

Customer satisfaction with the Solo Sokos Hotel Tornii's sauna and gym facilities and the development ideas

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<p>Solo Sokos Hotel Tornii, Tampere is a newish hotel in the middle of the Tampere, and it is always on top five hotels in the city. The gym and sauna reviews are the weak point of the hotel, and they decrease the overall review points.</p> <p>This thesis includes studies about the customer satisfaction in a gym overall, and this particular gym, with two different surveys. The development idea is based on these results. I got eighty-four answers from traditional gym, and two hundred and nine answers from Tornii gym. The purpose of this work is to develop the Solo Sokos Hotel Tornii's gym and sauna facilities so on, that they would get more positive feedback.</p> <p>My commissioner Solo Sokos Hotel Tornii's Hotel Manager Eveliina Jokinen, Solo Supervisor and I discussed about the thesis topics, and this was the most relevant and valuable at the moment. This thesis is research and problem oriented, using a qualitative research.</p> <p>The relevance of this topic is huge for the hotel, with important service planning and service design. Optimizing the hotel's services to fit each different customer segment's needs includes a gym that should be versatile. The service planning is crucial when competing about the customers, and the ways to offer services better and different ways as the others. Good services make the profit, and is seen on the amount of the customers, and the revenue for the hotel. Also, the customer satisfaction with the decoration and additional extras are to be researched and developed.</p> <p>This thesis is oriented to give the development suggestion for the hotel, and it is important to get different kind of research results from the actual customers. The research is implemented with two quantitative questionnaires.</p>	
Keywords Thesis, Tornii hotel, customer satisfaction, development, gym, sauna, service design, development process	

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1 Introduction

This thesis is commissioned by Hotel Tornî, aiming to improve the customer satisfaction in their gym and sauna facilities. I'm going to use the important information of customer feedback to find the weaknesses that needs to be developed. The most important aspect here is not the customer satisfaction overall, but the enjoyment of the facilities, that automatically affects into a whole experience.

The objective is to find the factors in the gym and sauna facilities that customer likes, and the ones with the need of development. Second objective is to get the customer feedback rates rise after this change. The development idea will be presented for Hotel Manager, Eveliina Jokinen, and she will present it for a company's development department.

Before I can start to develop the weakest parts, I need to find out which factors are the ones that customers value in the gym's overall. I'll do this research outside the hotel gym. This hotel gym is not just a workout room, so I need to be compared with a middle-sized traditional gym.

The importance of this research is huge, because of the status that Tornî has as a hotel. It is perceived to be one of the fanciest hotels in Tampere, so this imago is important to maintain. The Tornî Hotel is at the moment reviewed in TripAdvisor to be the fourth best hotel in Tampere (TripAdvisor.)

At the moment Tornî gym's feedback rates are not on a same line as the other departments. The customer satisfaction is measured by Sokotel Oy in their main office at Helsinki. The rating system calculates the rates given by the customers online after their visit. The customer satisfaction rate of dressing rooms has been at 2018 on tolerable 3,55, when it is needed to be over average to match the hotels standards.

Customer satisfaction diameter



Figure 1. Customer satisfaction diameter

The dressing room rates affect widely into overall sauna facilities reviews. Their part on a calculation of average number drops the overall reviews. The gym has better overall reviews at 2018; 4,45 points, but it has been under 4,30 on three different months. Tomi needs to get all these rates to stay over 4,30 for the whole year.

Service design gives us the tools for successful change. It is important to offer as good services as possible, so the customers keep coming back. Good rates are only one tool for this, because it shows the opinion of another customer to another. The google searching is so relevant now days, that bad reviews can destroy your business.

I studied customer interests and needs in a traditional gym in Nokia to get wide picture of important aspects for the gym users. I got eighty-seven answers to a question of "What makes a gym enjoyable?". This survey opened the customer aspect about gyms, and another survey what hotel guests want. The questions in Tornigym were open formed, "I enjoyed the gym, because of...?" and "I would have enjoyed it more, if...", so the customers felt free to open their minds with no limits. Every customer is important, and every different opinion is valuable. I got two hundred and nine answers together from both questions.

2 Theory and background

2.1 Solo Sokos Hotel Tornii

This thesis is for hotel Solo Sokos Hotel Tornii that operates in Tampere. The hotel is a part of Sokos Hotels chain, and within them segmented to be a Solo Hotel (luxurious, individualized). Solo Hotels are always combining something old and something new. They are usually some historical places that are transformed into a luxurious hotel. There is also Original hotels (traditional) and Break hotels (for enjoyment). Sokos Hotels works in 30 cities in Finland, and in Tallinn and Saint Petersburg.

Tornii Hotel is the highest hotel in Finland (88,5 meters), and includes 305 rooms. It locates in the center of Tampere, right next to railway station.

Tornii is a vantage point to see the city and the world. Solo Sokos Hotel Tornii Tampere offers an all-new hotel experience. The hotel is located in the heart of Tampere next to the railway station. Opened in the autumn of 2014, the hotel pays homage to the eventful history and various legends of the city of Tampere. Reaching a height of 88 meters, the modern hotel tower combined with the old locomotive depots provide the best possible environment to experience the enticing story of Tampere and its phenomena, from local rock icons to sports heroes. The hotel's congress center offers a unique setting for successful events and meetings. The hotel's three restaurants and first-class breakfast provide delicious experiences for hotel guests and citizens of Tampere. Located at the top of the tower on the 25th floor, Moro Sky Bar, and particularly its roof terrace, have already become popular meeting places and spots to look out over Tampere and the world (SokoSHotels.fi, Tampere, Solo Sokos Hotel Tornii Tampere).

Solo Sokos Hotel Tornii opened its doors on October 2014. It is built on top of an old steam locomotive stalls and by honoring its long history. That's why the "spirit animal" of this hotel is a phoenix bird, that's seen on the hotel's decoration. It is the symbol of this hotel raising from the ashes of something old and bringing something new and glorious to the city. There's conserved the parts of this stall for example all brick walls in a conference part of the hotel, and an old railway in the middle of the restaurants. There's a glass above the rails, so the customers can see where the rails were centuries ago. There's also still working turning plate of the trains. Also, the meeting rooms in conference center are named after the old steam trains.

Second history honoring part is the Finnish rock-theme in the pub downstairs. There are pictures of the bands from Tampere, and their old accessories like Jonne Aaron's old jacket, and a jacket from Popedas music video. There are also a details honoring the rock history, like the beer mats with parts of the lyrics from songs that you can fill by yourself while visiting there.

The most well-known part of the hotel is the Moro Sky Bar in the floor 25. That's an urban meeting point and the windows to the rooftops of the city. The first Sky Bar in the city, and the highest bar in Finland. There's a tribute for the Tampere's athletes, the "Wall of heroes" with the pictures and signatures from an Olympic winners (Sokoshotels.fi, Tampere, Solo Sokos Hotel Tampere, Restaurants.)

2.1.1 Development destination: Tornii Gym

The Gym works in minus one floor. The main elevators go straight from every floor to the gym. There's aerobic machines, free weights, and Techno Gym machines. The gym is designed by famous fitness coach Jutta Gustafsberg, who is a personal trainer and a lifestyle coach. She is from the city next to Tampere and is seen on a various television series. The decoration is planned by professionals.

Official opening hours is 6:30-23:00, but there's possible to train around the clock. Besides the gym devices, there is a water spot with cups, towels and yoga mats to relax, and it is connected to the sauna facilities with showers and toilets.

There's also a "fitness package" available to buy from the reception. This includes a yoga mat, exercise rubber band and an iPad. In iPad is ready downloaded a fitness exercises created by Jutta. It is also a part of the gym services, but it's designed for those who want to train for example in peace in their rooms.

The colors of the decoration are very light, grey and white. There are curtains to separate the fitness area from the hallway and the sauna facilities. There's a picture signed by Jutta Gustafsberg, and two walls covered with mirrors. In the dressing room doors, for men and women, are paintings about muscle figures that are also signed by Jutta.

Solo Sokos Hotel Tornii is perceived of being in the best satisfaction segment with all services. At 2017 the gym had green reviews till fourth quarter of the year when the grades decreased into yellow rates with a rate number 4,2. Back then the sauna and dressing room facilities were not yet separated.

Customer satisfaction average in every fourth quarter of the year 2017

	Q1/2017	Q2/2017	Q3/2017	Q4/2017
Answers	650	1003	1002	722
	4,30	4,30	4,28	4,12
	4,23	4,30	4,25	4,10
	4,31	4,40	4,40	4,35
	4,35	4,37	4,33	4,20

Figure 2. 2017 customer satisfaction diameter of gym & sauna facilities together.

After this Sokotel Oy started to follow more detailed way the feedbacks and separated the gym and sauna in to their own segments. Dressing room is seen as a part of the sauna. The results after this separation told that the gym had almost green on every month of this year 2018. The answers got from these first nine months tells that the cleanliness is good, but something needs to be done to optimize the space and to make it more enjoyable.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<i>Gym overall</i>	4,45	4,30	4,44	4,44	4,25	4,56	4,58	4,64	4,39
<i>Working spaces</i>	4,34	4,26	4,32	4,27	4,22	4,38	4,40	4,60	4,33
<i>Enjoyable spaces</i>	4,39	4,16	4,32	4,42	4,04	4,54	4,65	4,67	4,33
<i>Clean spaces</i>	4,62	4,47	4,68	4,62	4,48	4,75	4,70	4,67	4,56

Figure 3. First 9 months of 2018 gyms customer satisfaction.

2.1.2 Development destination: Sauna facilities

Sauna facilities are on the same floor with the gym. This floor number -1 includes only these for the customers. There're saunas separately for the women and men. Saunas are

open on Mondays 15:00-23:00, from Tuesday to Sunday from 6:30-12:00, and from 15:00-23:00. Between 12 and 15 this floor is cleaned every day by housekeepers.

There are four showers per bathroom, and both saunas are designed to fit up to 12 people. The sauna stoves are immediately warm within the opening hours, so there's no need to wait for them to warm up. The sauna facilities are the same in both sides. Dressing rooms are for the clothing change for the gym and the sauna customers. There's a bench, rack, mirror, hairdryer and a toilet.

The facilities are also designed to be dark colored and modern.

On the customer satisfaction diameter, the dressing rooms are in poor and tolerable area because they are not perceived of being cozy. The average rate for this is on tolerable area with satisfaction number 3,55. The cleanliness had good reviews on my questionnaire, but these results puts it to be on an average with rate 4,22. Sauna facilities are also not felt as cozy as they should be, their 2018 average rate is 4,04 and on average area.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<i>Saunas</i>	4,01	3,79	4,09	3,82	4,06	4,17	4,23	3,90	4,25
<i>Dressing room coziness</i>	3,50	3,14	3,59	3,17	3,57	3,66	3,85	3,43	3,80
<i>Dressing room cleanliness</i>	4,18	3,95	4,33	3,98	4,29	4,32	4,42	3,97	4,50
<i>Saunas coziness</i>	4,00	3,86	3,96	3,84	4,14	4,05	4,20	3,97	4,30
<i>Saunas cleanliness</i>	4,35	4,19	4,48	4,28	4,33	4,45	4,46	4,24	4,40

Figure 4. First 9 months of 2018 sauna facilities customer satisfaction.

Development is obviously needed for these premises. This concerns more the side of the dressing rooms, than saunas. Dressing rooms are considered to be small and something too little for a "five stars" hotel. Based on my questionnaire answers, the customers feel that these are small, not functional, lacks a table to put personal stuff while dressing up, and doesn't have anything extra in it.

2.2 Service design

Service Design is a way to plan and optimize the components of services to match the customers' needs and to maximize the profit for the provider. Profit means more customers, engaging the old customers, and a good revenue by cashflow. The history of Service Design doesn't go far, it is first introduced as it is today by professors Michael Erlhoff and Birgit Mager in Köln International School of Design at 1991 (Stefan Moritz 2005, 7.) Service Design can be used when updating already existing services or products, or it can be included when creating something new. There's already done a lot of studies about product design, now it is time to change into a service design to fulfill customer's needs (Stefan Moritz 2005, 7).

Service is not tangible. It is not something physical or something to have, it is an experience in that moment you got it. Service isn't there to be owned or stored, so it needs to be created and served at the same time. There's only that service you got, and you cannot come back and change it later or store it for later use. That's why it is crucial that servant succeeds in this exact moment. Service is also perceived differently and so on it is hard to measure. The control of the service is hard, because the best quality for someone may be the worse for another. That's why service is under development through service design (Stefan Moritz 2005, 7.)

Service can happen in many touchpoints that the customer goes through when visiting the company. For example, in a hotel there's the main three touchpoints that customer has: making the reservation, arriving the hotel, and checking out. Service design makes sure that the overall experience customer has is as good as possible. It is a mental concept in clients minds (Stefan Moritz 2005, 7.), so the service design includes a hint of a psychology as well.

Design thinking includes six steps in the service design development process. These are called service design (SD) tasks, and they are: understanding, thinking, generating, filtering, explaining, and realizing. This is important tool when creating something new, thanks to its features of mapping customer's needs.

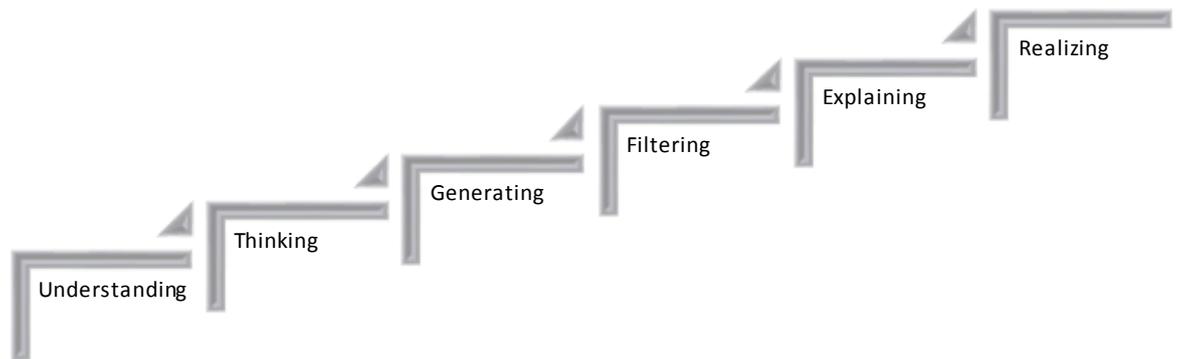


Figure 5. Design Thinking phases (tasks)

The understanding phase includes research about the clients, finding out about contexts, and exploring the opportunities. This is a broad area that includes factors mentioned before, and specific studies within them. Understanding goes deep into a customers and companies minds and needs to define the goal in a systematic way.

Thinking includes the strategic approach for an opportunities found out in a previous phase. It scopes out the details and specifies all of them. Thinking turns the complex data into an insights. Thinking phase is not laying the role only in this part on the whole design thinking. It may come after every segment, to scope and process the details and to clarify the next steps. It gives the directions and guidelines for the design thinking and design process.

Generating is a simpler phase. The main tasks for this are to develop relevant ideas based on the information gained in the segments before. It creates alter natives, crafts details and consistency. This is the phase to be creative.

Filtering instead brings the sense back into this creative project. It separates possible and impossible ideas from each other and combines the concepts. All the ideas are evaluated and the most relevant are selected.

Explaining phase gives the picture of an ideas, it gives visualization and illustrates the potential scenarios. The ideas chosen came out to life through sketches, drawings, Photoshops, videos and animations. This is one way to see the possible scenarios and how to use the product or how to see the services through customers eyes.

Realizing phase means that is time to make it happen. It includes developing, specifying and implementing the prototypes and processes. It also includes the business plans to see how these works financially and guidelines how these should work on action. For a staff this means trainings, specifications and briefings to ensure that they are able to put the service into action (Stefan Moritz 2005, 9.) The whole design thinking process is a phase for service design process. Design thinking works before service design, and between the steps in service design process.

Service Thinking is a detailed process that supports Service Design process. Service Design process includes five steps: empathize, define, ideate, prototype, test. This is a process that can be used either when developing something old or creating something new.



Figure 6. Service design phases

Service design process starts by discovering a problem, and then starting the process to solve it. This process includes five phases of development; empathizing, defining, ideating, prototyping, and testing (Prince Pal, 2016, 9.) First there's a need to define as accu-

rately as possible the problem, that's a phase of empathizing: learning about your audience. This is the centerpiece of human-centered design process. Getting to know your customers; what they want, what they need – in physical and emotional way, and what is meaningful to them. Ways to empathize are listening, observing, engaging, watching (Hasso Platner, 9.)

Second phase is to start the development, defining the need in different point of views. Defining is all about bringing clarity and focus on design space (Hasso Platner, 9). Defining gathers all the information got in defining phase and defines the challenges in development process. All information about customers starts to make sense, and the goal is to create a meaningful craft of a service for them. Defining phase means that you start to see the customers point of view. That won't happen in a second, so the thoughts and ideas needs to merge a while in developers head.

After these is the phase of brainstorming: ideate and come up with creative solution. This is a phase to be creative and think all the possibilities, not just one good idea. All those ideas together modulate this one solution. Then the first testing part can be started: phase of prototype. When the product of this service design is ready to be delivered for a customer, is time to start prototyping phase to see how we managed.

Prototyping phase is meaningful because there's still opportunity to upgrade the product if needed. The developing process won't stop immediately when you launch new product. This is the phase to communicate with the customers to see how they feel about the change. Communicating also starts new conversations, that may give more ideas and more efficient ways to use the products. Prototype isn't always the final product, it can be easier and cheaper to make, so the fall isn't so big if the product fails. Best scenario would be that the product works with the environment and is ready for mass production.

After that is time to test the product in real action. This phase is wider timeframe, and includes testing in controlled environment and in real use of customers. Feedback and the demand tell the story about the success. This is also an opportunity to learn more about your customers, they may react differently for this new version, and are they engaged enough to try this new product. This is a phase to create experiences and to see how the new product or service works in competition.



Figure 7. Development process in this Thesis

The most important aspect for Tornì is that customers feel that they have everything they need inside this hotel. As a tool for a Service Design is important to put yourself as a developer into customers situation, what would the customer need when they are in these premises? Usually those are water, cleaning equipment for machines, towels, toilets and shower. In a Service Design progress these are optimized to fit customer's needs and to be as effective and productive for a producer as possible. That can be seen on the amount of showers and gym machines. The Solo segment also requires a big sized sauna, and it is optimized to be warm only when it is needed. But in Solo segment even these aren't enough. Tornì's customers expect to get luxurious experience, something that other hotels don't have. Service Design plans a solution for these kinds of problems. The need is to surprise customer, have what they won't expect us to have, what others don't have, and what fits our image. Service design offers a solution for a higher effectiveness (Stefan Moritz 2005, 10.), so the service that company offers is the service customer needs. There's no point of having it all, if they are not necessary. That's also a point with better efficiency, when optimizing the resources so that there's no waste. A small gym with too much in it isn't the right way, when you can have just the correct machines – there's no need of some more.

The customer feedback is important for the hotel because that's the way Managers can learn what customers want, need and expect from them. Also, customer feedback is a

way to compare hotels before the decision where to stay. For the Hotel Managers the customer feedback is the key for the successful customer experience. When knowing what factors makes hotel a good one, these can be developed. Also, the employees can know how to serve the customers better. Service design also engages the customers and connects organization and clients (Stefan Moritz 2005, 11.) If servant manages to fulfil the expectations customer has, the customer will come back later. That creates personal relationship for the company and the client. When trusting the company, the customer usually spends more time and money in it (Stefan Moritz 2005, 11.) When expectations meet the experience, customer satisfaction is ensured.

Differentiation with the competitors is important. If a competitor offers the same service, there's no point for a customer to come back. That's the reason I visited the competitor hotels, to see what they got, and how to make a difference. I learned the importance of knowing what and when the competitors are doing, and for whom.

2.3 Development process

The aim of development process is to update something old, or to create something brand new. The development process can be forced or just fun update, it can be small or big, and happen in any kind of time frame. The development means that there's something to begin with - there may be some model, example, or old thing to start with. The development is important for businesses in this constantly changing world. If there's no development happening ever, the businesses will get run over. Development is also a way to involve the customers into a process and so on increase their loyalty towards company. When customers feel that their opinion matters it may be also easier to face the results and to approve them. Then change management phase will be much easier for the supervisors.

When beginning on planning the development, there's a couple things that needs to be taken into consideration. First thing is budget. Development is an investment, but it needs to pay itself back to the developer. In this Thesis, there in no determined budget. The Hotel Manager will decide the budget after we know what the customers need based on my questionnaire results. It's important to think is there additional costs that needs to be noticed, and is there some additional costs that may come up later. The development can pay itself back either on the revenue, or by comfort it may bring. Revenue can be seen

straight with the amount of customers, but in this case first through the customer feedbacks and then with the amount of new customers. Second thing to take into consideration is the timing. On what kind of schedule the development needs to be executed. My timing in this Thesis is to get the questionnaire results in the end of summer 2018 to the Hotel Manager. The budget and timing works together if there's for example a need to transport something; the delivery times can depend on the budget. The third thing on the planning part is the limits and possibilities that develop process has, for example the space and time. My limit in this development idea is to use the spaces already existing, because the renovation considers only the decoration.

When the plans are ready, it is time to design. That's where the Service Design comes into action. That's the time to design this idea, try to make it to be the best version it can be, and then try a prototype. There's still an opportunity to change the prototype if something comes up on this point. For a planner this is kind of a safety-stop, because it doesn't need to be the final version. But sometimes there's no opportunities to test the real version, and that's when a prototype can be for example a drawing, and the planning part needs to be done really carefully.

After all the pre-work, the developed product is tested and ready to be published. After the publishing it is time to get used to a change, use change management, and see how the developed product works. Last but not least phase of development is to maintain the product and support it.



Figure 8. Develop process.

Developing a product can also be a learning opportunity. First studying what customers want, then think how to develop a product to fit these needs as properly as possible.

When starting to develop products, the systematic thinking will improve. The developer will also learn how to serve different customer segments as efficient as possible. It is important that as many people as possible would attend the development process, especially also the managers of the companies, to hear as many opinions as possible. With many point of views the product will automaticly serve different needs. For me this learning did happen. I got more open minded towards the product and the possibilities of change. I got to use the tools of Service Design and Desing Thinking on action.

Development process in this case isn't that huge: the aim is to update the old with a small change, towards a big outcome (more customers in gym, more customer feedback, more visibility for this service, and more revenue for the hotel). The development started with change management by telling openly why these facilities need development, and asking open ideas for this from everyone.

3 Methods

I chose to do two different questionnaires to get straight answers from the customers. If I would do just “pick one” -type of questions, the answers may not have been exactly what’s in the customers minds. Now the customers can say whatever they like anonymous, and that’s how we get to know their real opinions. Also, I chose to keep the questionnaires long time out there, so the customers can read the questions and think the answers with no rush. Sometimes the best thoughts come afterwards. I found out that this was a right choice, because of the variety of the answers.

Qualitative research focuses on the question “what”, and that’s what I am looking to find out. What do people want from the gym? It is non-numerical research and my point is to find out how the customers feel about this gym. Qualitative questionnaire is open and flexible, so the people are free to tell what’s on their mind. There’s no right or wrong answer, there’s nothing expected from them, so the questionnaire is valid because of there’s no need for cheating. Also, the customers know that their answers may affect them positively by actions made based on this research, so they kind of drive their own interests. The samplings use empirical methods as they look, see, think, what they are answering. They make observations, and I collect them. I also used the quantitative method as I analyzed the qualitative results, the number of answers became relevant when researching the most popular answers.

Analyzing the results includes thinking, counting the answers, and transforming the datas into a figures. I’m going to highlight the parts that has more answers, but I’m going to tell also about the aspects that wasn’t the most usual ones. I’m going to create the headings that includes several answers, like “decoration” can include the curtains and the paintings, and little details all together. I noticed that this was the best choice because of the answers were so detailed and dispersed.

3.1 Qualitative questionnaires

Objective of the qualitative questionnaires is to get overall answers to what people value in the gyms, and how to optimize the Tornin’s gym based on these answers. The first questionnaire I did in the Nokian Liikuntakeskus answers the question about the factors that makes the gym comfortable. With question “What makes the gyms enjoyable?” I tried to get as many different and personal answers as possible. Customers can interpret the

questions differently, and we can get the answers we didn't even thought would come up. The second questionnaire was in the Tornî Hotel's gym about its current situation. There were two questions. The first one was open question "I enjoyed the gym because of...?" for customers to fill the end. By that I wanted to see what is something they like in the gym, if that can be developed more, and what is something that's already good, and we don't need to worry about it anymore and focus on something else. The second question was "I would have enjoyed it more, if...?", and with that I got some personal answers about of what people feel that the gym is lacking of. That's the most important question, because that can give straight answers what to start to develop.

I'm going to pursue the objective by letting customers fill freely the answer forms in Nokian Liikuntakeskus and in the Tornî's gym. I hope to get some quality answers that give some development ideas that can be executed. I'll collect the answers after a month and analyze them. If needed, my loose schedule allows me to collect some more answers too.

I'm going to analyze the data with numbers, figures, and percent. The answers are based on the feels and thoughts of the customers and so on they can be reliable. And like I said above, they drive their own interest. The most important numbers are the ones that tells what is the thing people value the most, and what they desire to be in the gym, and how most people feel the Tornî gym at this moment. I may get different answers that I expect, but that's only a good thing. If the results weren't something that we haven't thought of, we could just renovate the facilities without this Thesis. That's also the Service Design – designing with people, not for them.

3.2 Comparison

I visited four other hotels in Tampere, that has gym facilities within them. The hotels were Scandic Tampere City, Scandic Tampere Station, Holiday Inn Central Station and Sokos Hotel Ilves. I had a form with me that I filled up with the information I got from the other gyms, including for example the size, colors, designs, plants, machines, mirrors, tables, and cleaning utensils in the gyms. I also photographed parts of the other gyms, so I can add those in to development suggestion. The main idea with the comparison was to get overall picture about the other hotel gyms in this area. Too see, what customers may have got used to before Tornî Hotel was build. I expected to get some ideas from the gyms, that I can develop to use in the Tornî's gym.

The gyms were smaller in every hotel. In Scandic Tampere City the receptionist told that they use the name of “exercising room” instead of gym. The dressing room facilities were bigger only in Sokos Hotel Ilves, that has a swimming pool and the hotel focuses more on that relaxing side with the services overall. The amount of mirrors on the gyms walls was quite much the same. One to three walls covered with mirrors, depending on the structure of the space. Also, the mirrors in the dressing rooms were quite little, only one in every hotel, except Ilves had two. Holiday Inn was the only place with plants; they had two plastic green plants. And even though the plants were not living ones, they did immediately the effect of more enjoyable space.

3.3 Timing

Theoretical timing is that I will finish my Thesis by the end of the summer. I'll have the qualitative questionnaires in the Hotel gym for a couple of weeks when searching the theory parts meanwhile. The writing part will be long, because of my job and I can't write everyday. I'll write when I feel so, and that may take all of these 3 months I have booked for to do this.

Methods of timing is my motivation to graduate and my calendar. I'm going to use the mornings of my free days for this Thesis. Because of my unregular shifts I can not forecast the exact time that the Thesis will be done.

Data collecting part will start by the end of April, and end before June. I'll transfer the data into figures before August, and on August I'll write everything open.

After my development suggestion, Hotel Manager will present my ideas for the Sokotel Oy:s brand managers and designers, so they can start to develop the premises. These official designers will do the final plan and implement it.

4 Results

4.1 What makes a gym a good one?

The results I got from Nokian Liikuntakeskus answers this topic's question. I got eighty-seven answers, and two kid's drawings that I left out from this research. The sampling was every customer that wanted to give their opinion, and I didn't collect any personal data from them because their age or gender does not matter – we develop these facilities

for everyone. The results emphasized five most usual aspects; cleanliness, working equipments, music, air conditioning, green plants and the lighting to work with all kind of workouts. The “other” answers that had a huge amount of overall answers (42%) included one-kind-of answers. For example, there was televisions, price-quality, and yoga mat.

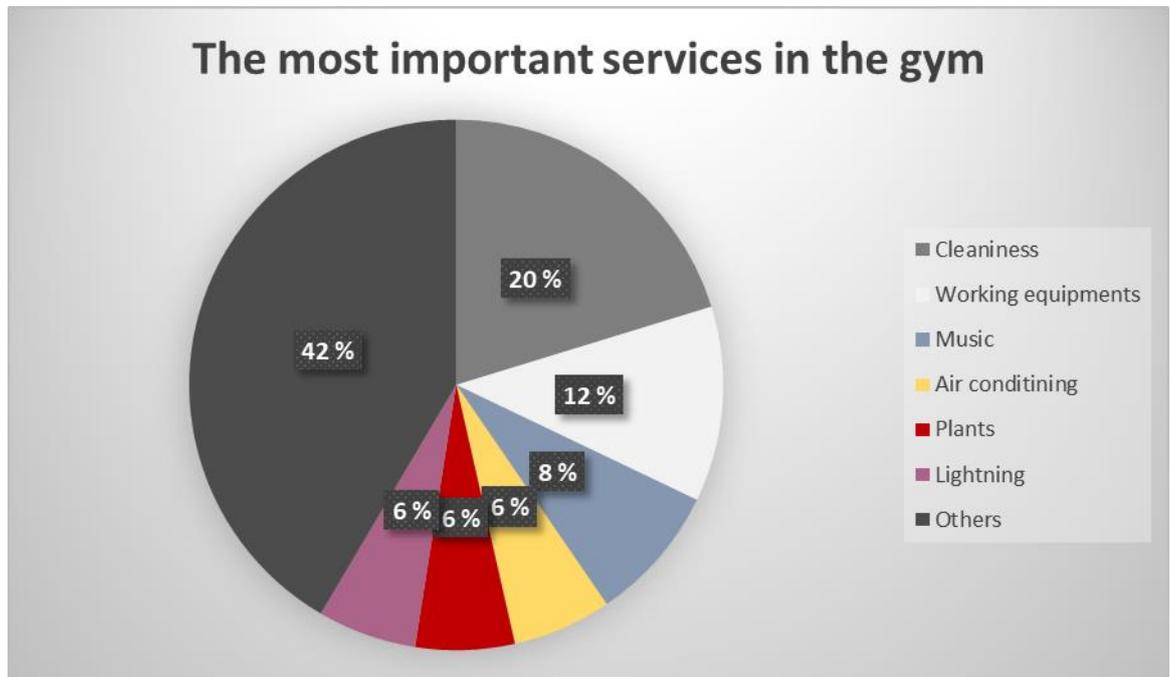


Figure 9. The factors that gym users value out of one eighty-four answers

The aspect “cleanliness” got 20% of the answers. So that can be said to be really important factor in the gyms overall. In torni, this aspect is taken into consideration when the gym is being cleaned every day. There’s also the disinfection spray bottle, and cleaning wipes that should be used for the machines after exercising. There are also many trashcans, in every room. The questionnaire in Tornii Gym told that the cleanliness was one on of the aspects that had good feedback, 13% of the compliments were about that. So, this needs no development itself, but is important aspect to follow. The level of cleanliness needs to stay steady or become even better.

Second important aspect was equipment’s condition, they need to be taken care and work as they should. Twelve percent of the answers included this. Customers want that all the machines and weights are safe and working, and they are well maintained. This includes that there’s working equipment’s, the maintainers are there when needed, there’s instructions of how to use the equipment’s safely, and that everything are on their own place. This is something that the Tornii has quite all right at this moment. There were couple of feedbacks that the training balls weren’t full of air, but the rest of the gym is working. The

maintainers are working every day, and receptionists can give tasks for them around the clock.

Customers also know how to work, if they see something wrong – they know to contact the receptionists.

The music part is difficult. The amount of the answers was eight percent, and didn't include those that carry their own music with them, because the question was about the gym's own belongings in the property. There were a lot of feedbacks about music, and they were different. Some people want that there's a good music to listen while working out, but some value the silence. Also, the constantly developing technology makes its own obstacles; when some of the users use headsets, some wants to connect their phones with the music machines in the gym, and all the different variations there are, should be taken into consideration. Now there's just the same music playing as in the rest of the hotel; typical background music. This is a real deal to develop.

All the rest of the most usual answers got the same 6% from all the answers. These were air conditioning, plants and the lighting. The air conditioning is a thing that I thought would be one of the most important facts, based on my own experience from gyms. This also divides the answers for two sides; the ones feeling too hot and the ones feeling too cold. The temperature depends on what type of exercising you are doing. International fitness association recommends that the overall room temperature for different kind of exercising would be from eighteen degrees to twenty degrees in the training areas (International fitness association. Health. Gym temperature and noise standards). That's obviously a bit lower than in regular living rooms for the heavy breathing and sweating.

Plants are the factor that surprised me when doing this study. Those didn't come into my mind at all. The green plants give value for a decoration point of view and also for the breathing air. With plants the air will be naturally cleaned, and so on advance the health. Also, the decoration will be softer and more varied with living plants. They also add the extra color into the room. At the moment there is a couple of plastic plants in the gym, but they are not noticed very easily.

The answers about lighting were divided into two kinds of different aspects. The first was that there isn't enough light, and the second was about how they are designed. The lights need to be bright but not a spots, because they will blind you when laying on a floor. Led Experts Finland says that the lighting should be brighter than usual to keep the focus and liveliness on point when exercising. Too dark room gives the body a signal to calm down

because it's night, and too bright lights doesn't allow you to keep good recovery pauses (Led Experts Finland). I had a couple of feedbacks about the spotlights on the ceiling; they are blinding you when doing exercises on a floor, and the lighting isn't designed to be noticed, so it gets attention that it should not get. The room is designed to be dark-colored that supports that the customers does not get blinded, there's no shiny surfaces, except the mirrors.

4.2 Advantages the Torni's gym

The question about the Tomi gym's present situation gave one hundred and twenty-two positive answers. The most positive feedback had five factors, and the rest of them was one of a kind -answers.

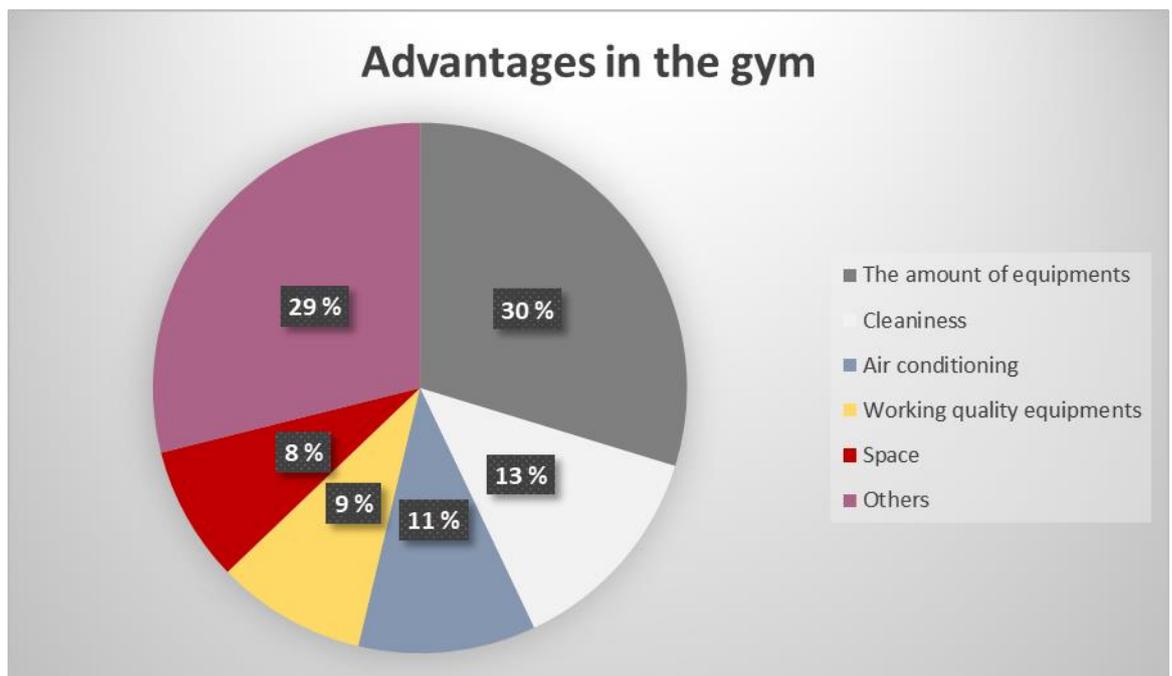


Figure 10. Advantages in the Torni's gym based on one hundred and twenty-two answers

The most positive factor is the amount of the equipment's in the gym. There's a warm up area with two treadmills, two cross-trainers and a bike. Training area includes free weights, Techno Gym machines, exercising balls, and yoga mats. This feedback had 30% of the answers. It is clearly seen as an important factor, because of the separate answers got only 29% of the answers.

Second best advantage was told to be the cleanliness in the gym, with 13% of the answers. That's not a surprise because it is cleaned every day, and the usage percent isn't

that huge. The amount of usage and cleaning are in balance. Because this answer was also in the Overall gym factors -questionnaire results, it gives more value for this being a well handled. The factor that the hotel guests are perceived to be smart and the hotel brand new, the customers are with the positive mind about cleaning their marks after their visit.

The air conditioning got 11% of the positive feedbacks. The air is moving, and the space has a good temperature. Only aspect that came out negative with this were the lack of movable fans in the gym. The customers can't control the air conditioning by themselves.

The "Working quality equipments" are perceived to be positive with 9% of the answers gained. That's also one factor that came up in the Overall gym factors -questionnaire, and it is wonderful that this need matches with the product. This is a kind of quality diameter for the gym and if this would be in a disadvantage, that would be harmful for the hotel. Also, this tells that the maintainers are working well, and the information is moving within the hotel and its employees. The exercising balls are the only ones that are perceived needing some fixing, and that's the only action needed to be done based on these answers.

The final factor that stands out from the answers was the amount of space in the gym, that had 8% of the answers. The gym is perceived to be a good sized when located in the hotel. There's everything that's needed for a good workout, and there's enough space even when not being alone in there. The answerers can be assumed to have a previous experience of a hotel gyms, because of the comparison part of this thesis and its outcome. This Torni's gym was the biggest hotel gym in Tampere, amongst the gyms I visited.

The rest of the results were factors that didn't come out many times. There was for example mentioned the art included in the space, television, the material of the floor and the opportunity to use showers in the same floor.

4.3 Disadvantages in the Torni's gym

The amount of negative feedback was the smallest when comparing the previous results told. I got eighty-seven answers about things that customers felt that needs to be developed. The aspects that stand out were amount of equipments, music, space and the view. The rest of the answers were one-kind-of answers, 29% of the overall answers.

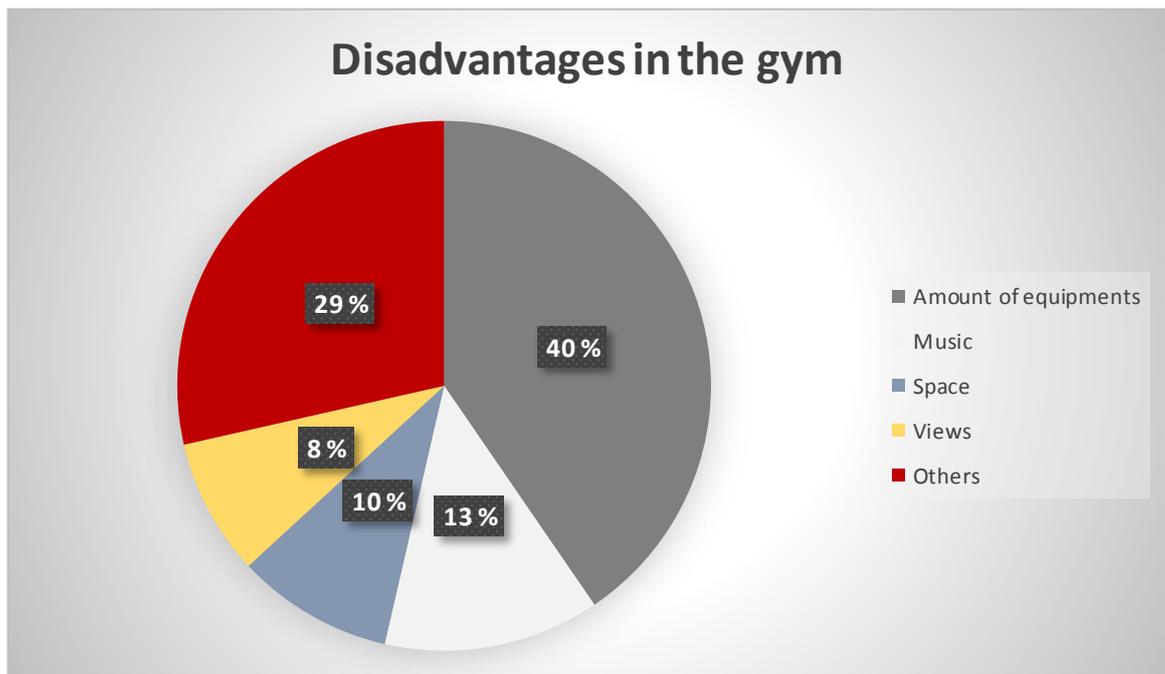


Figure 11. Disadvantages in the Torni gym based on eighty-seven answers

The results tell that there's a contradiction with the amount of the equipment's. The positive feedbacks told this aspect to be already good, but when asking what customers want, they told that they want even more equipment's. This makes me think do the customers feel that there's possibility to have some more, or is this a constant need of always needing some more? The amount of these answers was 40% of the answers. There was mostly told some particular objects that are missing, for example additional parts for already existing machines, more training balls, different sizes and different weights. I think that's understandable, because the customers are all different, so they need different weights. For example, the dumbbells are usually from 1 kg to 10kg for the basic trainers, and from 12kg to 50kg for the heavy lifters. Also, when there already is 12kg dumbbells, and 8kg and 14kg kettlebells, logically the kettlebell workout could be done with dumbbell. It would be just nice if there would be the "real" option for this weight.

The second thing that needs development was the music, with 13% of the answers. It's already mentioned that there's only the background music at the moment, not anything particular for the gym area. This is obviously one factor that needs to be developed. The question only is; how? The answers told that music needs to be freely changed by the customers. They want to effect on what they listen, and that's understandable. But would

just the basic FM radio be good? I think not anymore in this century. It is not enough anymore that the volume and the station is to be changed, nowadays everything needs to be more detailed way controlled, in this case just like your own playlist.

Space had 10% of the answers. That's also an aspect that was supposed to be already in a good condition, but that was only when focusing on the gym side. These negative answers were all about the dressing room facilities, and one because of the lack of a separate stretching area. The gym's size is good, but the time spent in this floor before and after workout, or sauna, is not enjoyable. The gyms and the saunas are designed approximately for 8 people, but the dressing rooms are designed for 4, based on the seating limit. The detailed feedbacks about the dressing rooms were about the space to put your personal stuffs after the sauna or gym. There's no side tables or enough space near the mirrors. One feedback told that it is not nice to use the toilet's mirror during the make-up session. One was about the hair dryers placement in the dressing room. This factor needs developing in a way to optimize this small space to full as much needs as possible.

The last result with many answers was the lack of the views. The customers disliked that the gym is in a "basement". They wished to see out, or more televisions. The views outside is impossible to develop, because of the location – one down from the ground level. Also, there was mentioned that mirrors could be on two walls next to each other, so customers can see their trajectory from behind and sideways at the same time. This is an important aspect, because it is important to do the exercises right to avoid any injuries.

The answers do give me a lot of help for the next phase of this Thesis – the development idea. I got the results I thought I would get, and also a couple of really interesting new ideas.

The learning side was about the mixed feelings customers have, how to fill opposite needs at the same time.

5 Development idea

The development will be executed in these premises as they are now. The amount of space will not change, and the renovation will only stay at the decoration-level. This development will be approved by our Hotel Manager and implemented by professionals from Sokotel Oy.

The aim for this development is to upgrade the customer satisfaction. The development will start after this thesis, and the results are ready to be seen after a year, when comparing the customer satisfaction rates. The diameter of this will be the same channel that Sokotel Oy uses now, the feedback forms customers fill after their visit.

This process is all about service design. First we researched the customers needs, to find out what they like, how they feel at the moment towards the gym, and what they would like there to be that isn't already. From the questionnaires I did, we found out that they want different kinds of music, some decoration plants, more space into the dressing rooms, and more equipments. Now I have picked few aspects to develop, and this chapter is the planning part.

Next thing to do with the Service Design is to brainstorm with the colleagues and the Hotel Managers. With many opinions we can get even deeper with the smaller details. Then we can release the stereotype part for the test, get new feedbacks from the customers, and then either to keep that one, or develop it even more. The last part is to re-evaluate the minus one floor a year after the development.

The project management tools were the execution of the questionnaires, putting all together in a efficient way, separating the most important aspects, and to deliver the development ideas with a faith on the process. Management tool is also to include everyone into this project, and to start change management at the right time. My part for this is to give the suggestions for Hotel Manager, and she hires the Sokotel Oy designer for the job. After all plans are clear, the power moves to the maintainers who will execute the change on these facilities. From the start everyone has listened everyone, worked together and has had open minds for this transformation. This is a learning opportunity for a successful change in a community with many executers.

I did a separate document for the Hotel Manager Eveliina Jokinen about this Development idea.

5.1 Music

Based on the answers I got, 13% didn't like the music that plays in the gym right now. The questionnaire made in the Nokian Liikuntakeskus shows, that 8% of the overall comfort in the gym comes from the music. I chose this to be a part of the development because it is important aspect for people overall and is easy to be changed in the Torni's gym.

The article made by a Frontiers in Psychology tells how important music is to people's lives. It shows various benefits that it brings into our lives, and tells that the music has been in humans life over a 250,000 years. The article tells that music releases stress, and produces pleasure for the listeners (The psychological functions of music listening. Frontiers in Psychology. Frontiers media SA, 24).

Music needs to be changeable by the customers and through the way they prefer. Besides the traditional FM channels, there needs to be an USB cable, AUX cable, and Bluetooth. The volume needs to be changeable, so the source of the music needs to be near. The traditional and sure way is to get JVC Boomblander, and to do a music closet for this to avoid the change of that being stolen. The radio would cost under 250 euros, and has a 2 years warranty (Verkkokauppa.com.) This radio is used by professionals in the fitness classes, and it's enough for a space like this. The other costs will be the cables and the locked closet, or just some addings to keep the radio tied into the table.

It is important that the music is changeable because of the different kind of customers we have. The customer segment of this hotel is so wide, that it can not be pre-determined except in high seasons.

5.2 Plants

The plants need to be long lasting, suitable for a room without sun and survive without that much watering. They need to be middle-sized and easy to move around if needed. It will be only a bonus if the plant is good for the inside air too. The good amount for the plants would be in this sized gym approximately four. For the gym side I suggest Chrsalidocarpus lutescenes (Puistokultapalmu), because it is good sized, easy to take care of and doesn't need sunlight. They cost 29,90 euros in Bauhaus, and are long lasting.

The plants in the dressing rooms need to be equally long lasting and easy, but also tolerate the moist air coming from the showers. I suggest Zamioiculas (Palmuvehka) for the dressing rooms, because they are really long lasting and tolerate a lot around them. They are the plants that are seen in public spaces, like shopping malls and schools. This is small enough to be in the make-up table.

5.3 Space

The problem with dressing room facilities is that those are too small. From all of the answers 10% told that they feel this space to be unpleasant. The floor plan is something that is un-changeable in this level of transformation, so the furniture's are the ones to be changed.

The big lockers could be outside the dressing room, and inside the dressing room some smaller for only 6-8 people that usually are in the sauna at once. The smaller lockers could be located above or next to the towel shelves.

Now the towels are there where the customers should sit, so they need their own place. Shelves above the laundry basket could do the trick. Also the towel laundry basket needs to be like in hotel Villa, stylish and clearly for the towels.

The bench could be more deep and stable, now it is too small and unpleasant to sit.

There are no colors showing in this room at all, because of the colored stools are under the lockers. Easy way to add some colors would be to get a mat in to the toilet, and some colored coat racks like they have in Sokos Hotel Ilves.

The space that is now used for the lockers needs to be transformed into a make-up & hair-do spot. Table, and a chair placed under the mirror. There could be a plant in this table, and some body lotions.

5.4 Extra services

If customers forget to take their own towels from their rooms, there should be some backup towels in the dressing rooms, just in case. Also some face towels need to be in the toilet side, where the make up and faces are washed. "Something extra" could be the products that are already in the rooms; body lotions, shampoo and a conditioner. The usage percent of the gym and saunas aren't that huge, that the little extra costs caused by those would make any difference. Solo-segment should have this, because of the regular hotels are doing it already.

Also, the idea of the sauna guide was great in hotel Ilves, and we could have similar. We

could also invent our own “exercising printouts”, like Scandic has their own Gym Cards. Those are cards for customers to fill in their exercising routines. Pros can add their own programs, and beginners get those already written down, they just have to follow what the card says. These are small but affecting ways to impress the customers.

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Appendices

- **Appendix 1. Questionnaire letter in Nokian Liikuntakeskus. Answerers are mainly familiar for thesis maker and speak Finnish language.**

HEIPPA!

Teen opinnäytetyötäni erään hotellin kuntosalin viihtyvyydestä...

JA TARVITSISIN VASTAUKSIA SEURAAVAAN KYSYMYKSEEN:

MIKÄ TEKEE KUNTOSALISTA VIIHTYISÄN?

YLEISTASOLLA, ELI NYT SAA KÄYTTÄÄ MIELIKUVITUSTA
& KOKO ELÄMÄNKOKEMUSTA!

MAASTA, PAIKKAKUNNASTA, TAI KUNTOSALIN

KOOSTA RIIPPUMATTA.

KIITOS PALJON JOKAISESTA VASTAUKSESTA!

T. FANNY

- **Appendix 2. Questionnaire form in Nokian Liikuntakeskus**

KUNTOSALEISTA TEKEE VIIHTYISÄN:

- **Appendix 3. Questionnaire letter in Tornio**

Hei!

Olen Restonomi-opiskelija, ja teen opinnäytetyötäni tämän kuntosalin & saunatilojen viihtyvyydestä.

Haluaisin tietää sekä hyviä, että parannettavia puolia näistä tiloista. Alla olevalla lomakkeella voitte jättää meille risuja & ruusuja.

Kiitän jo etukäteen vastauksistanne!

Terveisin,
Fanny Laurila
Haaga-Helia Ammattikorkeakoulu

Hello!

I am a Hospitality student, and I'm doing my Thesis about this gym, saunas, and dressing rooms.

With the form under, you can give us an important information, of how you feel about these premises.

Thank you for your answers!

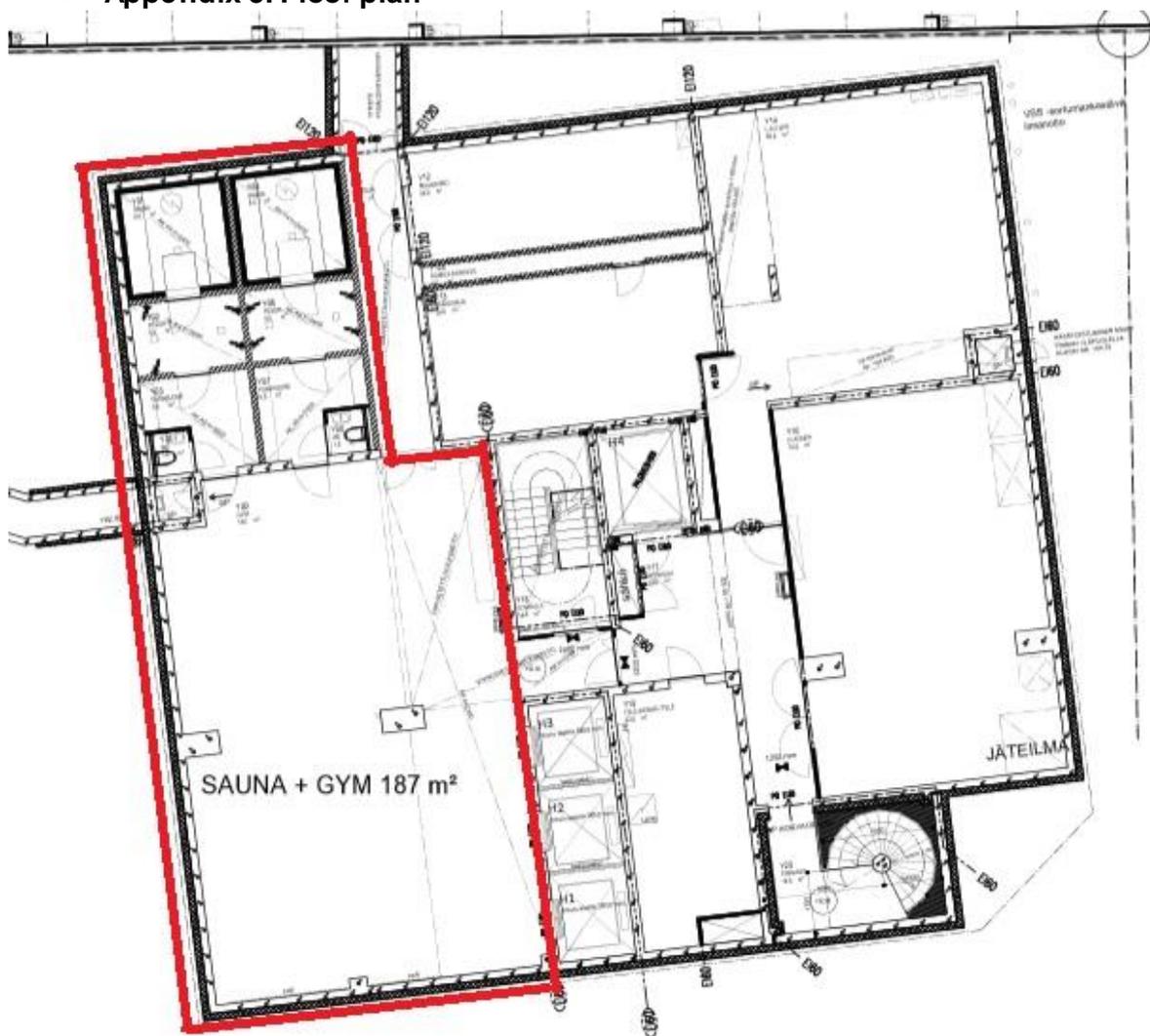
Kind regards,
Fanny Laurila
Haaga-Helia University of applied sciences

- **Appendix 4. Questionnaire form in Tornio**

Viihdyin kuntosalilla, koska...	Viihtyisin kuntosalilla vielä paremmin, jos...
-	-
-	-
-	-

I enjoyed the gym, because of...	I would have enjoyed it more, if...
-	-
-	-
-	-

- Appendix 5. Floor plan



- **Appendix 6. Questionnaire results**

FINAL RESULTS in Tornii questionnaire

GOOD FACTORS	NUMBER OF ANSWERS	
A LOT OF EQUIPMENTS	36	29,51%
CLEAN	16	13,11%
AIR CONDITIONING	13	10,66%
GOOD EQUIPMENTS	11	9,02%
SPACIOUS	10	8,2%
LOCATION	9	
DECORATION	6	
LIGHTING	4	
SHOWER & SAUNA	4	
TOWELS	3	
TV	3	
MATERIALS	1	
OPENIN HOURS	1	
DISINFECTION	1	
WATER	1	
NEW	1	
FREE OF CHARGE	1	
		28,69%
ALL TOGERTHER 122 ANSWERS		

NEEDS DEVELOPMENT	NUMBER OF ANSWERS	
MORE EQUIPMENTS	30	40,48%
AEROBIC	4	
MUSIC	11	13,1%
MORE SPACE	8	9,52%
VIEWS OUTSIDE	7	8,33%
LIGHTING TOO BRIGHT	3	
LIGHTING TOO DARK	3	
WATER	3	
CLEANINESS	2	
AIR CONDITIONER	2	

MIRRORS	2	
DECORATION	2	
TOO COLD	1	
PHONE CONNECTION	1	
REUSABLE WATER CUPS	1	
PICTURES ON THE DOORS	1	
TOWELS	1	
TV ENGLISH	1	
MINIBAR WITH FITNESSFOOD OR A FITNESS MENU INTO GRILL IT		1

28,57%

ALL TOGETHER 84 ANSWERS

CUSTOMERS VALUES

NUMBER OF ANSWERS

CLEAN	17	20,24%
WORKING EQUIPMENTS	10	11,9%
MUSIC	7	8,33%
AIR CONDITIONING	5	5,95%
PLANTS	5	5,95%
LIGHTNING	5	5,95%
OTHERS	35	41,67%

ALL TOGETHER 87 ANSWERS

- **Appendix 7. Development suggestion**

Fanny Laurila

Thesis: Development idea for the Solo Sokos Hotel Tornin gym & dressing room facilities

Haaga-Helia University of Applied Sciences
Hospitality, Tourism and Experience Management

30.08.2018

Development idea

This development idea is based on the conversations with Evellina Jokinen, the questionnaire results of what average gym users' value, the questionnaire made in Solo Sokos Hotel Tornin: what customers like and would do different in these gym & dressing room facilities.

This development suggestion is made to be as easy to enable as possible.

The results from the questionnaires

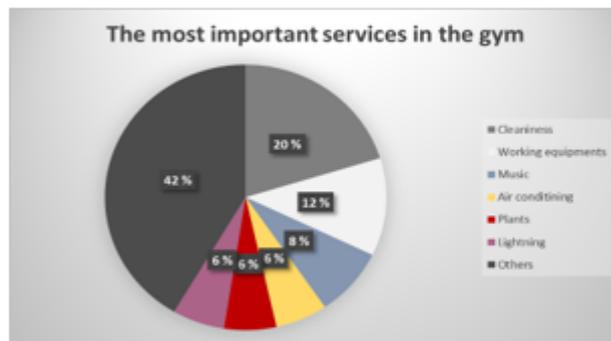


Figure 1. Questionnaire results from Nokian Liikuntakeskus: Overall values in the gym.

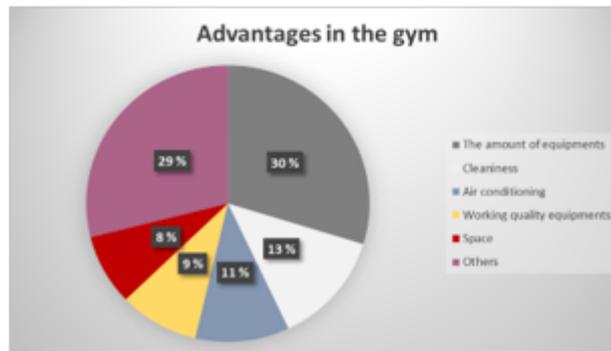


Figure 2. Questionnaire results from Tornin: What customers liked about the gym.

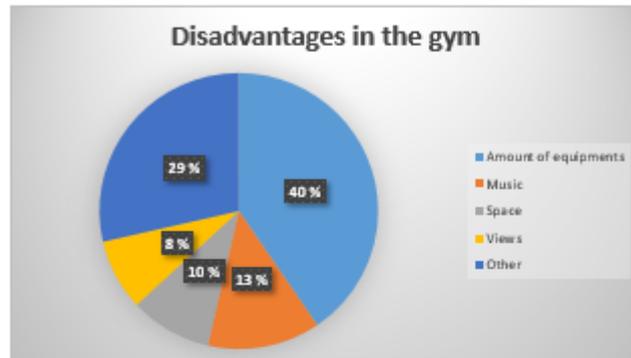


Figure 3. Questionnaire results from Torne: What customers would change in the gym.

The dressing room facilities

The problem with dressing room facilities is that those are too small. 10% or the answerers told that they feel this space to be unpleasant. The floor plan is something that cannot be changed in this level of transformation, so the furniture's needs to be changed.

The big lockers could be outside the dressing room, and inside the dressing room some smaller one only for 6-8 people that are in sauna at once. The smaller lockers could be located above or next to the towel shells. I think that if there's none, the customers will notice that and tell that they don't want to go out only with towel on from the dressing rooms if they need something from there.

Now the towels are there where customers should sit, so they need own place. Shells above the laundry basket could do the trick. Also, the towel laundry needs to be like in hotel Villa & Ilves, stylish and clearly for the towels.

The bench could be deeper and more stable, now it is too small for some people.

There is no colors in this room at all, because of the colored stools are under the lockers. Easy way to add some colors would be to get a mat in to the toilet, and some colored coat racks like they have in Sokos Hotel Ilves. Picture attached below.

The space that is now used for the locker use needs to be transformed into a makeup & hairdo spot. Customers has left a feedback, that they do not want to do their makeups in the toilets. Table and a chair under the mirror would solve this one, and add some extra mirror to another wall, so the fast ones can use that one. There could be a plant in this table, and the body

lotions.

The plant in the dressing rooms needs to be long lasting and easy, but also tolerate the moist air coming from the showers. I suggest Palmuhehka for the dressing rooms, because they are really long lasting and tolerating a lot around them. They are the plants that are seen in public spaces, like shopping malls and schools, so they don't need that much watering.

The easy way to do something extra is to have for example body lotions for the customers. The same ones they have in their room. Also, the idea of the sauna books was great in hotel lives, we could have similar. Picture attached below. We could also invent our own "exercising printouts", like Scandic has their own Gym Cards. Those are cards for customers to fill their exercising: pros can add their own program, and beginners has those already written down. These are small but affecting ways to impress the customers.

The gym facilities

Based on the answers I got, 13% didn't like the music that plays in the gym right now. The questionnaire made in the Nokian Liikuntakeskus shows, that 8% of the overall comfort in the gym comes from the music. So with the music we could impress the customers. There's no music systems in any hotels I visited, not even an radio.

So the two options could do the trick; traditional FM radio, or real JVC Boomplaster with USB and AUX -cables and Bluetooth.

The plants in the gym right now are invisible. They are too dark colored and beside the wall that they hide themselves into walls. Also, fake ones do not impress like real ones.

The plants needs to be lasting, suitable for a room without sun and doesn't need that much watering. They need to be middle-sized and easy to move around if needed. It will be only a bonus if the plant is good for the inside air too. For the gym side I suggest Puistokultapalmu, because it is good sized, easy to take care of and doesn't need sunlight. They cost for example 29,90 euros in Bauhaus, and are long lasting.

The views had quite many answers, but are not changeable. There could be more pictures on the walls that are close with nature. None hotel I visited had views outside, except lives – small ones to the parking place.

The way that the machines are located at the moment is not as functional as it can be. The trademills dos not need to be close with mirrors, so they should be on the dressing room side of the room. The heavy free waight should be near the mirrors, because these trajectories customers need to follow. Also it would be bonus to add another mirror to another wall, so customers can see themselves from the front and side at the same time.

That 40% in the cons right now about "The amount of equipment's" is a big group of one kind of answers. There was wishes from big machines into an

ab roll. The most answers had the cables. Customers wished different kind of bars into a pulley, a rope and a bar called "lapiokahva" would be the ones that are worth of buying. Pictures of these attached below. Other small ones were rubber bands, 20kg plates, and a skipping rope. Also, the exercising balls had many comments, about the lack of air in those.

The water system is okay for the Finnish customers, but the mugs could be re-usable and so on good for the nature. The customers from foreign countries didn't want to drink water from a tap and wished a cooler with water bottles.

The curtain is nice and adds some color to the room, and there could be even more this same petroleum blue in the gym side. This is fashionable and sophisticated color. Also, a hint of yellow (or orange) would go together with this, something cheerful that comes out.

The gym is only place in the hotel that doesn't tell any story? Except about Jutta, but that doesn't count. There could be something that goes with the railways, or the "wall of fame" in Moro, or something brand new that wakes customers interest.

Attachments



Picture 1. More colors to the toilets with mats.



Picture 2. More colors to the dressing rooms with the hangers.



Picture 3. Sauna books in SH lives.



Picture 4. Equipment's missing from the gym.