Relocation of Pesu-Nopsa

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The aim of this thesis was to research how relocating a company affects the environment, customers and the company itself. The thesis was commissioned by Pesu-Nopsa. Pesu-Nopsa is a small business operating in the service industry offering laundry services to individuals and organizations.

The background for this thesis was the relocation of Pesu-Nopsa, which occurred in summer 2018. The research revealed valuable data of how their customers perceived the change through a survey sent to the customers. Moreover, the theory for this thesis is based on existent information on the topic and change from various articles and online sources.

This thesis disclosed successes and possibilities in growing the commissioning company. The recommendations revolved around practical measures, such as creating a customer loyalty program and collaborating with another organization.

Keywords: Change, relocation, environment, laundromat

Pages: 39 pages including appendices 7 pages
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1 INTRODUCTION

“During its life cycle of growth and development, every firm must sooner or later endure the problematic issue of putting the current location into question. Manufacturing firms are often bound to machinery, laboratories and stocks and are thus less movable than firms in the service industry, which can more easily perform an entire relocation to a new address” (Ciaramella & Dettwiler, 2011).

“However, little is known about how organisations carry out relocation processes, which starts when the first thought of potential relocation occurs and ends when the organisation has moved and settled into the new space” (Rothe & Heywood, 2015).

“Relocation is a complex process that involves several stakeholders, requires a large number of decisions, and it consists of many tasks such as identifying the business need and specifying space requirements, searching for possible premises, negotiating with landlords, designing the new workplace, managing people through change and coordinating the physical move” (Rothe & Heywood, 2015).

This thesis is based on relocating a small enterprise, within their current city and is done alongside a case company, Pesu-Nopsa. The relocation happened in summer 2018. With relocation there are both ups and downs and these are determined by the location and how the customers approach the new decision. Moreover, this thesis is assisting the company by analysing their decisions and outcome of the relocation. Moving a business is a complex process, which includes multiple individual topics that must be taken in to account, such as how to communicate the change and how it affects the customers. In addition, this thesis aims to further explore the effect of relocating a small business. By receiving the insight of customer’s perspective, the owner of the laundromat may adjust the relocation to further develop the answers for customer needs.
1.1 **Pesu-Nopsa**

Pesu-Nopsa is a small company that was founded in 1986. Pesu-Nopsa employs three people. Pesu-Nopsa is a professional laundromat, which offers washing services for both individual customers and companies. Their core values include customer satisfaction by a professional service outcome and responsible customer service. Pesu-Nopsa laundromat is located in Sastamala, Finland, which is a small city of 24820 inhabitants. (Sastamalan kaupunki, n.d) Pesu-Nopsa provides services, such as: chemical wash, leather wash, carpet wash any many other washing services.

1.2 **Research Question and Objectives**

The primary focus was on the effects of relocation, however the research has been divided by a few determining questions, since the concept of relocation is immense.

Research question:
“How does relocation affect a small business?”

Sub questions:
How did the relocation affect the customer’s perspective?
How did the relocation affect the environment and visibility of the laundromat?

1.3 **Research structure**

This thesis consists of six distinctive sections. The main categories are: Introduction, theoretical background, current situation, analysis of the gathered data, recommendations for the company and conclusion. Each chapter discusses different parts of the thesis.

1.4 **Research methods**

The research methods consisted of both qualitative and quantitative methods. This research is a case study for Pesu-Nopsa. The author chose to utilize four main sources of information gathering: empirical data through an interview conducted with the owner of Pesu-Nopsa, survey for the customers of Pesu-Nopsa, observations of the author and researching existing information sources. The author chose
these methods, since they were the most practical methods of measuring the effects of relocation of the case company.

An hour-long interview session was held October 2018 with the owner, Juha Varvio, who has been the owner of Pesu-Nopsa for three years. The interview focused on his vast knowledge on the topic, the situation of the laundromat and his insight on relocation. Some of the most influential questions asked were related to the theories the author chose, such as what created the need for change, how the relocation was communicated and multiple other questions.

The author instantiated a survey for the current customers of Pesu-Nopsa. It was generated by Google Forms and was accepting answers through October 29th to November 4th. The survey was accessible through online and by paper form at the laundromat, it was open for everyone who were associated with Pesu-Nopsa. The survey collected 52 answers. All in all, the survey consisted of 13 questions, which nine were multiple choice questions and the remaining four were open ended to receive the most persuasive viewpoint of the customers. The questionnaire was operated by Google Forms.

2 THEORY

Theories, which the author chose are both, individually and combined, important to the case company and their business relocation operation. The theories define strategic factors, which are directly proportional to the company’s approach from distinct perspectives. Change management theories were chosen, since relocation is a large change process and requires the identification of the occurring change. Other tools, such as SWOT analysis and renting versus buying were utilized as they bring a practical viewpoint to the research.

2.1 ADKAR Model

Change management model ADKAR revolves around objectives through steps: awareness, desire, knowledge, ability and reinforcement. “According to the model, everything you do during the change management process is sequential: you must achieve cumulative goals during the
process to achieve your overall change goal. Successful change happens when phases of change for your business and your employees happen simultaneously (Shaw, n.d).”

Figure 1 ADKAR Model (Lad, n.d)

**Awareness**
The starting point of any change, realization and need specification of a change that must occur. It is crucial for an enterprise, especially a small one, to have the awareness required on how the business is progressing.

**Desire**
When going through a change, the change is not going to be successful, choose you not to reinforce it. It requires the entire company and its employees to participate in the change, since it is in everyone’s best interest.

**Knowledge**
The expertise required to understand how the change influences the business, employees and customers. Furthermore, to perceive the core changes in everyday business operations, how to change, what to do differently, does it require improved skills and how do we have to change our behaviour.

**Ability**
The required abilities to successfully undergo and maintain the implemented change.

**Reinforcement**
Persistently reinforcing and sustaining the change over an extended period. Adopting their old methods will constitute problems to an extent, therefore it is required to persevere and adapt to the refreshed methods of working.

2.2 5 Steps to using external communication to inform customers about a change

Communication within the company is as important as communication between the customers and the company. Enduring a relocation process includes messaging the public about the location change of the company. An organization must approximate the aftermath what the relocation means to the company itself, but likewise how it affects their customers. Furthermore, the message they are communicating must be plain, so it does not leave any space for misunderstandings. Whether the change alters the customer’s buying decision, emphasize with the customers and develop alternative methods for the customers. (Joseph, n.d)

Communicating the change is as crucial as undergoing the change itself. External communication plays an extensive role in change. Informing customers is critical, as customers base a company. By effectively informing clients about a change you assure that everyone is on the same page. These 5 steps are invented by Chuck Leddy in 2015. (Leddy, 2015)

1) Understand how the change will impact your clients and customers

Viewing the change from customer’s perspective is essential, as the external communication is aimed to guide customers through the change and how the change will affect them. Whether the change will negatively affect a certain segment of your customer base, turn the negatives in to opportunities in the customer’s eyes. (Leddy, 2015)

2) Develop a clear, consistent message concerning the change

Communicate the change as clear as possible. When delivering a clear message, it is easier for the audience to grasp. Define the reasons behind the change, in addition communicate the date of the change. (Leddy, 2015)
3) Designate who will oversee communication

By utilizing customer encounter experience, the persons responsible for communication may communicate the change more effectively, as they have insight on the customer’s approach. Furthermore, it mitigates the confusion internally and externally. (Leddy, 2015)

4) Determine how and when to communicate

Being precise with communicating the change is meaningful. By finding out the customer’s channels of information makes it easier for the organization to effectively communicate the change. Communicating the change preferably takes place through direct communication with the recipient. Moreover, whether change resistance happens, it is more adequate to take place before the change has occurred, so that the company has time to further express themselves. (Leddy, 2015)

5) Help customers adapt to change when possible

Assisting the customer to adapting to specific changes bolsters the creditability of the company and expressing their interest in customers. (Leddy, 2015)

2.3 Lewin’s change management model

Kurt Lewin’s three step change management model is a very useful tool, as it simplifies the larger picture of managing a change. The theory was developed in the 1940s. The model consists and defines three separate phases:

1. Unfreeze

The first step, unfreeze, describes the phase where certain changes are required to be taken a glimpse at and preparing for these changes to occur. At the unfreeze stage, it is extremely important to communicate clearly that a change is required and what perspective an organization will rally behind. Basing an organization’s old ways in context how certain activities should be gives insight and understandability to those, whom are questioning the value of the change. The first part is challenging, since it requires to let go of old habits and methods in search for new, more efficient patterns. Changing may be frightening to some, a change may be conceived as uncertainty, thus it is important
to have a clear line where to stand behind, so that everyone involved will be on the same side for a guaranteed prosperous change. (Mind Tools Content Team, n.d)

2. Change

The changing phase is the second step at changing, changing requires accommodative action in supporting the change. In the change part those, whom the change is directly related to, start grasping and reviewing fresh habits to support the change. It is crucial for the respective ones to act towards the new goals to make the change successful. However, resistance is likely to appear, as grasping the methodology may be challenging for some individuals. Furthermore, changing is not an instant process, and the respective ones who are resistant need to be given the time they need to fully comprehend the change. (Mind Tools Content Team, n.d)

3. Refreeze

The third step represents the changes, which are meant for the long-term, thus “refreezing” the new ways is vital. However, the organization is ready for refreezing when majority of the participants have fathomed the importance and new routines, so that the change is permanent. This

Three stage model

Figure 2 Lewin's Three-Stage Model (Joy, 2015)
requires that the whole set of people conduct and embrace the new habits without forgetting them. Celebrating short-term successes is decisive as the ones involved recognize the influence of the change and leaves them with a doubtless image and certain open-mindedness on future changes. (Mind Tools Content Team, n.d)

2.4 Neo-classical relocation theory

Neo-classical relocation theory revolves around economic factors and objectives and how these considerations are related to the location of the company. The theory visualizes push factors as the cause for a relocation. It focuses on the marginal profitability a company would be able to gain. The most adequate possible location for a firm is based on the extent of inbounding economical acquisition. (Mariotti, 2005)

2.5 SWOT Analysis

SWOT analysis is a tool to gain an overview of a specific event or a company. It was invented in the 1960s by Albert Humphrey. It describes the strengths, weaknesses, opportunities and threats. Furthermore, it assists in grasping the big picture idea, by defining internal and external factors. The SWOT analysis guides the user for decision-making in a visual perspective. (Ludicchart, n.d)
2.6 Return on investment

Return on investment (ROI) is an adequate tool when investigating costs and their effectiveness. It is used in measuring the profitability and payback of a certain service or a tangible a company has invested in. Return on investment is suitable for both larger firms and small and medium-sized enterprises. As the idea of investing is to receive more capital, than capital spent, return on investment is crucial for smaller businesses, as they have less capital to spend. ROI can be calculated by dividing the profit of an investment by the cost of the investment to get a decimal, which can be converted in to percentages. Moreover, the percentage describes the profitability of the investment.

By utilizing ROI in advance results in a slight perception, whether a company should or should not invest. ROI provides companies with more guided decisions. (Pirraglia, n.d)
2.7  Renting versus leasing commercial real estate

This analysis is of business properties and whether a company should purchase or rent a specific real estate. The analysis was conducted by Evan Tarver in 2017. The analysis focuses on these two aspects with detailed examples with calculation of cash flows. Costs and profit are among the top priority focuses of a business, thus whether to rent or purchase a property is an enormous question mark, since purchasing is a huge investment, a one size fits all category. (Tarver, 2017)

All in all, the theories are aimed at guiding and grasping the perspective behind decision-making process and the reasons of the relocation, furthermore contrasting them in to practice.

3  CURRENT SITUATION BASED ON RESEARCH

This phase focuses in the current situation of the company. The findings have been gathered by a questionnaire sent to the customers of Pesu-Nopsa, interviews conducted with the owner and by observations made by the author.
There are several essential considerations for Pesu-Nopsa relocation. Each of the push factors play their own role in the relocation process. The center of attention constitutes of; visibility, customer base and satisfaction, current challenges, profit and work efficiency and ergonomics.

3.1 Interview of the owner of Pesu-Nopsa

The interview was divided in few sections based on the sub questions and theoretical framework of this research. The main themes revolved around questions, such as strengths, weaknesses, opportunities, threats, need for change, and analysing the relocation. An interview was held with the owner of Pesu-Nopsa to receive inside insight on the current situation. An interview is part of the research methods utilized to gather information on this research.

3.1.1 How did the change affect the business

The main goal of this relocation was to receive new customers with a better image and location. The main reason behind the location was that the rental contract was about to expire, thus Pesu-Nopsa pursued new opportunities within Sastamala as the new location of Pesu-Nopsa. The lack of space in the previous building, brand and opportunity of growth. Visibility was an essential focal point of the new business premises. With visibility the vision was to gather a larger customer base, however the owner of Pesu-Nopsa highlighted that results of a change like relocation are not displayed in an instant. On the other hand, changes, which are equally important may be felt immediately, such as, work ergonomics, cleanliness and other internal factors of the working environment.

As the organization works in the service business of laundry services, the cleanliness and environment must be precise, especially when a new potential customer visits the premises to deliver an adequate first impression and image of the company. The new premises were a significant enhancement when comparing to their old premises, as it was a garage in a large hall. A short-term change we perceived as necessary was changing the location in hopes of changing our image
and distinguish ourselves as a “new” company, rather than sticking with the image, which the previous owner had left. Furthermore, by abandoning the previous premises, Pesu-Nopsa additionally distinguished the image of the location. This specific change prevailed hastily including the slight rebranding of Pesu-Nopsa.

The relocation was effectively executed, as Pesu-Nopsa could serve customer without interruption. For a moment they served customers in two separate locations, their new and old locations. Their business was running in two locations simultaneously. Not only did this please the customers, but it did not conclude in supplementary costs. As Sastamala is a less populated city, it is easier to recognize new faces of customers, since residents often somehow recognize one another due to the population size, the owner confirmed that the relocation had gathered in some new customers coming in.

Another aspect, which brought attention was the work motivation and work ergonomics. As Pesu-Nopsa had not an alternative to organize their machinery in the old destination it brought discomfort to the daily experience in the laundromat. The functionality of the order of the machines was dissatisfactory, however, at their new premises Pesu-Nopsa had the possibility to rearrange the order. This had a direct impact on work efficiency, moreover, reducing redundant tasks. Cabling of the machines and other electricity components were organized efficiently resulting in slight cost reductions of electricity.

Marketing is a large portion of running a business, regardless if you’re a larger or a smaller firm. According to (Varvio, 2018), it is mandatory to invest in marketing, moreover it is a major segment and the outcomes are aimed at long-term and may not be detected in short-term. However, Pesu-Nopsa does not create a need for their service, rather providing the supply for demand.

3.1.2 What created the need for change

” Changing just to experience a change is meaningless” (Varvio, 2018).

Not soon after Varvio gained possession of the company the location question was brought up. As he proceeded to
receive the ownership, the earlier owner of Pesu-Nopsa became the landlord of Pesu-Nopsa, as the company signed a rental contract with the previous owner. The agreement was set for three years. The question Varvio had in his mind was, what after three years? Four main directions were come across;

1) Staying in the same location and attempt to prolong the existing rental agreement and renovating the premises

2) Purchase the whole property the business operated in, reconstruct the property and rebrand

3) Purchase another property to acquire an operation location

4) Renting a new property

Option two was not taken in to account quite as seriously. However closer to three years and their contract expiring it was brought up that the previous owner was not willing to sell the property so possibility number two was eliminated. The third option was taken in to serious account and was a lengthy process to decide whether to purchase or not, as multiple properties were in Varvio’s scope.

Ultimately Pesu-Nopsa went with the fourth option. A significant pull factor in this specific option was that they have the convenience to negotiate purchasing the whole state of motion in the future. The reason Varvio is considering buying is that he sees it as an opportunity in having the capital in real estate. In addition, it may be rented or sold in the long run.

Furthermore, they had challenges in their earlier premises, which led to the need for change. The building Pesu-Nopsa had operated in was an elderly building which presented flaws. A major challenge with their previous location was that the building had malfunctioning water drainage, with lack of space restricting the company’s growth. As they progressed with the decision-making of the new location renovation costs of the work place were taken in to consideration, when comparing their previous location to the present one.
3.1.3 How did Pesu-Nopsa communicate the change

Pesu-Nopsa communicated the change through social media, webpages, mouth to mouth communication and through advertisements in the local newspaper, as their objective was to reach the maximum number of customers. By communicating the change, it created an opportunity for the company to market their organization further. Not only was the communication effective to their existing clients, new potential customers were reached using the above methods. By not only communicating the change, Pesu-Nopsa persuaded the residents of Sastamala to visit their new premises to enjoy a friendly gathering alongside a cup of coffee and other supplementary edibles and to have a look around their new business space. Furthermore, before the move, the organization informed their customers whom visited the premises through mouth to mouth communication.

3.1.4 How did the change affect customer encounters

Pesu-Nopsa has mainly monitored the change from the customer perspective. They host regular tiny face to face interviews with their customers to receive the most sufficient and recurring feedback. Receiving feedback of the change occurs almost daily. In addition, the change was also brought up that customers would perceive Pesu-Nopsa as a credible company and a place that is easy going and effortless to visit. A significant strength the relocation brought was the starting level of customer encounters. The old location, where the laundromat operated, was troublesome to find for new clients. Customers who in advance of the encounter were in a bad mood combined with the location, were exposed to a risk of losing the potential unique customer. It required elaborated customer service towards these specific clients to leave them with a devoted and kind-hearted image of the laundromat. Furthermore, the new premises are easily accessed bolstered with an attractive environment, consequently customer encounters are a more straightforward occasions.
3.1.5 Were there risks involving the relocation

When relocating a business with machinery, there are risks, which must be assessed. The most compendious risk for Pesu-Nopsa was the circumstance of a machine breaking. Therefore, a carefully planned relocation, with aid from professionals was a must. By breaking a machine not only constitutes in investing to repair it or to fully purchase a new washer. Moreover, a broken washer sequences a negative operational profit as it reflects to operation interruption.

Communication played a key role in the relocation as well. With inefficient communication, customers may have been confused of the current state of the business. Thus, investing in marketing and communication through multiple channels is vital.

3.2 Survey for the customers of Pesu-Nopsa

A questionnaire for Pesu-Nopsa's customers was submitted through their Facebook page and handed to customers at their business premises. The objective was to receive the customer's perspective on the change. The survey consisted of nine multiple choice questions and five open ended questions. In total the survey recorded 52 responses. The survey was available through 29th of October to 3rd of November via internet and on the spot. The author chose the most important sections to this thesis to showcase in this part of the thesis. (Appendix 1&2)

3. Location

52 Responses

Figure 5, Question number 3 (Appendix 2)
In the survey (Appendix 1), the customers were asked to answer their locality. Vammala and Sastamala is the same place, however, it may be referred to either one, thus creating multiple options. The author manually summed the answers, so that each district had a single count.

As shown in the graph, majority of the customers were locals. Customer’s whom were from Sastamala added up to 70.2% (40/52) of respondents. However, customers outside of Sastamala split in to four different regions: Akaa, Hämeenkyrö, Pori and Tampere, altogether 7.7%. (Figure 5)

4. How often do you use laundry services?

73.1% of the customers utilized washing services less often. Mere 19.2% used laundry services once a few months. Only the remaining 7.7% utilized laundry services either once in few months, few times a month or once a week. (Figure 6)
5. How long is your trip to Pesunopsa? (in kilometers)

In the fifth question the customers were asked to choose their distance to the laundromat. 69.2% of the customers were under 11 kilometres away from the business, meaning that majority of the respondents were local. (Figure 7)

8. Has the new location and new office facilities added value to you? (you can choose more) Other = Anything else, what?

In the fifth question the customers were asked to choose their distance to the laundromat. 69.2% of the customers were under 11 kilometres away from the business, meaning that majority of the respondents were local. (Figure 7)
Question eight revolved around added value to customers. Customers could choose multiple options. 30.8% as responded the distance, 26.9% service experience and 34.6% comfortability of the environment. However, roughly every fourth (23.1%) replied no. (Figure 8)

9. What makes you use the services of Pesunopsa? (you can choose more) Other = Anything else, what?

52 Responses

<table>
<thead>
<tr>
<th>Service</th>
<th>Votes</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New location</td>
<td>5</td>
<td>11.5%</td>
</tr>
<tr>
<td>Accessibility</td>
<td>15</td>
<td>28.8%</td>
</tr>
<tr>
<td>Service experience</td>
<td>20</td>
<td>38.5%</td>
</tr>
<tr>
<td>Quality</td>
<td>30</td>
<td>57.7%</td>
</tr>
<tr>
<td>Price</td>
<td>17</td>
<td>32.7%</td>
</tr>
<tr>
<td>Staff</td>
<td>15</td>
<td>28.8%</td>
</tr>
<tr>
<td>Locality</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>Need for laundry services</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>Customer by work</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>Nothing yet</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>Need for laundry services</td>
<td>1</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

Question nine gave the customers the opportunity to answer multiple also. Over half (57.7%) answered that the service experience. In addition, accessibility received 15 votes (28.8%). 11.5% of the respondents answered that the new location encourages them to use the organization's services. (Figure 9)
11. How likely would you recommend Pesunopsa?

62 Responses

Figure 10, Question number 11 (Appendix 2)

This question was included to analyse customer satisfaction. 90.4% of the respondents answered either a four or a five, with five being the highest. Mere six respondents were of rating three or lower. (Figure 10)

12. Where did you hear from Pesunopsa? (you can choose more) Other = Anything else, what?

52 Responses

Figure 11, Question number 12 (Appendix 2)
The last multiple-choice question of the survey was about how the customers had heard of Pesu-Nopsa, with the possibility of answering multiple. The aim was to gain insight of how successful the marketing and communication had been. A friend received the most responses, 36.5% had heard about Pesu-Nopsa from a friend. Other answers were partly through a friend also, with two additional answers supporting mouth to mouth communication. 34.6% had seen an advertisement through newspaper and 17.3% from Social media. (Figure 11)

4 ANALYSIS

This phase discourses an analysis based on the gathered data through the interview and survey. The answers are reflected to the theoretical framework. The analysis part aims to further answer research and defining question of the thesis.

4.1 Pesu-Nopsa’s relocation’s push factors

The push factor every profitable company is profitability. As Pesu-Nopsa aims to grow, they seek a larger turnover, however other factors are the image of the company, ergonomics and cleanliness of the environment. As the survey implicated even the customers have recognized the comfortability of the new premises. 34.6% of the respondents felt the change brought them additional satisfaction regarding the environment of the laundromat.

4.2 Comparing need for change to the previous location and premises

In this section the new is compared to the old to grasp the difference between the two.

4.2.1 Visibility in the current and future location

As various companies decide to relocate their business in hopes of increasing their customer base, profit or visibility, Pesu-Nopsa is no exception. As profitability lies in their mind, other as important factors, such as work efficiency, and many other reasons have driven the business to relocate.
The past location of the business was in a relatively industrial area, where businesses, such as car maintenance companies operate in, was not ideal for your average customer. It was the customer’s burden to pay a visit to the premises of the company. The visibility of the laundromat has improved significantly, as it is beside a populous road. In terms of gaining new customers, the previous location did not serve its purpose, since the laundromat was barely visible when driving through the area. It presented a challenge, which was rather inconvenient for the company. Furthermore, potential new customers, who are not familiar with the company had no clue of their whereabouts.

As the company is tied to their physical location and has no e-commerce, it is important to reach the maximum visibility to attract new customers. Although, the city where Pesu-Nopsa operates in is not heavily populated, thus being noticed by new customers is valuable. Furthermore, it is important to attract new customers, since their market is restricted to a certain number of customers due to their offering of services, which requires physical presence. Visibility in the internet is not as effective as it is with many other firms in larger cities, because most of the customers are somehow associated with the personnel of the business, as Sastamala is a relatively small city. Mouth to mouth advertising holds a greater impact. Furthermore, in such a small city, customers also choose their service providers by the image of the company and how the person in charge is associated with the rest of the inhabitants.

In the customer’s perspective, it is more convenient to drop your laundry to the laundromat and simultaneously take care of their other errands. In other words, travelling to the laundromat, which was in an isolated industry area, rather than shopping for groceries, refuelling your vehicle, or any other activity the customer is available to carry out that are associated with the current location augment the customer’s decision to use Pesu-Nopsa’s services.

4.2.2 Work ergonomics and efficiency

With ergonomics and efficiency being linked, they both have equivalent noteworthiness in Pesu-Nopsa’s work environment. As the company had existed before the present owner was associated with the laundromat, mainly the machines were placed how the previous owner felt the most
comfortable. However, as the current owner and employees possess disparate working methods and habits, the work ergonomics had undermined their work efficiency. Machinery that is associated with the services the business offers was poorly placed in their loadout. With most households having their washer and dryer placed right beside each other since it is effortless. In the case of Pesu-Nopsa and their business revolving around washers, their current situation was not as straightforward. Their machines were placed inefficiently, followingly, relocating their business allowed the company to simultaneously reorganize their machinery. Improved efficiency reinforces their ability to serve an increased number of customers. Moreover, it amplifies their opportunity to grow as a business.

4.3 **Return on investment**

Measuring the pure profits is challenging, since operating income is mainly measured on the long-run. However, the owner has contrasted the current sales and turnover to earlier years. According to (Varvio 2018), Christmas season will disclose a major part of the success rate and profit. As Christmas season is an extremely occupied time, investing in marketing has been a huge part of the organization.

4.4 **Renting versus purchasing**

As Pesu-Nopsa decided to rent their new property, with the possibility of negotiating purchasing the property, the author analysed the advantages and disadvantages of renting versus purchasing business premises.
Renting defines the concept of paying a certain amount a month for a property, which the renter gains partial ownership of.

1) More liquidity

Renting is based on an agreed price usually per month of the cause you are renting. By renting, Pesu-Nopsa saves the large amount they would be initially investing in purchasing the property. However, it is only in short-term since the amount they pay monthly will result in a higher sum in the long run. Renting allows Pesu-Nopsa to possess more liquidity, since the amount they would be spending, by purchasing a property, is technically in their use. Renting makes Pesu-Nopsa capable of upgrading their machinery, since they have more capital. (Tarver, 2017)

2) Higher flexibility

Most leases in Finland are open-ended, however usually there is a certain fixed-term agreement alongside that is from three to ten years. When renting a property, you have greater flexibility, since you are not tied to the property you
would have purchased, which opens more possibilities for expanding. When renting, Pesu-Nopsa does not have to worry about selling the property, in case they want to expand or relocate again. Followingly, after three to ten years when the rental agreement turns to open-ended they have the possibility to dismiss the contract. Furthermore, it will be the landlord’s burden to acquire a new tenant. (Tarver, 2017)

3) No investment potential

According to Tilastokeskus, more residents move out of Sastamala, rather than to Sastamala (Tilastokeskus, 2013). Moreover, there is a significant amount of business property available for either leasing or purchasing. The demand in Sastamala for business property is lower than the supply. In small cities, remuneration of properties is higher than the rent of the property. Followingly, it results in negative profitability in purchasing a property, rather than leasing (Neuvonen, n.d). Furthermore, particularly in Sastamala, there is no investment potential when leasing, since Pesu-Nopsa does not have ownership of the property they operate in. The property cannot be sold after Pesu-Nopsa quits utilizing their business premises, since they are renting it. So, there is no investment potential in the property. (Tarver, 2017)

4) Higher monthly payments

In general, the rent for business property is larger than the amount of debt and remuneration paid per month. However, there is variance between properties. The interest rate of the debt varies between banks; from 0,90% to 1,495% (Suomen Rahatieto, 2018).

5) Zero to no property control

Since Pesu-Nopsa is renting the property, they have zero to no property control, because they have a landlord. All renovations and changes in the property must initially go through the landlord. In Finland rental agreements have a certain annual raise in the rent based on a rental index increase. When remuneration increases, normally the amount of monthly rental increases. (Tilastokeskus, 2018). Moreover, the maximum percentage increase in the rent is 4%. Typically, the increase is lower than 4%. (Vuokrakas, 2012) (Tarver, 2017)
Purchasing a property reflects being the owner of a property, which the owner paid a certain amount of.

1) More equity

The monthly payments Pesu-Nopsa would pay for their loan, transfer as equity, since the payments go towards the sum of the property that the company owns. In addition, if the value of Pesu-Nopsa increases, equity increases with it. (Tarver, 2017)

2) Asset appreciation

Asset appreciation means that if the property value a company purchases a space where the laundromat operates in, they receive an increased percentage on the price that they would sell it for, in circumstances, where demand is stronger than supply. So, whatever sum they might get back when selling their owned property that is higher than the original price is asset appreciation. However, this may not be the case, as multiple unoccupied business spaces can be sighted in Sastamala. In addition, in Sastamala more people move out, rather than in. (Tarver, 2017)

3) Rental potential

A key argument for purchasing is that on the long run the company can rent the purchased property, in case they would not need it. (Tarver, 2017)

4) Property control

When a company or an individual owns a certain property, the owner has rights to renovate or modify the property as they choose. It extends capabilities within the company to have new renovations taken to action, whenever there is a demand. Whether it’s a new interior or exterior design, the company is responsible for the action due to their legal rights, which are acquired by purchasing the property. Moreover, the monthly payments are steady, since there will be no sudden increases in rents, but the monthly loan payment program to the bank will stay equivalent. (Tarver, 2017)
5) High initial investment

However, there is a set of detriments when purchasing a property that affect the buyer. The initial payment to acquire the property is huge. It requires a bank loan from the person involved. Capital is tied to the upfront cost of the property and the loan that reduces the potential in investing in new machinery. As a small business, purchasing commercial property is an extensive expenditure. (Tarver, 2017)

6) Increased liability

An owned property brings excessive liability. When owning a property Pesu-Nopsa is responsible for everything that is associated with the property, such as overheads, manufacturing overheads and the health of the people employed by Pesu-Nopsa. For instance, unexpected repairs, which when rented, would be the landlord’s responsibility to act adequately on how the repair is carried. Therefore, it is the owner’s bourdon to repair their own property. Having full responsibility forces the owner to not only focus on their core business, but also to take care of the property. (Tarver, 2017)

7) Risks

As with any investment, whether it is a commercial real estate or any other marginal investment, it is followed by their own risks. A huge stumbling block exists behind the investment, should it not work as planned. As mentioned before, Sastamala has more supply than demand for commercial property, so the value of the property that Pesu-Nopsa aims for has a high probability of its value decreasing over time. The X amount the value that decreases is direct loss for the company, when placing the real estate in the market. (Tarver, 2017)

8) Zero to no flexibility

When comparing purchasing with leasing, there is a distinct renunciation between the two. With leasing you gain flexibility, but with acquiring the property the flexibility decreases. With a loan for a property the company is tied to the agreement for 10 or more years. With a rental agreement Pesu-Nopsa is tied for three to five years.
When paying the mortgage for an extensive period, there are possibilities for opportunity costs, meaning that for instance, if there would be a property discounted in an ideal location for the company, in the city centre of Sastamala, Pesu-Nopsa would not be able to relocate their business there, since they are tied to the mortgage. Furthermore, if the discounted location would signify in a considerably greater return for the company, these returns would be considered as opportunity costs. (Tarver, 2017)

4.5 Communicating the change

What was evident from the client’s responses through the questionnaire is that a major portion of the customers heard from Pesu-Nopsa mainly either through an advertisement in the local newspaper, or through mouth to mouth communication. As communicating through the local newspaper, social media and mouth to mouth communication are the main sources of information flow for Pesu-Nopsa, the survey provided further confirmation on this topic. Marketing and communicating through advertisements on local newspaper, or through social media are costing the company, whereas mouth to mouth communication is completely free, however, further emphasis must be drawn to the image the company presents to the customers. Justifiably, Pesu-Nopsa communicated the change effectively and simple, as they communicated the change through their webpage, social media, advertisements in local newspapers and by mouth to mouth.

4.5.1 Facebook

“Facebook now influences 52 per cent of consumers’ online and off-line purchases, up from 36” (McCarthy, 2015). Messaging via Facebook is of great value, especially, since the company has engaged in social media marketing and advertising. Pesu-Nopsa has 361 likes on their Facebook page, resulting in an economical and efficient way of informing their current customers of the change. Moreover, 17.3% had heard of Pesu-Nopsa through social media.
4.5.2 Mouth to mouth communication

As the company provides services, it is tied to a physical location, the consumer must visit the premises and having physical contact with the company, it allows mouth to mouth communication. When a customer drops their laundry at the laundromat the employees may effortlessly advertise their plans with the business. It does not require the customer to follow their Facebook page, or any other marketing channel to receive information. As mentioned before, many of the customers are somehow familiar with the owner, thus it is crucial for Pesu-Nopsa to spread a positive image of the company.

4.5.3 Local newspaper

As most Finnish residents continue reading newspapers, either in paper or online, local newspaper continue in being a compelling method of communicating. Up to 90 per cent of Finnish residents actively read the newspaper and 80 per cent examine the paper version (Sanomalehtien liitto, 2016). Furthermore, a local newspaper of Sastamala, Alueviesti reaches up to 100,000 weekly readers and 32,000 households. Whether, the consumer prefers the online version, it is accessible free of charge (Alueviesti, 2011). Tyrvään Sanomat is another channel of communicating via newspaper.

As numbers of active newspaper consumers are eminent, they disclose and effective way of communicating the relocation to a larger audience, rather than just Pesu-Nopsa’s current customers. Essentially, it does not just provide information to current clients, but in addition creates opportunities for growing their customer base. Based on the survey question, 34.6% of the respondents has heard of Pesu-Nopsa through an advertisement in the local newspaper. However, the readership has decreased since 2010, it is still a significant source of information, which Pesu-Nopsa is utilizing.
Figure 13 Format preference between ages (Sanomalehtien liitto, 2016)

Figure 14 Formats of reading the newspaper (Sanomalehtien liitto, 2016)
4.6 Creating value to the customer by relocating

As a question was asked in the survey, whether the new location has provided the customers with additional value, see figure 8, substantial amount of answers weighed a positive answer in either the distance, service experience or comfort in the new environment. All the above factors influence customer satisfaction. Furthermore, the interview revealed that the owner of Pesu-Nopsa is confident in bringing extra value to the customers through the new environment of the laundromat. Regardless of the relocation taking place in the same city, respondents felt that the new location provided them with additional value. Accessibility of the laundromat played a role in this, as both the respondents and the interviewee confirmed that the accessibility to the laundromat has been improved. Comfort in the environment of the laundromat is directly proportional to the service experience. With new premises and a cleaner environment, the customers feel the difference. Satisfaction of the new environment was highly appreciated, as 34.6% of the respondents felt the upgrade on the status of surrounding in the laundromat.

4.7 Relocation affecting the distance of customers

As was found out through the survey, 70.2% of the respondents were locals and 69.2% said their distance to the laundromat was zero to ten kilometres. Even if the relocation did not provide a significant change in their location, it is a strength, since majority of their customers are locals. Moving outside of Sastamala could have resulted in Pesu-Nopsa losing a portion of their concurrent customers. However, some of their loyal customers travel more than 20 kilometres to the laundromat. As 30.8% answered the new location has brought them value, regardless the distance the laundromat moved, it provided every third customer value.
4.8 SWOT Model of the relocation of Pesu-Nopsa

SWOT Analysis was utilized in this section, since it brings a broader understanding of specific details and their effect on the relocation.

Figure 15 SWOT of Relocation (model by Slidemodel, n.d)

Strengths
With the relocation a company has a possibility to rebrand, as a new location may be a fresh start for a company. Pesu-Nopsa grasped this opportunity and decided to rebrand their image slightly. They made new logos, banners and slogan. Their current logo is far more professional alike when comparing to their new one.

By relocating Pesu-Nopsa gained a larger space to operate in. As the interviewee disclosed work ergonomics and efficiency, the new environment has drastically enhanced this specific aspect. Furthermore, visibility has developed, as their new location is on the side of a popular road, rather than in midst of an industrial area.

The new environment improved the image and creditability of the company, furthermore improved the work conditions, so the effect was internal and external.
Weaknesses
Regardless of the move being overwhelmed by strengths, some weaknesses were sighted. When undergoing an immense change, as relocating a business is, the change does not happen overnight. It requires careful planning of those involved in organizing the change. It contrasts to supplemental action and work. Supplemental work, which is related to the change is either negatively affecting effective working hours or parallelizes to overtime work. Pesu-Nopsa being a small enterprise, it was the owner’s bourdon to adhere the move. Although the move was mainly done with the crew of Pesu-Nopsa, professionals were brought in. With competent addition of work force and knowledge being included, it brings expenditure to the company.

Opportunities
As defined in the need for change, with larger spaces, Pesu-Nopsa can grow its business, for instance, through advanced machinery ensued with developed service offering. The building Pesu-Nopsa is currently operating in has unoccupied business space, which brings opportunities for further visibility. The survey revealed that 81.2% (27/33) of the customers, who answered yes utilize other services as they pay a visit to Pesu-Nopsa. Furthermore, 63% of those who answered yes mentioned grocery store. Although, the unoccupied state of motion is slightly too little for a larger grocery store, there is an opportunity to affiliate with a secondary business. Uncomplicated accessibility of the laundromat brings opportunities in a sense of business growth in a greater customer base.

Threats
As relocation being a massive project, it endangers the business to certain threats. When relocating, a threat emerges on losing your current customers. In the worst-case scenario, it threatens the businesses’ existence if the customers aren’t notified effectively and clearly (Hakobyan, 2018). However, as the move was a short distance relocation of under a kilometre and 69.2% of the respondents had a shorter distance to the company than 11 kilometers it barely affected the main customer base’s distance to the business. Fracturing the machinery was a serious concern, nonetheless the interview with the owner affirmed it was acknowledged and eliminated.
When relocating machinery, the service downtime costs must be taken into account. When a business’s core operations are run by machines, during the move of the
equipment they are unavailable for use, resulting in service
down time. As a business has service down time it’s directly
proportional to the profit of the company.

5 RECOMMENDATIONS

Based on the research, the author made recommendations for the commissioning company.

5.1 Customer loyalty program

Customer loyalty program was a recommendation from the author, since for customers who perceived the change as a negative factor, for instance the new location, it is to hold on to these customers. Furthermore, customer loyalty program is linking customers to adhere for further changes. A customer loyalty program is rewarding regular customers repetitively for their frequent purchases of services. As majority of their customers utilize Pesu-Nopsa’s service less often, the author recommends Pesu-Nopsa to encourage this specific customer base to take advantage of their services more frequently. For instance, rewarding regular customer for every fifth wash with a discount coupon, or other benefits. As there will always be some customers desiring lower prices, the price topic specifically came up in the survey a couple of times. By not only responding to the needs of these consumers, Pesu-Nopsa may encourage the rest of their customer base to activate through a supporting program. A customer loyalty program is effective to reduce the customer retention rate, consequently increasing the profitability of the company meanwhile. (Otis, 2016)

5.2 Capitalizing on the increased visibility

The new premises of Pesu-Nopsa are in a visible area for passersbyes, since they are located beside a main road. To further boost their visibility, the author recommends the company to place a visible mark, which those whom travel alongside the road pay attention to. In the long-run the aim of it is that the place will be remembered and linked to Pesu-Nopsa to keep reminding that the company operates in the
vicinity. Such mark could be a digital clock including the time and temperature.

5.3 **Even the demand**

As it was evident from the survey, customers use laundry services infrequently. In addition, Christmas season is an extremely busy time according to the owner. The author recommends the company to figure a way to even the demand between seasons by offering benefits throughout different seasons. The company has had several tiny events with customers, such as serving coffee and edibles, thus continuing these small gatherings and hosting them regularly during the less busy periods to even the demand spikes and to build stronger customer relationships and continuing the customer flow.

5.4 **Affiliate program**

As the increased visibility and unoccupied state of motion brings opportunities, such as co-operating with other local businesses, the author suggests Pesu-Nopsa to pursue affiliating with another local business for increased recognizability. However, having unfilled business spaces in the property does not automatically mean that a company should relocate there. However, by creating a coalition program, with a related business, for instance a carpet outlet, Pesu-Nopsa would have a strategic partner to share customers and perks with and vice versa. Not only does this support the growth of the business, it enables the customers to benefit from the partnership by having laundry services at the ready and receiving discounts to carpets. (Bernazzani, 2018)

5.5 **Refer a friend program**

90.4% of the respondents answered either a four or a five (five being the highest) to the question of recommending Pesu-Nopsa. Followingly, mouth to mouth communication was the most popular in how the customers had heard of Pesu-Nopsa. Based on this knowledge the author
recommends the company to seek to capitalize on this phenomenon. It may be done through a friend referral program. The general idea of this program is to inspire customers to share their experiences and the services of the organization to their friends, ultimately leading to a new customer ship for the organization. Additionally, rewarding the referring customer with a benefit for their loyalty and strengthening the customer relationship. (Tay, 2018)

6 CONCLUSION

This thesis was commissioned by Pesu-Nopsa. The company experienced a significant change when relocating their business. The relocation took place in summer 2018. The main goal was to research how relocation affects a small business. Emphasis was given to certain fields: how the customers perceived the change, effects on the company and how the environment of the company changed. Not only was the purpose of this thesis to analyze the change, but to presents ideas based on the research on growing the commissioning company. Research methods used were interviewing the owner of Pesu-Nopsa, customer survey, observations by the author and researching existing knowledge on the topic. The survey provided the research with insider insight on the customer’s perspective, as 52 responses were recorded. The theoretical framework was chosen to support the research in existing information, which was relevant to this topic. As of now the relocation seems like a big success story on short-term factors, however the larger picture is revealed in the long-run.

6.1 Reliability

Reliability is a huge factor when drawing conclusions generated by field research methods. For improved reliability on the customer survey, the author gave an opportunity for the respondents to answer anonymously, to increase the honesty and form of constructive feedback. The reliability is difficult to evaluate, as it mostly lied on the hands of the customers, as majority of the data collected was though their answers. However, as the survey received 52 answers, a significant proportion of the customer’s perspectives were assessed.
The interview provided reliable information, as it was a face-to-face interview with the owner.

6.2 Limitations

The main limitation of the research was the time frame the survey was available to answer. It was generated to accept answers through a special season, which lasted for a couple of days. Even if 52 responses were recorded, conclusions for the whole customer base cannot be drawn.
REFERENCES


Customer survey

Pesu-Nopsa asiakaskysely
Required * = Pakollinen kenttä merkitään merkillä *
Other = Jokin muu, mikä?

*Required

1. 1. Mikäli haluat osallistua arvontaan, täytä tähän nimesi ja puhelinnumerosi

2. 2. Ikä?
   
   *Mark only one oval.*
   
   [ ] alle 25
   [ ] 26-45
   [ ] 46-65
   [ ] yli 65

3. 3. Paikkakunta *

4. 4. Kuinka usein käytät pesulapalveluita? *Mark only one oval.*
   
   [ ] Kerran viikossa
   [ ] Muutaman kerran kuukaudessa
   [ ] Kerran kuukaudessa
   [ ] Muutaman kuukauden välein
   [ ] Harvemmin

5. 5. Kuinka pitkä on matkasi Pesu-Nopsaan? (kilometreinä) *Mark only one oval.*
6. **Asiakkuuden pituus** *Mark only one oval.*

- [ ] alle
- [ ] 1
- [ ] vuosi 1-3
- [ ] vuotta yli 3
- [ ] vuotta

7. **Käytätkö Sastamalassa muita palveluita samalla, kun asioit pesulassa? Mikäli kyllä, mitä?**

8. **Onko pesulan uusi sijainti ja uudet toimitilat tuoneet sinulle lisäarvoa? (voit valita useamman) Other = Jokin muu, mikä?**

   Tick all that apply.

   - [ ] Etäisyyss
   - [ ] Palvelukokemus
   - [ ] Viihtyisyys
   - [ ] Ei ole
   - [ ] Other: ____________________________

9. **Mikä saa sinut käyttämään Pesu-Nopsan palveluita? (voit valita useamman) Other = Jokin muu, mikä?**

   Tick all that apply.


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- [ ] Internetistä

Other:

13. Ruusuja tai risuja yritykselle
Kiitos vastauksistasi ja Aukustin valmistumisen auttamisessa!
Survey results

3. Location
52 Responses

4. How often do you use laundry services?
52 Responses

5. How long is your trip to Pesunopsa? (in kilometers)
52 Responses
8. Has the new location and new office facilities added value to you? (you can choose more) Other = Anything else, what?

52 Responses

- Distance: 16 (34.6%)
- Service experience: 14 (27.0%)
- Comfortability: 18 (34.6%)
- No: 12 (23.1%)
- Accessibility: 1 (1.9%)
- Have not been there: 1 (1.9%)
- Have not been there: 1 (1.9%)
- Price: 1 (1.9%)
- Spaciousness: 1 (1.9%)
- Accessibility: 1 (1.9%)

9. What makes you use the services of Pesunopsa? (you can choose more) Other = Anything else, what?

52 Responses

- New location: 6 (11.5%)
- Accessibility: 15 (28.8%)
- Service experience: 25 (48.1%)
- Quality: 25 (48.1%)
- Price: 17 (32.7%)
- Staff: 30 (57.7%)
- Locality: 1 (1.9%)
- Need for laundry services: 1 (1.9%)
- Customer by work: 1 (1.9%)
- Nothing yet: 1 (1.9%)
- Need for laundry services: 1 (1.9%)
- Need for laundry services: 1 (1.9%)
11. How likely would you recommend Pesunopsa?

52 Responses

[Bar chart showing responses]

12. Where did you hear from Pesunopsa? (you can choose more) Other = Anything else, what?

52 Responses

[Bar chart showing sources]