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# PRODUCTIZATION IN THE CHILDREN PLAYGROUND BUSINESS

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<b>Abstract</b>		
<p>The purpose of this thesis was to understand the productization process which can enhance the service quality in development products. Thesis was conducted with Jia Baobei children playground, located in Jingzhou city, Hubei province, China and it measures both adults' and kids' customer satisfaction.</p>		
<p>The research questions are to find out the methods to conduct the productization process into the children playground business, to improve the service quality and to provide the proposals for future development in the children playground business.</p>		
<p>The aim of the thesis was to productize the children playground business into a systematic process to maintain the service quality in children playground business. Improvement proposals were made based on received results from the questionnaires. Moreover, part of the service blueprint was developed. The research problem was not only to find out how satisfied customers were to the current services and their quality, but also how this satisfaction could be improved.</p>		
<p>The theoretical part of the thesis covered the productization concept, and both the service and productization procedure. The qualitative interviews and quantitative questionnaires have been conducted in the children playground. The semi-structured interviews have been implemented with two entrepreneurs. Besides, questionnaires from 60 kids and 60 adults have collected manually.</p>		
<p>The results demonstrated that both adults and kids were quite satisfied with the current services and for their quality. Improvement proposals were made based on the comments and open-ended question at the end of the questionnaires.</p>		
<b>Keywords</b>		
<p>Productization process, quality of service, blueprint, standardization, modularization, marketing, concretization, pricing, continuous development</p>		

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## 1 INTRODUCTION

Currently, the indoor children playground business is booming in China. In 2014 there was one children playground which was going to be bankrupt, due to the poor service and management. In fact, the former owners lacked knowledge of how to run the business. After transferring the playground to the new two entrepreneurs, they remodelled the playground and improved both the online and offline services. After a while, the business kept running better and better. So far, they expanded the children playground into four chain stores, each of them is located inside the big shopping mall. However, the enterprise was facing a 20% sales drop in 2017, with a 15% loss of loyal customers. The two entrepreneurs were eager to find out the existing problem and try to convert the business into a systematic productization process.

Therefore, three research questions proposed for this study are concerned with the way to conduct the productization process into the children playground business, to improve the service quality in the children playground business, and to find suggestions for the future development in the children playground organization. Besides, this thesis work is aimed at productizing the children playground business into a systematic process, developing part of the service blueprint, and maintaining the service quality in development products. The study can be useful for Chinese entrepreneurs who intend to develop the productization process into the children playground business. They will have a clear view on what is the concept of productization and how to utilize the process for improving their current service.

There are two main research methods chosen for the study, which are qualitative interviews and quantitative questionnaires. The interviewees were the two entrepreneurs in partnership of the children playground in China. The inquiries are about what is the present service within two years, including both the online and offline services in four chain stores. After that, the suggestions for developing the current service into the productization process and quality maintenance will be provided to the entrepreneurs. With those kind of interviews, predetermined questions should be sent before the interview, interviewers can ask other

questions which are related to the specific themes during the interview. Meanwhile, the second research method used is a quantitative questionnaire to measure the customer satisfaction for the future productization process implementation.

## **2 THE CONCEPTS OF SERVICE AND PRODUCTIZATION**

Service has been defined with three dimensions, core service, extended product, and augmented product. With customer-oriented service, productization is for the production and market launch. Meanwhile blueprint is an essential tool to aid in defining and exploring the current service process for the company.

### **2.1 Service**

Service has been defined to facilitate customers' demands in a way that contributes to the individual's or organization's value creation of value-in-use. The four sources of value perceptions are put as follows: physical, mental, virtual, and possessive usage (Grönroos 2015, 329-346).

For illustration, the physical usage in MacBook is the user-friendly software to enhance clients' working efficiency. Secondly, the mental usage could be regarded as drinking coffee to keep us awake and energetic through the whole day. Thirdly, the virtual usage is entitled to create the illusion of a classy and romantic hotel image in consumers' minds. Meanwhile, adolescents who purchase an iPhone and show it off to friends fall into the category of possessive usage. Thus, the wider usages companies provide, the more attractive the phone is for their customers (Grönroos 2015, 69-92).

The four value perceptions are embedded in the root of service which fall into three categories (Kotler & Armstrong 2010, 246-279). These factors are core service, extended product, and augmented product (Figure 1). Firstly, the core service is bound to be the most significant benefit from customers' side including the prime service and product functions. The dominant service must be handed over to customers. Nevertheless, according to different and various demands

from clients, the core service may differ with personal design. For instance, while purchasing a smart phone, the core value can be the capabilities to communicate, the short message service, and the internet surfing (Fitzsimmons 2001, 109-116).

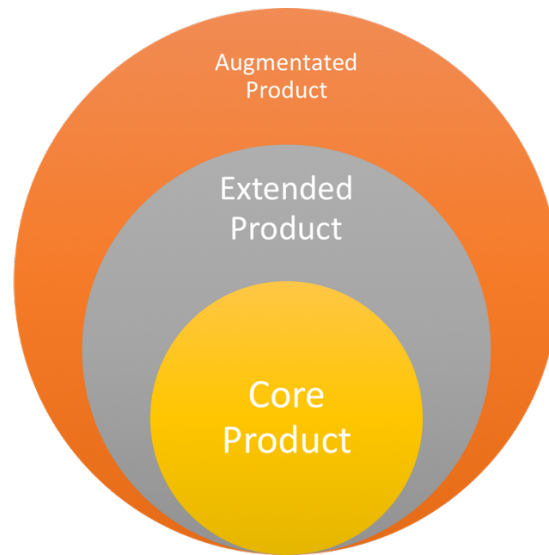


Figure 1: Core service, extended product and augmented product. (Kotler & Armstrong, 2010)

Moreover, the extended product is categorized into the added value based on the product or service. For example, a two-year guarantee is a strong product security for consumers. The pleasant shopping environment also belongs to the extended product. Furthermore, the augmented product is connected to the brand image, superior locations, and after-sales service. For illustration, customers consider a nearby direct-sale store as a time-saving advantage. The fashion trend and innovative design lead clients to purchase. To gain customer satisfaction, the core, extended and augmented products should be delivered to consumers. At the same time, customized exceeding value is able to generate brand loyalty and trustworthiness (Kotler & Armstrong 2010, 243-272).

## 2.2 Productization

Productization is defined as customer oriented service, development, description, concretizing as well as setting up readiness for production and market launch, in a way that the product meets the impressiveness, customer benefit and other profit target expectations set upon it (Jaakkola, 2011). In other words, a

productized service is embedded in the business and marketing operations to offer customer-orientated commodities. Usually, customers are not willing to learn plenty of new skills and spend redundant time for products. For instance, a dealer told Steve Jobs that he was not satisfied with Apple1 and regarded it as a simplistic keyboard rather than a real computer. Even though the model was full of cutting-edge technology, the majority of customers will not be interested in spending lots of time to figure out how to handle it. What in a consumer's mind is that the gadget can be easily used right after plugging in. It turns out the final version products should be designed user-friendly and give customers the result they want (Grönroos 2015, 35-48).

The modified comparison with the productized and non-productized services is put as follows (Table 1). As a result, the productization demonstrates exquisite trait in each product and a systematic process including service's content, aim, quota and service delivery (Jaakkola, 2011).

Table 1. Comparison with productized and non-productized services (modified from Jaakkola, 2011)

<b>Productized service</b>	<b>Non-productized service</b>
Clear quota	Complex quota
Defined conduct	Varied conduct
Convenient purchase	Complicated purchase
Specialization	Repeated work
Collaborated decision	Dictatorial decision

Currently, there is a dramatic difference between traditional marketing and the total customer interface. The traditional method was mainly coping with internal marketing of products. However, the modern strategy is focusing on the user experience. Apparently, it is the trend for companies to convert from an outdated procedure into the advanced process. Specifically, there are three fundamental parts missing from the conventional method: interactive, supportive and invisible categories (Fitzsimmons 2001, 21-43).



The traditional marketing strategy is outdated and the customer orientation of productization should be considered as the priority. There is a crucial strategic trap in the productivity management. The firms will fall into the pitfall while running continuously low sales revenues. The old solution was to spend more money directly on marketing and advertising, which laid a huge financial burden, and the problem with customers was still as a standstill. The vicious circle was bound to cause trouble in the working atmosphere. Thereby, to enhance both the customer satisfaction and working environment in an factory, the optimum choice is to figure out what is the real problem existing in the service quality through customer complaints. As soon as finding defects in a product, a company should provide the best compensation service to consumers. Nowadays, the service orientation management should be conducted in firms as a highlight to take over the existing service problem (Grönroos 2015, 111-140).

### **2.3 Blueprinting**

In order to match the service design with consumer expectations, the essence is to focus on service objectives and procedures, which should be described accurately. Therefore, workers, clients, and directors know all the details in the service. In other words, the aim of the blueprint is to assist firms with defining and exploring the current service process. The blueprint offers a clear and overall structure in the service process. The initial research was from Shostack in 1982 and demonstrated that the service procedure is not transparent to consumers. So, the mind map guides workers to get familiar with each service step. At the same time, those evidences are shown to consumers. Through visible and invisible aspects in products, a gap has been filled up to transfer the product exchange into the product marketing strategy (Zeithaml & Bitner & Gremler, 2013).

In the past, the blueprinting strategy only focused on the user experience with the framework of the consumers' individual usage. However, the method ignored the content. Therefore, it is essential to improve the current service by integrating both employee and customer factors. The new methods for developing the blueprinting technique in factories are put as follows (Barbieri et al., 2013, 208-

212). Factory is one of the effective channels for analysing human behaviour, prompt news and real-life practice. Firstly, a changeable computer version is needed for the blueprint including all aspects. Moreover, the details with the consumer interaction should be added as well, which can be categorized into the micro-level (Fitzsimmons 2001, 117-118). Specifically, the blueprint measures the operations of the service position in the unit concentrating on the delivery and unexploited area. For different managerial level in a firm, the blueprint version may vary according to current services and future proposals. With detailed blueprints, managers can clearly capture accurate information. Moreover, measuring the user experience also requires technique work with the purpose of capturing customers' needs. Through various service experiences, the data could be traced by software engineering and product management. On the other hand, it requires excessive time to read through the report. If the blueprint strategy is applied in a micro-system level, the method should concentrate on the specific product system with ambiguous interpretation. As a result, blueprinting plays an important role in the service productization process, because it points out the schemes for various business operations and increases the visibility of the cost structure (Zeithaml & Bitner & Gremler, 2013).

Along the way, both the service process and service outcome should be the highlights for firms especially in the delivery service. In the B2B commerce, it is not wise to get involved in the service process, thus making the result and adaption in practice completely fundamental (Fitzsimmons 2001, 118-119).

### **3 PRODUCTIZATION PROCEDURE**

The productization process is the significant connector with both firms and customers. Marketing and productization should be highlighted for firms to gain excellent results from the productization and marketing challenges in various groups. Meanwhile, brand control and content marketing can be utilized in the marketing process. On the other hand, the internal reference price and external reference price are two concrete elements seen from the customer's view. Firms should also focus on quality and future development to satisfy consumer needs and earn profits.

### 3.1 Degree of standardization and modularization

Productization is embedded in the root of services. The procedure aims to help consumers perceive items easily including the core, extended and augmented values (Kotler & Armstrong, 2010). Therefore, the productization process is an effective strategy to enhance the loyal relationship between companies and customers.

There are three main parts in the productization process: aim, methods and outcome. Specifically, a company should conduct a business analysis to capture what are clients' demands. Then, it is time to determine the proper price with following development. Moreover, the methods of reaching customers' needs are through concretizing, systematization, standardization and marketing. Finally, The result is to generate profitability, sustainable growth, excellent quality and vivid productivity (Jaakkola & Orava & Varjonen, 2007).



Figure 2: Productization procedure. (modified from Vuornos & Lassenius 2003, 28-37)

The essence in standardization and modularization are customized service with various modules (Figure 3). Through the modularization, the demands from consumers should be located in the core service. While utilizing modularization, different modules can generate customization in a systematic process. From clients' perspective, the customized service has always been highlighted. The key factors are appearing in front of customers. Not only does the elements affect consumers, they also have an impact on firms' internal procedures. The strategies that companies address customer problems are highly customized

based on customer demands. The difficulties in the productization process are found in attracting clients' interests. Generally, companies learn how to conduct the productization procedure by trial and error. Finally, those service modules can be extracted accurately (Valminen & Toivonen 2007, 3-6).

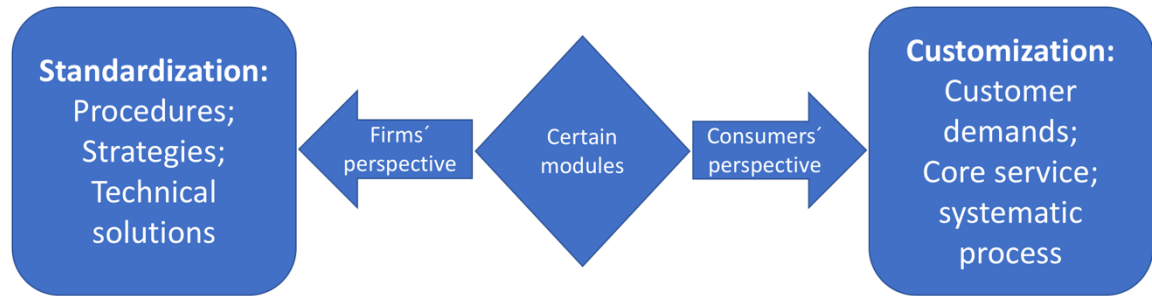


Figure 3: Standardization and modularization. (modified from Jaakkola & Orava & Varjonen 2007)

Technical solutions in the standardization ensure the same manufacture reaching to different customer categories. Information databases and manufacturing process can be captured systematically. In addition, the extra value in technologies could also be received from outsourced departments (Jaakkola & Orava & Varjonen 2007).

### 3.2 Marketing and concretization

Marketing and productization are two fundamental elements which are leveraging each other. Firms are supposed to concentrate on those campaigns named as extended service. The aim is to obtain the supreme outcome from productization and marketing challenges in multi-functional groups. It is extremely stressful for engineers to achieve the goal especially in highly-technical products. In addition, concretization is a platform to spread reliable, differential and loyal brand images with consumers, which can be achieved by outbound productization efforts including the brand image, integrated marketing strategy, and customer service (Mohr 2001, 24).

Brand is one of the tangible product features in the productized service, which is a symbol of the company playing the dominant role in the marketing strategy. The brand logo should be recognizable and memorable. Actually, the unique brand is a win-win situation for both buyers and sellers. From the customer side, the brand is a remarkable sign to identify specific products which meet their needs and reduce the selection time at the same time. Moreover, each time when consumers are not familiar with the product's characteristics, the brand can be a good tool to assess and leverage the quality of the product. Therefore, a great brand could also reduce the consumer's perceived risk while purchasing. With the buyer's product familiarity, it is easy for the seller to introduce new products and services with an existing brand. Besides, the company could also maintain a leading position of the market share with its brand loyalty, which contributes the stable sales record for the firm. A fair and consistent price could be also enhanced by the impact of the brand (Baker 2014, 421-440).

According to Josh Steimle, content marketing is a marketing technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action (Josh Steimle, 2016). Especially for small business owners, content marketing is a great marketing strategy to struggle against huge competitors. In the past, there was a common mistake for firms of investing too much money on different sorts of advertisements at the beginning stage, such as handouts, newspaper, magazines, Twitter, Facebook or Instagram. Apparently, it is a huge financial burden for companies to post numerous advertisements at the same time. Seriously, it is not consistent enough and extremely hard for small firms to conduct marketing researches in such a short period. Currently, there is a trend that the majority of factories have been converting into the method of integrated marketing communications (Clow & Baack 2016, 22-43).

The positive sides have been put as follows. Due to limited budget, it is wise to put product information with more details on websites. The sites should be updated regularly. For example, updating events or tips could be on a weekly

base. Apart from websites, it is also effective to post events on the social media, such as Facebook, Twitter or Instagram. To gain more loyal customers, it is sufficient to send emails to customers constantly, the content of which should include the reviews from previous consumers with videos linked to the usability of the products in daily life (David & Amanda 2001, 649-683). With more customers reached, videos and comments can be uploaded on its own advertisement websites in the peak season. On the other hand, unique offers and brilliant proposals could be demonstrated in the off season. At last, firms can afford costlier expenses on propagandas. For illustration, companies are capable of putting annual reports or other commercials on the title of newspapers or magazines. As soon as reaching the stage, there is a stable marketing channel stimulating both loyal and potential customers simultaneously. In other words, compared with former irrelevant and immature advertising, nowadays each social channel is connected with enhancing each other all the time. Beyond this level, customers are becoming followers and promoters. They always add likes on Instagram, forward posts on Facebook, and comment on video channels. The propaganda system is now running in a highly efficient way. Finally, companies have been reaching far more clients (Clow & Baack 2016, 252-260).

Customer service is one of the major aspects in the marketing field, which is directly connected with specific marketing activities and unique physical distribution. Three enhancements are put as follows, shopping specialty, cost leadership, and product differentiation. These three elements can improve the current physical performance of services, perceived value for customer, strengths of the bond with suppliers (Michael J. Baker 2014, 459-462).

### **3.3 Pricing**

In the marketing field, consumers perceived quality and price play a dominant role in the customer satisfaction (Hanif & Hafeez & Riaz 2010, 44-52). Due to the objective attribute of perceived quality, price is a significant element taken into consideration (Dapkevicius & Melnikas 2009, 17). Moreover, services have special characteristics in the product industry: intangibility, inseparability, perishability and heterogeneity. With the complexity in the services, price

becomes more unpredictable than the tangible products (Matzler & Würtele & Renzl 2006, 216-231).

It is ambiguous for customers to recognize various service quality among dealers. Therefore, numerous clients regard price as the symbol of quality, especially when facing uncertainty before the purchase (Michel, 2017). Customers usually prefer products with a lower perceived risk. To some extent, items with low risk and relatively high price are the optimum choice which show the trustworthiness for clients. Sometimes big sales would have the reverse effect on the consumption psychology symbolizing poor quality. On the other hand, goods with the higher price might impact on larger demands for the optimum quality in services. As a result, the higher price represents higher quality resulting in higher satisfaction (Hottenrott, 2016, 179-189). Moreover, Word-of-mouth has been presumed to have a significant effect on revisit intention. Thus, each time when consumers show the satisfaction with the purchase experiences or service, they will probably would make a second purchase and recommend to others. (Cantallops & Salvi 2014, 41-51). For instance, it is a trend for travellers who are largely satisfied with the current service to revisit the resort and share memorable experiences with their friends. Thereby, word-of-mouth attributes positive revisit intention (Kim 2009, 51-62).

It is demonstrated that service quality has the direct relationship with both the monetary and nonmonetary price conception (Figure 4). In return service quality impacts on future revisit intentions indirectly. Meanwhile, Campo and Yagüe asserted that the influence from the word-of-mouth and customer satisfaction depend on the service quality. Meanwhile, they are assigned by monetary and behavior prices (Campo & Yagüe 2008, 318-326).

When it comes to the price competition, the company would be engaged in competing furiously with other firms' prices. Only a firm which produces the same product charges the same fee with the lowest costs gains the most profit. A product with a lower price is the key to enter the standardized market. Meanwhile, the price competition also generates the market flexibility in a way to

leverage the costs and the responding demand. If one firm tends to gain more market share by cutting prices dramatically, the other competitors will react immediately with the same action. Therefore, the price competition will trigger the price war in the negative side (Backer 2014, 352-363).

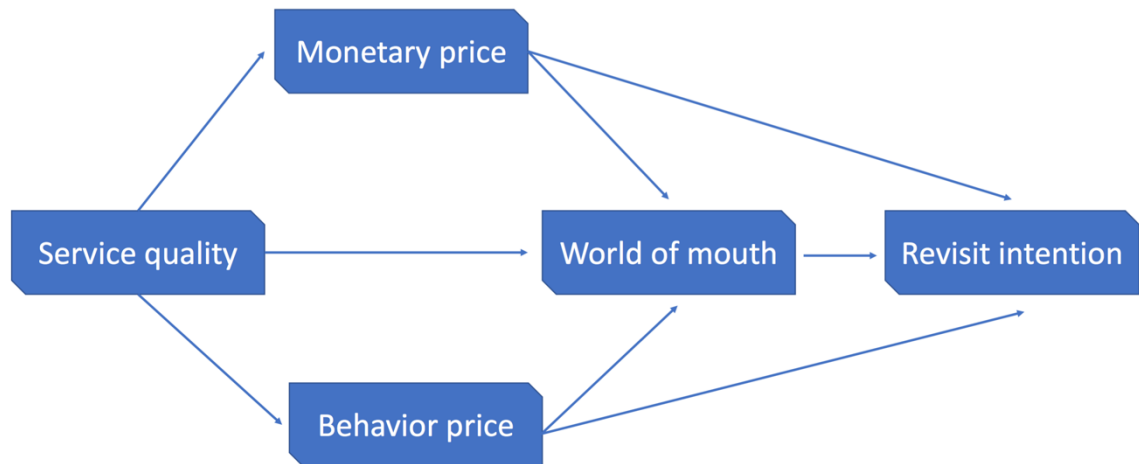


Figure 4: Theoretical model of the relationships among service quality, monetary price, behavioural price, word of mouth and revisit intention. (Liu, 2016)

However, not all the companies should get involved in the price war, they could shift their attention on the non-price competition. It occurs when the company decide to concentrate on distinctive item features, such as quality, service, packaging, delivery, promotion and other traits related to the product uniqueness. Non price competition is running effectively and efficiently only under certain conditions. Through special product features, company could distinguish its brand with higher goods quality, dominant promotion, exquisite packaging, strong customer support, and other customized services (Pride & Ferrell 2010, 550-576).

From customers' perspective, they mainly focus on two dimensions: internal reference price and external reference price. The price existing in consumers' minds according to their real-life experiences and former expectations is called internal reference price. It reflects the essence in the products including a certain amount of the cost, the last price they paid, the price range they intend to pay, the price of the brand they often buy, and the alternative products with the same



price. On the other hand, external reference price is placed by different companies, manufacturers or marketers. Researchers have found there is a negative association between the price volatility and the internal reference prices. Thereby, there is a positive effect with customers' expected price and external reference prices (Backer 2014, 364-378).

As a summary, a proper price can point out the success and the failure for a firm. Price is also a key element for the company profit and sold product quantities. The company needs to be aware of both the price and non-price competition. Sometimes, it is wise to place the price based on firm's marketing objectives and slightly higher than competitors' prices (Pride & Ferrell 2010, 578-597).

### **3.4 Continuous development**

Quality and further development are always two key elements for a firm. Under current product positive performance, prompt evaluation and following adjustment should be caught up. Clients' purchasing satisfaction, annual sales and other monetary reports, as essential indicators, have been often associated with the productization procedure. The terminal will not finish on the success with such indicators, however, those figures should be gathered through evaluation for future service development. In order to be customer-oriented and user-friendly, the following development process should be cultivated as a daily routine in each business activities. The PDCA cycle with "Plan, Do, Check, Act" has been created by W. Edwards Deming to facilitate the follow-up improvement (Jaakkola et al. 2009, 38-41; Zeithaml et al. 2006, 310).

Initially, it is extremely hard to form the service quality model because of those intangible and unsecured features. Service quality is embedded in consumer satisfaction when meeting clients' needs and offering core service, extended product and augmented services. Superb service quality could be only achieved by meeting consumer ideal product or providing surplus value (Fitzsimmons 2001, 45-50). To analyze the transferring service system deeply, five pivotal gaps have been demonstrated as follows (Figure 5).

The service quality model is described from two different dimensions, firm and consumer, which could be also interpreted as the product provider and the product receiver. Furthermore, those five gaps could explain clearly why consumers' real-life experiences are far away from their ideal image. At the beginning, the customer gap points out the differences between customer ideal image and perceived product, which could be addressed with consumer satisfaction investigation, annual sales volume and customer complaints. The first gap demonstrates that a firm is not familiar with customers' ideal products, which could be traced back to improper market research. The factory should keep working on the consumer investigation, customer suggestion and clients' unpleasant user experiences (Zeithaml et al. 2013, 31-49).

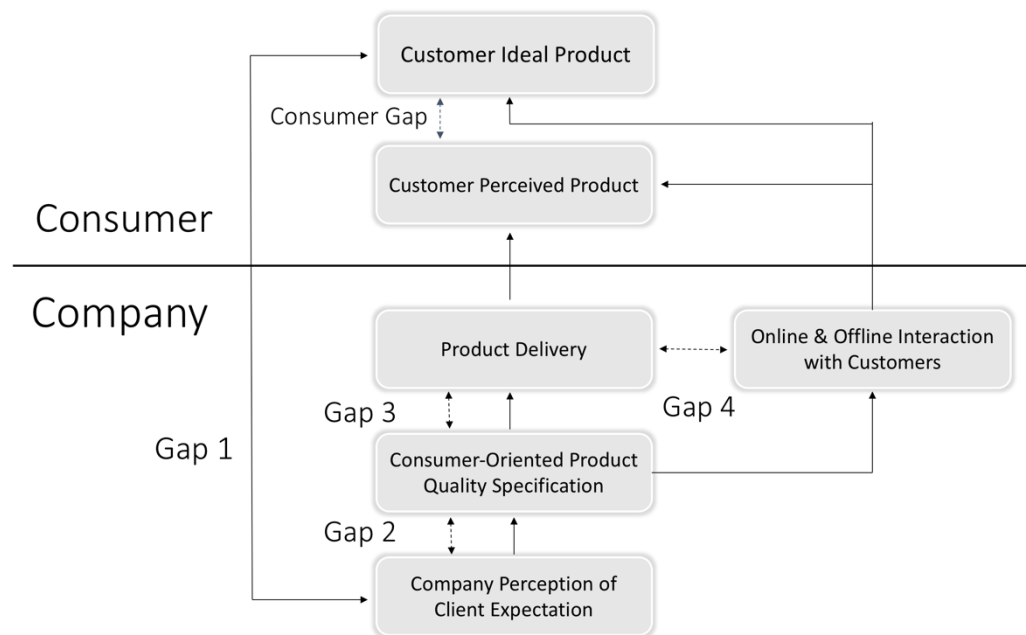


Figure 5: Gaps model of product quality. (Fitzsimmons 2001, 47)

The second gap is caused by choosing the wrong product quality specification and using the defective structure along the service procedure. The proposal would be the improvement on product piloting and consistent testing. The third gap is existing due to inadequate human resource regulations and service advertising channels, offering inaccurate product images to clients. This error could be connected with product quality testing, service procedure classification and service cost analysis. The fourth gap is failing to fulfill customers' promises with defective services and unpopular communication channels. The solution

would be the search for a prevailing social media platform and amendment in the customer-query system (Fitzsimmons 2001, 45-49).

To sum up, there are two aims of the service quality control. One is to satisfy the consumer needs, the other is to gain profits for the firm. On other hand, the current service quality performance would be seen from the factory profitability, compared with the former capital. With the productization procedure implemented, the service quality gap will shrink till the disappearance (Zeithaml et al. 2013, 31-48).

#### **4 CASE ENTERPRISE PRESENTATION**

The commissioning party of the bachelor thesis is a enterprise named Jia Baobei Indoor Children Playground, which is located in Jingzhou city, Hubei province, China. The enterprise was launched in 2014 by two entrepreneurs who had an idea of establishing an enterprise that would provide indoor children playground facilities (Table 2). At the beginning, after transferring the ownership from the former indoor children playground owner, they renewed both the online and offline systems, including the entertaining equipment, indoor playground environment, price structure, online advertising and purchasing services. In addition, the form of enterprise with the entrepreneurs is the general partnership. In 2015, two other branches of children playgrounds were launched in the same city. There is about 7 kilometers distance among all three children playgrounds. Besides, all of them are located in big shopping malls where there is a large stream of consumers.

The mission of the enterprise is to provide various indoor children playground facilities for kids and their families. The vision is to expand the service area from Jingzhou city to Wuhan city with other chain stores. Moreover, the main offline service provided by the enterprise is three theme parks (ocean, desert and forest) which include entertaining activities of handicrafts, drawing, baking, feeding and fishing. Children's festival events and kids' birthday parties could be also held in the playground. For the online service, the enterprise has promoted its advertising actively on different social media channels, including WeChat, Weibo,

Meituan, Nuomi and Dianping platforms. Furthermore, the enterprise possesses approximately 50 employees working permanently. Besides, 10-15 interns are hired per month depending on the needs of the organization.

Table 2. Jia Duobao in a nutshell adopted from the enterprise website

Denomination	Jia Duobao
Juridical form	General partnership
Customer catchment area	Jingzhou city, Hubei province, China
Annual turnover	200 000 euros
Year of foundation	2014

Currently, the enterprise is facing a 20% sales drop in 2017 with a 15% loss of loyal customers. Besides, the commissioning party does not standardize their service process. The organization do not draw a service blueprint at the moment. Sometimes, the entrepreneurs are confused with the strengths and weaknesses existing in the current service. The entrepreneurs are eager to find the key elements to maintain the service quality in development products, to convert the children playground business to productization process, to generate the proposals for future development in the children playground business.

## 5 METHODOLOGY AND DATA COLLECTION

Research has been defined with a debate about the findings of an area of participants' opinions. It is a procedure to find out answers to certain questions with a type of research. Research is also a systematic investigation to portrait, interpret and control the observed phenomenon. Concerning the above definitions, the main traits and purposes can be clearly captured and identified. Research contains a systematic investigation aiming at exploring truth with scientific processes (Kothari, 2004, 1-5).

## 5.1 Research process

Quantitative research is one essential research method where there is a list of structured questions with response options which has been determined beforehand and later handed over to a large group of participants. With the clear research aim, an quantitative research has been often implemented when specific information is acquired. Numerical methods have been followed in certain figure templates with well-defined sources (Burns et al. 2017, 140-149). Furthermore, the qualitative research is an other significant research method to capture non-numerical data and analyze a certain range of audiences' behavior and the impact related to specific topics, features or special definitions. The qualitative research methods are applied in various academic fields, concentrating on the human aspects in the society and science arena. With the in-depth research of the certain amount of people, the assumptions and hypotheses can be tested thoroughly. The consequences of the qualitative research are descriptive instead of predictive (Silverman 2013, 55-75).

Compared with the quantitative research, the qualitative research data is based on the expression of words rather than numbers (Seale & Gobo & Gubrium & Silverman 2007, 282-296). In addition, qualitative data is required to be classified by categories instead of standardized figures. Finally, the analysis in qualitative data needs conceptualization rather than a set of diagrams or statistics. Currently, qualitative methods have been selected and conducted in-depth research, business, journalism group discussions, interviews with individuals, and observations. At last, three commonly used methods for collecting data have been identified, observation, interviews and focus groups. The intermediaries of the data collection could be recorded by written, or face-to-face communication, telephones, video chats or other internet platforms (Silverman 2013, 5-15).

## 5.2 Data collection and analysis

*Primary data* is gathered and collected from the first-hand experiences, the purpose of which is to find out information for a specific research project. The advantage of utilizing primary data is to explore direct data for target groups.

Commonly, researchers gather the quantitative and qualitative data by themselves with two main ways, questionnaires and interviews (Saunders & Lewis & Thornhill 2009, 360-371).

*Questionnaires* are categorized as one of the most prevailing quantitative research methods. Commonly, there are plenty of questions with prepared answers in the questionnaires to let respondents make their choices. Besides, the anonymity has been highlighted in order to protect respondents' privacy. On the other hand, the researchers can also receive more honest and accurate data. It is wise to form the questionnaire in a concise template with logical themes, which will reduce the chance of being misunderstood by respondents (Saunders 2009, 358-362).

An *interview* is a purposeful tool of discussion to gather valid and reliable data, which is related to research questions and objectives. Actually, interviews fall into three categories, which are structured, semi-structured and in-depth or unstructured interviews. At for a structured interview, questionnaires should be formalised and determined beforehand for each research participant, who is usually addressed as a respondent. According to a precise timetable, each question ought to be read out by the interviewer. Meanwhile, the answers from respondents need to be recorded by digital devices. While interacting with participants, the initial instruction should be provided and every question should be asked in the same order in a written handout. At the same time, each question should be read out without bias in a proper tone of voice. Compared with semi-structured and unstructured interviews, structured interviews are followed by standardization (King 2004, 11–22). In semi-structured interviews, there is a list of topics and questions provided to the interviewees. However, a predetermined questions may not be followed exactly by the researcher. Some questions will be deleted during the discussion and some new questions could be come up randomly. While proceeding the conversation, the sequence of questions will be revised and amended by the interviewer if needed. Moreover, extra questions could be dug out and explored along with the research aims. In order to

memorize the content of discussion, researchers need to prepare notes, audio or video recording devices (Saunders & Lewis & Thornhill 2009, 318-322).

The advantages of semi-structured interviews have been put as follows. Firstly, interviewers have sufficient time to prepare research questions beforehand. Secondly, large amount of information can be generated with flexibility and sensibility. With the two-way communication, thorough answers and reasons can be collected. Whereas, there are also negative sides of the semi-structured interviews. It is more time and resource consuming during the preparing process. Besides, qualified interviewees are required, and the risks of analyzing the data and ensuring the confidentiality have been triggered and increased (Saunders & Lewis & Thornhill 2009, 318-322).

Furthermore, the unstructured interview is not a formal template, which is usually applied in an abstract field, and it has been also named as the in-depth interview. As for the informal interview, the researchers only need to have a clear purpose to explore the main topic without a list of predetermined questions. The interviewees could also play a dominant role to express their feelings and thoughts related to the theme during the interview (Seale & Gobo & Gubrium & Silverman 2007, 379-387).

Non-numeric figures and data which have not been quantified fall into the category of qualitative data, such as responses of open-ended questions, transcripts of in-depth interviews, and entire policy documents. All data should be interpreted and analysed accurately. To develop the theory from the data, deductive and inductive methods should be implemented in the qualitative data analysing process (Saunders & Lewis & Thornhill 2009, 480-489).

### **5.3 Implementation of the study**

For this particular research, the main source of the primary data was two interviews, conducted with the enterprises in Jingzhou city, Hubei province, China. Two entrepreneurs from the Jia Baobei Indoor Children Playground were interviewed to gain relevant data about the desired questions from the case

organization. At the beginning, the interview questions were created beforehand aligning with the research questions and purposes. Concerning the type of semi-structured interview, a few additional questions were also asked to broaden the theme while interviewing the two entrepreneurs. Since it is a partnership enterprise, the entrepreneurs are the obvious representatives for this enterprise. The researcher contacted them through WeChat software to place the requests for the possibility of having two interviews with each of them. At that time, the purposes of the research were proved to the enterprise by the study certificate attachment from XAMK. The enterprise was chosen as gaining the largest market share of the indoor children playground in the local city.

Luckily, the entrepreneurs were delighted to take part in the interviews for the research. Two interviews were held separately inside the children playground office. Both entrepreneurs were willing to offer the information based on the questions in a friendly atmosphere without stress. The average duration of the interviews was approximately 20 minutes. The permission was granted to record the interview with digital devices. Besides, the researcher was taking notes throughout the interviews. The transcript of the interviews is visible in Appendix 1.

There are three theme parks located in different places with a large target group. The middle revenue performance of Forest Park was chosen for allocating the quantitative questionnaires, which is a relatively typical representative among all three them parks. Furthermore, the questionnaires were formed in two different versions, children and adults. Due to the fact that there is an average customer flow of 500 people in the Forest Theme Park, it is not possible to handle the questionnaires to each client. Therefore, 60 children and 60 adults were selected in the scope. Specifically, 60 kids were divided in three groups, from the age of 2-6, 7-11, and 12-16. Those are three most typical consumers for the enterprise according to the age range 2-16 in the indoor children playground. On the other hand, 60 adults were also assigned into three groups, whose children were from the age range of 2-6, 7-11, and 12-16. Therefore, each age range would be filled up with 20 customers. The reason of dividing the interview group into 2 categories is because of some immature knowledge from small kids who would



misunderstand the meaning of the questionnaires. Thereby, 5 basic background questions with two open-ended questions were provided in the version of kids' questionnaires. On the other side, 11 background questions, 5 in-depth theme questions and two open-ended questions were created for the adults' part.

The interviews with two entrepreneurs have been analysed carefully. Firstly, a written transcript was made by recording the material. Repeated and irrelevant data was eliminated from the conclusions. The conclusions were drawn from the interview transcripts with the thorough analysis. Interview results were collected by the facts given by the enterprise representatives (Appendix 1). Besides, the total of 120 questionnaire results were collected manually within two visions both for adults' and kids' groups (Appendix 2 and 3). Therefore, results demonstrate the summarized data with the children playground companies and customer satisfaction.

## **6 RESULTS**

The secondary and primary data have been analysed throughout the research process. To increase the visibility of the research results, tables, graphs and figures were chosen for the written analysis. The results of the primary results portrait the interview results with entrepreneurs and questionnaires with the total of 120 participants.

### **6.1 Interview with two entrepreneurs**

In the interview, the first question revealed three types of products. Firstly, *the core products* include three theme parks, ocean, desert and forest. Besides, the core products also cover the teaching process of cultivating kids' handicrafts, drawing and baking skills. Getting a chance to be familiar with small animals also belongs to core products, including goldfish feeding and fishing. Moreover, the other entertaining facilities and equipment are also categorized in the core product.

Secondly, *the extended products* cover the fields of snacks, juices, festivals and children events, kids' birthday parties, flexible entertainment operations and user-friendly experiences. Based on that, the extended products can also strengthen children's health, intelligence, imagination, creative skills, and enhance the close relationship among kids and other family members. Thirdly, *the augmented products* are fashion trend entertaining experience, the 'customer-oriented' slogan, nearby location, and the playground logo symbolizing security, intelligence, entertainment, curiosity, interest and study. On the other hand, the online and offline services are put as follows (Table 3).

Table 3. Online and offline services in the Jia Baobei indoor children playground (Zhang, 2018)

<b>Online services:</b>	Search Consulting Booking Payment
<b>Offline services:</b>	Baked tempera painting
Consulting	Roller coaster
Booking	Bumper cars
Payment	Pirate ship
Kids Guidance	Merry-go-round
Organizing Events	Ball beach
Safety Supervisor	Electronic game machine
Three theme parks: Ocean, Desert, Forest	Swing machine
Handicrafts, drawing skills, baking skills:	Clip doll machine
DIY handwork	Feeding or fishing goldfish
Plasticine modelling clay	Other activities:
Sand drawing	Kids birthday party
	Festival children events

The needed resources have been demonstrated for the children playground business, which are the investment capital, human resource recruitment, training system, kids guides, equipment safety checkers, managing team, new equipment purchasing, playground reconstruction, cleaners, marketing, accounting, online PR, etc. The target customer segment, for the children playground, was divided into two main groups. One is for the children from the age of 2 to 6, who should be guided by parents and instructors. The other group is for the age range of 6-16, who can play mainly by themselves.

In addition, customer demands which were transferred into modularized featured services are a relaxing and safe playground, various indoor entertainment, early childhood education, cooperation among parents and kids, event organized place and kids' birthday parties.

Furthermore, there is only one single price structure for each ride for 2-10 RMB. While talking about the future development, the entrepreneur estimated that on two dimensions. From the government policy point of view, with the demographic dividend diminishing and aging of population increasing, the Chinese aging trend will be actively addressed by the universal two-child policy.

As for the current enterprise situation, the entrepreneurs did not have any blueprint strategy. Especially for the online customer service, they pointed out that there was a dramatic leak in the complaint system which are running inefficiently with frequent delays. For the near future, it is possible to invest money in building other chain indoor children playgrounds in the local city or step into the nearest provincial capital of Wuhan. Meanwhile, the owners have to consider the increasing costs and potential risks in the market.

## **6.2 Questionnaires for children**

Results for the questionnaire has two versions as mentioned early in the subtitle of primary data. First of all, the questionnaires were assigned for the total of 60 kids, including three groups of kids from the age ranges of 2-6, 7-11, and 12-16.

There are 20 kids in each group, with an approximately average amount of genders.

While talking about the favorite entertaining facility in the children playground, the two most popular rides for the 2-6-year-old kids were a swing machine and festival children events. However, merry-go-round and electronic game machines are two most prevailing entertaining facilities for the children with the age range from 7 to 11. For the third group of 12-16 years old kids, there are mostly keen on the electronic game machines. Generally, the trend of the popular rides from the lower age to the higher age group is from the easy-operating facilities to the complex-operating ones.

For the lowest age group, the most popular entertaining style is to play with parents. Apart from the parenting mode, the age group kids also like entertaining and thrilling types of equipment. However, the highest age group mostly enjoys the intelligent style of entertainment. While choosing the most interesting theme park, each group kids have their own preferences. The 2-6-year-old kids like the forest park mostly because of the theme of trees; the 7-11-year-old kids like the ocean park mostly because of the largest playing area and the colorful decoration; the 12-16-year-old kids like the desert park mostly because of the cool environment.

From the comments in the questionnaire, the weaknesses of three theme parks were also revealed. The negative aspect in the forest park is the smallest playing area; the negative aspect in the ocean park is the largest flow of customers; the negative aspect in the desert park is the coolness decoration, which could be a positive aspect for some other customers as well.

According to the comments to the first open-ended question, we kids would be more satisfied if the playground offered other theme parks, such as the Lego Land Gardens Park including teeterboard, sightseeing trolley, brave turntable and chess games. The second open-ended questions revealed that the group of 7-16-year-old kids required more suitable monthly activities for their age range.

### 6.3 Questionnaires for adults

The other questionnaire version for 60 adults chose 20 adults for each group, whose children were between 2-6, 7-11, and 12-16. When talking about which activity adults would do most after sending children to the playground, the preference is totally different for each group.

For the kids aged 2-6, their parents are mainly focusing on playing with kids; for the age group of 7-11, their parents mostly appreciate to find a place to sit nearby; for the children aged 7-11, shopping in the mall was chosen as the most frequent activity for adults.

According to the attached comments, parents were expecting that the playground would provide nearby electric massage chairs to get relaxed and at the same time they can see their children playing on the ground. Meanwhile, more benches are supposed to be placed inside the playground in case parents could not find the place to sit and enjoy the precious time with their kids.

While talking about the distance between the living place and the nearest children playground, the majority of families is living close by the children playground, within 10km. As for the frequency of visiting the playground, the 2-6 age group kids visit the playground most frequently, more than 5 times a week. Then, the other two elder groups of kids prefer visiting there 2-3 times a week. Usually, all kids stay in the playground for about 1 to 3 hours.

While talking about the incentive to choose the playground, parents whose kids were from 2-6 chose the nearby location, and others chose because of the diversity of entertaining facilities. From the comments, some families were attracted by the various entertainment at first, but the equipment had not been renewed constantly, so customers get bored later. The three-theme park is one other advantage from consumers' perspective.

As for the social media, it reveals that the large number of customers have followed the official social media account of the Jia Baobei indoor children playground. Meanwhile, the WeChat app has been chosen for the most popular user-friendly APP and over 70% of clients prefer the online payment.

For the *environment* theme questions, the data reveals that the playground is generally sanitary and full with love and happiness. However, some defects appeal in the comment area. The customer complained that sometimes there was rubbish and bad smell in the children playground. So, each facility should be cleaned more frequently. It has been also found out that the place was sometimes too noisy for the consumers. With a large stream of customers on weekends, kids were impatient of waiting in long queues.

*Staff* theme questions indicated that there was a lack of employees in the playground and sometime they were impatient for guiding children. However, the safety supervisors were quite responsible and the workers were fully skillful in controlling different equipment. At the same time, the majority of customers pointed out a lack of diversity in the playground. From clients' comments, it was difficult for my little 4-year-old kid to find enough instructors at the playground due to the large amount of customers, especially between 7pm to 8pm. The impatience from cashiers and instructors was also pointed out from the consumer side. Moreover, the negligence from the guides were illustrated with one example. Once, while driving a little train, the instructor took the wrong way and almost hit the wall.

The answers to the *offline service* questions indicated that the activities organized monthly mainly attracted 2-6-year-old kids with the grade 4. However, elder kids lost the attractiveness in these activities. Most kids from 7-11 years old gave the grade 2 on the events. The majority of 12-16 years old kids showed low interests in the fairs with the grade 1 or 2. Besides, the noise level is quite high in the playground and the safety in the playground is pretty secure. However, the working attitude of the employees and the solution provided were given low rates, mainly 2 to 3. The comments also proved that the monthly organized activities

were mainly for younger kids from the age of 2-6 and one of the consumer's kid who is 13-year-old kid showed no interest for the events. In the playground, sometimes has been too noisy for adults seating nearby.

For the *online service*, the attractiveness of the online advertising was given generally 2-3 from the three groups of adults, which revealed that there was a low attractiveness for the promotion. However, the speed and the safety of online payment was given a high grade, 3 to 4. One of the problems in the campaign promotion was the vast lack of useful online clients' reviews, with grade 2 in three groups. Based on that, the online consumer service is running with inefficiency with the majority of the grade 2 in the three groups.

From the attached comments, the defects were proved with irregular uploaded advertisement, sometimes between one week or even 2 months. The regular period of updated events is needed from the consumer point of view. One adult wrote that the online system delayed to reply the customer complaints several times. The messages should have been coped with in one week, in fact, over one month. Moreover, there were plenty of irrelevant advertisements for customers, which contributed vast distractions for clients while browsing the web pages. One other suggestion from one adult was that more pictures and vivid videos should be added in the online customer reviews.

As for the competitiveness of the *price*, the data demonstrates that the overall price structure was not positive with the vast majority of the grades 2 and 3 among three groups. According to the comments below, it has been written that the price in this playground was generally higher than the former competitors' one. Besides, there are no incentives for customers to purchase lots of tickets in one time because each ride is charged for different amount of money without any package sale. Consumers need some type of VIP cards to deposit the tickets beforehand, because it is going to be more time-saving from changing coins along all the time. The last two open-ended questions reveal that clients require more seats to have a coffee break or seat with their kids, and facilities to exchange coins.

## **7 CONCLUSIONS AND RECOMMENDATIONS**

The following chapter consists of the conclusions and discussions of what has been found out, with the theoretical framework and practical results. Initially, the research questions have been answered with the proposals to the case company. Furthermore, the transferability, confirmability and dependability have been interpreted as well as the final suggestions for further research.

### **7.1 Conclusions**

Due to a 20% sales drop in 2017 with a 15% loss of loyal customers, the commissioning enterprise is eager to find out the existing problem, the future measurements to enhance the service quality, and the methods to apply the productization procedure into the children playground business (Grönroos 2015, 329-346). These elements have been acquired from the interview: core, extended and augmented products, both the online and offline service, the business resources, target customers, customer demands, price structure, and future developments (Kotler & Armstrong 2010, 246-279). The single price structure is one barrier for the sales promotion (Dapkevicius & Melnikas 2009, 17).

According to the questionnaire for 60 kids, these elements have been revealed with problems: the smallest playing area in the Forest Theme Park, the largest customer flow in the Ocean Park, the coolness decoration in the Desert Park. Apart from that, monthly activities are only designed for the low age group and the upper age group of children have been ignored. As for the questionnaire for 60 adults, it indicates the problems in the lack of nearby seating chairs, inconsistent of updated entertaining facilities, insanitary environment, noisy place, long queues, lack of employees, impatient instructors, unskilful guides, unattractive online advertisement, lack of online clients' reviews, ineffective online consumer services, costly prices, lack of incentives to purchase tickets, and coin changing machines.



## **7.2 Development suggestions**

The single price structure should be replaced by VIP cards with package coupons. On one hand, it can generate customers' incentives to purchase more tickets. On the other hand, it could avoid the coin exchange problem and speed up queuing. The facilities need to be renewed constantly in order to gain more attractiveness for the loyal customers. Without new entertainment, customers will be easily to get bored with the old ones. To some extent, it is wise for the entrepreneurs to take part in different forums in China in the popular children rides exhibition such as Game Time International Exposition. In the events, original and prevailing facilities should be purchased within the budget to replace the old rides and offer customers new user experiences. Meanwhile, the monthly activities should be designed for all three age groups, instead of the lower kids one.

Furthermore, the entrepreneurs could also consider contacting the electric massage chair producers to place more chairs for parents to get relaxed and watch their children at the same time. Inside the playground, longer and wider benches need to be placed as well to offer more space for parents who want to join their kids in the painting area. Meanwhile, the recruitment should more high-qualified instructors to be more well controlled in equipment and more patient with kids. More cleaners are supposed to hired to ensure the sanitary playground.

As for the online services, more intriguing advertisements should be provided for customers with less irrelevant information. Customer reviews need to be added in the mobile APP more vividly with comments, pictures and videos (Clow & Baack 2016, 22-43). On the other hand, more employees need to be hired to interact with customers more effectively and efficiently. The customer complaints need to be replied faster with the sincere compensation.

## **7.3 Online customer service blueprint**

The new online customer service blueprint has been created for the commissioning party (Appendix 4). Since there is no inventory and the

organization has outsourced their online selling system to other social media channels, the blueprint has been mainly designed for the online customer complaint system where it is a conspicuous weakness. Each time when receiving online customer complaints, the employees need to divide them into two categories, frontline resolution and investigation. If the complaints fall into the first stage of the frontline resolution, complaint decisions have to be provided within three days unless exceptional circumstances occur. Then it is time to wait for the customer satisfaction. The customer complaints would shift into the stage two of investigation. The employees should send the acknowledgement to the clients within two days and provide the decision within fifteen days. Finally, the procedure may close with satisfied customer feedback, otherwise, the case should inform the upper managerial level (Barbieri et al., 2013, 208-212).

#### **7.4 Reliability**

One of the inseparable part in the research evaluation is to provide credibility, transferability, confirmability and dependability (Eriksson & Kovalainen 2008, 92-95). Credibility is to provide truth and accuracy in the research findings. Primary data and secondary sources should be credible and attached in the bibliography. Before implementing the research, the research was fully prepared with the themes. Conclusions have been made based on concrete primary and secondary sources which prove the credibility of the research.

*Transferability* is to ensure the research findings are associated with occasions and phenomena in the similarity. In the research, the former researches identified the transferability (Saunders 2009, 272-274). The fact is that there was no such research connected with the productization in children playground business. Therefore, some separate surveys and figures from previous researches have been conducted into the research.

*Confirmability* copes with the neutrality in the research findings. The orientation is always focusing on objectives, participants' responses without any bias or personal motives from the researcher (Eriksson & Kovalainen 2008, 92-95). The researcher set the achievable goals and research questions beforehand. The

respondents' answers were collected through questionnaires and the interviewers' opinions were recorded in digital devices. Therefore, the data and results were demonstrated comprehensively.

*Dependability* is focusing on the consistency of the findings in order to provide clear guidance for other researchers to replicate the research (Saunders 2009, 274). A well-structured analysis has been provided with correct data collection methods. With a clear review, it is easy for other researchers to repeat the process and analyse the figures.

## **8 CONCLUDING REMARKS**

This particular research was implemented for the aim of productizing the children playground business into a systematic process. Meanwhile, proposals came up to maintain the service quality in development products. Hopefully, the commissioning party will benefit from the findings and conclusions and improve their customer satisfaction in the enterprise. In addition, the results of the study indicate the current consumers' attitudes toward the enterprise, which will aid in providing measurements to improve the customer satisfaction. The commissioning party was perfectly satisfied with the research outcome and the recommendations.

From my personal point of view, the procedure of doing the research was rather intriguing, and I gained in-depth knowledge in the productization process. At the beginning, I was confused with designing correct research questions. However, after reading the literature review, I have generated more confidence to start writing the thesis and learned how to design the research. Then I was passionate to find out numerous secondary sources and implement the research. It took patience and energy to explain the contents of the questionnaires to 60 low-age children. To sum up, the thesis was a great opportunity to cultivate my research skills and become more qualified in the productization management.

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Interview questions with two entrepreneurs:

Service:

What are the service provided including core, extended and augmented products?

Can you define the standardized part of the online and offline service?

What kind of resources needed for the children playground business?

Marketing:

What is the target customer segment for the children playground?

What are the customer demands transferred into modularized featured services?

Price:

What is the price structure?

Future development:

What is the potential market and sales estimation?

What is the blueprinting for the organization?

Questionnaire for 60 kids:

Background questions:

1. What is your age?

- Between 2 to 6
- Between 7 to 11
- Between 12 to 16

2. What is your gender?

- Male
- Female

3. Which one is your favorite entertainment?

- Roller coaster
- Bumper cars
- Pirate ship
- Merry-go-round
- Ball beach
- Sand painting
- Baked tempera painting
- DIY handwork
- Plasticine modelling clay
- Electronic game machine
- Swing machine
- Clip doll machine
- Feeding or fishing goldfish
- Kids birthday party
- Festival children events

4. What type of entertaining styles do you like the most?

- Acting
- Entertaining
- Thrilling
- Intelligent
- Parenting

5. Which one is your favorite theme park?

- Ocean park
- Desert park
- Forest park

Other comments:

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Open-ended questions:

1. What kind of new equipment or activities you are expecting to add in the playground?

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2. Do you have any other comments?

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Questionnaire for 60 adults:

Background questions:

1. What is your kid's age?

- Between 2 to 6
- Between 7 to 11
- Between 12 to 16

2. What is your kid's gender?

- Male
- Female

3. Which activity would you do most after sending your children to the playground?

- Playing with kids
  - Find a place to sit
  - Shop in the mall
  - Others
- 
- 

4. What is the distance between your living place and the nearest children playground?

- Less than 5 km
- Between 5km to 10km
- More than 15km

5. How often do your kid visit the children playground?

- Less than once a week
- 1 to 2 times a week
- 3 to 4 times a week
- More than 4 times a week

6. How long do your kid usually stay in the playground?

- Less than 1 hour
- 1 to 3 hours
- More than 3 hours

7. Which element do you consider most to choose the playground?

- Reasonable price
- Nearby location
- Various ways of entertainment

Other comments:

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8. Did you follow the social media account of the children playground?

- Yes  
 No

9. If followed, what kind of social media you have followed?

- WeChat account  
 Weibo account  
 Meituan account  
 Nuomi account  
 Dianping account  
 Others

10. Do you usually make the online or offline payment?

- Yes  
 No

11. If you prefer online payment, which account is your favorite?

- WeChat account  
 Weibo account  
 Meituan account  
 Nuomi account  
 Dianping account  
 Others

Theme questions:

- 1= most dissatisfied  
 2= quite dissatisfied  
 3= neutral  
 4= quite satisfied  
 5= most satisfied

1.

Environment:	1	2	3	4	5
The children playground is sanitary					
The atmosphere is filled with love and happiness					

Other comments:

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2.

Staff:	1	2	3	4	5
Here are enough employees in the playground					
The employees are patient while helping kids					
The employees are skillful of controlling different equipments					
The diversity in the playground					
The responsibility of children safeguard supervisors					

Other comments:

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3.

Offline Service:	1	2	3	4	5
The attractiveness of the monthly organized activities					
The willingness of joining the monthly organized activities					
The noisy level in the playground					

The safety in the playground					
The attitude and solution of employees while handling customer complaints					

Other comments:

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4.

Online service:	1	2	3	4	5
The attractiveness of the online advertisement					
The speed and safety of online payment					
The usefulness of online customer reviews					
The efficiency of the online customer service					

Other comments:

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5.

Price:	1	2	3	4	5
The competitiveness of the price					

Other comments:

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Open-ended questions:

1. What kind of new equipment or activities you are expecting to add in the playground?

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2. Do you have any other comments?

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Online Customer Service Blueprint

