

A More Satisfying Customer Journey Through Mariehamn Airport

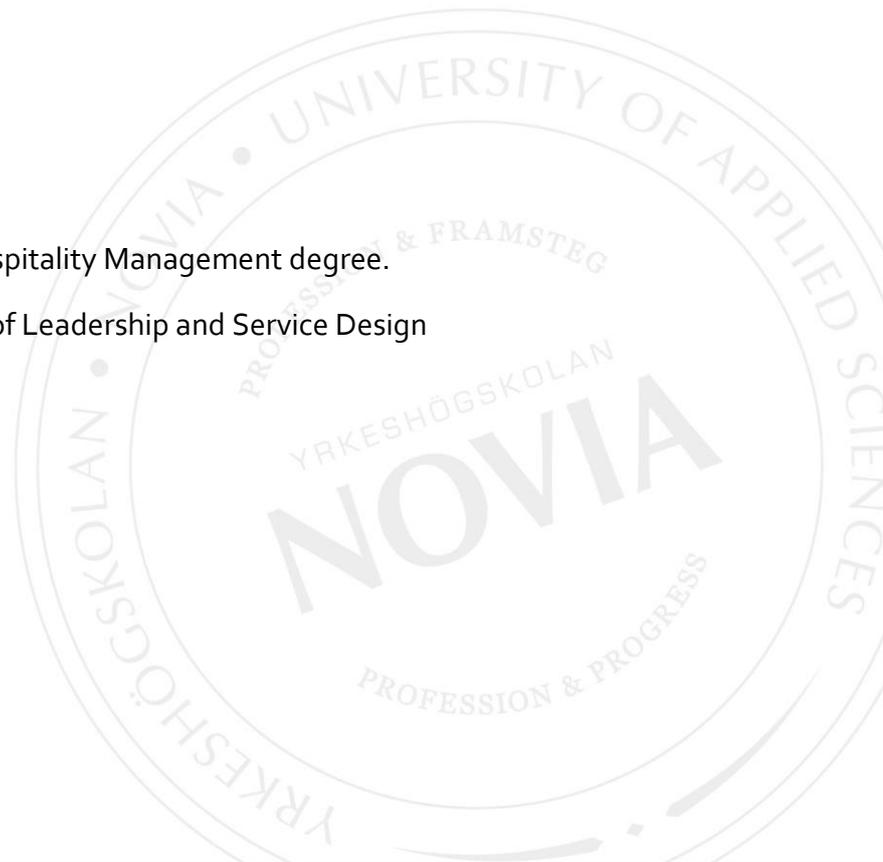
- How to develop the customer experience with service design methods**

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Abstract

The purpose of the master's thesis was to develop the customer experience at Mariehamn Airport with service design methods. The thesis work was commissioned by Finavia. Finavia is the Finnish airport operator that operates 21 national airports.

In the theoretical part of the thesis service design as science and the research methods for the thesis work are presented. The customer journey is analyzed, studying quantitative customer satisfaction results and benchmarked through Gemba walks. The theoretical part extends into two key aspects often necessary to create customer satisfaction; innovation and quality.

Customer satisfaction at the airports is a high priority for Finavia. The customer satisfaction is measured regularly at the airports. The aim of the thesis research is to identify and choose touchpoints for development along the customer journey at Mariehamn Airport. In order to make the overall customer journey through the airport more satisfying and to meet the criteria of customer satisfaction stipulated by Finavia.

The focus areas for service design development are the first impression and pleasantness of the airport and the food and beverage services at the airport. The service design development work is done according to the service design sprint method, allowing many ongoing development projects simultaneously.

The results of a more satisfying customer journey through Mariehamn Airport could be measured after the service development insertion. The positive trend in the customer satisfaction was not only met, it exceeded the criteria stipulated by Finavia.

Language: English
satisfaction

Key words: Service design, customer experience, customer

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III Current state, spring 2018 service blueprint with emotional customer journey according to Finavias customer satisfaction survey results

1 Introduction

Customer satisfaction is recognized as a critical success factor for businesses regardless of industry. But is the core offering the product what the customer really cares about and what makes the customers satisfied? (Stickdorn et al. 2018, 4)

Usually not, customers often care more about the feeling a service gives them than the actual core offering. According to American Express global Service Barometer 2017 research 66 percent of Singaporean and Mexican consumers have bailed on a transaction or not made an intended purchase because of a poor service experience in the past year. The statistics in the same study for US, Britain and Italy were 52, 42 and 39 percent. One of three Singaporeans will immediately consider to switch provider if they have a poor customer experience. (American Express service Barometer 2017, 2018.) It can be concluded that customer satisfaction is crucial for all types of business. "Customer service is the most important factor that customers look at in choosing to do business with a company" says Senior Vice President at American Express Global Network Japan and Asia Pacific Pradeep Kapur in an interview. (Alawadhi, 2017)

Feelings define behavior, 90 percent of the decision making process is made subconsciously (Sammallahti, 2009, 13). Service providers need to pay attention to how their services are perceived by the consumer. Functionality is not enough.

1.1 Finavia

Finavia maintains and develops the network of 20 airports in Finland as well as the main airport Helsinki Airport. Finavia serves airlines and their passengers on domestic and international route flights and charter passengers travelling both to and from Finland. The Finavia airports are shown on the map. (Figure 1)

Finavia in Finland

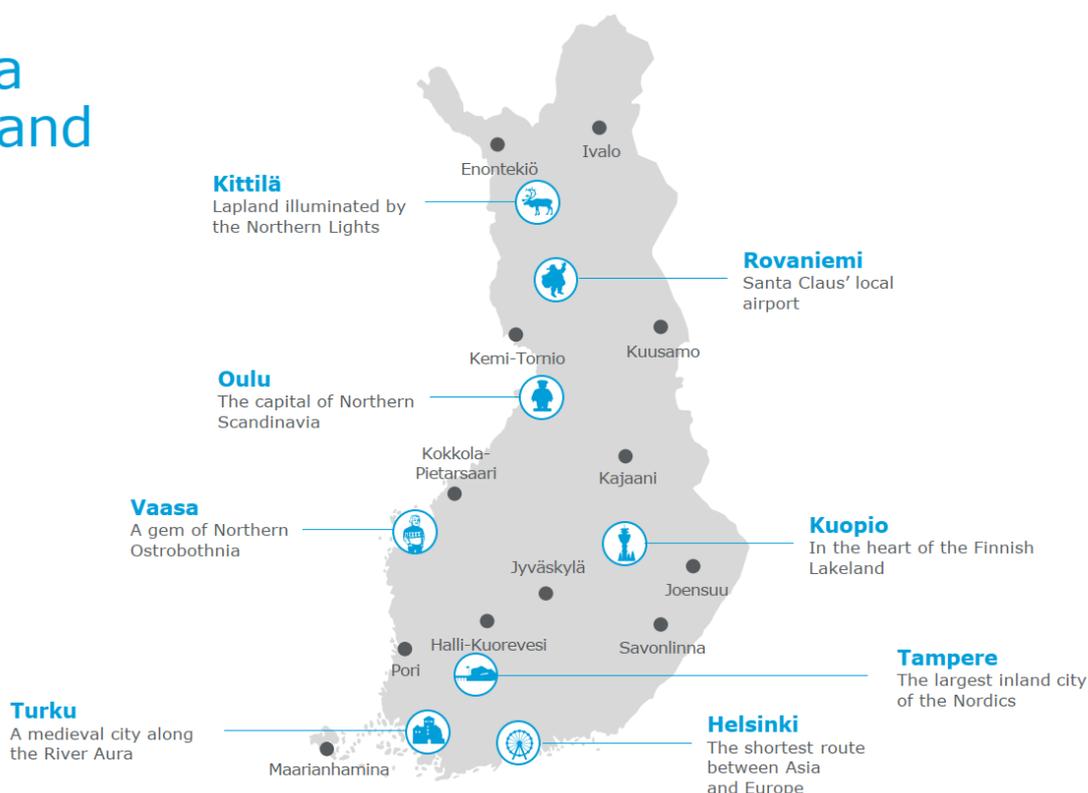


Figure 1 The Finavia airports in Finland. (Finavia Company presentation 2018)

The aviation industry is international, airline passengers from around the globe pass through the Finavia network airports. Finavia's competitors are domestically other forms of travel domestically, principally the train and private car and internationally other airports.

Finavia needs to provide reliable, cost efficient service solutions for the airlines and passengers that make their customer journey through Finavia airports smooth. The services need to fulfill all the strict criteria for International, European and Finnish aviation industry stipulated by ICAO (International Civil Aviation Organization), EASA (European Aviation Safety Agency) and Trafi (The Finnish Transport Safety Agency).

Even if requirements to meet the demands of the aviation regulation and to be able to deliver airport services punctually requires a multifaceted and solid work, it is seen as a hygiene factor by the customers. It is an expected value that the airport provides punctual reliable services. The air traffic control, airport maintenance, ground operations and safety and security are expected to meet all requirements for passenger air traffic and work

seamlessly to provide a smooth take off for passengers and airlines. This thesis work does not cover these so called hygiene factors. In this study the expectancy is that the functionality of the airport runs flawlessly and airlines and their passengers are served punctually. This study focuses on the customer satisfaction of the tangible values, the touchpoints along the departing passengers' customer journey that occurs at the airport terminal.

The customer satisfaction can be seen as a layer built on top of the basic requirements, stipulated in regulation and the expectancy of punctuality.

Finavia sets as goal in the corporation strategy to do its best "...to ensure smooth travelling and high customer satisfaction." Finavia strives to offer safe and reliable services, a unique customer experience and time and cost efficiencies. The atmosphere at Finavia airports aims to be unhurried and positive. At its best, travelling via Finavia airports can be easy and stress-free." (Finavia Vision and Strategy w.y.)

Lucjan Kierczak, Head of Marketing at Survicate – a company providing customer insight tools for businesses, lists five reasons why customer satisfaction is important. (Kierczak w.y.)

1. Loyal customers are up to 10 times as valuable as their first purchase.
2. A customer can stop being your customer in a heartbeat.
3. Customer satisfaction is reflected in your revenue.
4. Customer satisfaction helps you stand out in the competition.
5. Great customer satisfaction can take your brand places.

Finavia has identified customer satisfaction as an important aspect that is continually measured, analyzed and improved. The listed reasons by Kierczak are reflected in Finavia's strategy. Loyal customers are valued, the rapid changeability of customers, the correlation between customer satisfaction and higher revenue and customer satisfaction as a competitive advantage are known and satisfied loyal customers can do wonders for the brand.

What can and should be improved along the customer journey at Finavia's network airports? Which so called low hanging fruits, tangible irritations and hurdles along the customer journey could be improved instantly and what should be reworked over time to increase the value of the customer experience at the airport?

1.2 The research process and plan

The aim of this study is to provide Finavia with valuable insights for improvement in customer satisfaction at the network airports. The focus is going to be on Mariehamn airport and creating a more satisfying customer experience at the airport. The study is done by gathering insights and data of the current situation at the airports. Using the data from the quantitative customer insight surveys, the qualitative collaboration with stakeholders and benchmarking at airports through Gemba walks. Research methods include brainstorming with colleagues from both Mariehamn and other airports at the Gemba walk meetings. Service design tools are used in cooperation with stakeholders to gather input and identify improvement areas. The aim is to identify and develop improvement areas with service design methods and implement some improvement ideas.

I am working as Airport Manager at Finavia, Mariehamn Airport and it is in my interest both as a leadership and service design student and Airport Manager to identify weak spots in the customer journey at an airport. Especially touchpoints that can be developed with service design methods to strengthen the customer experience at Mariehamn Airport.

The customer satisfaction at the airports are measured and the aim is to strengthen the overall satisfaction at the network airports. Finavia has an outspoken goal to have a minimum measured value of 4,23 on a scale 1-5 in overall customer satisfaction in a standardized poll performed at airports. On the scale used in the customer satisfaction survey 1 stands for "Has succeeded very poorly" and 5 for "Has succeeded very well".

Mariehamn Airport did not reach the goal in the customer satisfaction survey in 2017. The overall value measured at Mariehamn Airport was 4.16. My professional target is see to

that Mariehamn Airport customer satisfaction would reach the Finavia goal and my aim is to find valuable insights useful for Mariehamn Airport within the frame of my Master's thesis study.

The research process is performed according to the process chart below (figure 2).

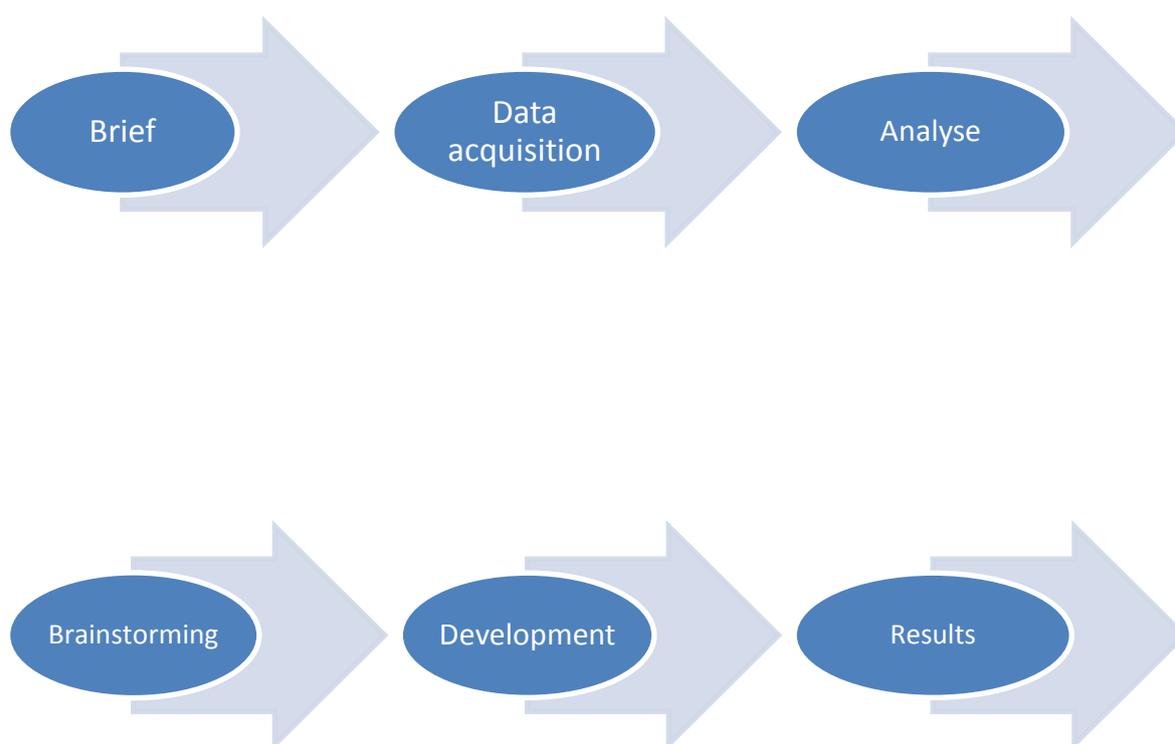


Figure 2 Flow chart of the research process

Even though service design focuses on the customer needs, the process starts by identifying where the service design could create value for the company. In the brief identifying the business case, the reason for the company to develop a service is done. The data acquisition combines the literature studies, gathering and studying existing relevant data and information on Finavia's airports and the benchmarking done by performing the Gemba walks at the airports. Analyzing the findings, brainstorming and developing new

services is done with colleagues at the airports and stakeholders. The aim is to get insights into what increases the customer satisfaction at Finavia airports and to use the insights to create a more satisfying customer journey through Mariehamn Airport. At the end of the Master's thesis, the results of the service development process are presented.

2 Aim of the study

The focus in this study is going to be on identifying valuable improvements along the customer journey to increase the customer satisfaction. The focus is on the customer journey for the departing passengers and implementing some service designed services at Mariehamn Airport.

2.1 Frame of reference

Customer expectations are rising in all areas of business. It is the well performing companies that are driving the standards. Customer satisfaction is the key indicator in measuring success for a company. (Lotz et al, 2018)

In the frame of reference for this study, the customer satisfaction is in the center. The customer satisfaction is measured regularly and clear targets to achieve have been set. In the reference frame the customer promise Finavia has given for the Finnish airports is "For smooth travelling". This promise must be fulfilled within the aviation rules and regulation together with the core stakeholders at the airport. There is a given corporate strategy, vision and mission to follow. In this study the research methods the customer journey and Gemba walk. The identified weaknesses along the customer journey are going to be developed with service design methods.



Figure 3 Frame of reference for the study

2.2 Research questions

The research questions for this study are set to find the development areas at the airport and to identify what could be done are:

What needs to be improved for the passengers to become more satisfied with the customer journey through the airport?

Which concrete solutions along the customer journey would be most valuable for Finavia to invest in to increase customer satisfaction in the known pain points?

3 Background

“Finavia’s values are flight safety, customer orientation, efficiency and ability to renew, collaboration and transparency, and environmental and social responsibility.” (Finavia Vision and Strategy w.y.)

Finavia is a strategic company for the Finnish government and plays an important role in the Finnish economy. “An internationally competitive airport is important for the well-being of Finland as a whole. Air traffic is a major employer and an important taxpayer. In Finland, air traffic employs directly or indirectly 100,000 people, and the aviation industry pays EUR 2.5 billion in direct or indirect taxes.” (Finavia Vision and Strategy w.y.)

The success of the company is of crucial importance for the connectivity of Finland. The connectivity is necessary not only for travelling but also for a prosperous trade and industry in Finland. “Our mission is to promote mobility and make Finland more international by providing safe, high-quality and cost-efficient services to passengers and air traffic operators. Profitable and successful airports are important for the competitiveness and well-being of Finnish society.” (Finavia Vision and Strategy w.y.)

Finavia is actively following global megatrends. This in order to be able to manage and develop the company in the best way. The megatrends followed are urbanization, digitalization, climate change, growth of middleclass and purchasing power in Asia and growth of individualism in social media in China.

Megatrends of travel and aviation industry

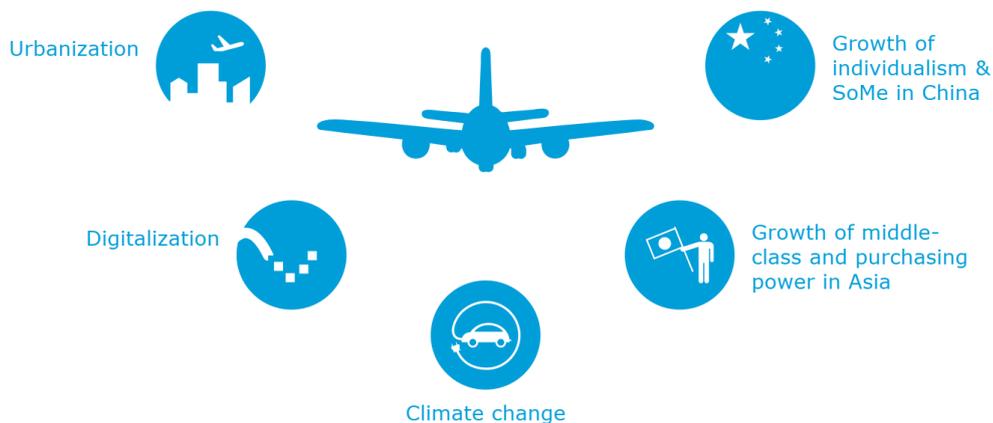


Figure 4 Megatrends that Finavia follows. (Finavia Company presentation 2018)

According to Finavia's own findings megatrends are that digitalization and technological development is a present trend as well as a rising trend in the future. There could be useful insights found adaptable in this study in the technology adaption curve made famous by Rogers in his book Diffusion of Innovation. Assuming that the group of people who fly for transportation are more early than late to adopt new technologies. Typical for both frequent flyers and those more early to adopt new technology is that they have a high socioeconomic status, education level and are often experienced professionals in their working field.

"The operating environment of airport companies is subject to change and fierce competition. Our key strategic objectives are developing our passenger services and improving the profitability of our airport network." (Finavia Vision and Strategy w.y.) Finavia's business strategy is both to continue to be among the best airport providers in the world and to be able to do so cost efficiently. In 2014-2015 the World Economic Forum's (WEF) Global Competitiveness Report ranked Finavia's airport network fifth and 2015-2016 ninth. Finavia's airport network was ranked right behind Singapore, the United Arab Emirates, Hong Kong, the Netherlands, the United States, Qatar and Switzerland. It

is a very strong result, especially considering that Finavia operates 21 airports in a sparsely populated country.

To be able to maintain the top position among the world leaders in the airport industry Finavia has to keep up with the development in all areas of the industry. The services needed at an airport are many and diverse. There are always many stakeholders involved to provide a smooth customer journey through an airport. Finavia is ultimately responsible for the reliability of the airport services at passenger airports in Finland. This is stipulated in the international aviation regulation. But often many of the touchpoints along the customer journey at an airport are provided by, contractors, partner companies and stakeholders. Typical such touchpoints are check-in, security control and food & beverage services.

Finavia's services provided at airports are usually different types of back office functions. Finavia is the landlord at airports that provides the facilities and maintenance. Front end customer service is often provided by stakeholder staff, like ground handling and airline staff.

Products can be copied, but a well-planned service range is not easily copied. Aristotle's *Poetics* is the foundation of Western understanding of theatre. Aristotle's presents the notion of plot that he calls "the arrangement of the incidents". (Pine & Gilmore 1998, 104) A well-staged service experience is like a play, it works smoothly and seamlessly and provides a valuable asset within any business sector.

Finavia has an ambitious vision for the corporation. Finavia aims to be "Offering world-class services for airlines and air passengers". One of the main objectives are satisfied customers.



Figure 5 Finavia's visualization of the company strategy. (Finavia Company presentation 2018)

To be able to achieve the goal, "Offering world class services for airlines and passengers" Finavia needs not only to plan and execute highly satisfying customer journeys through the airports for the different customer segments and personas. Finavia also needs to implement the service culture both in its own organization and the partner companies, contractors that provide services to passengers at airports. The partner companies often are in the front end of the service, closest to the customers. To ensure the service quality at the airports, all stakeholders and contractors need to be committed to the goal of satisfied customers. No touchpoint along the customer journey at the airport can be left out regardless which stakeholder generates the service.

3.1 Modern tools for development

As mentioned in the strategy visualization, Finavia aims to be efficient and renewable. It means to use modern tools and technology both in developing services and providing services.

Finavia has recognized service design as one useful tool to accomplish the vision of the company. Many different development programs are performed simultaneously within

the organization and many of them are led wisely with a holistic perspective. It is already standard practice within Finavia to take into consideration the stakeholders when designing new services. But as always there is still room for fine tuning and more service design to be done. Not least because we live in a changing world and operate in an industry where development is progressing rapidly.

3.2 Change management

Finavia's strategy; We want to be a profitable, respected and well-managed service company that is regarded as one of the best operators globally in all our areas of business." (Finavia Vision and Strategy w.y.)

Finavia has an outspoken goal to develop the customer satisfaction at the airports so that it develops from "An ok Experience" 2017 to the "first choice" of the customers "A unique world class experience". To succeed in becoming a world class service provider within the airport industry, it requires seamless cooperation with all stakeholders providing services at the airport. All services required for planes to turn around at the airports and serve the airline customers at airports are not provided by Finavia. There are different business partners and contractors providing the necessary services along the customer journey.

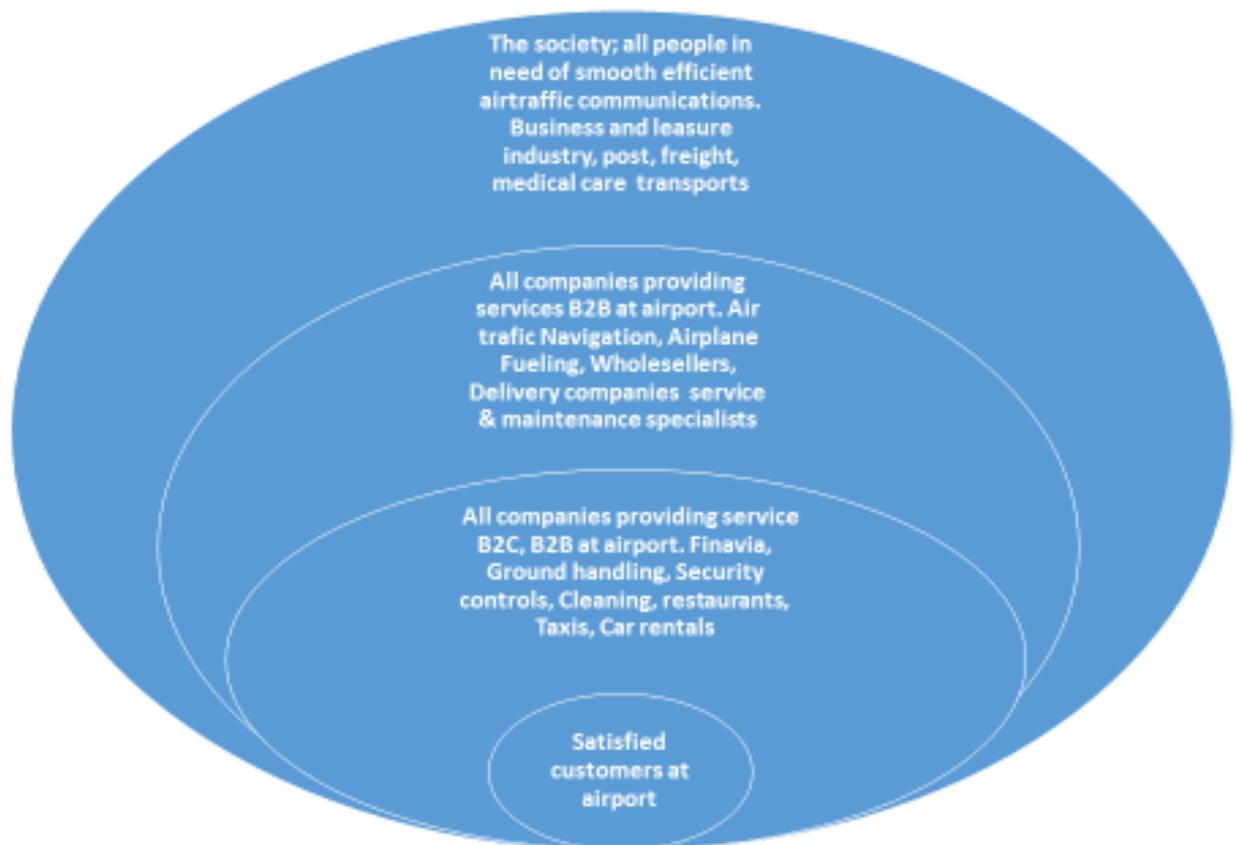


Figure 6 Stakeholder map for an airport

For the customer it is irrelevant who, which company provides what service. The important thing is that everything runs seamlessly and smoothly.

This requires that the operational staff, regardless of employer embraces and commits to Finavia's operational goals each year. The goals are presented in the blue boxes starting with the awareness of the current situation of the customer journey.

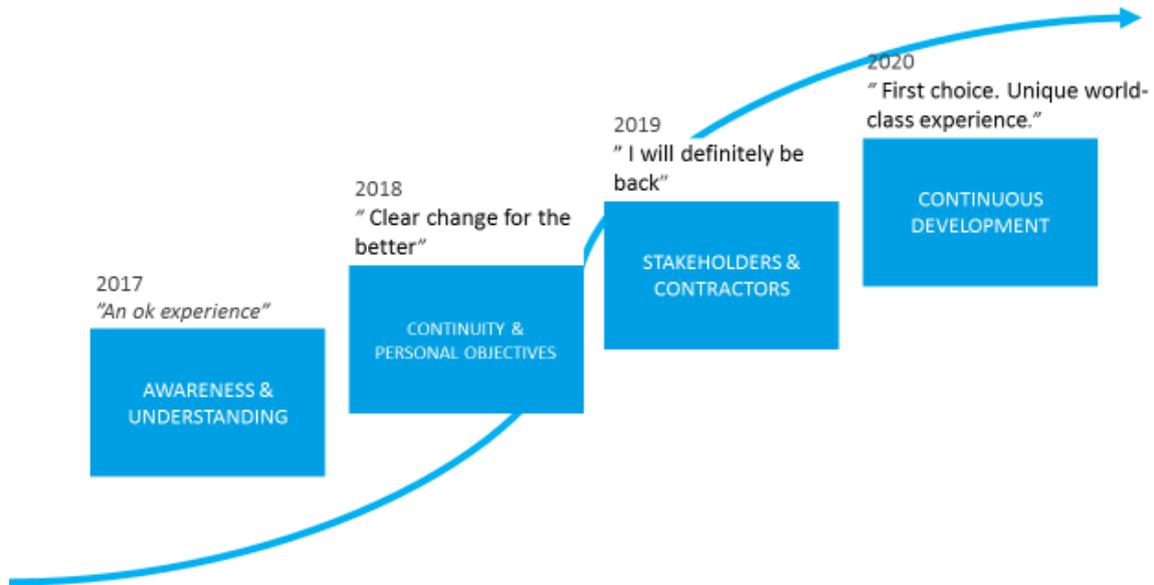


Figure 7 Customer experience goals 2017-2020 stipulated by Finavia

The operational staff needs to know their role in the process and they need to be familiar with the expectations to make all the stakeholders and contractors committed to the strategy goals. They also need to be aware of the fact that it is going to be a continuous development process. Pine and Gilmore takes it so far that they claim that for a service provider to thrive in the ever harder competition, every worker on every level needs to understand that business is a stage and work is a theatre. Whenever a customer comes "across the stage", workers need to perform accordingly (1998, x-xi). This requires that every worker on every level within the stakeholder ecosystem is familiar with the strategical goals and operational targets and is able to play their part successfully. Regardless of stage, each and every action along the customer journey contributes to the total customer experience (Pine & Gilmore 1998, 102).

Pine and Gilmore claim that services are as distinct from goods that experiences are from services. They see the opportunity to increase the value for the customer and the potential revenue drastically for the provider when a service provider is taking the service and making it into a memorable experience. (Pine & Gilmore 1998, 2-3) At every service touchpoint an act of theatre occurs (Pine & Gilmore 1998, 105). Every touchpoint is possible to design and stage and thereby give good tools for the workers at every

stakeholder company or partner company to act according to the plot and strive towards the common strategical and operational targets.

Already in the late 1990's, Pine and Gilmore wrote that customer experience planning is going to become as much part of everyday business as product and process design was then (Pine & Gilmore 1998, 46)

The well-established restaurant chain in Finland, Amarillo is working on a thorough concept change. The renewal is going to take place during 2018 and 2019 and is to be implemented at all 21 Amarillo restaurants in Finland (20) and Estonia (1). They are going from offering services to offering experiences. The former waiters are now adapted to become entertainers. The restaurant chain manager Pekka Lavikainen thinks that the era when nice basic service and nice products is now over. It takes more to satisfy the customers and make a business successful. He wants the service experience at the Amarillo restaurants to be personal, close to the customer and bravely positive. Ulla Immonen, regional manager at the Finnish service sector trade union PAM shares the opinion that creating experiences is important. She thinks that visiting a restaurant is not only about getting nutrition, it is and should be an experience. Lavikainen believes that the ones working with direct customer contact are playing the most important part in creating the service experience. (Niinistö, 2018.)

The thorough planning for the service provided, helps identifying where there can be an overflow of resource, or waste resources. A modern approach is to present the company values. Instead of micromanagement of workers' every task, it can be beneficial to communicate the company's strategic values clearly. The principles, How to think, The methods and ways to work, How to Work and the desired result, How did it go. This so called Lean method gives the workers the possibility to make own decisions within the frames of the strategic values and principles. (Peterson et al. 2009, 31.)

4 Problem area

It is known that satisfied customers visit more frequently and spend more. They also tend to recommend the services more likely to other customers. Satisfied customers are valuable customers for business.

The challenge is to outline which concrete measures on the customer journey would provide most value at Finavia airports. The value is measured as value for Finavia in the form of more satisfied customers in the customer satisfaction survey and or lower costs for the company.

4.1 Customer lifecycle

The customer lifecycle is a visual and powerful tool to understand the customer's behavior and find business opportunities. It also gives insights into how the customers experience services. The customer lifecycle can roughly be divided into four steps; before, begin, during and after. (Reason et al 2016, 23) (Figure 8.)



Figure 8 Customer lifecycle

The customer lifecycle describes the customer path step-by-step. How people become customers, their initial interactions with the service provider, regular use, incidents. It provides insights in how to gain and keep customers. (Reason et al 2016, 36)

It helps service providers to find ways to support customers to make the best choices, the most valuable ones both for the customer and the service providers along the customer journey. (Reason et al 2016, 37)



Figure 9 A more detailed Customer lifecycle

The service provider needs to enable a smooth customer flow and eliminate hurdles and barriers along the customer journey.

4.2 Customer segments at Finavia's network airports

To be able to find valuable solutions, it is necessary to know the customers and their needs. Sammallahti states in her book "Konseptisuunnittelun supersankarit" that knowing the market, the consumers and the company business are the most important aspects when developing the business and creating more value. Sammallahti finds it

important not only to have statistics and interviews, but also to investigate the consumers when they are in action. (Sammallahti 2009, 30-32.)

Finavia has made focus group analysis at the airports to get insights from their consumers. They have identified four different types of customers at their airports with different needs and expectations. These four customer segments or traveler types as Finavia calls them are "the fast and efficient flyer", "the safety seeker", "the habitual traveler" and "the enjoyment seeker". (Finavia Smooth Travelling w.y.)

It is also known that customers depending on nationality and culture have different expectations on services. The same customer often has different needs and expectations at the airport, depending on the purpose of the flight. A customer desires and appreciates different services on a business trip than a leisure trip.

4.3 Customer satisfaction

Service providers can find it hard to go from understanding the importance of customer satisfaction to really be able to deliver satisfying services to the customers. The key to deliver satisfying services is brilliant basics. The service providers need to see to that the core offering in their service is provided smoothly. (Reason et al 2016, 54-55.)

Every service provider should ask themselves "Who are our customers" or "For whom are we trying to create value"? When the target group is known, it is possible to narrow down the needs and expectations of the customers. It gives the service provider a possibility to start fulfilling, or preferably exceed the needs and expectations. (Bergman & Klefsjö 2003, 28.)

This is best done by identifying the needs that the customers have step-by-step. First the customer needs to be *aware* of the service, then the customer needs to *understand* the service, recognize the benefits, after that the customer needs to *consider* if the service is of interest and finally *buy* it. Depending on the type of service provided, customers may need different level of support along the customer journey. Some decisions need more

consideration than others, many sales fail due to lack of support at the right phase of the process. In a service design approach, the step-by-step process will be looked at from the customer's point of view. Taking an outside in perspective and being as objective as possible. The aim is to learn how the customers interact with the service provider. Monitoring the customers and asking the customers about their user experience. (Reason et al 2016, 58.)

The flow through the steps in the service experience needs to run smoothly, with no or with minimal barriers or hurdles. The motivators and the drivers, the value for the customer to proceed needs to be stronger than the possible hurdles and irritations at all steps on the way. Service providers must introduce and enhance cues affirming the experience positively and eliminate negative cues. Especially anything that can distract the customers from the desired customer journey (Pine & Gilmore 1998, 54-55). Otherwise the customer will be interrupted and the process is likely to fail. The customer will not end up buying the service (Reason et al 2016, 59).

For the service provider the value of identifying the hurdles and barriers can be used to define opportunities to improve business. It is of critical importance for the service provider that there is an economical incitement to invest in enhancing the customer journey. The economical return on the investment in the customer journey must be likely for the service provider. (Reason et al 2016, 60.)

The so called magic moments in customer experience will emerge. There is no value in trying to offer excellence by providing extras and specialities to impress the customers if the basics of the service are not in place. The extras will not impress or satisfy the customers when the basics fail. (Reason et al 2016, 54-55.)

It is not rare that service providers focus on feedback from customer satisfaction surveys or use methods as Net Promoter Score to find pain points along the customer journey. (Reason et al 2016 et al, 55) This can provide some valuable insights for the organization. But some insights are easily missed out on in quantitative customer satisfaction measurements. It is valuable to combine the quantitative research methods with qualitative. One's insights of customer satisfaction data, both quantitative and qualitative, can give a broad range of insights when structured from the customer's point of view.

(Reason et al 2016, 58) Irritation for example is a strong emotion and driver that can divert the customer from the desired customer journey. In quantitative research methods irritation and other emotions or other drivers that divert customers can be overlooked. (Reason et al 2016, 66).

Service providers should strive to put the business goals a side for a moment and take an as objective as possible outside-in perspective on the business they are doing. This for gaining valuable insight in what customers want to achieve. (Reason et al 2016, 57.) Service design is a holistic approach of the customer experience. Service design considers what consumers experience when they buy the product, the service, interact with the organization, receive a competitive offer or find an alternative solution. Insights into what drives and influences the consumer in these situations in order to make choices, help to learn how to deliver more valuable and attractive services. (Reason et. al 2016, 55.)

5 Service Design

In the book "This is service design doing" by Stickdorn et al the most popular definition of service design among a panel of 150 service design professionals is presented. The definition was created by crowdsourcing by designer, leader, strategist, storyteller and maker Megan Erin Miller. (Stickdorn et al 2018, 20) The popular definition follows:

"Service Design helps organizations see their services from a customer perspective. It is an approach to designing services that balances the needs of the customer with the needs of the business, aiming to create seamless and quality service experiences. Service design is rooted in design thinking, and brings a creative, human centered process to service improvement and designing new services. Through collaborative methods that engage both customers and service delivery teams, service design helps organizations gain true end-to-end understanding of their services, enabling holistic and meaningful improvements."

Traditionally, organizations have spent a considerable amount of resources on designing tangible products. But this is changing in favor for design of services. Service design has been around for 20 years and the discipline has evolved from a niche to a mature field of science and is highly relevant today. (Reason et. al 2016, 2)

Reason et.al states three trends that makes service design very relevant for businesses, one in each category; economic, social and technical. As an economic trend, the global switch in societies has been from agriculture to raw materials and manufacturing and finally to services as the economies mature. Nowadays in countries with mature economies, the service sector stands for 70-80 percent of the economy. As social trend the increasingly high expectations of the customers and as technical trend, the growth of digital means and the impact of the digital revolution on the service industry. (Reason et al. 2016, 2-3.) Businesses need to be able to address the changes driven by these trends. This can be done by a service design approach. “..Design is the process of making something fit its purpose – so service design can potentially be applied to the shaping of much of human activity.” (Stickdorn et al. 2018, 23.)

It is important for service providers to take an outside-in perspective on their business. To set aside the business goals and focus on the customer needs. To see and listen carefully and close up. This can lead to uncovering some unpleasant truths like “we are not as important to our customers that we thought we were-they don’t really care,” and “gosh, we make it really hard for our customers to do simple things like buy our products.” It is valuable insights for service providers on the service design path, to know what irritates and what delights their customers. This is essential information when developing excellent service for the customers. (Reason et al. 2016 57.)

Service design can be seen as a mind-set for a group of people or an organization. “As a mind-set, service design is pragmatic, co-creative and hands-on; it looks for a balance between technological opportunity, human need, and business relevance.” Service design provides the tools and language to develop services. Service design is cross disciplinary and “almost dogmatically co-creative”. (Stickdorn et al. 2018, 21-22.)

In 2011 Stickdorn et al. presented the principles of service design in the book “This is service design thinking”. The book and the principles became an institution within the service design discipline. In 2018 Stickdorn et al. presents new reworked principles of service design doing in the book “This is service design doing”.

The new principles of service design doing:

1. **Human-centered:** Consider the experience of all the people affected by the service.
2. **Collaborative:** Stakeholders of various background and functions should be actively engaged in the service design process.
3. **Iterative:** Service design is an exploratory, adaptive, and experimental approach, iterating toward implementation.
4. **Sequential:** The service should be visualized and orchestrated as a sequence of interrelated actions.
5. **Real:** Needs should be researched in reality, ideas prototyped in reality, and intangible values evidenced as physical or digital reality.
6. **Holistic:** Services should sustainably address the needs of all stakeholders through the entire service and across the business.

(Stickdorn et al. 2018, 27.)

5.1 Innovations

There is a constant demand for innovations that are aimed to satisfy the customers. Companies covet innovations because new services and products on the market are linked to getting a unique selling proposition. But every innovation is only unique for a while, until the next new and more exciting thing is on the market. An innovation is seldom unique for a long period of time these days. The extremely connected world makes it easy to copy innovations. New slightly enhanced services and products are introduced constantly. (Stickdorn et al. 2018, 10)

The companies have recognized that they need to focus their innovativeness on the services. Companies have to meet the multilayered needs of the users and not only impress the customers with marketing campaigns or product extensions. (Stickdorn et al. 2018, 11.) Innovative and thoroughly planned services are not as easily copied as products or simple services.

Innovation has been seen as a product of geniuses' work. Now it is known that innovation demands both cooperation and creative friction (Rehn 2017, 78). The best results are often gained by mixing up people with different personalities. Big breakthroughs need a wide knowledge base and different perspectives. In organization's, teams rather than individuals come up with innovations. It is necessary that the leaders have a clear vision on how to create the kind of right teams to enable innovations. (Rehn 2017, 72)

Successful innovation management also requires that the projects, planned investments are in line with the organizations innovation strategy. The innovation should be part of the big picture and vision of the organization, not separate new things. (Rehn 2017, 71)

5.2 Quality

Quality is defined in many ways. Quality can be the matter of what a product or service consists of. Quality is the grade or property of something. Often quality is seen as the products' or services' ability to satisfy, or preferably exceed the customers' needs and expectations. Already in the late 1970's, the Japanese engineer Genichi Taguchi saw quality as how small the environmental footprint for the product (or service) is in society. (Bergman & Klefsjö 2003, 21-24).

Within most industries, quality is paired with safety and security both for the end users and producers. Food and beverage ingredients have to be eatable and the chef's skilled, manufactured materials in constructions durable and the engineers skilled and within healthcare medicines need have good effect and doctors have to be skilled.

Quality can be seen as the value created for the customers. Quality is a motivating factor, a driver to make the customers come back and become loyal customers. Quality makes the customers fall in love with the product or service. Decreasing price, adding features or telling lies can create a short infatuation. But to create a love affair and sustain it takes quality. (Bergman & Klefsjö 2003, 21- 25.)

Quality of a service is often determined at the moment, the touchpoint when the person performing the service, the service supplier meets the customer. This touchpoint is called the moment of truth and is filled with opportunities. (Bergman & Klefsjö 2003, 31)

Service quality consists of both the core content of the specific service, but also general dimensions of service quality exists. The generic quality dimensions of services are several, some of them are presented like a star with eight edges by Ziethaml et al reported by Bergman and Klefsjö (2003, 31-33). (See figure 10)

The edges represent:

- Reliability; consistency in performance, punctuality, precision, informative, correct invoicing, executing according to promises
- Credibility; trustworthy
- Access; supplier availability, opening hours, facilities
- Communication; understandable
- Responsiveness; willingness to help and support
- Courtesy; politeness, kindness
- Emphaty; ability to see the service situation from the customer's perspective
- Tangliables; physical facilities, appearance of equipment and premises

To achieve a high quality service experience the service provider needs to provide a desirable service with good core content and the right balance between the different general dimensions. Requirements of the customers vary depending on the service type requested. Customers have different demand of reliability, credibility and courtesy at a bank, a hairdresser and in a school. (Bergman & Klefsjö 2003, 31-34.)

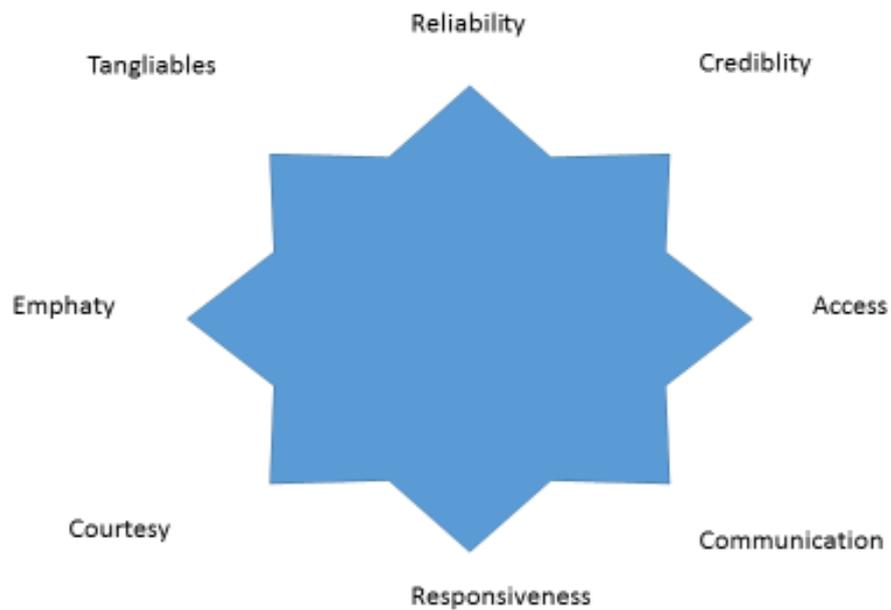


Figure 10 Dimensions of service quality (Bergman & Klefsjö 2003)

When developing products and services it is fundamental to emphasize the on quality. It creates value for the customers at the lowest cost for the service provider. (Bergman & Klefsjö 2003, 99)

Quality often leads to satisfied loyal customers and employees. A strong market position, opportunities for capital release, reduces costs due to fewer mistakes and reclamations and higher productivity. Quality is the cornerstone for business success. (Bergman & Klefsjö 2003, 51)

6 Research methods

In order to find out which improvements in the airport services would give best effect in the customer satisfaction, a mix of different service design research methods are used. A customer journey map visualizing the quantitative customer satisfaction data provided by Finavia. A method also enabled by the commissioner is the benchmarking by Gemba walks at six airports. Illustrations of terminal and parking lot was used to visualize dilemmas and solutions when brainstorming and co-creating with stakeholders. Service blueprints of the current state in 2017 and the current state in spring 2018 after the service development process was done to demonstrate the development.

6.1 Customer journey

The customer journey for an airline passenger starts when there is a reason to travel and ends when the passenger is at his/ her end destination. Most passengers make a round trip. The reason for travel can be leisure or business. In a wider, global perspective the most common reason for travelling is leisure, recreation and holidays. According to statistics from the World Tourism Organization for 2017 the majority, 53 percent of travelling is done for this purpose, often together with family and friends. The second most common reason for travelling is visiting friends, relatives and due to relations like health and religion and stands for 27 percent of travelling globally. Business is the third most common purpose of travel and comprises 13 percent. More than half, 55 percent of the international travelling globally was done by airplane in 2017. (UNWTO, 2018.)

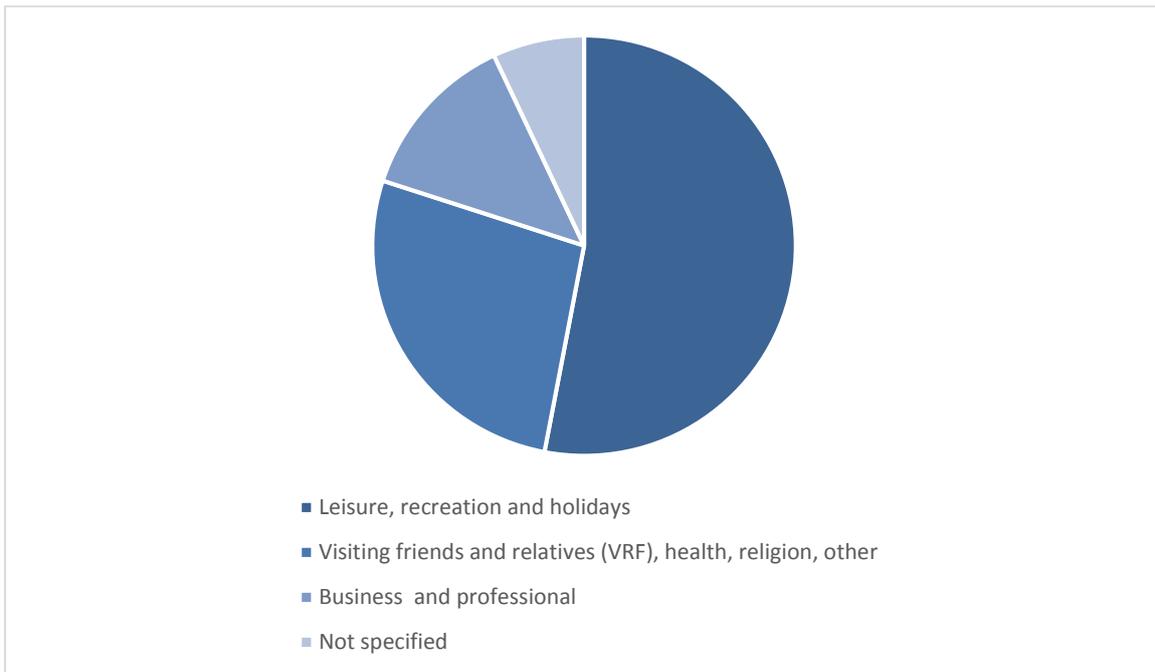


Figure 11 Travel purposes globally. (UNWTO 2018)

For air travel domestically in Finland, the reason for air travel are both business and leisure.

Finavia has worked out some standardized customer journey maps. Some of the customer journey maps consider the customer journey from the point of reason for travel has accrued until the airline passenger is at the final destination or has returned. There are also different customer journey maps for departure, arrival and transfer passengers at airports as the customer needs for the passengers vary depending on what stage of the journey the passenger is in; outbound, inbound or transfer.

In this thesis the customer journey map used is one that focuses on departing passengers. The touchpoints covered in this thesis are the touchpoints at the airport. The customer journey starts outside the airport, at the parking lot and ends at the gate. It takes the customer through the airport, check in, security, facilities for food & beverage, toilet and gate waiting area. This customer journey is created by Finavia and the customer satisfaction of each touchpoint is followed up by customer satisfaction surveys. These surveys are performed four times a year.

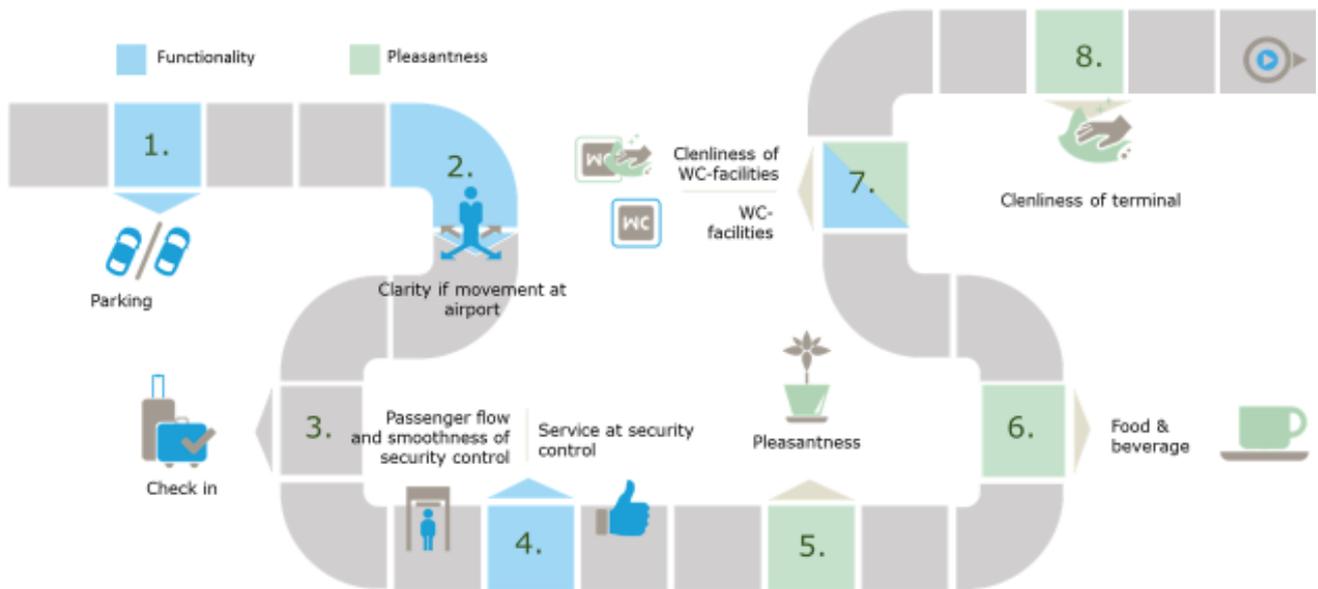


Figure 12 The customer journey at an Finavia Airport presented (Finavia 2016)

The identified and numbered touchpoints along the customer journey through the airports are:

1. Parking
2. Clarity of movement at airport
3. Check in
4. Passenger flow and smoothness of security control. Service at security control
5. Pleasantness
6. Food and beverage
7. WC facilities. Cleanliness of WC facilities.
8. Cleanliness of terminal

The touchpoints are divided into two categories; functionality and pleasantness. The blue color represents functionality and the green color pleasantness.

6.2 Quantitative customer satisfaction survey on the customer journey

Finavia lets Norstat perform quantitative customer satisfaction surveys at most passenger airports in Finland four times a year. In this survey the network airports are measured,

Helsinki Airport is not included in these figures since it is part of the international ASO customer satisfaction surveys. The surveys at the network airports are done with the help of a standardized questionnaire with both closed and open questions. The questionnaire can be found in appendix I. The surveys are done among departing passengers at the airports' gate areas.

6.2.1 Results from the quantitative customer satisfaction survey

The results of the quantitative customer survey performed by Norstat at Mariehamn Airport in 2017 are presented in the current state service blue print as an emotional journey. The scale is 1-5, 1 being weakest and 5 strongest. The steps in the service blue print are according to Finavia's standardized customer journey at the airports. The measured values are the identified touchpoints along the customer journey. These measured values serve as a starting point for the enhancing of the customer experience at Mariehamn Airport through service design methods.

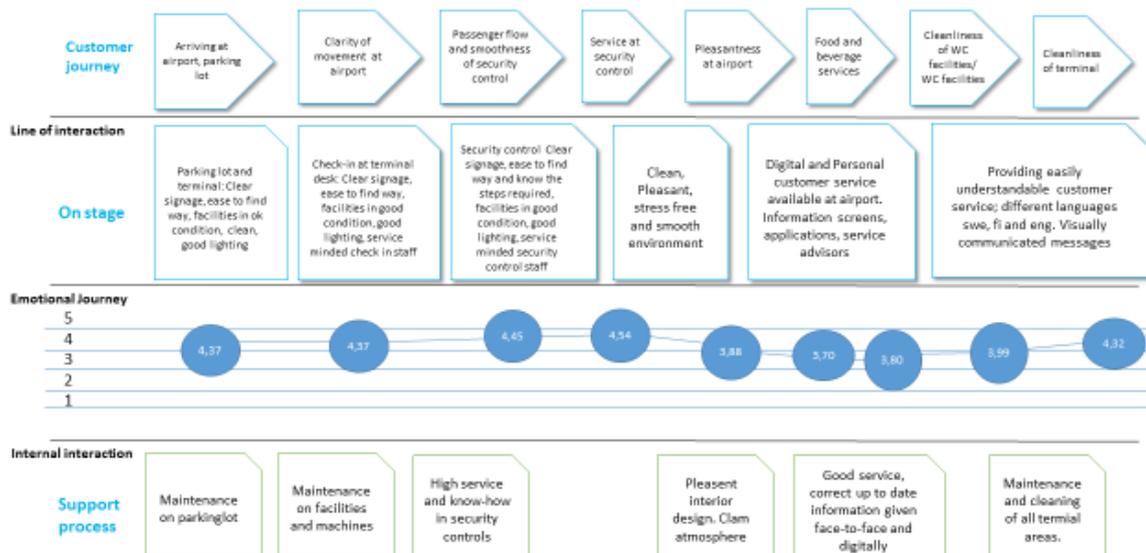


Figure 13 Current state (2017) Service Blue with emotional customer journey according to Finavias customer satisfaction survey results. Appendix II

The 2017 results show that the customer satisfaction was strongest at the security control, 4.54 and weakest at food and beverage services, 3.70. All the measured values for 2017 along the customer journey are presented in table 1.

Table 1. The customer satisfaction value per touchpoint 2017

Touchpoint	Value
1. Parking	4.37
2. Clarity of movement at airport	4.37
3. Check in	4.45
4. Passenger flow and smoothness of security control. Service at security control	4.54
5. Pleasantness	3.88
6. Food and beverage	3.70
7. WC facilities. Cleanliness of WC facilities.	3.99
8. Cleanliness of terminal	4.32

6.2.2 Selecting focus points for service design actions

Based on the results of the quantitative customer satisfaction results, the so called silent knowledge at the airport and Finavia organization and discussions with the middle management at Mariehamn Airport, we selected the focus points along the customer journey for the service design actions.

The middle management is the Operational and/ or Maintenance Manager (often one person) and the Service Supervisor at each airport. The responsibilities can roughly be divided so that the operational and/ or maintenance manager is responsible for the functionality at the airport. This is the facilities, machines, automation, safety, fire and rescue. The Service Supervisor is responsible for the pleasantness, customer service back office and front end and the security controls. The managers' responsibility areas need to work seamlessly together to be able to provide a high quality, smooth and desirable customer experience for the departing passengers. Both functionality and pleasantness need to be addressed.

The chosen focus points for service design actions were three in total and they were: first impression, pleasantness, food and beverage services. First impressions are always important both visiting new places and meeting new people. First impressions often set a tone for how the experience is evaluated. A first impression can be hard to change. It is probably better to make an effort to give a good first impression. With the actions for first impression, the aim is to enhance the over-all customer experience at Mariehamn Airport and more specifically the two first measured values along the customer journey, arriving at the airport and clarity of movement at the airport.

Pleasantness can be perceived as a subjective and soft value. But some general, often quite obvious actions can be done to improve pleasantness. The facilities need to be functional and fresh. The front end customer service needs to be friendly and correct.

Food and beverage services enhance the customer experience especially when customers are on the move. Food and beverage services are rarely unwanted, they are nice to have, even though one would not take the opportunity to buy anything at the moment. But when food and beverage services are not offered, when and where they are desired it makes up for a very unpleasant customer experience. Nobody enjoys being hungry or thirsty and the feelings of hunger and thirst puts a shadow on the overall customer experience.

No new technological services were chosen as action points. No touchpoint was recognized along the customer journey that would have been necessary or easy to fix with a technological solution.

This is partly due to the fact that Mariehamn Airport has a static and quite modest amount of passenger traffic. A little over 60 000 passengers per year, evenly divided over the year. No big peaks occur and technological solutions often have quite high investment costs. The savings are achieved when serving bigger number of passengers.

Traditional technological development at airports are usually easy to use machines for paying parking fees. On the Aland Islands, parking is usually free and in contrast to most airports in the world, parking is also free at Mariehamn Airport.

Other usual pain points along the customer journey can be check-in and bag-drop at airports. Different types of services and automatization are developed to even out the rush hours, the peaks of many departing passengers are at the same time. As there are no charter flights to or from the Aland Islands, this is not an issue at Mariehamn Airport. The customer segment is mainly business travelers, frequent and habitual flyers. They have a routine, they know how to check in online or per mobile. They rarely travel with a lot of luggage. There are hardly ever long queues to the check-in or bag-drop desk at Mariehamn Airport. The check-in is operated with minimum staff, one person at a time and no big service quality improvement or savings in resources could be achieved with automatization at this point in time. There is at the moment no need for development at these touchpoints.

6.3 Gemba walks

The Gemba concept has been introduced in the business world as part of the LEAN culture. Gemba comes from the Japanese word Gemba and means the place. With Gemba in business terms the meaning is "The place where value is added". Gemba walks are the action when leaders and managers visit the operational staff where the work is done. (Abilla w.y.)

The Gemba walks are a qualitative research method that gives valuable insights into how the flow through the organization works both for the customers and employees and often leads to discoveries where improvements could be made.

The purpose is to allow managers and leaders to observe the actual work process, engage with employees, gain knowledge about the work process and explore opportunities for continuous improvement. (Gemba walk: Where the real work happens w.y.)

The stages of a Gemba walk presented in the figure, to pick a theme, prepare the team, focus on the process, not the people (staff), be where the value stream is, record your observations, have an extra pair of eyes and follow up.



Figure 14 The Gemba walk

(Gemba walk: Where the real work happens w.y.)

6.3.1 Gemba walks at Finavia Airports

In 2017 and 2018 Finavia let Airport Managers participate in Gemba walks led and facilitated by Rea Klingberg from Juuriharja Consulting group Ltd. The Gemba walks allowed the Finavia Airport Managers to become more familiar with their own airport, gave a rare opportunity to benchmark the airport business against other airports and see the business through the other airport managers' eyes. The Gemba walks offered many valuable insights. All airports had valuable know how to share and valuable insights to learn in the process.

The Airports were divided into groups. The Gemba walk group Mariehamn Airport belonged to a group consisting of six airports. These were the Finavia Airports in Kemi-Tornio, Kuusamo, Kokkola-Pietarsaari, Joensuu and Savonlinna Airports. The airport

managers from the airports performed Gemba walks at these six different Finavia Airports in Finland during January and February 2018, including the airport they manage.

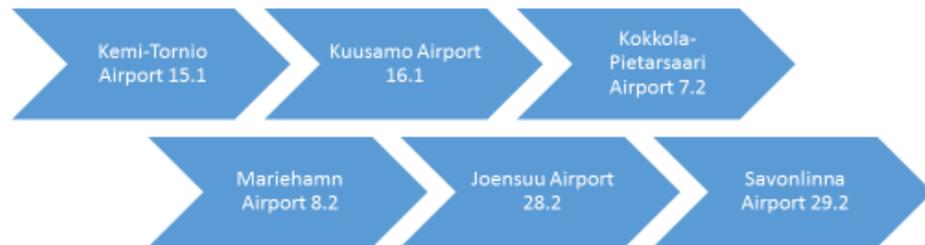


Figure 15 Gemba walk visits at the airports

The airports were grouped and later paired so the managers would be visiting and working with airports they collaborate less frequently with otherwise: The follow up is done with colleagues that did not belong to the same initial Gemba walk group. Mariehamn Airport was paired with Kittilä Airport for the follow up.



Figure 16 The Gemba walk airports named on the map

The Gemba walks were an eye opening experience at the airports across Finland. Finland is a big but sparsely populated country. The regions have their specialities. All the airports have their similarities and differences. Even though the aviation regulation and the airport services provided are more or less the same at every airport (parking lots, food and beverage, check in, security control and gate), the variation in implementation can be somewhat large.

The Gemba walks were done in both customer and staff spaces at the airports. For this thesis the focus is on the Gemba walk parts in the customer spaces.

Before the Gemba walks we had the following questions given by the facilitator. The questions were the same at every airport and Gemba walk.

- What is the immediate need for the customers?
- Where is the value for the customer created?
- Where do you recognize bottlenecks in the creation of value?
- Where do you identify weaknesses?
- What works well and is a clear strength?

6.3.2 The Gemba walk findings

The findings along the Gemba walks were instantly documented by taking pictures with our smartphones and sharing them in a Whatsapp group with comments.

We moved along the airports as customers do, following the customer journey at the airport. From arriving at the airport, the first impression of arriving, moving through the airport all the way to the gate. Looking at the parking-lot, entrance, check-in, security control, food and beverage services (if available at the airport), toilets and the overall atmosphere, pleasantness, functionality and cleanliness.

Even though every airport is unique, some of the irritations or hurdles we found along the customer journeys were found at almost every airport. It is easy to become blind towards obvious possibilities of improvement in a familiar environment. We also noticed that when performing the Gemba walks with colleague airport managers at their own airport, it was like seeing the most familiar airport with new eyes.

Some examples of observations we made along the Gemba walks across the six Finavia airports will follow.

Strengths, drivers and motivators:

- Clean spaces
- Good product range at café and shop, both local products and useful utilities for travellers
- Friendly staff
- Beautiful big photographs of local motives
- Ease to find
- Coherence in interior design. Colos sheme. Cosy and frech.
- Clock showing opening hours at security control
- Good lighting
- Providing accurate information. Flight information, what is ok to pack in a carry on bag, where the parking should be payed with modern infographics



Figure 17 Photographs



Figure 18 Coherent interior

Weaknesses, irritations and hurdles:

- Old toilets, broken lids on water tap, scuffed toilet lids
- Dark colour scheme in interior
- Excessive number of signs, outdated different signs creating cluttered and messy impression.
- Stern look from personel at the security control
- Odd old objects on display in showcases without good context.
- Broken worn out furniture

- Scale model airplanes with the old Finnish airforce sign on display. The sign is similar to a Nazi swastika and can be mistaken
- Lack of service for arriving passengers with the last plane of the day



Figure 19 Broken water tap lids



Figure 20 Cluttered information desk



Figure 21 Showcase

6.3.3 The Gemba walk findings and actions

Doing the Gemba walks we looked at the customer journey as a whole and documented the findings, but we focused mainly on the so called low hanging fruits. Those are tangible aspects along the customer journey that are relatively easy to fix and give an added value to either the customers or the service provider, preferably both parties. Aspects that do not require big investments or personel resources to execute. These

aspects are found high on the right in a prioritization matrix, high value and ease to fix.

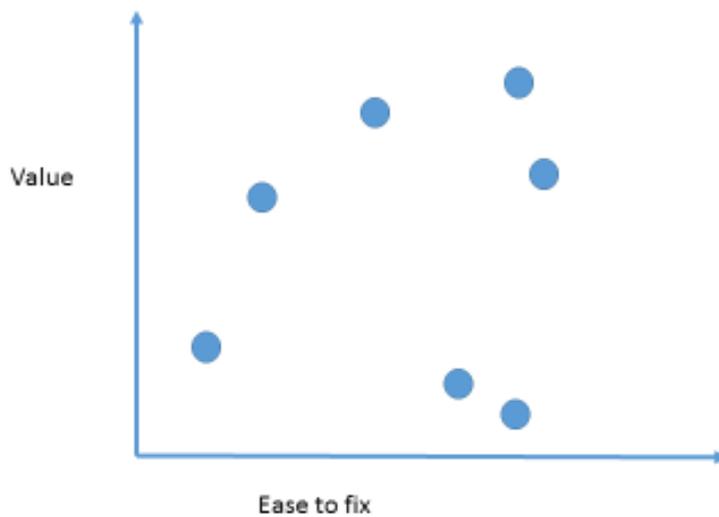


Figure 22 Prioritization matrix

Obvious issues that require no further research or innovations are best fixed as soon as possible so they start gaining added value in the service experience. (Stickdorn et al. 2018, 474). Some of the irritations or hurdles we found along the customer journeys were found at most airports, like signs with old company logotypes, messy newspaper stands and no information about when the security control opens.

After the Gemba walks the findings were immediately shared. The findings were discussed and valued both with the Gemba walk group and with the middle management at each airport. It is important that the operational staff knows that the Gemba walks are aiming to record the current situation at the airports and find solutions to uncovered problems. The aim of the Gemba walk is never to judge staff performance. The goal of the Gemba walks is to learn about the current situation and to find ways for continuous progress and improvement. (Gemba walk: Where the real work happens w.y.) The middle management was informed in advance about the Gemba walks at the airports and the Gemba walk concept was presented to them.

After the Gemba walks at each airport we sat down for a meeting with the six airport managers and the facilitator. We went through the pictures, discussed the findings at the

airport and structured the findings on big post-it notes. Green post-it notes for strengths and red for weaknesses. We together valued the findings considering the potential to be able to either develop, eliminate the hurdle or irritation or to strengthen a driver at the particular airport. We chose approximately the same number, 3-5 of strengths and weaknesses at each airport. Then we invited the middle management from the airport to join us and we presented and discussed the findings of the Gemba walk at the airport.

With all the knowledge and expertise about airport operations of six airport managers and the middle management from the specific airport and a proficient facilitator gathered in one room, we had some very fruitful discussions. We were able to share valuable experiences and know-how. We were now among colleagues and had the possibility to discuss openly. No front end personal or customers were listening. We were able to give each other concrete tips and advice. We could approach the value aspect of fixing irritations or hurdles or enhancing strengths realistically. Irritations and hurdles can obviously be impossible to totally eliminate due to the fact that resources hardly ever are endless. All the customer experience enhancing work needs to be done within the frames of available funds and resources.

The Gemba walk process was quite a rare and empowering experience for us airport managers. Finland is a big and sparsely populated country. Every region has one airport and the distance between the airports can seem far when you are in the middle of everyday work at an airport. Even though the managers at each airport would be well networked in their region, all other managers in the region are from other industries and branches. It can happen that airport managers and the middle management at airports sometimes feel alone, locally with their branch specific issues and responsibilities. It was rewarding to get the opportunity to meet with professionals alike at airports operating within a similar framework. Being in the same country, all airports are operated within the exact same regulation and belonging to the same corporation we operate with the same strategic goals and resources.

Right after the Gemba walk debrief with the airport managers, the middle management and the facilitator we continued with a meeting with the local representatives exclusively and the facilitator. There and then it was decided which actions should be taken at the specific airport and the actions were scheduled with deadlines and assigned persons

responsible for continuing to work with each action point and see to that the action is completed.



Figure 23 Findings of Gemba walk documented on post-it notes

In everyday business operations we have established well-functioning cooperation according to the organizational model within Finavia. The 20 network airports are divided into four groups based on geographical regions, Helsinki Airport operates individually. Even though this is a well-functioning model, it was refreshing and beneficial to cooperate with the managers from other, more unfamiliar airports. Both for the sake of change and to receive new input.

We repeated the whole Gemba walk process at six airports, Kemi-Tornio, Kuusamo, Kokkola-Pietarsaari, Savonlinna, Joensuu and Mariehamn. All airports offered valuable and productive walks and meetings. The instant feeling afterwards was that the insights

gained during the Gemba walks are when well managed and executed, surely going to translate into higher customer satisfaction at the airports. Also the empowered feeling created in the Gemba group among the members should not be underestimated. The Gemba group members became genuinely motivated to focus on doing the best for the smoothest possible customer journey through the airports. Well motivated managers is a strong force in the organisation. The feeling was that we had the necessary tools, the insights to make things change for a more desirable and satisfying customer experience at the airports.

7 Designing new services at Mariehamn airport

The design process done can be described as service sprints. Sprints are like the Gemba walks, introduced to the business through the LEAN culture. The service sprints vary in length depending on the extent of the service design project and the company size. It can be anything from 1 week to 6 months. The service design sprints consist of four phases; research, ideation, prototyping and implementation. In theory the steps can be presented in the form of a smooth organized circle. (Stickdorn et al. 2018, 473-475)

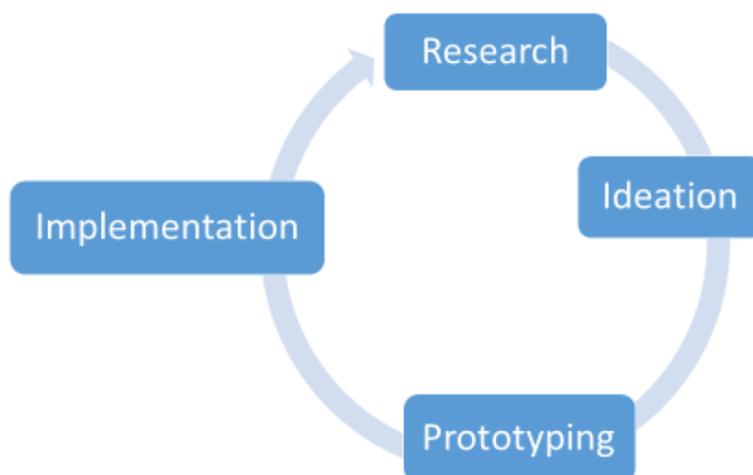


Figure 24 Service design sprint (Stickdorn et al. 2018, 474)

In reality service design processes usually are a little more chaotic. The development process moves back and forth through and across the four phases before a new service is

implemented. Even though a good new service is implemented, everything can usually be done even better, there is usually potential for improvement.

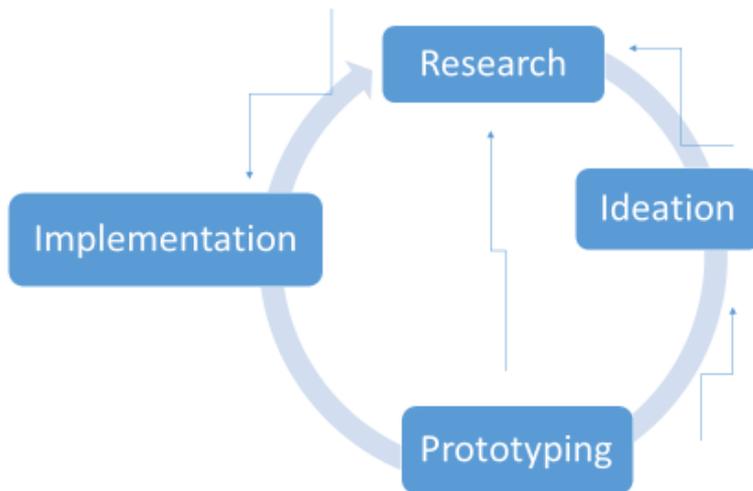


Figure 25 Service design sprint in reality (Stickdorn et al. 2018, 474)

This often results in more than one service design process, service sprint going on simultaneously. Like in this case, developing the customer experience at Mariehamn airport. The aim is to create a stress free, smooth and obvious customer journey through Mariehamn Airport. Strengthening the customer experience and increasing the satisfaction requires multiple actions.

First the research was done and then some analyzing and brainstorming was completed. According to analysis of the findings in both quantitative and qualitative research the best results could be achieved by doing a couple of separate and different actions for the customer experience at the airport. The pain points chosen that could give good results on customer satisfaction at Mariehamn Airport when developed was improved first impression, pleasantness and food and beverage services.

For ideation and prototyping and implementation, stakeholders were invited to join the process. The aim of co creating with stakeholders was to increase the knowledge of the

strategic and operational goals, to increase the customer satisfaction. Also to make the stakeholders more committed to the goals.

There is a need to eliminate some irritations and hurdles and strengthen some good or best way practices along the customer journey. The strengths are serving as motivators and drivers for the customers, creating a desirable service experience. The customer experience should be good enough to serve as a selection criteria when choosing a travel form. All stakeholders' efforts are needed to achieve a solid high quality service. All stakeholders' insights and know-how is valuable when working on innovating new smoother and more desirable services for the customers.

7.1 First impression

At Finavia network airports passengers are often business travelers arriving either with their own car or taxi to the airport. This is the case also at Mariehamn airport. It is important for departing passengers arriving at the airport to easily find the right place to park or to be dropped off at. It is equally important to find their way for all arriving at the airport, passengers, followers, taxis, visiting guests at restaurants or the conference room at the airport and all airport stakeholder staff. The parking-lot has to be well maintained all year around, but especially in wintertime in Finland. The weather conditions and many dark hours in the winter require extra maintenance efforts at the parking lots to keep them easily accessible, safe and free from snow and ice. Good organization of the parking lot, structure of maintenance work and good lights are important. Regular flights serve business travelers leaving early in the morning and return late in the evening. Most of the busy working days with early mornings and late nights for the business travelers are during the winter and the dark and cold period of the year. The importance of the maintenance and lights were discussed with the maintenance crew and the purpose was seen to be given enough resources and attention to maintain good standard of the parking lot at Mariehamn Airport.

To find the best way practice organizing the parking-lot to ensure smooth arriving, input from all stakeholders at the airport was gathered. One noticed problem area, common for parking-lots, is that all cars arriving, customers with private cars, taxis and staff prefer to

park their cars as close to the entrance door as possible. Another known weakness was that there was no easy path for customers in wheel chairs to come from the parking lot into the terminal. The edge between the road and the sidewalk was too steep and high.

The aim was to get as much ideas as possible on how to organize the parking lot. Based on the ideas the decisions on which solutions were to be implemented on the parking lot was done together with the middle management.

An illustration of the terminal area and parking lot for Mariehamn Airport was used to gather input (Finavia Mariehamn Parking and access). The illustration was presented to all the stakeholder's staff at Mariehamn Airport, regardless of employer and position in the companies and the taxi drivers frequently seen at the airport. The respondents were asked to draw their ideas on how the parking lot could be organized on the sketch. To give their input on where different cars should be parked; passengers, restaurant customers, taxis, providers and staff. The respondents were also asked how the flow of the traffic could be arranged.



Figure 26 The illustration of parking area at Mariehamn Airport. (Finavia)

The rough sketch of the parking area at Mariehamn Airport left space for ideation. It is important not to try to confirm the ideas of the designer. Rather facilitate the process so that it invites the respondents to fill in with their own ideas, needs and wishes. (Stickdorn et al. 2018, 204)

The respondents were not asked for their best idea. The ambition was to create a stress free environment for the respondents. (Stickdorn et al. 2018, 404) At this stage the goal was to generate a lot of different ideas.

The ideation was done anonymously if desired and there was a week's time to return the illustrations. The encouragement was for everybody to make their own sketches of ideas by providing the operational staff, approximately 10 persons with their own copy of the

illustration of the current state at the parking lot. Copies of the illustration were placed in the break room and mailed to everyone. The goal was to get as many ideas and sketches as possible by using the “many pens, many pages” cooperation pattern instead of encouraging the staff to cooperate in the ideation phase and do the ideation according to the “one pen, one page” pattern (Stickdorn et al. 2018, 406).

The number of returned responses were few. Of the in total 30 persons working regularly at the airport, the expectation of responses was to get 8-10 illustrations back with ideas. The returned responses were in total 5 papers, but most of the papers were done as group work by a team from a department. This is more according to the “one pen, one page” method.

It could have been preferable to gather all respondents and do the task in a limited time to gain more responses. This was however not a possible approach to the task this time as all stakeholders work in different areas at the airport in different shifts. Also the creativity in the responses could have strained if time and place would had been more restricted.

The input gathered on the illustrations was valuable. There were aspects that are implemented and will be implemented. A hand full of new signs were put in the parking-lot and other signs were removed. This made the navigation on the parking lot clearer and easier. A good solution for the customers moving with wheelchair was found and implemented. The known problem was that it was hard to move from the parking lot to the terminal. The solution was to extend the pavement by putting a strip of asphalt along the whole terminal facade, which was phased out smoothly towards the parking lot. This enables customers in wheelchairs to approach the terminal from any direction without facing a high edge. If they arrive by taxi there is no level difference at all. The taxis, when parking in front of the terminal as always now are on the new asphalt strip.

7.2 Pleasantness

The focus on creating a pleasant atmosphere was by doing the best of the existing, eliminating knick knacks. There were quite a lot easy to fix things to be done in the customer areas of the terminal. Some of them found during the Gemba walk and our ability at the airport to see irritations and possibilities along the customer journey had become better. The ability to take action to renew and implement easy to fix things into our environment grew. Broken furniture was replaced. Some walls were painted. Excessive prohibition signs were removed. We picked up on the comment during the Gemba walks that pictures with local motives were appreciated. We made the terminal walls available for local photographers to exhibit photographs or paintings. Easily accessible power outlets were installed in the most popular waiting areas. Enabling customers to charge their phones and computers and eliminating ugly and dangerous extension cables earlier used.

The discussion about customer satisfaction, the knowledge that it was measured and the visible changes at the airport made the topic present and relevant in the everyday work for all stakeholders at the airport. This further strengthened the already well-performing customer service.

The changes for a more pleasant environment, to enhance the indoor environment was appreciated by both customers and staff and helped creating a positive encouraging spiral. The staff enjoyed the working environment more, they felt more appreciated when getting to work in a nicer environment and it reflects positively on the service given.

7.3 Food and beverage services

Food and beverage services were available at Mariehamn Airport. The quality of the service and products was good. The problem was the location of the existing service point when trying to serve departing passengers. The food and beverage services were offered before the security control on the second floor of the terminal. This serves people visiting the airport and all staff working at the airport. But a regular departing passenger does not walk through the place naturally along the customer journey at the airport. The departing

passenger needed to get knowledge of the food and beverage services offered and intentionally visit the place. The location of and path to the existing service point, café in illustrated in figure 28.

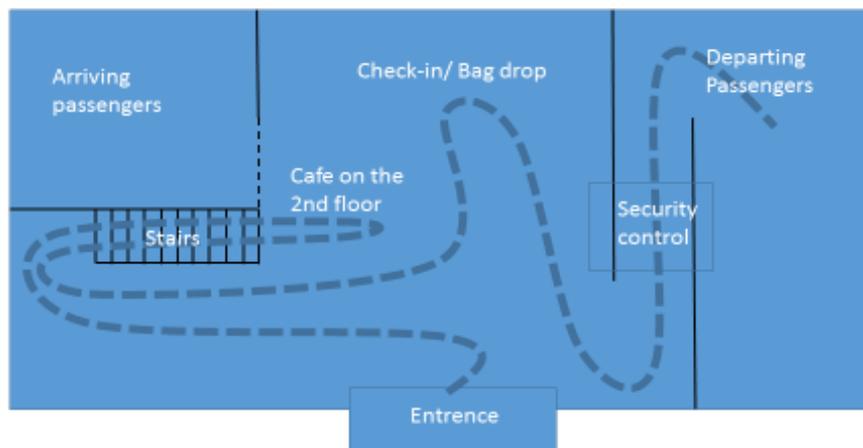


Figure 27 Cafe at the 2nd floor at Mariehamn Airport

The dilemma was solved by offering an additional location for offering food and beverage services to the existing service provider. The additional location was after the security control and provides services only for departing passengers, other customers cannot reach the location after the security control. The new location serves all departing passengers smoothly by being easily reachable, even for the fast and efficient travelers who have done the check in before arriving at the airport and are travelling without luggage to drop off. The location and smooth path to the new service point, airside café illustrated in figure 29.

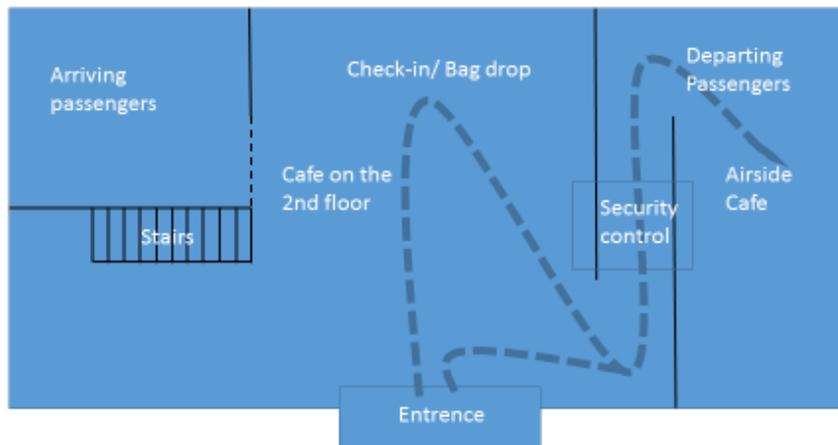


Figure 28 Cafe also on the airside at Mariehamn Airport

The new food and beverage service on the airside was opened in March 2018. The product range was café products, coffee, tea, sweets and salty snacks, beer, wine and sodas. Utilities often needed when travelling (toothbrush, toothpaste and deodorant) and souvenirs were also part of the product range.

8 Results

The aim of this service design work at the airports has been to develop the identified weaknesses in the customer journey at Mariehamn Airport. To validate how the work has progressed the quantitative data from the customer surveys performed by Norstat at the Finavia network airports was used. The customer satisfaction is measured regularly, four times a year and the goal was to reach the outspoken operational target for Finavia network airports also at Mariehamn Airport. The overall customer satisfaction level was 4.16 at Mariehamn Airport in 2017. The benchmark level for the Finavia network airports was 4.23.

The customer satisfaction results for the spring 2018 was nice to read. The customer satisfaction had increased on all measured touchpoints along the customer journey except

for one. The overall measured customer satisfaction value was 4.28. This surpasses the Finavia strategic goal at network airports 4.23. The result is satisfactory. Now the customer satisfaction level at Mariehamn Airport was a bit over average among the Finavia network airports. The average level in the spring 2018 overall measurement was 4.26.

In absolute numbers the biggest positive changes at Mariehamn Airport was in food and beverage services + 0.33, clarity of movement at airport, + 0.29 and pleasantness + 0.24. This making clarity of movement at the airport the strongest touchpoint in the spring 2018 customer satisfaction survey. The only touchpoint that was weaker in the spring 2018 than in the year 2017 was the customer satisfaction at toilet facilities and the cleanliness at toilets. This measured value had dropped with 0.03.

Table 2. The customer satisfaction value per touchpoint 2017 and 2018

Touchpoints	2017	2018	Change
1. Parking	4.37	4,40	+ 0.03
2. Clarity of movement at airport	4.37	4,66	+ 0.29
3. Check in	4.45	4,59	+ 0.14
4. Passenger flow and smoothness of security control. Service at security control	4.54	4,61	+ 0.07
5. Pleasantness	3.88	4,12	+ 0.24
6. Food and beverage	3.70	4,03	+ 0.33

7. WC facilities. Cleanliness of WC facilities.	3.99	3.96	- 0.03
8. Cleanliness of terminal	4.32	4.33	+ 0.01

The survey results indicate that the trend is positive in the customer satisfaction at Mariehamn Airport. This gives the customers a higher value of their travel experience and hopefully has an impact on their travel habits becoming more potential frequent flyers. Design agency, Agency Leroy won the design agency of the year award in Finland 2018 (Suomen Vuoden design toimisto 2018). Agency Leroy specialize in visual, technical and service design to business customers. The founding member Janne Hänninen claims that at Agency Leroy they strive to offer such high quality that the customers become proud of the purchased product or service. He claims that when a customer is satisfied enough to be proud, the products and services sell themselves. (Hänninen 2018)

A service design project should not end with a concept or a presentation. The service design project is finished when the new service format is implemented in the business operations. (Stickdorn et al. 2018, 338) In the spring 2018 service blueprint the service development, the new service format measures for Mariehamn Airport are implemented. Service design for enhancing the first impression, pleasantness and developing food and beverage services at the airport are done.

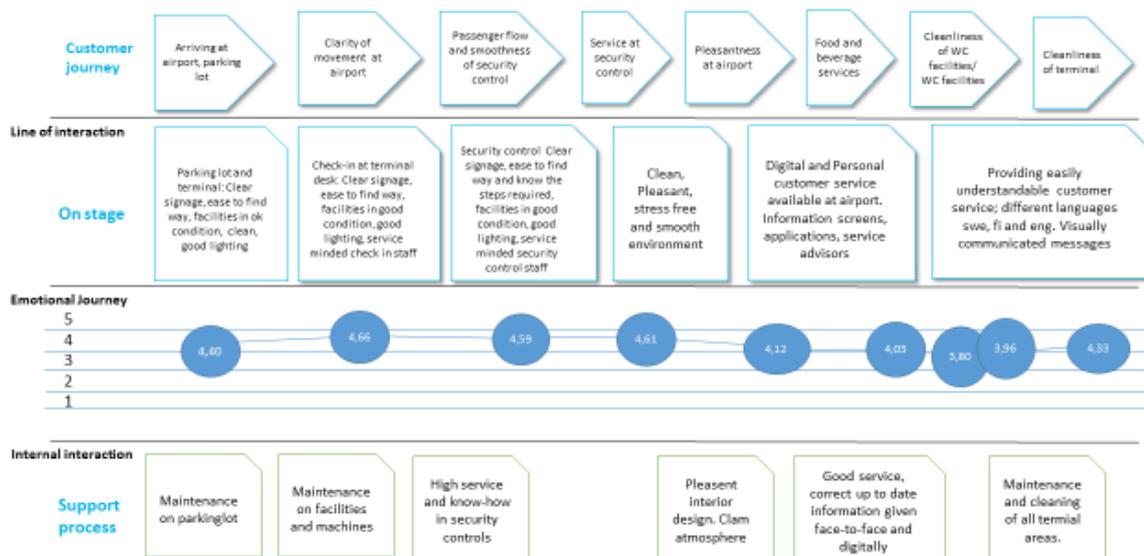


Figure 29 Current state, spring 2018 service blueprint with emotional customer journey according to Finavias customer satisfaction survey results. Appendix III

The current state service blueprint from spring 2018 indicates that the service design measures implemented at the airport and the positive trends in the customer satisfaction results correlate.

9 Conclusion

The conclusion can be drawn that the service design actions made were well-chosen. The focus was on touchpoints that caused irritations. Some irritations were developed and some strengths enhanced. The desired outcome, higher customer satisfaction was achieved. The network airports' goal for the customer satisfaction is surpassed at Mariehamn Airport at the moment. But the work in order to ensure that the customer satisfaction continues uninterrupted in the future needs to be paid attention to continuously. The customer expectations on the service experience at the airport will evolve. It is high maintenance serving a customer segment that represent high income and are likely early adopters of new technologies. With a better merged team, with good communication skills it will be easier to cope with the increasingly harsh competition.

It should also be kept in mind that the customer satisfaction survey is done on a relatively small number of respondents. 200 persons are annually asked to answer the customer satisfaction survey at each Finavia network airport. There is a margin of error and occasional events can get unreasonably big results both positively and negatively in the survey.

Service design is an ongoing activity for service providers. To successfully introduce new values or even strengthen existing ones to the extent that provides a positive impact on the customer experience requires change management. Management is and has to be done in every organization separately. But to get all stakeholders to work towards the shared goals is as important. It is crucial that all stakeholders can benefit and maintain a profitable and stable business. The motivation has to be genuine for all involved parts. Customer experience improvements cannot be done at the cost of profitability. But it is important to find the right business partners to achieve the best quality of service at every touchpoint along the customer journey. When quality is at its best, it is desirable for the consumer, cost efficient for the provider and sustainable for the environment.

To strengthen the bonds among the shareholders we created a joint forum at the airport in Mariehamn. The plan is to have regular meetings where all stakeholders' staff are welcome to join. The aim is not to interfere with existing organizational models within the companies. The aim is to clarify the roles for each stakeholder when providing services at the airport. All the stakeholders, players need to see the big picture and the customer's role to be able to play their own role successfully. And enable smooth transitions across interfaces.

The forum is an informal relaxed coffee break six times a year. It is created to learn to know each other and enable sharing information and knowledge and to discuss everyday events. This provides an opportunity for management to fortify strategical and operational goals by being more available and becoming more familiar. It also provides an opportunity to pick up weak signals. Operational staff are often the first ones to notice changes or needs that are valuable to address.

This new informal forum does not replace the existing established cooperation forums between stakeholders, often among managers. This is an additional forum where all are welcome, regardless of occupation or rank. A forum where we make sure we are fine,

make sure we are all on the same page and fine-tune the details of our service range at the airport. Making the service smooth, obvious and desirable and all knowing when we have done a good job. The forum should serve the staff as a motivational forum. That hopefully contributes to creating a positive spiral. Good motivation leads to good achievements and the feeling of being satisfied and even proud of the achievements among the staff. Good vibes tend to transmit and create a good atmosphere. Good customer satisfaction makes staff more motivated and motivated staff increases customer satisfaction. As noted in the problem area of this thesis work, satisfied customers visit more frequently and spend more. They also tend to recommend the services more likely to other customers.

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Appendix I

Pvm: ___/___/2018 Klo ___:___ Haastattelija nro: _____ Lomake nro: _____ Lentokenttä: _____ Kieli: EN

FINAVIA – AIRPORT PASSENGER SATISFACTION

1. What is the main purpose of your trip?					
1.	<input type="checkbox"/>	Business	3.	<input type="checkbox"/>	Visiting acquaintances or relatives
2.	<input type="checkbox"/>	Leisure/holiday	4.	<input type="checkbox"/>	Other

2. Is your flight scheduled or a charter? A charter flight is a non-scheduled flight booked by, for example, a travel agency for a holiday flight.					
1.	<input type="checkbox"/>	Scheduled flight	2.	<input type="checkbox"/>	Charter flight

3. Is this the outward or return leg of your trip?					
1.	<input type="checkbox"/>	Outward leg (going to the destination)	3.	<input type="checkbox"/>	One-way trip
2.	<input type="checkbox"/>	Return leg (going home)			

4. Who are you travelling with? You may choose several options.					
1.	<input type="checkbox"/>	No-one else	3.	<input type="checkbox"/>	I am with 1-4 children
2.	<input type="checkbox"/>	I am with 1-2 adults	4.	<input type="checkbox"/>	I am part of a larger group

5. Please indicate your gender					
1.	<input type="checkbox"/>	Male	2.	<input type="checkbox"/>	Female

6. How old are you?					
1.	<input type="checkbox"/>	Under 15	3.	<input type="checkbox"/>	25 - 34
2.	<input type="checkbox"/>	15 - 24	4.	<input type="checkbox"/>	35 - 44
5.	<input type="checkbox"/>	45 - 54	7.	<input type="checkbox"/>	65 - 74
6.	<input type="checkbox"/>	55 - 64	8.	<input type="checkbox"/>	75 or above

7. Which country do you live in?					
1.	<input type="checkbox"/>	Finland	5.	<input type="checkbox"/>	Germany
2.	<input type="checkbox"/>	Sweden	6.	<input type="checkbox"/>	France
3.	<input type="checkbox"/>	Denmark	7.	<input type="checkbox"/>	Belgium
4.	<input type="checkbox"/>	The United Kingdom	8.	<input type="checkbox"/>	The Netherlands
9.	<input type="checkbox"/>	Spain	10.	<input type="checkbox"/>	Japan
11.	<input type="checkbox"/>	China	12.	<input type="checkbox"/>	South Korea
13.	<input type="checkbox"/>	Russia	14.	<input type="checkbox"/>	Other – specify:

8. Your overall rating for this airport:					
<input type="checkbox"/>	Excellent	<input type="checkbox"/>	Very good	<input type="checkbox"/>	Good
<input type="checkbox"/>	Fair	<input type="checkbox"/>	Poor		

9. In your opinion, on a scale of 1 to 5, how well has the airport succeeded in providing the following services? If you did not use the service in question, please tick the "Have not used" box on the relevant row.							
		5= Has succeeded very well	4	3	2	1= Has succeeded very poorly	Have not used
1.	Parking arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Clarity when moving around at the airport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Check-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Smoothness of the security check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Service attitude of security check	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Café/restaurant services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	Toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	Cleanliness of the toilets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Terminal area cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Did you use the café services at the airport?					
1.	<input type="checkbox"/>	Yes, before the security check	2.	<input type="checkbox"/>	Yes, after the security check
3.	<input type="checkbox"/>	No, I did not → Please go to question 11.			

10a. How did you find the customer service at the café?	<input type="checkbox"/>	Very good	<input type="checkbox"/>	Quite good	<input type="checkbox"/>	Neither good nor poor	<input type="checkbox"/>	Somewhat poor	<input type="checkbox"/>	Very poor
10b. How well did the café's product selection match your needs?	<input type="checkbox"/>	Very well	<input type="checkbox"/>	Quite well	<input type="checkbox"/>	Neither well nor poor	<input type="checkbox"/>	Somewhat poor	<input type="checkbox"/>	Very poor

PLEASE TURN TO THE NEXT PAGE

11. What type of vehicle did you use to arrive at this airport today?								
1.	<input type="checkbox"/>	A private car, as a passenger	4.	<input type="checkbox"/>	A rental car	7.	<input type="checkbox"/>	Other
2.	<input type="checkbox"/>	A private car, parked at the airport	5.	<input type="checkbox"/>	A bus			
3.	<input type="checkbox"/>	A taxi	6.	<input type="checkbox"/>	An aeroplane			

12. Please indicate whether you did any of the following before arriving at the airport or during your stay here. You may choose several options.					
1.	<input type="checkbox"/>	I used the airport's wireless Internet connection (Wi-Fi)	4.	<input type="checkbox"/>	I made a status update about the airport, or shared the experience in social media
2.	<input type="checkbox"/>	I used the airport's (Finavia's) mobile application	5.	<input type="checkbox"/>	None of the above
3.	<input type="checkbox"/>	I visited the airport's (Finavia's) Web site			

13. In your estimation, how much time do you have at your disposal today at the airport after the security check?								
1.	<input type="checkbox"/>	Less than 30 minutes	3.	<input type="checkbox"/>	1 - 2 hours	5.	<input type="checkbox"/>	3 - 4 hours
2.	<input type="checkbox"/>	30 - 60 minutes	4.	<input type="checkbox"/>	2 - 3 hours	6.	<input type="checkbox"/>	More than 4 hours

14. How much money did you spend at the airport today?							
At cafés, restaurants, or bars		Euro	For shop, kiosk, or vending machine items		Euro	I don't know	<input type="checkbox"/>

15. How important are the following to you today at this airport?					
		Very important	Somewhat important	Not that important	Not at all important
1.	Flexible operations and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	New and interesting experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Pampering and treating yourself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	High-quality services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Quick and efficient travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	Environmentally friendly travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	Familiar and reliable surroundings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	A sense of tranquillity and an unhurried atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	A feeling of safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	Friendly service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18.	Is your flight on schedule today?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
19.	Do you fly this very route often?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

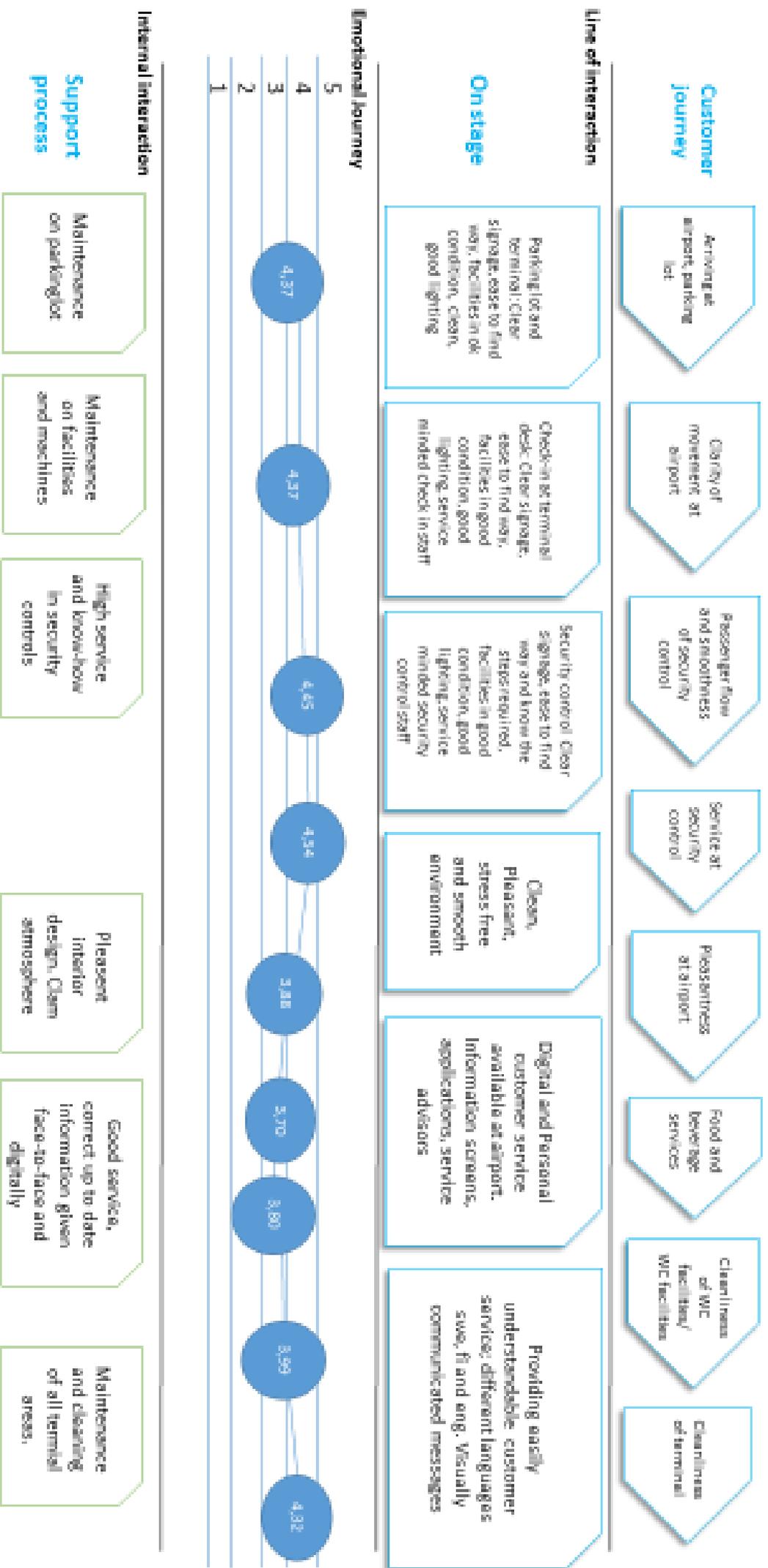
20.1	Would some other means of transport have been a real alternative to flying?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
------	---	------------------------------	-----------------------------

20.2 What kind of selection would you find interesting at an airport café? You may choose one or several options.					
<input type="checkbox"/>	Sandwich or baguette	<input type="checkbox"/>	Warm sandwich or panini	<input type="checkbox"/>	Cinnamon bun or doughnut
<input type="checkbox"/>	Karelian pasty	<input type="checkbox"/>	Warm soup	<input type="checkbox"/>	Cake
<input type="checkbox"/>	Croissant	<input type="checkbox"/>	Hot dog or sausage	<input type="checkbox"/>	Chocolate bar or bag of candy
<input type="checkbox"/>	Smoothie	<input type="checkbox"/>	Hamburger or pizza	<input type="checkbox"/>	Regular coffee
<input type="checkbox"/>	Salad	<input type="checkbox"/>	French fries	<input type="checkbox"/>	Specialty coffee, such as espresso or latte
<input type="checkbox"/>	Yoghurt or quark	<input type="checkbox"/>	Nacho or tapas plate	<input type="checkbox"/>	Basic Finnish beer, such as Karhu (lager)
<input type="checkbox"/>	Porridge	<input type="checkbox"/>	Sushi	<input type="checkbox"/>	Craft or specialty beer
<input type="checkbox"/>	Fruit	<input type="checkbox"/>	Snack bar	<input type="checkbox"/>	Wine or sparkling wine
<input type="checkbox"/>	Something else, what?	<input type="checkbox"/>		<input type="checkbox"/>	Nothing

21.	How many flights (including the one today) have you taken during the last year? A round trip is counted as one flight.	_____
22.	During the last year, how many times have you travelled via <u>this airport</u> ?	_____

23.	Any feedback to the airport?
-----	------------------------------

Current state, 2017 service blueprint with emotional customer journey according to Finavia's customer satisfaction survey results



Current state, spring 2018 service blueprint with emotional customer journey according to Finnvia's customer satisfaction survey results

