Developing Vierumäki Day Spa’s business
by using Customer Journey Map and Business Model Canvas

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Abstract

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Vierumäki’s Day Spa & Massage offers a unique combination of sports treatments and pampering specializing in holistic well-being for the body and mind. Day Spa is part of Vierumäki Country Club Ltd offering sports and wellness services for private customers while also arranging corporate meeting and activity days and recreation packages. Customer experience is always individual in the beauty services because it is tailored just for you and your own needs. Vierumäki Country Club Ltd wanted to find out Day Spa’s customers experience concerning the treatment and pampering services. The aim of the study was to find out the service points with developing needs in Day Spa’s customers journey map, to improve customer experience and update Day Spa’s business model by using Business Model Canvas.

Objectives were achieved by using an online customer research. The research was carried out first time online by using Day Spa’s customers database. Day Spa’s canvas 2016 and current customer journey map were used as the background information for the research. The research was available for the customers three weeks in the beginning of year 2018, was sent to 3532 persons and the number of respondents was 315 (S=315). The respondents had an opportunity to give a recommendation and developing proposals. The amount of proposals was 372. The research was analyzed together Day Spa’s entrepreneurs.

According to the research results, customers are really satisfied with the services of Vierumäki Day Spa. Net Promoter Score (NPS®) indicating customer willingness to recommend services turned out to be 45,1. That is a good starting point for the future.

The results show that customer journey path of Day Spa includes also some problematic areas and those need to be developed. As a result of this work, the recommendations on the services and products will be included into the Days Spa’s customer journey map and the Business Model Canvas (BMC) will be updated from the customer perspective.

Keywords

beauty business, canvas, customer experience, customer journey map, service design
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1 Introduction

The customer's experience of services consists of the sum of several components. The customer decides which of them will most affect their conclusions, choices and willingness to buy. Beauty and wellness services are personal and service oriented to the individual's needs so experience is formed independently, but with current online sociality it is also openly shared with others; as an evaluation of the provider of services.

It is very important in the provision of services to stick to the factors that are most relevant to the customer's experience making the service personally significant or desirable. We need to find the right ways to maintain the customer relationship and try to turn the customer into reference customer and marketing messenger to find new customers. During the last customer service point of the customer journey map a significant part of the final image of the overall picture is made, so its attention must be paid to its success.

Generally, the beauty care sector aims at promoting the wellbeing of customers and strengthening their personal identity by providing services that influence the outward appearance (Beautybar, 2013). Beauty companies are amongst others in spas, therapies, hospitals, service houses, cruise ships and department stores. Employment in the beauty care sector is sustained by the constant demand for services, the desire of people to care for their external being and self-care and the importance of representativeness. When emphasizing the holistic welfare of the human being, the beauty care sector shows the groupings in for example; various wellness, leisure and entertainment services, health, natural, plastic surgery, sales and tourism and welfare technology. (Pylväs & Roisko, 2012.)

The beauty sector is committed to providing safe and high-quality services, promoting and supporting the beauty and health of the client, as well as recreation, relaxation and feelings of wellbeing by a skilled and trained person. The development of beauty sector as well as changing needs will be reflected in the skills requirements of the beauty care sector in the future. In order to be successful in the beauty business, besides the skills, the ability to perform effectively and entrepreneurial position, good social and interactive skills and respect for others are important features for all those working in the field. Key ethical principles are respect for human dignity, trustworthiness, response to customer needs, equality, tolerance and sustainable development. (Opetushallitus a, 2014.)
In Finland, the largest association of cosmetologists and cosmetics consultants is the Association of Finnish Beauty Therapists. It has approximately 3,800 members; beauty care entrepreneurs, cosmetologists, beauty care students and professional cosmetics importers. Associated cosmetologists work mainly as entrepreneurs; approximately 1,400 act as day spa entrepreneurs (in 2014), a shop or as a professional, also leased entrepreneurship is common in the field such as hairdressing. (Opetushallitus b, 2016.)

In Finland, statistically the turnover of beauty services (Figure 1) grew in 2014 from the previous year (€ 676,557,000 / 2013), ending in € 687,412,000. (Teknomekian yhdistys a, 2016.)

In a couple of decades, Finns have passed the European average for the consumption of cosmetics (Figure 2) according the statistics of the Finnish Cosmetic, Toiletry and Detergent Association. Additionally, if the net sales of hairdressers, pland beauty salons for the year 2014 divided by 5.4 million Finns, there is an additional expenditure of EUR 127 of every Finn. The average expenditure of cosmetics and beauty services would be EUR 291, EUR 24.25 for these statistics. (Teknomekian Yhdistys b, 2016.)

![Figure 1. Growth in the Beauty Sector in Finland in 2014](Teknomekian yhdistys b, 2016, Sampo Soveri / Yle.)

![Figure 2. Consumption of cosmetics in Finland compared to Europe](Teknomekian yhdistys 2016, Sampo Soveri/Yle)
According to John Clane, the director of the General Cosmetics Europe, the value of European cosmetics and hygiene products is about EUR 77 million. In 2015 the area grew by four (4) %. Europe is the world's largest cosmetics market. The beauty industry employs directly 152 000 people and indirectly 1.5 million people. Three (3) significant factors emerge from the perspective of the future, according to Clane:

- Digitalization that allows purchasing cosmetics from multiple locations
- Globalization, opening the market to China and India
- Individualization that can be used to tailor cosmetics such as medicines. (John Clane, 2016.)

According to Isokangas and Vassinen (2010), the biggest business challenges faced by Finnish companies are generally related to organizational change in customer orientation, from business transformation to service business, from vendor to solution vendor as well as internationalization, also applies to a beauty sector as compared to Clane’s (2016) listing. The beauty sector will offer to work in the field of communication, marketing, education and teaching in beauty care. The employment situation in the sector is stable and will most likely remain the same in the future. (Opetushallitus b, 2016.)

Vierumäki Day Spa & Massage is a beauty salon offering cosmetic treatment and massage services to customers and it is located in Vierumäki Resort Hotel. Vierumäki Day Spa’s services are implemented with service providers, cosmetologists and massage entrepreneurs with a service provider agreement. At the moment there are seven massage entrepreneurs and six beauticians working for the Day Spa. Number of customers in Day Spa’s services is about 4000 persons yearly. In 2017 the number of customers was 3 900 and the average was 325 people in every month.

Business model canvas (Table 1) has been used in Vierumäki units during the years 2014–2016. The executive team of Vierumäki has been the guiding group with canvas and all the different units have followed same line. The personnel of Day Spa had not taken part in thinking or filling up strategy to canvas earlier and the customer point of view has been missing without any previous customer research about Day Spa services.

By using Vierumäki’s Enterprise Resource Planning system (ERP) Day Spa’s sales is easy to follow daily. The whole company makes units budgeting using the same system, numbers of customers can be followed daily for booking system and by ERP you can see what kind of services or products are the most selling ones in the Day Spa.
The financial profitability of the Day Spa has been a challenge during the past years, and operations have previously been streamlining personnel, rationalization of purchases, and simplifying the variety of products. To keep up with the beauty trends, content of the treatments has to be renewed from time to time and new requested treatments have to be added to the menu. The customer behavior has changed in different ways over the years; for example, due to the new reservations method or changing expectations about services.

Aim of the study is to find out the service points with developing needs in Day Spa’s customer journey map to lead to better customer experience and to update Day Spa’s business model by using Business Model Canvas.
2 Business Model Canvas

Business Model Canvas method enables its user to generate ideas and to be more specific when investigating business of an operation. User will receive compact and modern conclusion as a result. (Liikkanen, 2016.) Magreta (2011, 84–85) highlights the usability of the Business Model Canvas when operating with the personnel. Business model has been told as a story, where important business topics are to be noted as important indicators. The personnel understand individual tasks of their own, when combined together in canvas. Business Model Canvas (BMC) is a strategic tool of the management, when creating new or developing existing business models. Typically, the model is generated in table form (Table 1.), which includes the strength, value promise, infrastructure, customer base and economics of the business idea. The business idea needs to be identified before the work of the Business Model Canvas may be generated. Business Model Canvas crystalizes the business plan of a corporation to the following topics:

- What; services and products which are generated
- How; the logic of the methods the services and products are introduced to customers and funnels of sale
- To whom; customer segments are identified for corporation's benefit.

(Hesso 2013, 24–25.)

A company is able identify its functions in order to identify potential business and its usability (Table 1), BMC includes the planning of company’s functions and its key products and services. BMC also identifies cost structures, revenue streams as well as key partners. BMC concept enables business evaluation from many angles and eases the comparison of an alternative decision. Since the model is not company specific, BMC enables comparison of businesses of different companies. (Osterwalder & Pigneur 2010, 14–19.)

Table 1. Business Model Canvas (Osterwalder & Pigneur 2010, 44)
BMC works best and it generates results when the inputs are brief and simple, current, open and intuitive, yet it is not oversimplifying the complexity of a business. Active company develops its Canvas continuously. Thus, a company follows trends and the changing environment and is also able to guarantee its economic results. BMC clarifies the company’s internal activities by its values. Those values need to be clarified, in order to understand why customers will buy the services and products the company is generating.

According to Teece (2010, 191–192), the BMC identifies company’s economics as well as the whole architecture of the company. The study of Teece shows that BMC crystallizes customer needs and ability to pay as well as how the company reacts and generates value to its customers. On the other hand, BMC identifies the hypothesis of the management what company’s customers want and are willing to pay for. When creating a good BMC, one must extensively evaluate the company’s internal and external indicators. (Teece 2010, 191–192.)

Customers are the most valuable factors of a business. If a company is not reaching its customers, the company has been focused on improper customer segment or neglected its customers generating malfunctional business. A company may serve one or several customer segments and those segments may vary by their size. The segments may also vary by their service or product needs. It is vital to a company to make specific decisions about desired customer segments and how to reach them. In order to maintain its competitiveness, a company needs to identify special needs of a customers. Customer information evaluation should be done regular as well as follow trends and customers’ behavior, in order stay in line with competitors. (Osterwalder & Pigneur 2010, 20–21.)

The most valuable and essential customer segments should be identified accurately in advance. Almost all companies have made some sort of customer segmentation. When segmenting its customers, a company needs to find the answers to following three questions identified in business model:
- To whom
- What
- How
(Saarelainen 2013, 51–53.)

Actual monitoring of customer segments and forecasting their behavior is important as well. One must forecast, evaluate and identify the behavioral changes of customer segments. In the best scenario, the trends may be foreseen and new customer segments engaged immediately. (Osterwalder & Pigneur 2010, 20–21.)
Value proposition stands for the advantage a company creates customer value compared to its competitors. Customers select the products and services they desire from the company who creates the most value and is able to generate it most productively. (Porter 1985, 56.) Modern information technology enables customers' opinions and sound to a company. This information needs to be harnessed actively. In customer-based planning one must evaluate what a customer actually desires. One must understand how to help customers as well as how to reach them and what happens after customers interest has been achieved. Customers' value-based demands need to be identified. One must also know the value of company's production a customer is willing to pay.

Value proposition may base on novelty, capability, customization, productivity, brand, status, price, after sales, reachability, usedness or other valuable quality. Well-designed combination of services and products needs to be created to each and every customer segment which fulfills customer needs. Value proposition may appeal also to people’s emotions, thus creating a story to the value proposition which attaches customers into that value. The interest of a customer generated by the novelty and appealing, emotional, story creates loyalty. The value of a company may be based on it's capability to create new or maintain old relations. Value proposition should be visible part of a company's conscious activity. If the activities of a company do not meet its value proposition, it will not reach its customers nor other key partners. (Osterwalder & Pigneur 2010, 22–25.)

A company may deliver its value propositions to customers by many different channels. When using channels effectively, the usage is fast and economical. A company which is using channels effectively, communicates with its customers by many layers. Channels may vary considerably by customer segments. (Osterwalder & Pigneur 2010, 26–27.) The usage of virtual channels, e.g. internet or social media, enable new possibilities to provide visibility to customers. Due to internet, customers have more information, channels of influence and power than previously. (Juslén 2009, 67.) Distribution channels may be used in various ways. A company may provide information about its products and services as well as help its customers to evaluate the functionality of the value proposition. Channels enable the reachability of the products and services. Based on the form of a service or a product, the channels are also used in brand marketing as well as in after sales or customer service. The identification and usage of effective channels may lead to success and growth. A company may use its own channels or reach customers by using its key partners’ channels. Functional co-operation may create remarkable benefits to both parties. A company should reach and investigate new channels and develop existing channels in or-
der to be successful. (Osterwalder & Pigneur 2010, 26–27.) Internet has changed channels and via internet anyone may open discussion about any service or product and make it visible easily and fast (Juslén 2009, 34), thus internet need to be on every company’s BMC.

A company needs to search new customers. It must maintain the relationship for current customers and look after sales development. Different kinds of customer relationships are
- Individual contact. Employee and a customer are contacting directly. This kind of actions are e.g. e-mailing, phone calls etc.
- Committed individual contact. Service is very precise, personal and fulfills all customer demands.
- Self-service. A company provides necessary channels and methods for customers to serve themselves.
- Automated support. It is similar to self-service, except more personal approach is included. When created effectively, the automated service is converging individual contact.
- Communities. There are several communities in internet, which share information and help.
- Co-operation. Personal relationship is generated when a customer is able to impact to a service or to product design.

(Osterwalder & Pigneur, 2010, 28–29.)

In order to attach a customer to the business, a company may provide e.g. benefits, help, information or support. A company should specify what it does offer to new and existing customers. There may be several customer segments and those may be treated in different ways. A company may, e.g. send all existing customers advertisements or offers and provide committed individual customer support to its new customers. Customer relationship and taking care of existing customers are vital actions. Good service and paying regard to the customer leads to more usage of the services or products. Satisfied customers may become regular customers and a good relationship may be reformed. When creating a customer relationship, one must remember that it is mutual only when the customer is sensing personal relationship to the company. Several visits and purchases do not mean strong relationship to a customer necessarily. It is created only when it is influencing the customer’s emotions. (Barnes 2013, 6.)

Revenue streams are illustrating a company’s methods to reach money from its different customer segments. Customer segments are paying company’s services and products which are providing value to them. Hereby, the company may optimize and define its sale
to each customer segment. A company needs to evaluate what a customer is willing to buy, for what they are paying for and what are the pricing principles. (Ojasalo, Moilanen, Ritalahti 2014, 184.) Revenue streams may be one-time payments or renewable based on the value proposition. A company may have after sales, customer support or other service based on the value proposition. When creating process model, all revenue streams must be notified. A company may generate revenues stream by

- Retail, where a product is changed from a company to its customer
- Use charge, where service has been provided
- Membership, where continuous services have been provided
- Rent or lease; which provides time-based usage right
- Licensing, which provides immaterial usage right
- Advertising. (Osterwalder & Pigneur, 2010, 30–33.)

Key resources are the basic resources of entrepreneurship without which the company is unable to operate. Key resources are the things that sustain and nourish the business all the time. Key resources may be:

- Human, e.g. human skills, skilled workers
- Technical, e.g. brands, knowledge, patents, copyrights, collaboration to develop products or services
- Physical, e.g. manufacture, sale
- Economics, available capital. (Osterwalder & Pigneur 2010, 34–35.)

The company can also create value by using its resources in the right way. The promises made to customers must be able to fulfill for the customers' needs. Company’s own resources; mental and physical resources, management, organizational structure and networks. The importance of know-how to the success of a company is the most important factor in the long run. The skills and know-how are parts of business model’s components and with those strengths business could have the potential to reach strategic goals. (Saarelainen 2013, 63, 67–68.)

Key activities are the main functions of the company. The focus of activities is to generate value, reach the market, maintain customer relationships and be profitable. Network services and the brand can be part of the key activities depending on the business. Key activities need to be thought clearly in advance to know how to prepare for future tasks. It is important to think carefully about the key activities to achieve the right combination of functions that can create value and care for the relationships in a way that suits them and the company’s business model. (Osterwalder & Pigneur 2010, 36–37.)
Key partnerships describe a network of suppliers and other partners that enable business model operations. Partners can help reduce the risks, acquire resources or otherwise optimize business model activity. Partnerships can be divided into four different categories:

- Strategic cooperation with companies that do not compete in the same field
- Strategic cooperation with competitors
- Fusing to create a new business
- Cooperation between suppliers and buyers.

The company should try to create a network of partners from which it will get and to which it will generate value. Mutual cooperation that creates value for both parties is profitable and useful. (Osterwalder & Pigneur 2010, 38–39.)

Cost structure describes incurred cost for the business. Costs cab has caused by value creation, value delivery, customer relationship management and sales promotion. These costs are relatively easy to set up after the key resources, the key activities and the key partnerships have been defined. (Osterwalder & Pigneur 2010, 40–41.)
3 Service Design

In defining service design, besides the customer’s perspectives, analytical and intuitive knowledge and skills are sought to get the right conclusions to serve the customer. It includes the service, the customer, the interaction based on which the designed process provides a solution to the customer’s need and at the same time develops the service provider’s own know-how and business in the desired direction. (Tuulaniemi 2001; 11–12, 58–70.) Service design aims to innovate and understand the customer experience and customer service experiences so that customer expectations are exceeded in a positive way while responding to the customer’s unconscious needs. (Löytänä & Kortesuo 2011; 118–119.)

The routines and the work done according to the same model as always easily leads to narrow thinking without seeing blind spots in own work or service delivery, thus the need for service design arises. (Keskinen & Lipiäinen 2013, 174–175.) According to Tuulaniemi (2011), service design as a process involves definition, research, design, production and evaluation (Figure 3). The process can be used to illustrate the phases of the service steps at the design stage of the new service or to redefine the existing service; for example, to achieve profitable business.

During the definition phase, the needs and objectives for the development work are analyzed as well as the current state of the company’s own organization and the operating environment. Defining vision and strategy must be done as part of the definition phase, considering how to consider end customers, market, business, and implementations in the service idea.

During the research, the needs of the customers as well as the organization must be explored to understand the expectations, values, and motives for activities. Strategic focus has to be on the services and business model design. The purpose of the design phase is to develop alternative solutions based on set goals and to test models. During the testing, service concepts are tested and critical points in service points and service situations are attempted to identify.

Service production includes piloting and launching service concepts. On the basis of feedback, the product is refined and clarified by the understanding of all parties, which requires full implementation. The description of the service description as well as the instrument rating for the use of the evaluation will be further specified at this stage.
Evaluation is a constant development and service standardization in production at the latest stage of the process. Measuring customer experience and business value as well as further development is done during this phase. The feedback and needs that are received guide the development work in its entirety. (Tuulaniemi 2011; 126–137.)

The customer map consists of a service process that is the interaction between the seller and the buyer. Interaction consists of different ways depending on the situation, which affects the availability of the service, interaction with the service organization and customer involvement. (Grönroos 2000, 121.)

The customer’s journey in the company is influenced by the different operating environments, motives, usage connections, personality of the customer and other sources of information aimed at influencing the planning of business experiences. (Keskinen & Lipiäinen 2013, 20–21.)

A customer's journey map in the business can be described by the company's own generic map. With the customer journey map all the services points can placed for further thinking of the development of services. The Vierumäki generic map (Figure 4) was described in 2016 as the new ERP system was prepared. It is like a circle going on and on by containing seven steps:
  - Discovery and research
- Decision making and purchase
- Planning and travelling
- Arrival and check in
- Service usage
- Leaving and check out
- Feedback.

The contact points or the service points are the service situations that the customer experiences through the service. The service is formed, for example, through spaces, objects, people or interaction. There are many contact points in the service journey map and each of them must be considered and planned carefully to provide a clear, consistent customer experience. (Miettinen, 2010, 6.)

![Vierumäki customer journey map](image)

Figure 4. Generic customer journey map of Vierumäki 2016 (Pajunen)

Customer experience is based on images and emotions during a customer journey map in different service points. The experience is influenced by a positive or negative peak as well as at the end of the encounter. Using service design, the right solutions could be found to solve an understanding of your customer experience. (Löytänä & Kortesuo 2011, 113–119.)

The Service Path method helps to understand the success or the ability to produce a specific service from different perspectives. The mapping shows the service points on the
customer journey. It opens up what does the service consist of, how the parties to the service work, what kind of experiences are included in the service and how to influence them. (Menetelmäpolku, 2017.)

The service path is a description of a service entity in which each contact point is relevant from the point of view of different senses; sounds, lights, colors, fragrances and materials. However, a customer service-generating brand, where the role of service personnel play a major role, becomes relevant to the customer. (Tuulaniemi 2011, 78–81.) There may be number of customer encounters at the service path and those are critical places for success. Some attention should be paid to these areas, for example by using competent personnel. (McIntyre, Parry & Angelis 2011, 86.)

According to Moritz (2005) the process model for service design is a six-step process including customer understanding, concept design and implementation; divided into understanding and reflection, explanation of development, screening and ultimately implementation. By Saffer (2007, 176) the traditional design focuses on the relationship between the user and the product or service. The contact points are divided into four parts: the environments, objects, operating models and people. Customer's attention attaches to these contact points that can be experienced and sensed. Environment is the place for the services. It may be a physical or virtual place for example network services. The environment tells to the user what is possible in the place and controls the buyer's behavior. Influencing factors can be decor, lighting, scents and sounds. (Saffer, 2007, 177.)

Objects usually work as tools for the communication. Different physical objects are needed to make the service possible. The item can act as a proof of the purchase of the service such as tickets or service reservation confirmation. The service set is unified when service personnel have same behavioral and operational models. Service providers with the customers are human contact points. The roles and procedures of service personnel are defined in the service design process. With the help of service personnel, the customer aims to guide customers to specific areas of operation. (Tuulaniemi 2011, 81–82.)

Customer experience is formed on the basis of personal experience; activity, emotions and meaning. The value (Figure 5) defines the client's reasoning that is significant or significant at the time of purchase. Customer value determines how much a customer is willing to pay, how often and is the customer willing to recommend a service. Designing service production without strategic contact with business target is loss of resources. (Tuulaniemi 2011, 74–75, 103–107.)
Developing a customer experience requires cutting down on customers’ bad experiences. The customer experiences should be always good, not just randomly good. After that the customer experience can be improved to more coherent direction. Implementation is not a simple task to do. The company needs to know the customer’s path of purchase carefully and measure customer experience consistently. This way the customer journey map can be changed to meet customer needs. (Gerdt & Korkiakoski 2016, 44–45.)

Customer understanding based on customer research contains of establishing customer profiles and identifying the purchasing motivation of customer groups. The total value of the service consists of both the components that generate the customer value and the profits that generate the business. It is essential to identify and systematically understand the total value of service ideas or elements. If the service ranks in the top left corner of the matrix (Figure 6), the user experience is excellent, but the business value is low from the service provider’s point of view. The goal is to develop services so that the user experience customer value remains high, but the business advantage is also sufficient in the upper right corner. (Tuulaniemi 2011, 105–106 and 142–171.)
Figure 6. Matrix for evaluation of service ideas and concepts (Tuulaniemi 2011, 106)

If the service is able to specialize to be valuable to a customer due to a non-low price, it is distinguished from its competitors. (Porter 1985, 152.) According to Tuulaniemi (2011) meaningful to the customer can be a brand where the role and measures of service personnel plays a major role.

Customer experience management (Figure 7) progresses step by step to maintain continuous development, where the customer experience ultimately determines the most important competitive means and motivates continuous innovation in service production. (Löytänä & Korkiakoski 2014, 31–41.) Customer service cannot be designed, developed and implemented successfully without the knowledge of customer relationships. The customer relationship develops in interaction. A successful company develops its products and services based on customer database by utilizing customer feedback and analyzing customer needs. (Aarnikoivu 2005, 41–43.)

There is a need to move from creating services to creating experiences. That requires the customer to be placed in the most central position. The company gains a competitive edge by prioritizing the experiments which always arise as a customer's interpretation and can be utilized. (Löytänä & Kortesuo 2011, 19.)
According Rantanen (2016) the customer’s experience should be more important than the business, that is the only way to create the best and wanted experiences. Creating a positive customer experience is always important. Customer listening, understanding, attention and communication are the keys to a positive customer experience. (Fischer & Vainio 2014, 9.) Aim to the continued development is to maintain the competitiveness of services and the competitive advantage. The most commonly used is the measurement of customer satisfaction and the measurement of brand reputation. (Löytänä, Korkiakoski 2014, 39.)

Porter’s Business Strategy Model (1985) offers aspects for added value to the customers by using service design. The model includes three options for creating a business strategy; cost leadership through pricing, specialization strategy in copying prevention and focusing strategy on a particular market area. The company in the specialization strategy offers a product or service that differs from similar products from competitors and is difficult to copy. The aim of the company is that customers pay a higher quality product or service than a higher price than competing products. (Tuulaniemi 2011, 172–174.)

Measuring service design is a very challenging. One way to use is a measure of Return on Investment (ROI), which is comparing the amount of investment with the proceeds received, within the specified time frame (Tuulaniemi 2011, pp. 239–24.) Customer experience can be measured by the Net Promoter Score (NPS®) (Figure 8). The NPS collects
the customer's willingness to recommend a service and is very useful in evaluating the impact of service design or adding new elements to services. (Tuulaniemi, 2011, 241–242.) The scale 0–10 is used, where 0 means ‘would not recommend’ and 10 ‘would definitely recommend’. After evaluation, the answers will be classified as promoters, passives and detractors. The result will be obtained after grading by reducing the number of reviewers as a percentage of the number of referrals. (Reedsy, 2015.)

Successful customer experience brings 44% of customers back to business again. The service recommends 33% of its customers and 14% are those who tell about good customer experience in social media. (Filienius 2015, 15.)
4 Aim of the study

The subscriber of this work is Vierumäki Country Club Ltd which offers sports and wellness services for private customers while also arranging corporate meeting and activity days and recreation packages. Vierumäki Day Spa is a part of this company with treatment and pampering services. The aim of the study is to find out the service points with developing needs in Day Spa’s customers journey map, to lead to better customer experience and to update the business model of the Day Spas by using Business Model Canvas.

The key thing in this work is Vierumäki Day Spa’s customer experience by service design especially with emphasis on the customers journey map in addition to learning and developing service points by recommendations. The other aim is to update Day Spa’s Business Model Canvas (BMC) by using customers’ perspective.

In this research, there were questions about facial, manicure and pedicure treatments and selling products. Questions from 10–15 (Appendix 2) were included in just for our importers’ demand. They wanted to find out some details about their own products we are using and selling. We are going to make more specific research about the products, prices and the probability of customers’ recommendation of those products later in 2018 or in the beginning of the year 2019.
5 Project Steps

Figure 9. Project steps

Step 1. Current state analysis

In the beginning, the current state analysis of the Vierumäki Day Spa & Massage was made based on the current customer journey map and on the issues recorded in the business model canvas of the years 2014–2016.

Vierumäki Day Spa & Massage is a beauty salon opened in 2010 offering cosmetic treatment and massage services to customers. Services are implemented with service providers / cosmetologists and massage entrepeneurs with a service provider agreement. At the moment, there are seven massage entrepreneurs and six beauticians working for the Spa. The director of sports and wellness services is responsible for the whole, and each unit has its own responsible leader – in this case the Spa manager.

Vierumäki Day Spa & Massage is part of the Vierumäki Country Club Ltd’s service production and belongs to the Sports and Wellness Unit. Marketing is centrally managed in accordance with the joint marketing plan of Vierumäki. The sales department offers the services of Day Spa & Massage to the customers as part of the other Vierumäki services. The spa services can also be offered to the group customers and tailored to groups of dif-
different sizes. Day Spa & Massage is considered mainly an additional service for the visiting customers in the area, although the services are regularly used by the nearby residents as well. The focus is nonetheless on the visitors of the Vierumäki resort.

The Vierumäki brand is relevant in terms of the whole to the customers, who want services from the same resort area as well as the easy-to-buy packages. Sales and service expertise plays a very important role when working in service production. It is a prerequisite for the entrepreneurs to be able to communicate also in English because there are many international customers in the area.

The selection of the services and products of the Vierumäki Day Spa & Massage is exceptional compared to the other similar services in the vicinity. Dressing rooms, saunas, treatment spaces decorated taking into account cosmetic and massage services as well as the large lounge area for resting constitute an entity that is not available in the nearby area. A range of nonstop, quick care and low-cost services are added to the treatment menu to provide customers low threshold products and to make it more appealing for them to try the services. The price level of these products is similar to the other services in the area.

The typical customer of the Day Spa is a middle-aged woman who is interested in the comprehensive well-being of the body. The average purchase per visitor in 2015 was 66 €. The majority of our customers come from the southern Finland and the Helsinki metropolitan area. A large number of customers are owners of the cottages and holiday apartments in the area. During the holidays and high seasons, children and young customers are also taken into consideration in the product range.

In general, the price competition in the beauty care and massage business is quite hard, as there are a lot services available. In addition, many service providers offer so-called loss leaders and trial prices, to make the customers try the services and buy additional services on an extended basis. Majority of our clientele are women who also use similar services in their own neighborhoods, consequently well-being is a part of their consumption habits already beforehand. What is difficult, is to get these customers to try out the services for the first time. Many times, the customer relations in the field of beauty care are long and people like to use a service provider they are familiar with.

The treatment packages and products are closely related to the importers and product lines used in the Day Spa. For skincare two product lines have been selected, since over the years they have proven to be very good value for money and are only available in selected spas or beauty salons in the country. The products are delivered through the same
importer, which also takes care of training for the new product lines and treatment packages. The same importer is responsible for products throughout Finland, so the operation, training and orders function very smoothly. One line of products has been chosen for pedicures and manicures. As well as the skincare products, also this product line is of the highest quality and internationally known. The importer of nail products operates nearby and thus the cooperation, training and delivery are also flexible.

The introduction of new treatment concepts is always carried out by expert guidance and the staff gets personal experience of the products. Since in the beauty care business all sales is based on personal experience it is important that the spa, the entrepreneurs and the products all together give the customer a strong feeling of quality.

In cooperation with the importers it is possible to carry out seasonal sales and sales of depreciation items at bargain prices. Most of the time, there are also special promotions on products received in cheaper batches, or which the importer wants to promote to the consumers. The importer also keeps the spa very well informed about the trends and the demands in for example the Helsinki metropolitan area, where majority of the customers come from. Moderate renewal has proven to be a very good choice when it comes to the treatment menu. Also, it is good that there is no need to buy too big batches of products, since the delivery is also fast on the importer’s side.

Over the years, the current treatment menu has become quite stable in its basic structure, meaning massages and cosmetic treatments. The menu can be renewed in accordance with the knowledge received from following the information received from the sales – which kind of products are selling and which are not. To keep up with the trends, content of the treatments need to be renewed from time to time and new requested treatments can be added to the menu. The prices of other service providers in the nearby area and the pricing given by the importer are monitored closely in order to remain competitive, especially for those customers who are used to using the beauty care services.

The customer behavior has changed in different ways over the years. Introducing the online booking system has changed the way of booking an appointment. On the other hand, the customers are planning their holidays on a shorter notice and services are also expected to be available on site. The whole beauty care sector is challenging in terms of productivity, as treatments are usually made individually and on the other hand, the services cannot be priced too expensive. The use of beauty care and wellness services is influenced by the amount of money available. Thus, financially tight times reflect also to the
spa business: some of the customers are only satisfied with the reserved service and are not willing to purchase additional products.

One challenge is also balancing the resources due to the seasonal changes of Vierumäki resort. During the high seasons there is higher demand of the number of employees than on the lower seasons. The only option is to have entrepreneurs / service providers to provide the services. The financial profitability of the Day Spa has been challenging in previous years, and operations have previously been streamlined through personnel solutions, rationalization of purchases, and simplifying the variety of products.

**Step 2. Project scope**

The scope of this project was defined to compare service design process (Tuulaniemi 2001) evaluation and continuous developing in Day Spa's customer journey map. Determining the current situation of the customer journey map and the level of customer experience gave an impetus to implementing a customer research in the form that it was carried out. The main scope is on the experience of services at various stages of the customer journey path, from booking the appointment to leaving the Day Spa's services (Figure 10).

![Customer Journey at DaySpa & Massage](image)

**Figure 10. Customer journey map at Vierumäki Day Spa & Massage 2017**

With the online booking system, the Day Spa is more easily accessible from customers' point of view, as the reservations can be made at any time and at a rather short notice. In
addition, there is an opportunity to reserve an appointment by phone which allows the customers to specify the treatments they want. Through the world of internet and social media, it is also easy for the customers to share their experiences and on the other hand for the service provider to market and present its services. At the moment, the strengths of the Vierumäki Day Spa & Massage are the service desk for customers during the opening hours, good and professional service providers, unique facilities (treatment rooms, lounges, saunas, dressing areas) and versatility of the services.

**Step 3. Customer research**

The customer survey was carried out in Finnish language using the Webropol tool and executed for the first time online using the Day Spa's customer database. The aim of the online customer research (Appendix 2) was to find out the factors affecting the customer experience and the solutions that can be found to improve it.

The questionnaire was sent to 3532 people by e-mail. The survey was open for three weeks between January and February 2018. In the end there were 315 respondents, so the response rate of the questionnaire was 9%. There were altogether 18 questions, of which three were open-ended and 15 multiple choice questions. The questionnaire was constructed in accordance with the existing steps of the customer journey path of the Day Spa (Figure 19), which took into account the different phases, equipment, facilities, encounters and services, attempting to go through the entire service chain in chronological order.

The questionnaire also included questions about products series used in facials, manicures and pedicures in addition to the products available at SpaShop. Questions from 10 to 15 (Appendix 2) were included in the questionnaire at the request of the importers. The results of these questions will be gone through later in order to consider the products used in the treatments and sold in the SpaShop. Thus, the questions from 10 to 15 were left out of analysis in this work.

**Step 4. Results, conclusions and recommendations**

The results of the research were mainly analyzed on the basis of the Webropol basic report. A summary of the results obtained was gone through with the entrepreneurs in general discussions. Written answers were summarized as individual entities question by
question and compared afterwards with the current customer journey map and the business canvas of Day Spa from the year 2016. The written answers were discussed together with the entrepreneurs of the Day Spa by illustrating them in the different stages of the customer journey map. A joint discussion was held on March 13, 2018 with eight entrepreneurs involved (Figure 11).

Figure 11. Going through the results of the questionnaire on March 13th, 2018

Based on the customer research of the Vierumäki Day Spa & Massage, the priorities for updating the canvas were specified to Key Activities, Customer Relationships, Channels and Customer Segments.

The online customer research executed for the first time, was aimed at identifying the factors affecting customer experience, finding solutions to improve it and figuring out recommendations of necessary actions. The recommendations are based on the guidance of customer encounter on the customer journey map and on the ways of visual impact such as enhancing marketing in different steps of the customer journey map.
6 Results and conclusions

The continuous development as part of the service design process as well as the measurement and evaluation of its effects are an important part of defining the customer experience and succeeding in business (Tuulaniemi 2011, 131).

Previously, customer surveys for the Vierumäki Day Spa & Massage customers have been carried out randomly, mainly focusing on certain areas of the services, such as cleanliness of the facilities or the quality of services provided. The results have not been saved nor used further, except for only correcting the current situation. The customer research carried out in this project was the first online implemented version for those customers in the customer register, who have given a permission for marketing purposes.

The questions of the customer survey are based on the customer experience, the customer’s personal experience of the customer journey map, that emerges in the theory of service design. (Tuulaniemi 2011, 78.) For Vierumäki Day Spa & Massage this means everything from booking an appointment and using the services to the images that the experience provided in the customer service situations as a whole.

As a result of the customer survey, the respondents describe themselves as random users of the services: 97 % (N=315) of the respondents use the Vierumäki Day Spa & Massage services 1–5 times a year or less. This depicts the customer base of the Day Spa well, as the Vierumäki area is occasionally visited for different motives and the spa services are purchased from the range available, according to the customer's own schedule.

The age distribution of respondents (N=315) (Figure 12) is concentrating to the age group of 35–64 (86 % of the respondents). The five available age groups of the questionnaire correspond to the age recommendations of the product lines used in the Day Spa.

The respondents’ gender was not deliberately asked in the survey, because the services are targeted for everyone, regardless of gender. The survey emphasized the age distribution, as it also gives guidance to customer segmentation as well as designing potential services.
Figure 12. The age of the respondents (N=315)

In the question related to the booking of Day Spa services (Figure 13) it became apparent that online booking system and traditional phone service are the most popular ways to reserve treatment appointments. In addition to these two services, customers have the opportunity to reserve their services by e-mail and directly at the reception desk of the Day Spa. Of the respondents, 109 reserve the services mainly via the internet and 112 by phone (N=315).

When comparing the answers of the different age groups, it shows up that the most popular methods to book an appointment in the age group 35–49 (N=109) are the online booking system (45 people) and the phone service (38 people). In the age group 50–64 (N=159) the most popular booking method is phone service (53 people) and the second most popular is the online system (51 people).

The online reservation system has been in use for three years and it is a well-implemented booking method based on the information received from the survey: 35 % of the respondents reported using it to reserve an appointment. 36 % of the respondents stated...
that they used the phone to make a reservation. These two booking methods already cover 71% of the respondents.

In the questionnaire, 97 respondents answered an open question regarding the online booking system. 43 of them described the booking system with words referring to easy usability (in Finnish: helppo, helppoa, helppous and helppokäyttöinen). This indicates that the internet reservation system is fairly easy to use. Customers from different age groups are able to use it, since there are no major differences between age groups.

Customers who reserve their treatments by e-mail, phone, or directly from the service counter of Vierumäki Day Spa are mainly experiencing to receive service sufficiently and 71% (N=249) of the respondents are satisfied or very satisfied with the service they received (Figure 14).

![Figure 14. Satisfaction when booking services in other ways than through the internet reservation system](image)

Customers who want specific treatment times according to their own schedule have learned to reserve their appointments in good time. By the internet booking system, it is possible to make reservations one month in advance and it is allowed to cancel 24 hours before the treatment time free of charge.

Clients who come to the service counter are mainly those who, after arriving in the area, are asking for available treatment times. In this questionnaire there were no questions on booking in advance, but it would be a good scope for further studies in the perspective of service supply. The issue came up in the written answers at the end of the questionnaire, where the respondents mentioned to be sorry for the fact that there no longer were any appointments available when asking at service counter and that the client could receive
the desired treatment or time only by booking in good time through the internet reservation system.

The aim of the questionnaire was to find out the customers’ images and experiences regarding also the facilities. Therefore, in the questionnaire there was an open question for describing the Day Spa facilities (Figure 15). 265 written answers were received and the answers show that the facilities are considered cosy, tidy, calm and pleasant.

![Pie chart](image)

**Figure 15.** How would you describe the facilities of the Vierumäki Day Spa (lounge, treatment rooms, dressing rooms, shower rooms and saunas)? (N=265)

A spa etiquette has been developed for the customers as a guide to using the services of the Vierumäki Day Spa & Massage. The customers can access the text in advance on the website. With the questionnaire, the aim was to find out what kind of a customer experience the users are getting and how does it relate to the customer promise given to them. The content of the spa etiquette is:

Out of courtesy for other guests, please keep all mobile phones turned off when in the spa area. We appreciate silence and try to avoid speaking in a loud voice.

You are welcome to arrive at the spa in good time before your treatment begins, which gives you an opportunity to refresh yourself with a shower or relax in the sauna beforehand. By arriving on time, you ensure that your treatment begins and ends on schedule. We recommend that you have a sauna
and a shower before your treatment. This allows the effective substances 
used in the treatments to remain on your skin as long as possible.

Our knowledgeable staff at the spa's reception desk are happy to answer 
any questions you may have when you arrive for your treatment. They will 
also provide you with towels, slippers, and a dressing gown to wear during 
your visit. You can find more information in the booklet ‘Instructions for your 
visit to our spa’.

After your treatment, you can relax in our cozy Spa Lounge and enjoy the 
sensation of restfulness while listening to soothing music in your dressing 
gown. Also, refreshing green tea and savory snacks are served in the Spa 
Lounge. If you wish, you can order a delicious fruit smoothie from our list of 
wellness drinks. (Vierumäki 2017.)

Comments on development and renewal concerned mainly the refreshment servings, tex-
tiles and background music. Attention is drawn to these issues in the description of the 
customer journey path, based also on the answers to the last question on development 
and renewal.

The Day Spa reception desk (Figure 16) is the beginning of the on-site service path for the 
customer. At the reception, the customer is noted as arrived, instructed to the correct 
changing rooms and told about the procedures at the spa. At this point, customer infor-
mation is also checked and any changes or additional orders regarding the treatments 
and refreshments are made.

At the end of the treatment services, the customer returns to the reception desk where 
service path ends on the site. The customer is provided with home care recommendations 
and additional sales of the recommended products. In addition, feedback on the spa ser-
VICES is asked. At this point, the customer can pay for the services, get an invoice or add 
the services on the room bill, depending on how the customer wishes or how the reserva-
tion is made.

In the customer research it was asked how satisfied customers are with the Day Spa 
reception desk services. 77% of respondents (N = 315) were satisfied or very satisfied 
with the service they received.
The services of the Day Spa and Massage include various facial and body treatments, manicures and pedicures as well as massage services. Service providers are entrepreneurs, either cosmetologists or masseurs/masseuses. A vocational qualification is required for each entrepreneur and written agreements are made with them. All people working in Day Spa are made familiar with the current treatment menu. The correct concepts for the treatments are ensured by the training provided by the importers of the treatment products.

**Satisfaction with the quality of the service in treatments** (Figure 17) indicates the customers’ personal experience as most of the treatments are individual and implemented in private treatment rooms. Only exception is the pedicure with a friend, in which two people are treated at the same time by one service provider in the same treatment room.

Every cosmetologist is obliged to make a recommendation on products that have been used in the treatment according to the customer’s individual needs. The entrepreneurs have an agreement on a product sales commission that will give them additional income.
The additional sales do not apply to the massagers since they mainly use professional massage oils that are not intended for home use.

Figure 18. Products recommendations (N=315)

Based on the answers, it is not possible to say how the products recommendation is realized (Figure 18). In the question, it should have been asked, which treatments did the customer take and were the products recommended in accordance with the treatment menu.

However, 30% of the respondents (N=315) reported that the staff recommended products which were suitable for them and that the product recommendations were well executed and made it easier to make purchasing decisions. 29 % of the respondents reported that products were recommended after each treatment and 29 % of the respondents had not received any recommendations at all.

In the customer research it was also asked if the customer would recommend the services and products of the Vierumäki Day Spa & Massage to others (Figure 19).
Figure 19. Recommendation of the services and products of the Vierumäki Day Spa & Massage to others (N=315)

On the scale from 0 to 10, 90% of the respondents (N=315) rated the probability of recommendation on the levels 7–10 and only 10% on the levels 0–6, which gives a good signal on the services as a whole. However, an NPS meter (Net Promoter Score) was used for a closer analysis.

The responses received were analysed by Net Promoter Score by classifying the responses in the table (Table 2). On the scale 0–10, 0 means "I would not recommend it" and 10 means "I would definitely recommend it". After evaluation, the respondents were classified into promoters, passives and detractors. The result was obtained after classification by subtracting the number of detractors as a percentage from the number of promoters.
Table 2. Net Promoter Score Day Spa 2018

<table>
<thead>
<tr>
<th>Grade</th>
<th>The number of respondents</th>
<th>Percent of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 tai 10 – Promoters</td>
<td>172</td>
<td>54,6</td>
</tr>
<tr>
<td>7–8 – Passives</td>
<td>113</td>
<td>35,9</td>
</tr>
<tr>
<td>0–6 – Detractors</td>
<td>30</td>
<td>9,5</td>
</tr>
<tr>
<td>ALL</td>
<td>315 people</td>
<td>100 %</td>
</tr>
</tbody>
</table>

When 9.5 % of the respondents classified as detractors are subtracted from the 54.6 % of the respondents classified as promoters, it gives a result of 45.1 NPS, which is close to the excellent value (over 50). The result indicates that the Day Spa has succeeded in the current choices of service production and provides a great starting point for the future.
7 Recommendations

Aim of the study was to find out the service points with developing needs in Day Spa’s customers journey map, leading to better customer experience and update Day Spa’s business model by using Business Model Canvas.

7.1 Recommendations for Day Spa’s customer journey map

In Day Spa’s customer research there were three questions with open comments for attendants. Those questions concerned about the Day Spa’s online reservation possibility, facilities and recommendation and developing opportunities. The whole amount of answers for facilities and developing were 372 and all of the proposals were handled.

In the customer research attendants had an opportunity to give recommendations and developing proposals for the Day Spa. The number of proposals in this matter was 107 altogether.

All of the customers’ proposals were discussed with the entrepreneurs of the Day Spa by using customer journey map (Figure 20) in Appendix 1. The main target was to find good ideas for to improve the customers’ experience.

![Customer Journey Map](image)

Figure 20. Vierumäki Day Spa’s customer journey map 2018
Day Spa's customer journey map was defined in three steps (Figure 29), Service reservation, Using Day Spa's services and Departure. Every step includes all the choices and opportunities to contact the customer in a logical timeline online or in person.

1. Service reservation; online booking, confirmation e-mail, reservation via phone and reservation at the Day Spa’s desk
2. Using Day Spa’s services; reception desk, dressing room, saunas, lounge and treatment space
3. Departure: SpaShop, reception desk and after marketing

Step 1. The customer can make a service reservation by using four different options; online booking, confirmation e-mail, reservation via phone or reservation at the Day Spa’s desk (Figure 21). By the results of the research there is no need to make improvement in this step.

The results showed that the reservation is easy and clear to use especially by using online booking. The attendants felt like receiving a good and quick service when using the other reservation options versus online booking.

Figure 21. Day Spa’s service reservation options
**Recommendations for service reservation**

The future goal is to guide most of our customers to make an online booking for the Day Spa's services. It will enable reservation possibility outside the opening hours and give more freedom for the customers.

Developing the network services in Vierumäki area has been an extensive process so far and it is going to expand more in a few years. Versatility of all online service reservations during the stay at Vierumäki will be reality in the near future. If the common online booking system of the Day Spa services is abandoned, the new one has to be as good as the current one is.

The forehand payment system alongside booking and easy of use has to be confirmed in the future. All the reservations in the same system will facilitate the customer’s journey in Vierumäki. The bookings for accommodation, restaurants, all services and other facilities will be seen at once under your details. The advertising campaigns, additional services, rebates, loyalty system, systematic customer research and actually all in customer relationship management CRM will be recorded and operated easier.

Step 2. Using of the Day Spa services includes reception desk, dressing room, saunas, lounge and treatment facilities (Figure 22). All customers are welcomed to the spa facilities at the reservation desk. They are told all details about their reservation and asked about the need for something extra. The customer gets the key for the locker in dressing room. All spa equipment like a bathrobe, a towel and the slippers are seated in the lockers for every customer. Before and after the treatments, customers can use the saunas and the lounge for relaxing. All treatment facilities are private and the skilled entrepreneurs will take care of the customers.

Ensuring that everything is going smoothly in the Day Spa depends the reservation desk. The customer service has to be first class because it can be the first personal contact to the guest. It has to be made sure that the customer knows how to behave in the Day Spa facilities, the customers are aware of the treatments or orders been made and they are asked about additional services needed.
Recommendations for using Day Spa services

Day Spa reception desk is a front-line service for the customers with needs of service expertise. Customers are checked in the Day Spa services and all the details are ensured to avoid, for example allergic, mistakes in treatments. The customer card shows the history of treatments and the welcoming has to be directed personally for everyone.

Marketing materials have to be placed in the dressing rooms. An information about the Day Spa's offers of the month and additional services have to be placed clearly in the disposal of the customers while they are using the facilities. Inside the lockers, marketing materials and cosmetic product samples are set as a surprise for the customers.

Day Spa lounge is a unique place for relaxing and focusing just by oneself. It has to be a quiet environment all the time. The personnel have to avoid making any noise while moving to the treatment rooms or speaking with others.

Soft furnishing should be chanced seasonally and the background music should be changed regularly. All treatment facilities have to be clean and in order every time a new customer arrives. If needed, the personnel are responsible for asking for an extra cleaning from the cleaning service company of the area.
All of our personnel have duty to contact customers in Day Spa lounge by offering additional services and beverages just to ensure that customers are satisfied.

Step 3. Departure from Day Spa contains SpaShop for sales of cosmetics products, reception desk for payments and after marketing (Figure 23).

![Figure 23. Departure](image)

Day Spa's reception desk is the last personal contact point with every customer. While they are returning the locker key, the customers are asked for an evaluation of the services, facilities and personal feelings; whether they are pleased at the entrepreneurs’ work or not.

In cosmetic treatments all customers will get a recommendation for home care and also proposals about cosmetic products. The customers can buy the products from the SpaShop in connection with the payment. Post marketing in this point means suggesting for a new reservation for the future or additional services or products.

**Recommendations for departure**

At the Day Spa reception desk, there always has to be the personnel serving customers and making a good last image on the customers journey. During the payment session, the
member of the staff at the Day Spa reception desk has to ask every time for a new reservation for the future or additional services or products.

There is a need for another person, cosmetology student or cosmetologist, to handle a range of non-stop, quick-care and low-cost services at the SpaShop. It would provide more time for both the reception desk and the non-stop treatments and thus the customers would be better served with professional knowledge.

Post marketing for the customers with a marketing authorization should receive Day Spa e-mail newsletter monthly. As mentioned earlier, advertising campaigns, additional services, rebates, loyalty system and systematic customer researches are under work and will be used in the future. Our customers should be reminded about treatment services more often with personal offers based on their own treatment history in the Day Spa.

7.2 Vierumäki Day Spa Canvas 2019

Business model canvas has been used in Vierumäki units during the years 2014–2016 including Vierumäki Day Spa & Massage so updating the canvas (Appendix 3) was a logical choice for the year 2019.

The priority for this project has been the customer experience and development of the customer journey map of Vierumäki Day Spa & Massage. Cost structure and revenue streams in the canvas are mentioned only for clarification without euros. All numbers with euros will be filled up afterwards for the use of Vierumäki only.

Based on the customer research of the Vierumäki Day Spa & Massage, the priorities for updating the canvas (Table 3) were specified to Key Activities, Customer Relationships, Channels and Customer Segments.
The excellent customer journey map needs success in every service point. Our customer journey map starts with making a decision for the reservation and a purchase. The process has to be a quick and easy for the customers and without any limits like opening hours or lack of choices of reservations methods.

Vierumäki Day Spa treatment concepts offer the customers unique and quality service by professionally trained entrepreneurs. The treatment concepts are always carried out by expert guidance and the importers also keeps the spa very well informed about the trends and the demands in beauty business. The customers will get tailored services and cosmetic products according to their needs with personal recommendation by the professionals.
Customer Relationships

The online booking reservation and customers database will make customer service easier in every service points and will offer the opportunity for the personally targeted marketing.

The service design by continuous development of customer experience requires thinking: how to do it, when to do it and what is needed to get the best results from every perspective. We need to be a step ahead of our customers' needs to make sure our competitive advantage will maintain. Tailored services and the cosmetic products with personal recommendation by the professionals will strengthen the customer relationship.

Channels

Online marketing will increase in future as the main marketing plan of Vierumäki. The online marketing needs to be organized using customers database; by the customers interests and purchase history.

Communication and sharing own experiences of services using online channels has turned to be one of the most effecting channels among customers. Customer experience and the customers' willingness to recommend services will increase and all the strategy plans have to pay attention on it. By using NPS company will get information regularly from the customers and set a goal for excellent scores.

Marketing and personal recommendation in customer journey of all service points in Vierumäki services while staying need to be handled systematically. The communication channels in the area, including online channels, text messaging, customer letters and prints, give more information about the available services.

Customer Segments

The typical customer of the Vierumäki Day Spa is a middle-aged woman who is interested in comprehensive well-being of the body. This segment has interest in health and wellness, they are willing to buy beauty treatments and pampering and have money and time for that. Day Spa is considered mainly an additional service for the visiting customers in the area, although the services are regularly used by the nearby residents as well.
The sales department offers the services of Day Spa & Massage to the customers as part of the other Vierumäki services especially to the **group customers and groups of different sizes**. Getting experiences and to sharing them with the peer group or friends is increasing.
8 Discussion

Aim of the study was to find out the service points with developing needs in the Day Spa’s customers journey map, to improve customer experience and to update Day Spa’s business model by using the Business Model Canvas.

The research was carried out first time in the Day Spa’s history online by using Day Spa’s customers database. The Day Spa canvas 2016 and the current customer journey map were used as background information for the research. Main points behind the questions were how the customer journey map was planned and how the strategy was written on the canvas.

Timing for this research in the beginning of this year seemed to be successful. The respondents were pleased to hear that customers opinions are important and gave lots of recommendations and developing proposals.

Next research could be wise to do in the autumn 2018 by following nearly the same questionnaire as now just for comparison of the results. In few questions, there should have been choices to answer “I don’t know, I didn’t use that treatment or service” and this will be corrected in the next research. This time it was only image-based knowledge without own personal experience.

Part of the questions were left out from the results. We are going to make a more specific research about the facial, manicure and pedicure treatments and selling products. It would be interesting to measure pricing for the services and the cosmetic products and NPS with our importers later in 2018 or in the beginning of the year 2019.

In its totality this research confirmed the image our customers have of the Day Spa services. It also showed that those who have been our customers are willing to recommend the services.

In the future there could be two different methods to measure customer satisfaction. Net promoter score (NPS), which was used now for the first time, and Customer Effort Score (CES) side by side. CES is working basically same way like NPS but it measures how easily the customers deal with the company with their problem or reservation, for example. If the whole company would use these measuring methods it would be easy to compare services in different units of Vierumäki.
Marketing and personal recommendation in all service points of customers journey of in Vierumäki could be useful for all services. Using references in online marketing, customer events and good quality in customer experience are the best channels to reach right people and customer segments.

One surprising result was that the customers demanded for more marketing materials in Day Spa's facilities, especially in the dressing rooms and lounge. It can be done easily but needs to complete the whole Day Spa design without breaking the harmony. The feel of the Day Spa facilities is one of our main values and also part of our specialization strategy. The online marketing needs to be organized using customers’ own interests and their purchase history.

The service culture and focusing on the customers’ demands require a strategic and innovative attitude in business. The personnel need to be educated and recruitment should be defined accurately based on the company needs.

According to the attendants' opinions we have made good choices of serving customers in the Day Spa. There are a few service points in the customer journey map needing development. A unified way to serve the customers can be achieved with common rules. Sales education needs to be continued concerning additional services and cosmetics products. The customers are more aware of the value of the services. They are not willing to use more money to get better services, they are expecting that automatically.

The Business Model Canvas is an easy model to describe the business of the Day Spa. It can be updated yearly while budgeting based on the customers experience. By focusing on the elements of canvas it is easier to develop the whole process. In the future, the Day Spa canvas has to be a working tool with the personnel. All the aims and methods of measurement should be on the same line with the strategic choices, based on customers satisfaction and customer experience.

Researching of customer journey map in different units of Vierumäki could give more detailed information of the customers and might give an opportunity to increase income by additional services. The tennis services, health and fitness services and golf services are in a similar situation to the Day Spa; there is an own business model with revenue streams, the personnel and the facilities like the tennis courts inside and outside, a private test clinic and the golf courses. Developing the facilities would be rather easy if the needs were based on the customer feedback. The customer journey map in Vierumäki could be more specific via the research of differend units.
References


Saarelainen, E. 2013. Kohti menestyvää liiketoimintamallia. Saariljärven Offset Oy


Appendices

Appendix 1  Vierumäki Day Spa’s customer journey map 2018
Day Spa & Massage asiakaskysely

Arvoisa vastaanottaja


Sarianna Manselius Liikunta- ja hyvinvointipalveluiden johtaja Vierumäki Country Club OY

Vastaahtiedot

1. Kuvaila itseäsi käyttäjänä *
   ○ Käytän Span palveluita aina Vierumäellä vieraillessani
   ○ Käytän Span palveluita satunnaisesti Vierumäellä vieraillessani
   ○ Käyn Vierumäellä vain Spa palveluisissa

2. Kuinka usein käytät Span palveluita *
   ○ Kerran kuukaudessa tai useammin
   ○ 1 - 5 kertaa vuodessa
   ○ Harvemmin

3. Minkä ikäinen olet *

50
4. Varaan hoitoajan pääsääntöisesti *

- Internetissä olevalla varausjärjestelmällä
- Puhelimella
- Sähköpostilla
- Vierumäen palvelutiskillä

5. Jos teet varaukset pääsääntöisesti varausjärjestelmällä, niin kuvaile sen käyttööä (helppous, toimintavarmuus, tiedot, ulkoasu)

___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

6. Jos varaat ajan sähköpostilla, puhelimella tai Vierumäen palvelutiskillä, kuinka tyytyväinen olet saamaasi palveluun

- 1 Olen saamaani palveluun erittäin pettynyt
- 2 En saa riittävää palvelua
- 3 Saan riittävää palvelua
- 4 Tyytyväinen
5. Erittäin tyytyväinen

Day Span tilat ja palvelut

7. Miten kuvailisit Vierumäki Day Span tiloja (lounge, hoitohuoneet, pukuhuoneet, pesutilat ja saunat)

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8. Kuinka tyytyväinen olet Day Span vastaanottotiskin palveluihin *

☐ 1 Olen palveluun erittäin tyytymätön

☐ 2 En saa riittävää palvelua

☐ 3 Saan riittävää palvelua

☐ 4 Tyytyväinen

☐ 5 Erittäin tyytyväinen

9. Kuinka tyytyväinen olet palveluun hoitopalveluissa (hieronnat ja kauneushoidot) *

☐ 1 Olen saamaani palveluun erittäin tyytymätön

☐ 2 En saa riittävää palvelua

☐ 3 Saan riittävää palvelua

☐ 4 Tyytyväinen

☐ 5 Erittäin tyytyväinen
Kosmetologisissa hoidoissa käytettävät tuotteet

10. Kasvohoidoissa käytämme Darphin ja Payot tuotesarjojen tuotteita. Miten kuvailisit tuotteita

☐ 1 Tuotteet eivät sovellu Day Spa hoitoihin
☐ 2 En pidä tuotteita kovin laadukkaina
☐ 3 En osaa sanoa
☐ 4 Laadukkaita
☐ 5 Erittäin laadukkaita

11. Manikyyreissä ja pedikyyreissä käytämme Opi tuotesarjan tuotteita. Miten kuvailisit tuotteita

☐ 1 Tuotteet eivät sovellu Day Spa hoitoihin
☐ 2 En pidä tuotteita kovin laadukkaina
☐ 3 En osaa sanoa
☐ 4 Laadukkaita
☐ 5 Erittäin laadukkaita

12. Minkälainen kokonaiskuva sinulle on muodostanut Day Spa & Massagen hoitopalveluista

☐ 1 Hoitopalvelut eivät vastaa laadultaan annettua mielikuvaa
☐ 2 En pidä hoitopalveluita kovin laadukkaina
☐ 3 En osaa sanoa
☐ 4 Laadukkaita
☐ 5 Erittäin laadukkaita
13. Hinta *

- 1 Tuotteet ovat liian kalliita
- 2 Osa tuotteista on kalliita
- 3 Tuotteiden hinnat vastaavat laatua
- 4 Tuotteiden hinta on laatuun nähden sopiva
- 5 Tuotteet ovat edullisia

14. Valikoima *

- 1 Tuotevalikoima on aivan liian suppea
- 2 Tuotteita voisi olla enemmän tarjolla
- 3 Tuotevalikoima on sopiva
- 4 Tuotteita on runsaasti
- 5 Tuotevalikoima on liian laaja

15. Esillepano *

- 1 Tuotteet ovat huonosti esillä
- 2 Tuotteiden esillepanoa pitäisi parantaa
- 3 En osaa sanoa
- 4 Tuotteet ovat hyvin esillä
- 5 Tuotteet ovat hyvin sijoiteltu, mikä helpottaa ostamista

16. Hoitoenkilökunnan tuotesuositukset *
1 Minulle ei ole suositeltu tuotteita
2 Tuotteiden suosittelu toteutuu satunnaisesti
3 Tuotteita suositellaan jokaisen hoitokerran yhteydessä
4 Henkilökunta esittelee ja suosittelee juuri minulle sopivia tuotteita
5 Tuotesuositelut ovat hyvin toteutettuja ja ne helpottavat ostopäättöksen teossa

**Suosittelu ja kehitysehdotukset**

17. Suositellisitko Vierumäki Day Spa & Massagen palveluita ja tuotteita muille?

- 0 En suositelli
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Ehdottomasti suositellisin

18. Haluan antaa seuraavia parannusehdotuksia hoitopalveluihin ja tuotteisiin tai yleistä palautetta Vierumäki Day Spa & Massagen toimintaan

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Appendix 3  Vierumäki Day Spa’s canvas 2019

**Key Partners**
- VIERUMÄKI LAUNDRY and CLEANING SERVICE PROVIDERS
- VIERUMÄKI RESTAURANTS
- VIERUMÄKI MARKETING DEPARTMENT

**Key Activities**
- The excellent customer journey map: making a decision for the reservation and a purchase
- Quick and easy
- Treatment concepts
- Personal recommendation

**Value Propositions**
- WE CAUSE SUCCESS TOGETHER
- Enjoy / Relax
- Get well
- Well-being for skin, body and mind

**Customer Relationships**
- Customers database
- Target marketing
- Service dining by continuous development

**Channels - Kanvats**
- Online marketing
- Communication and sharing
- Customer recommendations, B2B
- Marketing and personal recommendation need to be handled systematically

**Customer Segments**
- Middle aged woman, visiting customers, nearby residents
- The customers in groups of various amount

**Cost Structure**
- Services bought / Salaries
- Rent / Maintenance
- Laundry / Cleaning
- Products / supplies
- ICT costs
- Marketing costs

**Revenue Streams**
- Cosmetologist treatments
- Massages
- Spa Shop sales

http://www.businessmodelgeneration.com