.com in their hotel operations get access to some data Booking.com has gathered. There is information about for example how much money the customers spend on sleeping in the hotel in average and how many bookings and cancellations the hotel has. The information is kept for one year, which is a short time for places like Kylmäpihlaja that is only open during summers. However, the most important factors are kept - the reviews from the customers. Every time a customer has stayed on Kylmäpihlaja, Booking.com will send them a questionnaire about how the stay was and the customer can rank the hotel in different aspects and give some written comments. These reviews can be read by all the people looking at Kylmäpihlaja on Booking.com and thinking about going there. It gives the customers the possibility to compare the different hotels in the same area or the same sort of location, like other lighthouses.

In the following topics is information about the customer reviews and later other relative information for the thesis. Once again, all euro numbers will be excluded from the report, for example how much on average the customers spend on the hotel nights. All the information given here was taken 23.8.2016 from the statistics Booking.com provides for Kylmäpihlaja. The numbers might of course change slightly for the season of 2017.

4.3.1 Customer Reviews

As said before, after the customer has visited the hotel, there is an opportunity to answer a questionnaire. In it, the customer grades the hotel from 1 to 10, 10 being the highest grade. The customer rates six different factors that also will be combined into one average number that the other customers will see. The factors are:

- Hotel staff
- Service/facilities
- Cleanliness of your room
- Comfort
- Location
- Value for money

For WCSS Booking.com provides the average to each of these factors. In 23.8.2016 the numbers for Kylmäpihlaja was the following:

Factor	Score
Hotel staff	9.2
Service/facilities	8.0
Cleanliness of your room	8.4
Comfort	8.5
Location	9.3
Value for the money	7.5
AVERAGE	8.5

Several of the written comments say that the view, locations and rooms are beautiful. The negative feedback is mostly about the cleanliness of the toilets, the price range and the lack of washbasins in the rooms. However, WCSS cannot provide basins for the tower rooms in a practical way, so this suggestion is not used in the design guidelines.

4.3.2 Other Related Information

The following information was also taken from Booking.com that was provided for the hotel as of 23.8.2016. 98.4 % of the bookings done are for leisure purposes, the rest are for business reasons. Here is to be seen that the businessmen are a small part of the entire picture. Because Kylmäpihlaja is an island there are quite many cancellations, for the leisure visitors 22.27 % and businesses 42.86 %. On average the leisure

guests stay for 1.08 nights while businessmen stay for 1.25 nights. The bookwindow (when the hotel room has been booked) for reservations are as follows:

Days (months)	Percentage
0-1 days (last second)	8 %
2-3 days (last minute)	12 %
4-7 days (one week)	13 %
8-14 days (two weeks)	12 %
15-30 days (one month)	15 %
31-60 days (two months)	14 %
61-90 days (three months)	9 %
90+ days (over 3 months)	16 %

5 DATA ANALYSES

5.1 Content Analysis

Content analysis can be described as a research tool for analyzing customer survey data, written documents and communication messages in either their verbal or visual form (Cole 1988, 53-57). Its purpose is to attach the available data to their context and through further analysis visualize the facts into the broader picture, guiding the researcher toward new courses of action (Krippendorff 1980). Content analysis has traditionally been a common tool in journalism, communications and business, and its use has been growing continually (Neundorff 2002).

Concept analysis may be used to improve the understanding of communication and to identify critical processes, for example of services. It concerns meaning, intentions, consequences and context. The aim is to attain a condensed and broad description of the phenomenon Service Blueprint at Kylmäpihlaja and the outcome of the analysis describing customer point of views of Kylmäpihlaja services.

5.2 SWOT-analyses for Kylmäpihlaja

Below are the combined strengths, weaknesses, opportunities and threats from all the interviews and data for Kylmäpihlaja. After wards, an in-depth analysis is done for the different factors.

<p>Strengths</p> <ul style="list-style-type: none"> • Location • View • Rooms • Working lighthouse • Rooms in the tower • Working internet • Toilets • Customer service • Team members • Food 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Logistics • Workload • Communication • CEO • Toilets • No vegetarian food on menu • Not enough information • No internet in the rooms • Rauma dependency • Innovation • Value for money • Weather dependent • Premises • Market research
<p>Opportunities</p> <ul style="list-style-type: none"> • Events • Theme weekends • Communication • Swimming area • More information • Reputation • Marketing 	<p>Threats</p> <ul style="list-style-type: none"> • Water pollution • Legislation • Weather • Reputation • Maintenance • No future service provider • Economic depression

<ul style="list-style-type: none"> • Schools/kindergartens • EU-grants • Activities • Market research • Co-operation 	
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Strengths

As can be expected, all the evidence points out that the location and the view are extraordinary. It is the location that makes Kylmäpihlaja an attractive and special travel location.

The hotel rooms are in the lighthouse tower, which is rare in the hotel world. The tower is a working lighthouse with toilets and showers. This is also one aspect WCSS can use in their marketing. The island also has working wireless internet, which customers nowadays almost demand having at any hotel.

Most of the times the crew on Kylmäpihlaja is a very good team with a good team spirit. When the work environment is good, the employees are in the best moods and work very hard for the customer service, which often is later reflected in excellent customer reviews.

Weaknesses

Many of the island's weaknesses are internal communication issues. There are double bookings, the employees' workload is high and there is an apparent lack of innovation. The employees feel that the management does not understand the workload. Their ideas are not always considered either.

The location can also bring issues to the island - the logistics can be difficult and weather dependent and the maintenance can be difficult. WCSS is dependent on the city of Rauma for maintenance and sometimes necessary renovations can take time. The city can also be an obstacle for the company when it comes to implementing ideas,

for example renovating the toilets or the sauna. The internet does not always work in the rooms either; a lot depends on the weather.

Some customers complain that there is not enough information available, for example the ticket booth's business hours at the Poroholma resort or the fact that the restaurant serves vegetarian food despite it not being on the menu. In the Booking.com data, there is a clear sign that the value for money is not high enough and the services and facilities are not the best.

Opportunities

WCSS could improve on their internal communication and improving the market research, so that the marketing will hit the right targets and the island will gain a better reputation. WCSS can also increase their co-operation with the city, schools and local businesses.

Much of the evidence suggest that there would be space on Kylmäpihlaja for theme weekends, events and different sorts of activities. Theme weekends could be for example yoga courses (like the hotel manager and some customers have suggested) and events like a small concert with a singer/songwriter could be arranged.

One of the employees considered that there might be a chance for some sort of EU grant. Later in 2016, Knuutila replied that Kylmäpihlaja and Kuuskajaskari will receive over 600 000 euros from the EU, which will be used for maintenance.

The information communication with the Poroholma resort could be improved. As the evidence points out, there is a lack of knowledge and information about Kylmäpihlaja at their ticket booth.

Threats

One of the biggest threats that Kylmäpihlaja faces is climate change. If the weather becomes unpredictable and the nature suffers the place may lose customers. Another threat is the economic depression becoming worse. If Kylmäpihlaja starts losing its

customers, there is a risk that there will be no future service provider for the hotel or that maintenance funding will be cut, perhaps even a combination of both.

In the tourism industry, there are strict legislations that might affect Kylmäpihlaja in the future. The industry is also very dependent on the reputation of the company and if the company starts to lose its face the customers might lose interest.

Conclusion

As can be seen in the SWOT, Kylmäpihlaja has many weaknesses that need to be improved. However, most of them are possible to work on. There are not too many threats, but those that exist are serious ones. In the entire SWOT, some words are more important than others - for example the location itself can be viewed as a more important factor than for example bad internet reception in the hotel room. Of course, the importance of each factor depends on the customer's preference.

5.3 Marketing Mix Analysis for Kylmäpihlaja

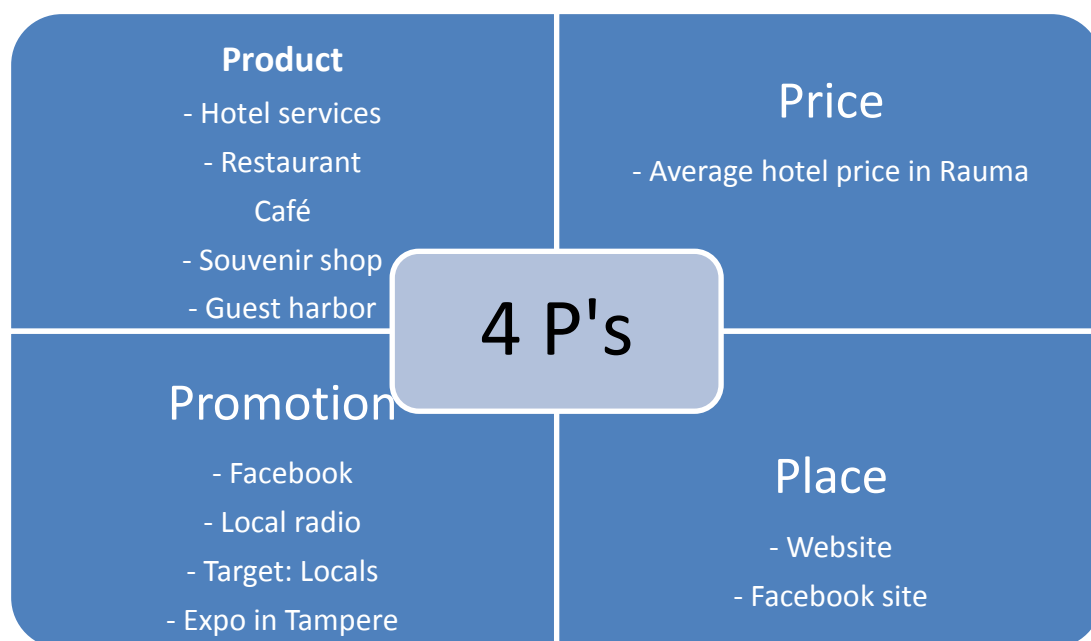


Figure: done by the author.

Product

The services that Kylmäpihlaja provides are hotel, restaurant, café, souvenir shop and a guest harbor. What makes Kylmäpihlaja special in comparison with other places, is the location. It is not on everyplace where both the nature and services are present. The sunset falls into the ocean cannot be seen in Rauma. The most negative aspect is that it is only opened during the summer.

Price

Even though many customers complain that the value for money is low, the hotel is average price in Rauma. When the price is average and the hotel is the best one in Rauma, it is quite interesting how the customers think. Some customers might have a feeling that because the hotel is not in the middle of the center and the space is limited, the hotel should cost more. However, probably no one considers all the logistics costs that comes along which makes the prices a bit higher than expected.

Promotion

WCSS does promotion on Facebook (only in Finnish), local radio and going on travel expo in Tampere. The target for the marketing are the locals, but only 12 % of the hotel customers are from Satakunta area. WCSS might not be marketing on the right area. The best area is the Uusimaa, most of the customers come from that area and the population there is a lot higher than anywhere else in Finland. WCSS should also find a way to market more to the foreigners.

Placement

In addition to the premises, WCSS has a presence on their own website and on Facebook.

5.4 Porter's Five Forces Analysis for Kylmäpihlaja

As with SWOT, all the materials used to make the Porter's Five Forces are taken from the interviews and data from 2016.

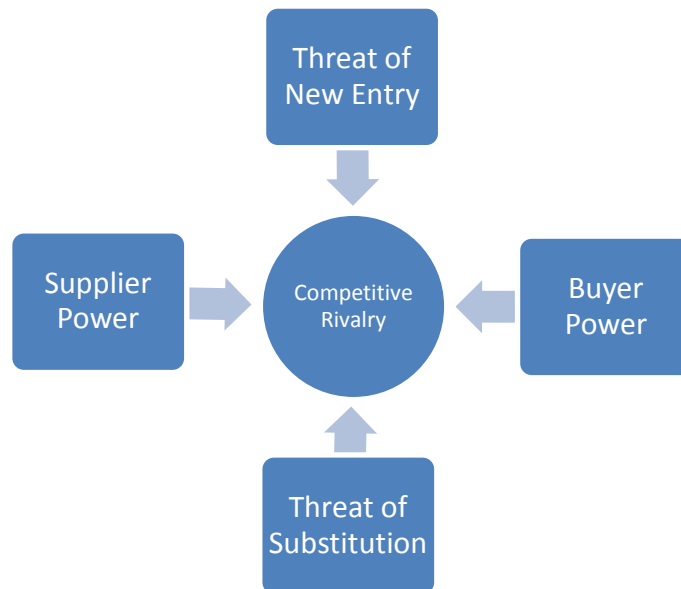


Figure: done by the author.

Threat of new entry is low for Kylmäpihlaja. It is expensive to start a hotel, especially in a lighthouse since those are not built anymore. Some holiday destinations might be built on the coast, but there would be some time to react before they would be ready to open. New restaurants in the city can be built quickly, however.

Competitive rivalry is quite high. There are several hotels and restaurants in the city of Rauma that are competing against Kylmäpihlaja. There are some other lighthouses that provide services, for example Isokari and Bengtskär. Especially Isokari has been improving their services during the last few years and is also hosting a lot of different events.

In this case buyer power is on medium level. The buyers can choose where they will go to stay the night, if they will eat at the restaurant or if they sail to somewhere else.

This can be seen clearly when Kylmäpihlaja has a very high room cancellation percentage. However, there are no other lighthouses where the customers can sleep in the actual lighthouse tower.

Threat of substitution is medium. There are only a few places that might be able to provide as much service as Kylmäpihlaja. The threat comes when WCSS needs to renew the rental agreement with the city of Rauma. At that point there might be another company that offers a better deal for the city.

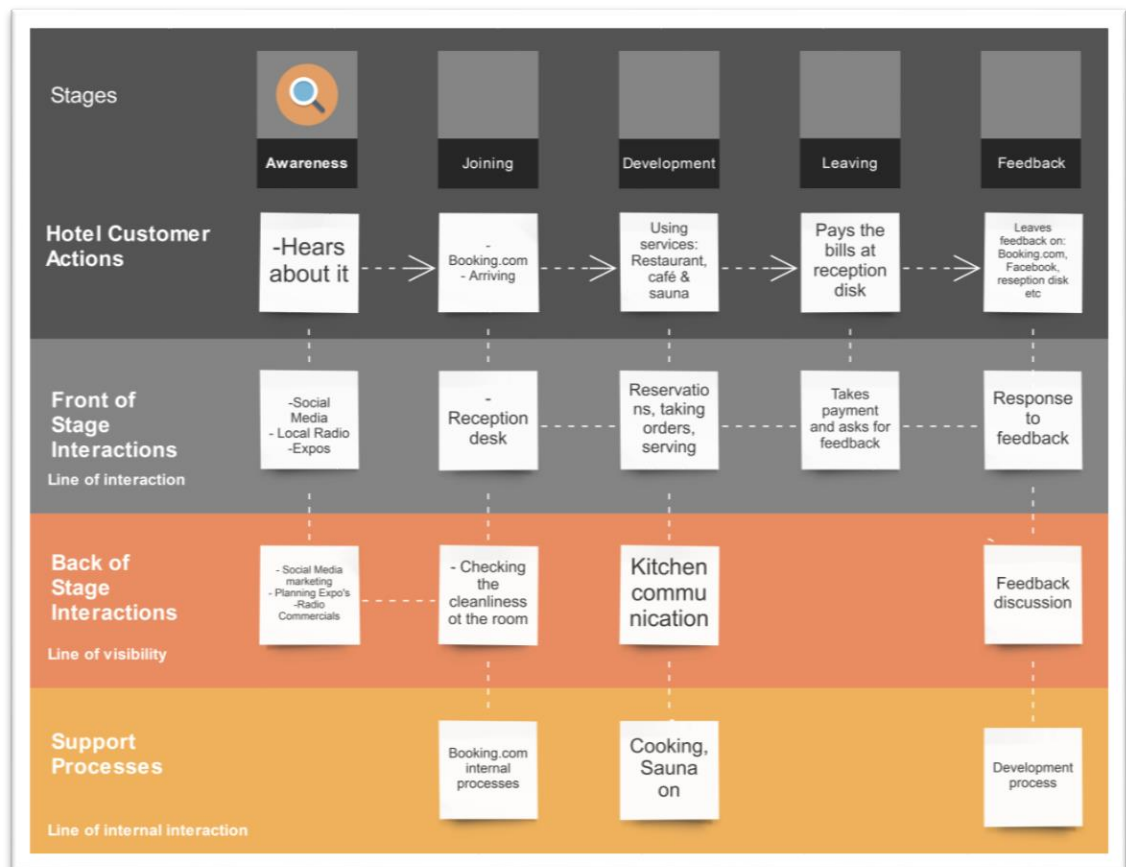
Supplier power is medium. It is low for the most suppliers like the food industry. Then again, WCSS is renting the premises and operations from the city of Rauma, who is the major decision maker when it comes to the island and the premises. This means the city has high power.

For most parts WCSS is in a pretty good position when it comes to power in the market. However, they should be careful with their pricing so that the buyers keep visiting the island. They should also get more local employees and stay successful so that the city of Rauma keep them as the business provider.

6 RESULTS OF THE SERVICE BLUEPRINT

As said in the theory part, the Service Blueprint is a tool to see the customer's path when using the company's services. In this part of the report, there are separate blueprints for the hotel guests, day travelers and the sailors, since all their paths are slightly different. In Kylmäpihlaja the customers can choose if they eat at the restaurant or go to the sauna or café, but those are all development parts that increase the sales one way or the other. The layout was made with the online tool maker "Realttimeboard".

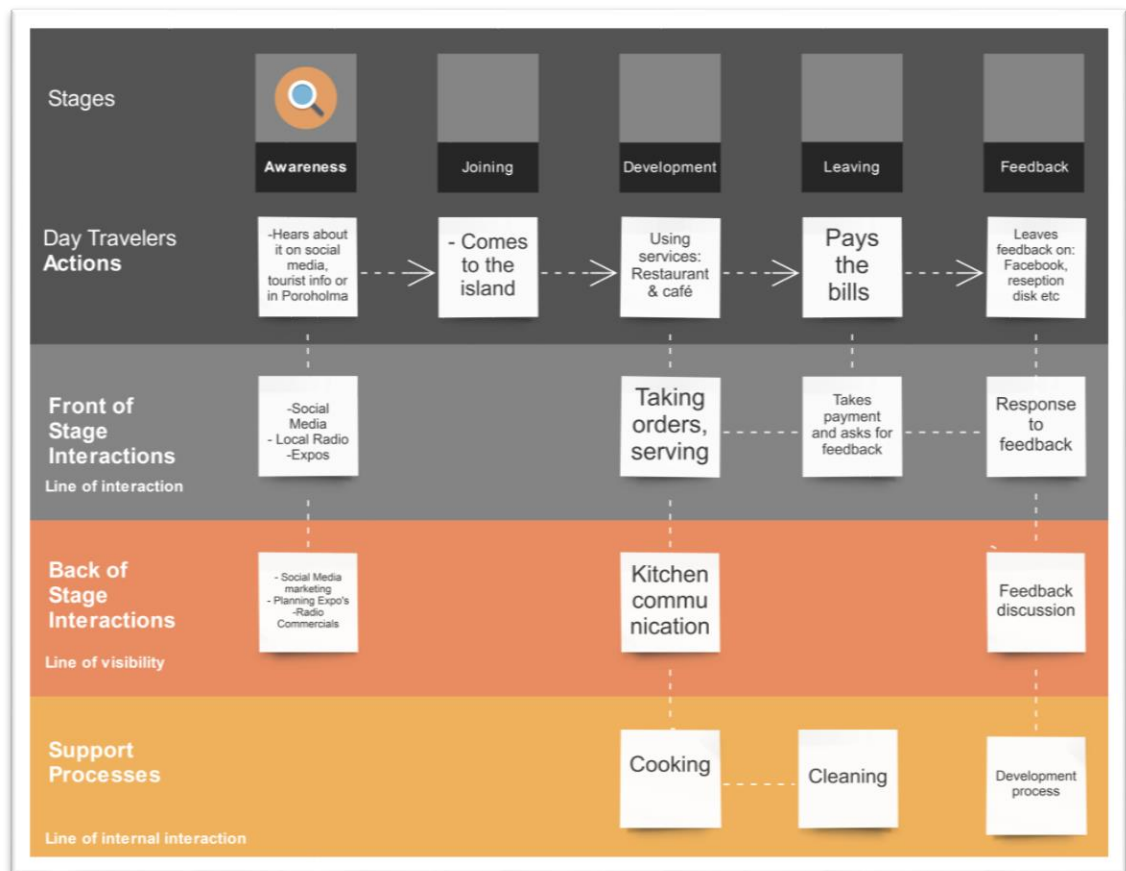
6.1 Hotel Guests' Point of View



The hotel guests' vision is to spend a good night at a nice hotel. The customers book their rooms in advance and the company's mission is to check that the rooms are clean. Back processes are the Booking.com systems. It is most highly the hotel customers that will go to the restaurant for dinner and uses other services as well, like sauna and café.

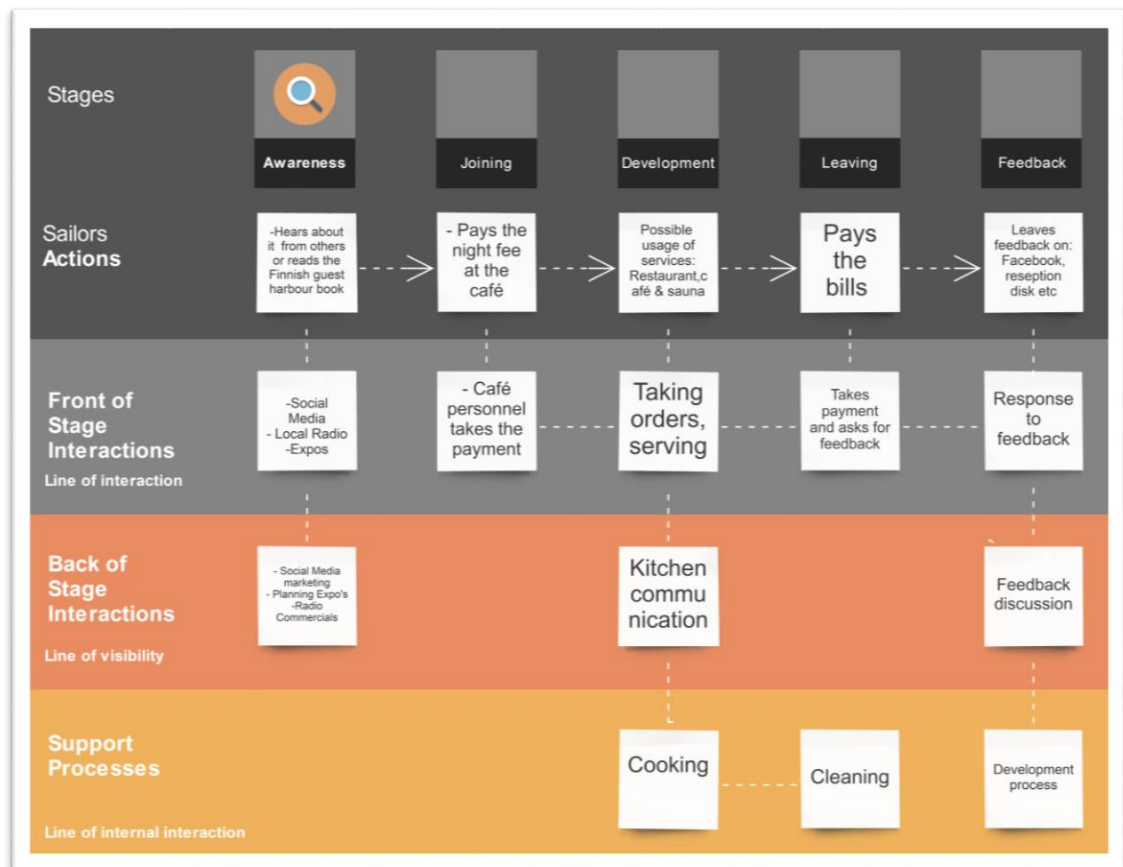
At the end of the trip the customer will pay the bill and leave feedback. It is the employees job to make the customers enjoy their stay with having good front and back stage. The hotel guests blueprint can be improved by rising the awareness through marketing, coming up with new developments and a functioning feedback processes.

6.2 Day Travelers' Point of View



Day travelers blueprint is much easier than the hotel guests. The customer will arrive on the island and perhaps eats lunch and uses the café. There are less processes for WCSS to take care of, for example cleaning the hotel rooms. Some cleaning must be done for the toilets and the staircases. WCSS tries to give the day travelers a nice day, but the only way WCSS receives money from them is if they go to eat and spend money at the café. Of course, also if they use word of mouth their friends.

6.3 Sailors' Point of View



The sailors and the day travelers' blueprints are quite similar, the only difference is that if the sailors stay for the night, they must pay harbor fee at the café. The amount of the fee depends on if they want with or without electricity. They probably use the showers as well and that requires cleaning from WCSS. One of the most important aspects in this thesis is how to get the sailors to spend more money and time on the development phase on the island.

7 DESIGN GUIDELINES FOR KYLMÄPIHLAJA

Tourism is a complex industry where the value chain of travel agencies, hoteliers restaurateurs etc. brings one component each into the overall service. The components

work together to meet the demand and the customer expectations. Such tourist destination as Kylmäpihlaja is the main consumption place within tourism and that is the reason of making these guidelines to improve the services even more.

This thesis developed design guidelines for Kylmäpihlaja services, that not only focuses on the customers' point of views, but also other considerations, for example WCSS's operations and criteria such as employee points out and the tourism industry. These guidelines are the suggestions for Kylmäpihlaja to improve the services and customer experiences and meet the demands that the customers have.

7.1 Internal Operations

Internal operations describe how the company is being managed and how it will affect the service quality that is being provided. These are the internal processes that the customer is not able to see but can feel. When looking at the evidence there are points that indicates that the operations are not fully being service-oriented. Therefore, some development ideas have been developed here.

7.1.1 Communication

The interviews with the hotel manager and employees indicate that there are factors to improve in the communication, especially when it comes to communication with the CEO. The CEO should have a meeting with the employees before the summer, where he explains the mission and vision of the company and what he expects from the employees. It is also a great way for the employees to get to know each other before the season starts. The CEO also listens to what the employees expect from the summer.

This event should take place on the island so that the new employees understand where they will spend the next three months and have time to think if they are up for it. This way the company can reduce the risk of an employee leaving in the middle of the season. Additionally, the employees know exactly what they should do in the workplace this way.

In the middle of August, the CEO and the team should discuss how the summer went and whether all the expectations were met. This also functions as brainstorming for future seasons. This shows that the management cares about the employees and considers their ideas, which will help the company get the best possible employees to return for the next season. This will improve the service quality and the customers can identify the experienced customer employees.

There have also been double bookings for larger groups. The CEO and the hotel manager should decide who takes the orders from the bigger groups - the other one will not touch these plans. The restaurant is small and cannot handle two or more large groups at the same time.

7.1.2 Co-operation

Because Kylmäpihlaja is owned by the city of Rauma, there should be a good partnership. The CEO, the hotel manager and employees think that the building is falling apart and are afraid that if it is not taken care of it cannot be used as a hotel anymore. The responsibility of keeping the premises in a good shape lies with the city of Rauma. Better co-operation is required for them to truly understand the condition of the premises on Kylmäpihlaja. A good start would be to invite some of the city's employees responsible for tourism over to the island for dinner. At the same time, they will realize how special the place is and how it should be promoted and maintained more.

The schools and kindergartens could come to Kylmäpihlaja in the beginning or the end of the season. These children are the next generation of customers for WCSS, therefore it is a good idea to take them there for an unforgettable day, so that they will be groomed for coming back as adults. The children might also like the place so much that they manage to convince their families to come to the island.

With the natural co-operation with different companies from Rauma, Kylmäpihlaja could easily offer them meeting and seminar places or arrange team-building days.

7.2 Hotel

In this part are suggestions how to improve the hotel experience. The hotel rooms should be more booked and the customers would like to have more services because some do not think it is not value for money is not high enough.

7.2.1 Massage

Many customers have complained that the value does not meet the money and the services are a bit limited. Offering massages on the island might be one way of increasing the customer experiences. Traditionally, the hotels need a separate room for this sort of service, but Kylmäpihlaja does not have the space to do so. Therefore, WCSS could purchase a Massage Board from Sweden, which costs approximately 80 euros. It is a portable board that can be attached to a regular bed, turning the bed into a massage table. This would save space plus make the customers more comfortable, since they could receive a massage in their own room.

Booking.com takes commission for every hotel room booking that is sent through them. However, if the customer books the room from Kylmäpihlaja's own webpage, WCSS does not have to pay commission to Booking.com. One of WCSS's concerns has been how to increase the bookings made on their own webpage. With writing on Booking.com that the massages (that must be received in advance) and the boat trips can be booked on Kylmäpihlaja page, more people would be driven towards that page instead of booking the rooms on Booking.com.

The massages would not have to be too expensive for WCSS. The massages would have to be booked in advance and the person doing them might have just graduated from massage course, and when there are no customers the person could work within customer service.

7.2.2 Social Media Marketing

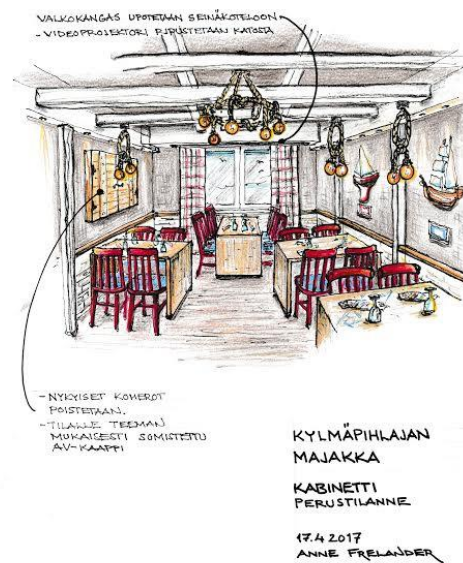
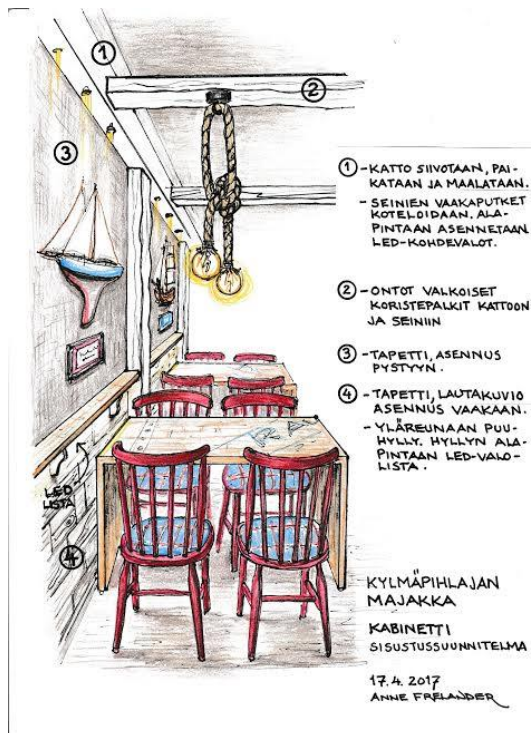
Kylmäpihlaja's Facebook is only in Finnish, which does not attract many people. The site should be changed into English so that the foreign tourists can find Kylmäpihlaja easier. In the end the Finns do understand English, but the foreigners do not understand Finnish. WCSS could also make a maximum of one minute long high quality video that can be spread around the world to attract foreign tourists. The company could also have social media competitions that will go viral and seen across the world. The winner could receive for example a 50 € gift certificate for the next season. This is also a great way to keep people posted during the winter time.

7.2.3 Cabinet

WCSS has planned on changing the existing cabinet into two family hotel rooms and the chapel into a cabinet. However, these designs are made that the cabinet will get a new interior and the chapel will stay as it is. It is made this way, so that the company has one more attraction for the customers and there is a place to have weddings. The cabinet would function as a meeting location, an entertainment room and as a part of the restaurant. The chapel is difficult to change into an extra area for the restaurant, because the customers must wander through the employees' private premises. WCSS can choose if they want these cabinet models be implemented into the existing cabinet or the chapel, they are both approximately the same size.

These designs were done by Anne Frelander, who has more than 35 years of experience in interior designing. She has done these designs especially for Kylmäpihlaja. The design clearly has elements from the sea and pirates with a modern twist. This room can easily be changed between a meeting space and a restaurant with movable tables. Also, the space can be used for entertainment, for example for Olympic games.

As the existing cabinet is now, it is seldom in use. The only current use of the cabinet is as a place where the customers go if the restaurant is full during lunch time.



Pictures made by Frelander A. especially for Kylmäpihlaja.

7.3. Restaurant

Customers want value for money and to keep that on a good level the restaurant can be made into an excellent one with the following design guidelines.

7.3.1 Renewed Menus

The sailors do not usually come for dinner or for breakfast to the lighthouse, so there is a chance of doing more marketing on that point. When the sailors come to the café to pay their harbor fee, the cashier can give them an A5-sized paper with information of the saunas etc., but also with some of the restaurant menu and breakfast info written on it. It will draw the attention of the sailors and they will understand that there is breakfast and food for them as well.

On the menus in the restaurant itself should be a vegetarian dish. Some customers have said that they would eat at the restaurant if there would be vegetarian food. They simply did not know that there is one dish, however it is not on the menu. Being vegetarian is fashionable and vegetarian food is cheap to make, therefore the restaurant should have a dish on the menu.

On Kylmäpihlaja there is no children's menu, which can make the servers job a lot slower when you need to walk back and forth between the tables and the kitchen asking if it is possible to make a custom dish. The children will feel special when they have their own menu and the family might come back to the island because of the employees taking such a good care of their children.

7.3.2 Questionnaire

To keep the restaurant standard as good as possible a questionnaire could take place together with the bill and some chocolate. The questionnaire would take one minute to fill while waiting for the card machine to load. On the paper the customers can rate the quality of the food and the service and if they want to be a part of a lottery for a gift certificate they can write their names, e-mails and phone numbers. The lottery would take place on social media in the end of the season. Especially the locals would notice how the WCSS is taking the customers into consideration and make improvements according to that. The locals would appreciate that and would come back to the island to eat.

7.3.3 Evening Snack

When the hotel is full and all the tables in the restaurant are booked, many people must eat at 5 PM. Walking around the island for hours after dinner makes customers hungry. Therefore, WCSS could make rolls or other small breads beforehand and advertise them to arriving customers that they can purchase bread between 10 and 11 PM to their hotel rooms. For example, if there are 15 people that want rolls and each roll costs 3,5 €, WCSS could receive 52,5 € extra per night. Rolls are simple and fast to make and any leftover rolls would still be edible for two or three days.

7.4 Café and Souvenir Shop

The café is next to the harbor and has three rooms. The café sells coffee, rolls, pastries and candy. It also has the permission to sell high alcohol percentage liquor. The sailors pay the harbor fees there and the rest of the customers come to purchase souvenirs and other goods.

7.4.1 Café

The café, which is located right next to the harbor, has one table and two chairs inside. There is also a small kiosk which is under 10 square meters in size. The rest of the café, two rooms, are full of souvenirs. It takes space away from the customers, especially when the weather outside is bad and everyone tries to fit into the small restaurant space. But if the café had lounge that is nice and cozy, the customers would come and sit there instead. This would not only save space at the restaurant but also gain profits for the café. The café could also be counted as a living room for the sailors.

7.4.2 Souvenirs

As said before, the café has two rooms of souvenirs - most of them do not have anything to do with the island. Therefore, not many customers purchase them. Kylmäpihlaja could make more of their own souvenirs, for example several different t-

shirts, refrigerator magnets and necklaces. When a person from Helsinki buys them, and walks around, people will notice the things she/he is wearing and wonder where they are from. Therefore, they also work as free advertising while being profitable. Hard Rock Café uses a similar style of private brand souvenirs. They are more famous for the different t-shirts and other merchandise than for their food. Kylmäpihlaja could create their own brand by selling their own merchandise, which also would result in more people knowing about Kylmäpihlaja and wanting to visit the location.

7.5 Happenings

The happenings are a way of marketing the island and bringing more customers during that time. While coming to the event, the customers would most likely spend more money as well, for example if there is a singer on the terrace, customers would purchase more drinks.

7.5.1 Events

To be able to receive more publicity and customers to the island, some events could be arranged. The advertisement for the events must be very well organized, so that the possible customers will find them, but also so that the customers that prefer peace and quiet know to pick another day to visit the island. Any complaints about having an event on Kylmäpihlaja will negatively affect their reputation. The event should be advertised on Facebook, on separate event sites and on KAMU. KAMU is a new mobile application for locals where all the happenings are listed. It would be a nice way to have the local sailors coming to the island.

Some examples of possible events that would increase the customer amount and the profitability are terrace dances, singers and activity days. On an activity day, the customers could for example climb down the lighthouse tower wall by using a rope and safety gear. The island has a lot of different birds, so there could be one day in April when the boat Linnea goes to the island together with bird watchers and other nature enthusiasts. The customers would pay for the boat ride, and the boat could be a café

where the people can purchase coffee and snacks. The island itself does not need to be open for this type of event.

7.5.2 Theme Weekends

Kylmäpihlaja has not succeeded in using more weekends outside the season for gaining more customers and profits. In August when it usually is still warm, there could be a yoga course that can take place outside. This weekend would be all about getting to know your own body and relaxing. Kylmäpihlaja is the perfect place for that! Also, other courses like painting and poetry courses would be suitable. There could be family weekends, when all sorts of happenings for children would take place and some would have professional supervision so that the parents can relax and have a drink on the terrace. Also, a weekend for the elderly with for example Bingo night could be arranged.

It is important to receive more businesses to the island. One way of having them is through business Christmas parties (pikkujoulu). Having businesses visit during October weekends on the island for saunas and dinner is possible. Other weekends could work as well, like a business meeting weekend in April. The marketing could also be done by adding the neighboring island Kuuskajaskari's laser tag in the offer. That would increase both Kylmäpihlaja's, Kuuskajaskari's and Rauman Saaristokuljetus' profitability.

8 CONCLUSION

This thesis went through the situation where WCSS location Kylmäpihlaja is now and all the possibilities to improve the sales and the company reputation. Kylmäpihlaja is a beautiful location for tourists, but it does bring weaknesses in logistics. The company has opportunities to improve the internal and external communications and improve on the marketing.

There are many ways to improve the customer experiences and the few biggest ones is to have the internal communication in order and to improve on the social marketing to make Kylmäpihlaja a stronger brand globally. As said in the beginning of the thesis, it is WCSS's responsibility to implement all the design guidelines, I have simply provided the ideas and the tools to do so.

On Monday 24.4.2017, CEO Teemu Knuutila saw the results and the design guidelines planned from all the evidence. His opinion was that there are some design guidelines that he could use in the future, for example the communication plan and the cabinet design. Unfortunately, we did not have time to go through all the design guidelines.

8.1 Limitations

The limitations of this research were for example that the data does not include interviews from the city of Rauma, which is the actual owner of the island of Kylmäpihlaja. Also, at the beginning of the planning data could be more focused on future planning and gatherings on Kylmäpihlaja for workshops with customers (using customer journey maps) and prototyping for services as a co-creation tool.

8.2 Future Research

This is the first time WCSS has used Service Blueprint design to improve their services at Kylmäpihlaja. It would be interesting to collect new data after implementations of the design guidelines have been made. The service design is the currently preferred approach, meaning that especially in the tourist business you need to add something new for your services and improve them every year. Another research angle could be to look at the city of Rauma's point of view and how they could contribute to Kylmäpihlaja's services and their operations.

Additionally, future data will be much easier to gather from Booking.com due to their recent changes to the website, meaning researchers will need to depend less on passenger cards and similar sources for information that can be used in later marketing..

8.3 Final Words

This project has been planned for almost two years and now it is done. It has been a remarkable journey, myself working on the island for two seasons with nice people. It was interesting to gather information and check if my opinions matched the evidence and the opportunity to think “outside the box”.

All the people who has been involved in this project have been kind enough to give their full support and honest opinions. I hope WCSS can take some guidelines into use from this project to improve their already good hotel and restaurant.

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INTERVIEW WITH CEO, TEEMU KNUUTILA, 12.9.2016

Organization Background Information:

1. How did you get the idea to rent Kylmäpihlaja?

West Coast SeaService Oy is about the archipelago and the tourism industry. And the company is in Rauma so Kylmäpihlaja was a natural expansion of the company.

2. Can you tell me the strengths, weaknesses, opportunities and threats in your opinion?

<p>Strengths</p> <ul style="list-style-type: none"> • Rare place • Location • Functional lighthouse 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Logistics • Weather dependent • Premises • Limited opportunities
<p>Opportunities</p> <ul style="list-style-type: none"> • Summer lengths • Two more hotel rooms • Winter usage • More sales 	<p>Threats</p> <ul style="list-style-type: none"> • Ocean pollution

3. What are the requirements of new employees?

The most important requirements are: experience and language skills. The person cannot have a family, because he/she must live on an island for 3 months in a row without getting away that much. That also goes to all the possible employees, the person should be able physically and mentally stay on an island.

4. What are the worst competitors for Kylmäpihlaja and why?

Bengtskär is one, because it is one of the oldest and most known of all the lighthouses in Finland and has also a hotel. But the only time to get there is when the weather is good. The location is very difficult for boats to come to. Secondly, the closest lighthouse, Isokari is outside of Uusikaupunki. It is possible to sleep on the island, but the services are not at all as developed as ours. Third one is Säppi lighthouse that is located 5 kilometers outside of Luvia. It is a small island and no accommodation, but some daytrips are possible to make there.

5. How does Kylmäpihlaja differentiate itself from the competition?

Kylmäpihlaja is the newest lighthouse in Finland that had personnel (pilots and lighthouse guards) living in it. The pilots used to live in the lighthouse tower that has been changed into hotel many rooms. That makes Kylmäpihlaja an unusual hotel. The lighthouse is working during the nights and that is not very common these days. Also, the island has á la carte, guest harbor and internet connection.

6. On what does the company invest the most?

Making money.

7. What sort of issues does the location bring and how are they considered?

Kylmäpihlaja has a large supply chain and everything must be carefully planned so that the products will be shipped by boats to the island. On bad weathers, the boats cannot go there. Also, to get the products from the harbor to the lighthouse will take manpower. The lighthouse does not have proper warehousing, so you cannot order too much there either.

There is always a risk of losing the electricity and the island does not have its own water pumps and there can be issues with those. Last few years the building has had pipes issues and sometimes the toilets have been out of function. It can take some time to get help from the city to fix those.

Kylmäpihlaja is an island, which means that you must take a boat to get there. If the weather is bad, meaning it blows over 20 meters per second it is difficult and dangerous to sail there. It is difficult to prepare on that. Also, the customers will not go outside if it is rainy and otherwise bad weather.

For some employees, it is very difficult to stay on the island, because you cannot leave easily. It craves physical and mental strengths to be able to meet customers all day long and looking at the teammates because you must share the bedrooms due to lack of space.

8. What is the company mission and vision?

Mission is to keep Kylmäpihlaja as a part of a tourism ensemble and of course to make money. The vision does not change, except that within five years the hotel would be 85 % booked every night and to expand the restaurant side.

9. What service design guidelines has not worked before?

The autumn events have not worked out during the previous owner. They had theme weekends and company Christmas parties. Also, a swimming area has not turned out great because of the island is rocky and slippery.

10. What are the collaboration organizations?

Rest of the WCSS locations, especially Kuuskajaskari, the city of Rauma and Booking.com that takes care of our hotel reservations.

11. What are the positive/negative aspects of working together with the city?

The city of Rauma is responsible for the establishments and keeping the area clean and organized. If something breaks in the lighthouse, the repairmen usually comes within a few hours. However, they work for the city and might not always have time to make a proper job. There are some marketing limitations as well.

12. How does the communication work within the organization?

The usual way is by phone or email. The company keeps contact in all possible ways.

13. Does the company use Kuuskajaskari's knowledge and skills in Kylmäpihlaja?

No, even though the islands are close to each other and the same boat goes between them, there is not enough boat capacity to fully co-operate between the islands.

Awareness

1. How much does the company invest on Kylmäpihlaja's marketing and how does it work?

The investments are between 20 000 and 50 000 euros per year. That money goes on local radio and internet advertising. Next fall (2017), we have planned on an ad in MTV3 that would be shown across entire Finland.

2. How can customers find information about Kylmäpihlaja?

Our webpage and social media. Information can also be found on the tourist info in the city center.

3. How do the foreign travelers find Kylmäpihlaja?

Some might have heard it from previous visitors and decides to try out the island. Some travel agencies in Switzerland can mention it to possible customers and rest might find it on Booking.com when they are looking for special locations to travel to.

4. From what countries do the foreigners usually come from?

The hotel and day travelers are usually from France and Germany. The sailors come from Sweden.

5. In what languages is it possible to find information about Kylmäpihlaja?

Kylmäpihlaja's own webpages functions in Finnish, English and German. Booking.com functions on every possible language.

Joining

1. How can the customers contact Kylmäpihlaja? What is the most usual way?

Easiest way of reaching the company is through email. It is possible to contact through Booking.com as well, but we might not answer the messages due to lack of resources. The phone, but usually we are in a hurry and do not have time to discuss on phone. The most common ways to reach is through Booking while booking the rooms and through email.

2. How fast does the company answer the messages or phone calls?

Depends on the message, perhaps never. Usually on the emails within 24 hours.

Usage

1. In what languages, can the employees serve the customers?

This year (2016), they can serve in Finnish, English, Swedish, Spanish and perhaps German.

2. How many hotel guests/ day travelers and sailors does Kylmäpihlaja have in a season?

It depends on the month. Approximately 7 000 people in total and 1 000 of those are hotel guests.

Development

1. Do you have new innovations and development ideas?

If the company could receive building permissions, we would build a new terrace on the south side and perhaps a new sauna.

2. How much do the employees have a say about the provided services? Are their innovations considered?

The ideas are considered, but in the end, I have all the decision power. Sometimes the employees are rewarded for a good summer.

3. How much do you discuss about the development ideas with the employees, especially the hotel manager?

With the hotel manager, we discuss during the winter, but because of the rest of the employees changes frequently it is very difficult to discuss development ideas with them.

4. Is there enough time and resources to develop Kylmäpihlaja?

Time is a relative term, but yes, there are enough resources.

Leaving

1. How does the customer give feedback?

Usually face to face or then by email.

2. What are the most common positive/negative feedbacks? How are they considered?

The negative ones are: the toilets, soundproofing between the rooms and the goose faeces. These are factors that WCSS cannot do anything about because it is Rauma's job and responsibility to keep them in order. We cannot start renovating.

The positives are usually: the island peacefulness and the customer service.

3. What grade from 1 to 5 would you give to Kylmäpihlaja's services?

I would give a 4. It would be 5 if the toilets and the sauna would be renovated.

4. How do you get the customers to return?

It happens because of the spectacular location. For the sailors, we have a pass that every 7th night is free of charge.

INTERVIEW WITH HOTEL MANAGER, MARIO AIKKO, 20.6.2016

1. How long have you worked for WCSS?

I have worked in Kylmäpihlaja from the beginning (2014), so three seasons now and one winter in Wanha Krouvi.

2. Have you enjoyed working for WCSS?

So far, yes.

Company background:

1. What are the company's strengths, weaknesses, opportunities and threats?

<p>Strengths</p> <ul style="list-style-type: none"> • Special • Flexibility • Wants to serve • Work team 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Location (Logistics) • Foreseeing needs • Implementing new ideas • Economy • Middle hands • Buildings shape
<p>Opportunities</p> <ul style="list-style-type: none"> • Theme travels (with organizations, travellers) • New customer relationships • Brand image • Co-operation with Rauma and the land and forest ministry • Reputation 	<p>Threats</p> <ul style="list-style-type: none"> • Economy situation (for company & Clients) • Weather • Buildings shape and age • Rely of the City • Reputation

2. What is the target market?

The most important ones are the middle-aged couples as hotel guests.

3. What is choosing of employees based on?

They are based on several skills and attitudes:

- Experience in the field
- Good attitude in both the application and interview.
- Is not afraid of cleaning.
- Teamwork skills.
- Language skills is a plus.

We usually start the employment process by checking from the previous employees and other people that belongs to the social network.

4. What is the organizations mission and vision?

I have never discussed it with Teemu Knuutila (CEO), so I do not know the company's vision and mission. But here is my personal ones for Kylmäpihlaja:

Own vision: Known in Europe as a special location where the down to earth environment meets relaxation and good food. A total break from the busy lives.

Own mission: We provide experiences. Hotel guests receives the full service while local population gets a refreshing summer day

5. What service design guidelines has been tested?

We have not got to try any ideas. Once in these three years we have had one singer.

6. What are the worst competitors and why?

Of the lighthouses Bengtskär, which is the most known lighthouse in Finland, and Isokari that has been improved a lot lately. Sometimes the other hotels in Rauma and if we think about just spending one day somewhere then it is Rauma's old town and

Poroholma. Well, Poroholma has sleeping arrangements, so perhaps we compete there as well. Also, different vacation locations that has easier logistics and easier to get to.

7. How does Kylmäpihlaja differentiate from the competition?

The sea voyage is special for many customers; many hasn't seen an ocean before this close. Of course, the location itself. On the island are several different plants, birds etc. and when you can see the sun going down into the ocean. Kylmäpihlaja is the only place in Finland, perhaps Europe, where the customers can sleep in the lighthouse tower. The service flexibility is guaranteed because the employees lives here.

8. On what does the company put most input on?

On the product selection, especially in beer and souvenirs. Of course, also the customer service.

9. What sort of problem does the location bring and how are they considered?

Logistics in both products as well as humans. Timetable planning and right equipment is need to make is as easy as possible. The employees must live here, which might be a problem for some. We must be very careful in choosing the right personnel. The island is deserted during most of the year and there are lots of snakes and there is a possibility that someone will be bitten. We must inform the employees of how to react in emergency situations.

10. Whom are the partners for Kylmäpihlaja?

The biggest ones are the other departments (locations) in WCSS, especially Kuuskajaskari and Rauman Saaristokuljetus which is the boat company between Poroholma, Kuuskajaskari and Kylmäpihlaja. The city of Rauma, mostly the tourist department. Of course, Kylmäpihlaja has some partners within the food industry, like Metro, Koff, and Kivikylä.

11. What are the positive/negative aspects of partnering with the city of Rauma?

Positives are that some factors are done automatically for example having Rauma's guide there on summers, the rent parts and some marketing.

Negative aspects are slowness, the economy situation of the city, autocratic and the city does not accept innovation ideas.

Awareness

1. How much does WCSS invest on Kylmäpihlaja marketing?

I do not know.

2. How does the marketing work?

There are radio ads and booklets for Kuuskajaskari where Kylmäpihlaja is mentioned. We also are representative on the Finnish travel expo in Tampere. Some direct emails and during the summer a few times every week something on social media.

3. Where can you find information about Kylmäpihlaja services?

Kylmäpihlaja's own webpage as well as Facebook.

4. In what languages are the information on the website?

It is on Finnish, English and German.

5. How do the foreigners find Kylmäpihlaja?

I do not know, but some tourists coming from Switzerland hears about Kylmäpihlaja from one travel agency located there. Many of the sailors find us by discussing with others whom have been here.

6. From where comes the foreign tourist usually from?

The hotel guests come usually from Germany, Switzerland and France. Most of the sailors come from Sweden and Germany.

Joining

1. How can the customers contact Kylmäpihlaja? What is the most usual way?

The place is only opened during the summer season, so during the winter it is by phone and by email, of course those during the summer as well. There comes some Facebook messages and rest is face to face. Most usual is by phone and email as a good second.

2. How fast does the company reply on the customer phone calls/emails?

On phone calls, we try to answer right away and emails the same day, however sometimes it takes until the late at night.

3. How many groups do you receive per year?

The amount of the paying groups has decreased year after year due to the bad times in economy. Right now, it is about six to ten during the fall and four to six during the autumn.

Usage

1. In what languages, can the employees serve the customers?

All the customer service personnel speak at least Finnish and English. Some speaks in addition Swedish or Spanish and perhaps a bit German. But every employee that has something to do with customer service can speak at least three languages each.

2. How many hotel guests/day travellers/ sailors are coming to the island every season?

In average, we perhaps have 5 hotel rooms per night booked and day travellers are probably around 30 per day. The guest harbour has approximately 5 boats per night in average. In the end the number of travellers totally depends on the weather, if it is good there might be closer to 100 people on the island per day.

Developing

1. Does the company consider the employee's innovation ideas? How?

On the small topics, yes.

2. How much the employees have power over the service that is provided?

On the small topics, yes. The cook has a big influence on the food that is served and the employees have some power on the wine side and perhaps on some food. No one can influence anything to do with the souvenirs except for the CEO. All the employees serve the customers as well as they can.

3. Are the employees rewarded of good work?

If the work is good they might receive something, it is up to the CEO how the rewarding goes.

4. Does Kylmäpihlaja have new improvement plans?

The city of Rauma is a huge obstacle for improving lots of aspects, for example expanding the outer food service. The company has been putting more effort into the

interior designing for the last few years. WCSS has planned to make the cabinet for two more hotel rooms and the chappal made into a cabinet.

5. Do you have own improvement ideas?

For the island, itself I would have theme vacations, for example some yoga and mental strengths courses. This location is perfect for relaxing and self-studying. There could also be extreme vacation that would include for example going down the tower on the outer side with a rope. Also, a few times during the season there could be terrace dances with some live music. It would bring a little bit more life into it at local sailors could also join. The beach sauna and the hot tube beside it should be used more, so something should be done for those.

The café and souvenir shop has one too many rooms just for souvenirs. One should be removed and made into a lounge type of place with a small kitchen. That would make it possible to serve more them whom only wants a drink or two, especially in bad weather when only a couple of people can sit inside the café. The kitchen would also allow the possibility of having real glasses and not the plastic ones we have now, to make a bit more terrace feeling. The café could also serve coffee drinks.

6. Is there enough of time and resources to implement new ideas?

At least not me.

7. How does the communication work within the company?

We have no meetings, only phone calls back and forth.

8. How much do you discuss about innovation ideas within the company?

Too little, at least with the CEO. There should be at least one meeting in the middle of August to discuss about the season and brainstorm about the upcoming seasons.

9. Are Kuuskajaskaris knowledge and skills used for Kylmäpihlajas benefit?

We receive some help from there, like a bit of logistics and help with various issues on the island, like trimming bushes. We also receive bread from there.

Leaving

1. How can the customers give feedback?

They give it face to face or on Facebook. Hotel guests receives a questionnaire from Booking.com that they are supposed to answer.

2. What are the positive/negative feedbacks that the customers give?

The positives are the view and the food. The negatives are the sound proofing, food and cleanness.

3. How are the customer's feedbacks taken into consideration?

For example, In the year of 2014, we received complains that the lighthouse was not clean enough, since then we have hired a full-time cleaner for the summers. We have also made some interior designing from the request. We try to make changes on those issues that has been complained about, but we cannot do everything because of the city etc.

4. What grade from 1 to 5 would you give Kylmäpihlaja's services?

I would give a 4.

5. How often do the customers return to the island?

Almost every customer comes here once in a lifetime to experience the island, some might come once a year or so. The local sailors can come several times during a season.

6. How to you get the customers to return to the island?

Fulfilling the customer wishes and doing what they like us to do. We are flexible.

EMPLOYEE INTERVIEW 25.8.2016

Company background

1. Can you tell Kylmäpihlaja's strengths, weaknesses, opportunities and threats?

<p>Strengths</p> <ul style="list-style-type: none"> • Location • Exotic • Nature value • Diverse services (for a small island) • Many target groups • Local appreciation • Expenses 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Logistics • CEO • Too few employees • Difficult to improve • Several owners (City and WCSS)
<p>Opportunities</p> <ul style="list-style-type: none"> • International fame • Co-operation • Subsidy • More activities & culture 	<p>Treats</p> <ul style="list-style-type: none"> • Maintenance • No new service provider

2. In what does the company invest the most?

WCSS invests most into the restaurant and the drink collection.

3. What is the company's vision/mission?

The mission is to collect money and the vision is that Kylmäpihlaja will have the basic services with exotic experiences and keeping up the old spirit.

4. Does the communication work within the company?

With all the employees and the hotel manager it works well. Every night after work we sit down to eat together and discuss about happenings. The communication with the CEO does not work, there are no meetings and he is never present.

5. What are the positive and negative aspects of working in Kylmäpihlaja?

The positives are the following:

- The work community
- The wage stays the same
- Possibility to affect everyday decisions
- Possibility to be yourself
- Good communication with the hotel manager
- No need of carrying the responsibility alone
- Nice customers
- View
- Food and sleeping arrangements belong to the contract

The negative aspects are:

- Too much work versus the wage
- Not enough official vocational days
- Close community turns easily to bickering
- Inability to leave the island
- No communication with the CEO
- Nothing gets done even if WCSS knows there is something to improve on
- Shortcomings are repeatedly ignored

6. What is the target market?

The most common customers are the 40-50-year-old couples as hotel guests and the sailors.

Awareness

1. How does the company advertise? What changes could be done?

I have noticed and heard that the company advertise on the Kylmäpihlaja webpage, on Facebook and on expos. Indirectly on some souvenirs like mugs and postcards. Also, the city of Rauma has some information about the island on their webpage.

The advertising should be more diverse and have some cooperation with local journalists and the city. WCSS should be more active on social media and get Instagram account for example. It would be good if the marketing would be like Lemmi the seagull style we have done a few times this year. More free advertising from different sort of souvenirs.

2. From where can the customers find information about Kylmäpihlaja?

I would say through the webpage or by calling.

3. How do you think the foreign tourists find the island?

From Booking.com if they are looking for special hotels, perhaps hotels.com has something? Some might read it from blogs and the rest has heard it from others whom have been here before.

Usage

1. How many hotel guests/ day travellers and sailors visit Kylmäpihlaja in a summer?

Perhaps in a week 30-150 hotel guests, 10-50 sailors and 20-200 day travellers. It depends on the weather and the week.

Development

1. What innovations have you come up with during the summer and which have been taken into use?

What we have come up with during the summer is the Lemmi the seagull in Facebook marketing, how products are presented in the café/souvenir shop and filling in the passenger cards beforehand with the information we have. Filling them saves us a lot of time during the lunch rush when there are both hotel guests and eaters coming in the same time.

We have been thinking and discussing about how the café and souvenir shop should be changed into more a pub feeling, right now it does not have a target market. There are also too many souvenirs on sale. In the restaurant menu, there should be a vegetarian alternative.

2. How much do the employees have power of the services that are provided? Are the ideas taken into consideration?

In the CEO level the ideas are ignored. On the smaller factors for example in the café or restaurant there is some power.

3. Are the employees rewarded of good ideas? How?

The hotel manager can provide chips and wine from time to time. There is not usually any positive feedback given, especially not from the CEO. I think the company takes too little interest in the new ideas the employees provide.

4. How much is there discussions about development ideas within the company?

With the CEO we never discuss about it. The hotel manager listens if there are ideas, but does not the initiative to start a discussion. We do not discuss ever about the ideas the management have.

5. Is there enough time and resources to invest in development ideas?

There is not.

Leaving

1. How do the customers leave feedback?

When the customer pays, and leaves the room key, we ask them how the visit went. They are usually honest in that point. Sometimes they gave face to face feedback during the stay as well. After they leave they might leave feedback in Booking.com, send an email or call. Some customers might leave a comment in the guest book we have.

2. What is the most usual positive/negative feedback?

The positive feedback is about the service, employees, location, food and the rooms. The negative ones are the pricing, open times, the information is unclear (webpage, cafés open hours) and then everything we cannot do anything about, for example weather, environment and no elevator.

3. How are the customer feedbacks taken into consideration?

As the service employees, we try to make the service better, but more than that we cannot do anything about.

4. What grade from 1 to 5 would you give to the services?

I would give a 4.

5. How can you get the customers to return?

By giving them as good service as possible and the location and environment does the rest.

EMPLOYEE INTERVIEW 12.8

Company background

7. Can you tell Kylmäpihlaja's strengths, weaknesses, opportunities and threats?

<p>Strengths</p> <ul style="list-style-type: none"> • Environment • Service • Rooms in the tower 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Communication • Pricing • Marketing • Website • Logistics • Workload
<p>Opportunities</p> <ul style="list-style-type: none"> • Theme weekends • Marketing • More customers • Happenings 	<p>Treats</p> <ul style="list-style-type: none"> • Reputation • Economic depression • Legislation

8. In what does the company invest the most?

On the souvenir collection and beer. Sometimes the CEO is putting his energy on stuff that is needed, like completely unnecessary interior products.

9. What is the company's vision/mission?

We have never actually discussed about it within the company. I am guessing that mission is to sell as much as possible with as big price as possible. The vision would be to have good services in a small location, to provide everything for a good vacation.

10. Does the communication work within the company?

It works between those who are on the island. But there can sometimes be huge gaps between the CEO and the hotel manager. For example, there has been a few occasions when the CEO has taken a reservation from a big group without telling the hotel manager and we have not had any ideas that they are coming and we have had a second big group at the same time. The location is not big enough to such mistakes.

11. What are the positive and negative aspects of working in Kylmäpihlaja?

The positives are the view, team mates and the fact that we can live there without charge. Most of the customers are down to earth people that are easy customers. Negative part is the fact that it is sometimes impossible to know when is the next day off, so there is nothing to look forward to. Also, while being on the island and you should have ended the work day, you still get a bunch of questions from the customers and there is not time for relaxing. It is more or less working 24/7 with too low payment.

12. What is the target market?

Middle aged couples from bigger cities.

Awareness

4. How does the company advertise? What changes could be done?

On the radio, but that is mostly for Kuuskajaskari. I have heard something about the tourist expo in Tampere and of course Facebook but that is only in Finnish.

5. From where can the customers find information about Kylmäpihlaja?

I have a feeling that it depends on what language the customer speaks. If they are Finnish, they can find the Facebook site fast and perhaps look at the website or the city's website. Booking.com has information about the hotel itself but not much else.

6. How do you think the foreign tourists find the island?

I am guessing word of mouth, perhaps some might start using Google and look for weird places to stay.

Usage

2. How many hotel guests/ day travellers and sailors visit Kylmäpihlaja in a summer?

I have no idea, at some point I heard from the guide that some year Kylmäpihlaja had approximately 40 000 visitors that summer. But that does sound high.

Development

6. What innovations have you come up with during the summer and which have been taken into use?

We have been playing around with the idea of making the café to an actual café/car/lounge, but that will probably never happen. Some small changes have been done, like writing passenger cards ready before the customers come.

7. How much do the employees have power of the services that are provided? Are the ideas taken into consideration?

Most of the power is in the employees own service ways. The employees does not have any power in the big picture and sometimes it feels like the leaders do not listen to suggestions.

8. Are the employees rewarded of good ideas? How?

For good job yes, but not so much for good ideas. Sometimes positive feedback from the hotel manager.

9. How much is there discussions about development ideas within the company?

10. Is there enough time and resources to invest in development ideas?

There would be 8 months time to plan and develop ideas, but during the season it is impossible to make any changes if there is no plan and no discussion with the employees. I do not know about the resources.

Leaving

6. How do the customers leave feedback?

I think the most common is Booking.com questionnaire. Many comes to say about issues face to face.

7. What is the most usual positive/negative feedback?

The positives are:

- Service
- Location
- Food

The negatives are:

- Prices
- Issues that we cannot do anything about (environment, elevator and swimming place)

8. How are the customer feedbacks taken into consideration?

Some changes are done, like getting a cleaning person, that is the only thing I can remember.

9. What grade from 1 to 5 would you give to the services?

I think 4 is good.

10. How can you get the customers to return?

The local sailors are easier to get to return than the hotel guests. But by providing high quality service in a special location.

CUSTOMER INTERVIEW 1

1. Are you an a) hotel guest b) sailor or c) a day traveller?

We are sailors.

2. Your age, gender and origin?

A: I am 35 years male from Pori.

B: I am 34 years male from Turku.

3. How did you hear about Kylmäpihlaja?

A: From the Finnish guest harbour book. B: I came with A.

4. Have you ever been here before? When was the last time and how often do you come here?

A: I am here for the second time. The first time was the end of last season (2015). B is here for the first time.

5. What services did you use and what services would you be ready to use?

A: We have stayed for a night in the harbour, used the showers, the restaurant bar and the café. We would be ready to use the sauna and eat at the restaurant if they would have any vegetarian food on the list.

6. What grade 1 to 5 would you give to the services?

We would give a 4, but this is our favourite harbour in Finland so far.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

No, we have not. Perhaps we could give on Facebook and other places on the internet.

8. Do you have own development ideas?

Perhaps there could be a children's playground and some program.

9. Anything else you want to say?

We like the location and quietness. There are enough of services on the island.

CUSTOMER INTERVIEW 2

1. Are you an a) hotel guest b) sailor or c) a day traveller?

I am a day traveller.

2. Your age, gender and origin?

I am a 54-year-old female from Tampere.

3. How did you hear about Kylmäpihlaja?

I heard it from the Finnish Lighthouse Society and the international lighthouse day.

4. Have you ever been here before? When was the last time and how often do you come here?

I have never been here before. The only lighthouses I have been to are Bengtskär and Isokari.

5. What services did you use and what services would you be ready to use?

I have used the restaurant, souvenir shop and I was on the guided tour. I would love to use the beach sauna.

6. What grade 1 to 5 would you give to the services?

At least a 4. Here are enough benches to sit down and relax and the warning signs of the dangerous bird area is good.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

No.

8. Do you have own development ideas?

I would like to have a big poster somewhere where all the common plants are described and better signs to the swimming area. While being in Poroholma and trying to get here was a bit problematic, the ticket sales place should have the open hours for it. When it was finally opened, I asked the personnel about Kymäpihlaja and Kuuskajaskari and she could not answer on my questions, so better communication there.

9. Anything else you want to say?

The bird lists posters are good and it was very nice that the guide was standing and waiting for the boat to give us tourists a tour.

CUSTOMER INTERVIEW 3

1. Are you an a) hotel guest b) sailor or c) a day traveller?

We are hotel guests.

2. Your age, gender and origin?

I am 44-year-old male (from now on M) and my wife 42-year-old female (from now on F). We are from Jyväskylä.

3. How did you hear about Kylmäpihlaja?

M: We had been planning on going to Bengtskär, but the hotel was full so we started Googling other alternatives.

4. Have you ever been here before? When was the last time and how often do you come here?

N: This is our first time here.

5. What services did you use and what services would you be ready to use?

We have used the hotel, restaurant (which was good), been to the exhibition, and café. We would like to try the saunas.

6. What grade 1 to 5 would you give to the services?

M: 4 and F: 5. M: It was nice that the hotel room included water and sparkling wine. Also, the room is clean and the Wi-Fi works. The restaurant food is good. We love it how quite it is here and there is a barbeque place.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

M: No, we haven't, but we could give in the hotel reception when we leave.

8. Do you have own development ideas?

F: The sparkling wine could be in ice when coming to the hotel and it would be nice to have a minibar in the room. The boat ride here was not nice when it smelled gasoline the entire way. Also, the Kylmäpihlaja website should have better information how to find the boat.

9. Anything else you want to say?

F: No, I think it was about it.

CUSTOMER INTERVIEW 4

1. Are you an a) hotel guest b) sailor or c) a day traveller?

We are day travellers.

2. Your age, gender and origin?

A family of 4, one male and three females. Ages between 22 and 55. Origin is Helsinki region.

3. How did you hear about Kylmäpihlaja?

We were in Poroholma and saw a sign about Kylmäpihlaja, so we took the next boat out here.

4. Have you ever been here before? When was the last time and how often do you come here?

We have never been here.

5. What services did you use and what services would you be ready to use?

We have been on lunch at the restaurant, been to the café, used the toilets (that were good) and went to the guided tour.

6. What grade 1 to 5 would you give to the services?

We would give a 5.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

We have not, we could probably give on Facebook and at the Poroholma ticket sales.

8. Do you have own development ideas?

It would be cool with theme trips for example, birdwatching trip, archipelago painting course, yoga course or picture course. Also, some sort of home animals would be nice. If we would run this place, there would be cooperation with day-cares and schools.

9. Anything else you want to say?

It is possible we will come back at some point.

CUSTOMER INTERVIEW 5

1. Are you an a) hotel guest b) sailor or c) a day traveller?

We are hotel guests.

2. Your age, gender and origin?

25-year-old female (from now on F) and 32-year-old male (M) from France

3. How did you hear about Kylmäpihlaja?

M: We googled lighthouse sleeping in Finland and the first result was Booking.com to this hotel. After that we checked the hotels website that has good information in English.

4. Have you ever been here before? When was the last time and how often do you come here?

We have not.

5. What services did you use and what services would you be ready to use?

Just the restaurant and hotel.

6. What grade 1 to 5 would you give to the services?

We give 5, we would recommend Kylmäpihlaja for others.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

We will give feedback on Bookin.com.

8. Do you have own development ideas?

The website lacked information about the fireplace and on location some bird information in English. The hotel rooms could use towel hangers and the restaurant a children's menu

9. Anything else you want to say?

We like the nature and peacefulness here.

APPENDIX 10

CUSTOMER INTERVIEW 6

1. Are you an a) hotel guest b) sailor or c) a day traveller?

I am a hotel guest.

2. Your age, gender and origin?

I am a 47-year-old male from Tampere.

3. How did you hear about Kylmäpihlaja?

In 2006, my uncle took me here with his own boat.

4. Have you ever been here before? When was the last time and how often do you come here?

This is my fifth time here, first time alone though. Last time I was here during the midsummer in 2016.

5. What services did you use and what services would you be ready to use?

The hotel, restaurant, café and sauna. Hot tube would be nice.

6. What grade 1 to 5 would you give to the services?

A 5.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

I have never give feedback, but I would probably give it at the reception desk, on Google and on Booking.com.

8. Do you have own development ideas?

More activities, for example row boats. Some happenings and I would change the lunch menu from time to time, now when it is every day the same. Some sort of evening snack, for example readymade breads that could be purchased in the evening.

9. Anything else you want to say?

On Kylmäpihlaja website does not the boat booking button function. I like the peacefulness here and the fact that you can watch Kylmäpihlaja on the live-camera on internet as well.

APPENDIX 11

CUSTOMER INTERVIEW 7

1. Are you an a) hotel guest b) sailor or c) a day traveller?

We are hotel guests.

2. Your age, gender and origin?

27-year-old female (from now on F) and 32-year-old male (M) from Tampere.

3. How did you hear about Kylmäpihlaja?

M: From a friend of mine.

N: I had never heard about it before him took me here.

4. Have you ever been here before? When was the last time and how often do you come here?

We have not been here before.

5. What services did you use and what services would you be ready to use?

The hotel, restaurant and café.

6. What grade 1 to 5 would you give to the services?

We give 5, this place is in such a nice location. We would definitely recommend it.

7. Have you ever given any feedback? Why and where? Do you know where you could give it?

No, but we could give it on TripAdvisor and Booking.com.

8. Do you have own development ideas?

We would like to have more activities and happenings. We would also have happenings for companies.

9. Anything else you want to say?

The food and the wine has been very good. It is easy to come here and we will come back at some point.