

# Final Thesis

Creation of customer satisfaction for MyEMS



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#### ABSTRACT

This report is a research of what business strategies and analyses must be used when bringing a new innovative service approach of MyEMS fitness studio to Tampere. The researcher is viewing ways to create, develop and improve the strategies and steps of the company. MyEMS is a fitness studio which stands out from the competitors with its new innovative product, EMS-technology training method. The goal is to define the service model delivered and review and create analysis and methods that support the progress of MyEMS. To clarify the success of the new innovative idea, the customers and clients are surveyed to receive a clear understanding of the new improvements and MyEMS's functionality as well as the value for the clients. Creation of a funding plan, business strategy plan with clear analysis and methods used, have been the key for the productively created new innovative product and brand of MyEMS. Marketing approaches together with consumer needs and desires are investigated and analysed, and there has been results and recommendations to give for MyEMS which has given them motivation and encouragement to expand their services.

**Keywords** Innovative service management, Theoretical framework, Strategy analysis, Survey analysis

**Pages** 34 pages including references 2 pages

## ABSTRACT

Tämä raportti on tutkimus liiketoimintastrategioiden ja analyysien käytettävyydestä uuden innovatiivisen palvelumuodon aikaansaamiseksi uudella *MyEMS*-kuntosali formaatilla Tampereen keskustassa. Tutkija etsii tapaa luoda, kehittää ja parantaa yrityksen strategiaa ja sen eri vaiheita. *MyEMS* on kuntosali joka erottuu kilpailijoistaan uudella innovatiivisella tuotteella, tuoden EMS-tekniikan kuntoilumenetelmäksi asiakkaiden käyttöön. Tavoitteena on määrittellä toimitettu palvelumalli, tarkistaa ja luoda analyysijä sekä menetelmiä jotka tukevat *MyEMS* etenemistä markkinoilla. Uuden innovatiivisen idean onnistumisen selventämiseksi asiakkaita kartoitetaan tutkimuksella joka auttaa saamaan selkeää käsitystä mahdollisista parannuksista sekä toiminnallisuudesta ja näin ollen keskittymään ja parantamaan *MyEMS*:n antamaa arvoa asiakkaille.

Rahoitussuunnitelman, liiketoimintastrategian selkeä analyysi sekä menetelmien luominen olivat avainasemassa tuottavasti luodun uuden innovatiivisen tuotteen ja *MyEMS*-tuotemerkin kehittämisessä.

Markkinointimenetelmien tutkinta yhdessä kuluttajien tarpeiden ja toiveiden kanssa on tutkinnan ja analysoinnin kohteena, tämä tukee *MyEMS*:lle annettuja tuloksia sekä suosituksia, jotka antavat heille motivaatiota ja rohkaisua laajentaa palvelujaan kasvavan kysynnän mukana.

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## 1. INTRODUCTION

The meaning of research conducted is to understand the steps taken when creating differentiated approach toward developed and innovative product and service of a fitness club, what it comes to marketing on its own market field and pointing out the importance of knowing the contribution factors in these differences.

The research question and reason behind the topic choice is to define the differentiated service methods and steps used by an international business model brought to Tampere in Finland, reviewing the topic from the small corporation point of view.

Concept used in this systematic research in a field of innovative business model is the gathering, recording and analysing the data gathered with a help of an insight peek behind the science of a small business operating in Tampere. Observing and interviewing the business owners and consumers and analysing the results by examining the business models, concepts and strategies used.

What makes a successful business model and what is the model to obey in Tampere, how to create a brand meeting the consumer needs, how to reach the potential customers, find a market place and step out from other competitors. How does operating in competitive Tampere effect to the small business that underline the power of social media in their marketing platform strategy to find consumers and gain visibility on their service markets. What are the other marketing contributions in the field of a city sized as Tampere?

What are the external factors and contributors supporting the new innovative product delivery steps for a new fitness model, what are the most important steps creating a sustainable success story, standing out from other competitors and reach the potential consumers?

The research focuses on the creation of a new innovative product at the fitness club, how to develop a marketing plan, create a stable and clear strategy and determining the outcome of a small business to survive with its completely new product and service innovation through a survey. To examine the results theoretically, giving a competence on investigating how to deliver outstanding service at the fitness club. This will be produced by monitoring, investigating, surveying and collecting data. Comparing the necessary actions to be taken in Tampere.

Defining different methods and approaches in the business strategy and creating a plan for the MyEMS fitness studio.

Using a qualitative approach as observation, interviewing and through personal experiments. Research group will be selected by the audience of a small company, reached out on social media and through their personal contacts created in Tampere.

What factors contribute to the presumed effect? What are the marketing steps to be taken when opening a new fitness studio in Tampere? How to contribute the marketing for all the necessary segments such as websites, influencers, social media

platforms, business to business methods and face to face methods taken, promoting a brand-new product?

The problem this research helps for: how to create innovative new product, brand around the product and compete against competitors in a small city of Finland. The research question we look for an answer is “What are the analyse methods and steps used when bringing differentiated product services to Tampere?”

Marketing research studying the success creating a business strategy actions of MyEMS, focusing what analysis to process and how to define the role of brands in creation of customer value and business success for a small company. As a research method has been used quantitative research methods together with qualitative research approach.

## 2. THEORETICAL FRAMEWORK

Framework around the research question “What are the analyse methods and steps used when bringing differentiated product services to Tampere?”

In order to indicate the marketing actions to be taken when establishing a new international concept in a town in Finland, there are many different indicators to be measured. The marketplace shared within other competitors providing similar services compared to the need and demand of the services amongst the people living in the city. (Bert Brijs, 2012, p. 89)

MyEMS has been established in Tampere, where the clientele is not as wide as in, for example, Helsinki, the capital of Finland, but also where the competitors within the same business does not exist. Building a leading brand around MyEMS in Tampere has been efficient according to marketing point of view and attracting people through flyers, online groups consisting with people living in the city and the local newspaper and networks in Tampere. (RadioSun, 2018)

How to create new improvements toward a sustainability of MyEMS fitness studio located in Tampere? How to find a way to improve the systematic strategy approach of the company and its employee’s commitment toward even better solutions to deliver services that stands out from other competitors sharing the same market and customer segments? How to develop the fitness club to a new level of customer-oriented approach that will give new value for its clients and simultaneously separate the fitness club from other competitors with differentiated service and product?

Bringing a new concept to the new city, consisting of wide variety of competitors delivering fitness services creates the research problem. How to attract customers and stand out from the crowd compered to competitors in the fast-growing city offering multiple possibilities and a wide range of services and products in the same market section?

The key variables in the research is the location of the fitness studio which brings along new opportunities but also the threats within wide range of competitors. In Tampere there are multiple fitness club chains offering a fitness studio facility, the biggest competitors are Fressi, EasyFit, Foreverclub and Fitness247.

The network building, strategy planning and business development are the key variables to create when building a new product range to the completely new market sections. Location, marketing advantage and branding, pricing and attraction are the factors contributing to the presumed effect.

Important things to define in the marketing strategy for the company's objectives are to define your target market and customers, as well as your value proposition for the customers, defining which product or service to introduce for the new market. Having a clear set of your business model, distribution channels and complementary services, marketing and the necessary resources to carry this all out as a complex baggage is in high demand and need. (Rohit Bhargava, 2015, p. 103)

The common problems listed, according to Yle News ( Yle News, 2018 ) when establishing or creating a new concept around existing business format or market that will entirely change the product and service approach within the existing business type, are to find the support from programs and networks, to integrate business delegations, defining how to ensure the right market selection, if it will be changed, and how to prepare for meeting potential clients and partners. Researching how to find potential partners and end customers, more importantly how to build trust with them, how to fine-tune your value proposition in the selected market, and finally how to launch your business locally according to the selected business model. (Yle News, 2018)

Rational choice theory creates a human behaviour when it comes to money and to the possibility of making profit. In this business model the profit for customer is the individual health and time saving decision behind it, which shows the direction of marketing segments in the new innovative product development and launching (S.M. Amadae, 2016).

Game theory is a part of social interactions which shows how big role interactions people have with one another, it is always a game and the best wins: this is one of the marketing tactics to be considered when creating and developing the existing product. (Kulis, S. T., Marsiglia, F. F., Nieri, T., & Crossman, A., 2007, p. 123-147).

### **3. THEORY - BUSINESS IDEA AND STRATEGIES**

#### **3.1 Henry Mintzberg five P`s**

With strategy plan there has been used Mintzbergs five P`s approach which includes plan, ploy, pattern, position and perspective. (Mintzberg, H., 1987, p. 11-24.)

This has been giving a clear understanding of the goals and mission of the fitness studio which are creating the whole structure and competence on the field of marketing for competing the competitors.

Plan has been created by focusing on developing the product in advance to meet the consumer needs with a high value offered within the purpose of the product. As there are several fitness studios across the country, mostly delivering the same product and services as a chain companies operating across the world, it sets up a standard of daily training services for clients. What would bring people to the private fitness studio? What is the reason some people do not use the fitness studios even they are easily accessible, everywhere and for everyone? What is the most important thing for human beings in their busy lifestyles? The answer comes when investigating the topic more specified and deeper, and Harvard Health of United States stating, if it is not the learned way of living and lacking the regular exercising, the other reason behind not exercising is the lack of time. Even thirty minutes exercise a day is highly recommended by many studies and clinical trials they have conducted. "About half of adult Americans do not meet one of the most oft-cited guidelines, which calls for thirty minutes of moderate-intensity activity most days of the week – and you can accumulate that total in bouts of ten to fifteen minutes. About quarter of American adults say they devote none of their free time to active pursuit" (Health Harvard, 2018, p. 8).

Comparing the physical movement of Finnish citizen does not give different statistics conducted by Ministry of Education and Culture of Finland. Research reports on the physical fitness and activity of Finnish people have been published every five years and there has not been difference between the previous data and the results of the research conducted in 2018; "The results show that Finnish adults spend most of their waking time being in one place, either sitting or lying down, completing less than one hour a day of any kind of movement is being put on place, including transition to work and back." (Opetus- ja kulttuuriministeriön julkaisu, 2018).

The studies and indicators of quantitative analyses shows there is a lack within the time spent on exercising, which defines the main reason behind this: growing population, individual competing and success in this rapidly moving world does not give people time to maintain their health and conduct with exercise, they do not have time for it. This defines the conclusion for the first segment of strategy plan: creating a product for consumer needs by offering an exercise method people has time to and which takes no more than thirty minutes on each exercise, two to three times a week.

Strategy plan as a ploy is to mislead the competitors for achieving own success story. There are multiple competitors in the fitness club industry, offering facilities and personal trainer services on their venues which are loaded with weights and equipment's for a traditional workout. All the gymnastic facilities are offering a similar services and workout methods and are competing in their own segment of markets. The customer range does not vary from MyEMS potential clients but is wider compared to competing fitness clubs. Sharing the same customer market range can be taken as an advantage, but also as a threat. As the competitors compete against each other with cost efficiency offering cheaper solutions for gym access with their temporary contracts and personal trainer services, they cannot compete with MyEMS as the products are completely differentiated even the customers and clients are



partly same. This misleads the competitors to ignore MyEMS within different range of product and services but letting MyEMS to see their customers and taking advantage of it.

Where traditional gym might advertise their contracts with a slogan “Just €19,99 a month, train as long and much as you want”, MyEMS can advertise their product with an advert stating, “Only two times 30 minutes training sessions weekly needed to achieve your desired goals”. Time is money. Also, MyEMS starting to provide massage services for its clients as a part of the monthly plan, including an opportunity for consumers to recover correctly and efficiently, may be seen as a ploy, as the other competitors with fitness clubs did not see this coming. This will also put on the competition with other potential massage providers in the area, which widens the marketplace and consumer section of those services. (Mintzberg, H., 1987 p. 04-09.)

Pattern as a strategy plan for MyEMS is to concentrate with the traditional workout methods in the training plan, without creating complicated and unknown exercising methods, they use the well-known and used, “normal” workouts on their sessions. This is the pattern which has discovered to be most efficient; people are afraid of unfamiliar and unusual new things, and the suit itself can be disturbing. But when advertising the standard and learned way individuals conduct their personal workout session at the gyms, it is not as big step to achieve the same results with same methods in thirty minutes instead of two hours. As pattern is measuring past behaviour, this is where it shows within MyEMS most efficiently. When there is a pattern of actions taken and advertised, it creates the strategy itself. (Henry Mintzberg, 2007)

How to position MyEMS to the marketplace and to which customer sections to focus to. Firstly, to define the potential consumers and clients; are we to focus people on the rehabilitation after possible accident, busy business persons or athletics? The more selected customer range, the easier to focus on specific approaches towards them and fulfil their needs and desires. However, the wider the market of customers, the more efficient way of developing a wide range of extra services according to wide consumer needs and the wider the market, the more customers. This is the reason MyEMS has placed themselves to all markets, concentrating to any individual from any condition to any performance level.

Perspective as a strategy defines where MyEMS is standing as an organisation when it comes to its perspective and culture way of thinking. To define how different target audience, perceive MyEMS, how does the employees see their employer and what do customers think of the organisation, what is the image of MyEMS among investors. All these are valuable sources of information and can be used to make targeted strategic choices. Survey conducted based on these topics to define the perspective of the strategy plan. (Henry Mintzberg, 2007)

### 3.2 Strategy methods used

Mixed strategy is to adopt different strategies in order to get the most valuable as possible outcome. Where MyEMS follows through Mintzbergs five P's, they also have a core strategy behind all this, defining the mission of the organisation. (Robert M. Gran, 2015)

Minimax strategy has been used to minimize the loss and maximize the profit. This has been used for equipment purchases, as the studio does not need a wide range of weights and exercise machines as a normal traditional fitness club does; the number of personal trainers of the club determines the quantity of the equipment's. There are three clients at the fitness studio at the same time, wearing the electric stimulation suit, using just one weight at the time and having a personal trainer by their side during the whole exercise. This is minimizing the costs of the fitness studio, giving value for the clients as well, when they receive personal and customized service during their whole stay.

### 3.3 Core competence

A core competent strategy defines within the manifest of questions; why, for whom and how. These are stated as a core competent so the ultimately vision of MyEMS stays even there might happen rapid changes within the company because of changing marketplace, competitors or changing customer needs and desires. Keeping the core competence maintained within every decision and change that might happen, the vision of the organisation stays clear and humble, which attracts the loyalty of the clients and end-users of the services and products of MyEMS.

Why do MyEMS offer 30-minute workouts with personal trainer, specified and personalised workout plans, wearing a suit that stimulates your muscles 50% more efficiently through electric stimulating than compared to traditional workout and training? So people can feel healthy, maintain their health, meet their fitness goals efficiently, recover with rehab, keep training with a minimum amount of time required, have time to keep themselves healthy and no needing to use time management as an excuse for illnesses from lacking with the exercising.

For whom is this efficient EMS technology-based workout method designed to? MyEMS has been designed for everyone looking for a healthy lifestyle, fitness achievements, rehab recovering, people with no time in their hands for maintaining the health or just anyone who wants fast results and personalised differentiated workout methods. How do MyEMS will be able to deliver the promised service and product? MyEMS has a fitness studio located in Tampere, with all the needed equipment's and suits for delivering EMS technology-based workouts with trained and qualified personal trainers and high quality measurement technology.

### 3.4 Strategy pillars

“Developing strategic pillars enables you to focus your content creation as you programme your content marketing efforts. It is great for narrowing down that daunting universe of possibilities into a solar system of actionable options.” (Chris Moritz, 2010). Moritz states that understanding your business goals and its objectives

defines the success of the organisation. With every pillar, there are multiple tactics underneath them to structure the right way of MyEMS business strategy to the right direction.

Clear prioritization of objectives, benchmark-worthy data set, past expenditures, basic marketing tasks, sales, lead generation, public service, donation drive, loyalty schema and retention.

Social proof concentrates to consumers and understanding the selected customer sections and their personal needs. Asking questions what consumers want, what do they need and what are their possible issues. As business is always a solution for something, the problem must be determinate on the first place.

Rewards and incentives define where MyEMS stands in the market place. What are the barriers the customers have? Do they know MyEMS? Do consumers understand the benefits, service and product? How important are the benefits? What makes MyEMS more valuable for consumers than the competitors? What makes competitors better? What are the first thoughts of new customers? What is the best part when starting training with MyEMS? What would they want to know?

Tools and utilities give us more information when they are used correctly, supporting the sales and marketing of MyEMS. Collecting information of the market place, competitors and their products. How and what your customers are looking on Google? How this can be analysed socially.

Thought leadership shows the way in MyEMS where it is important to give responsibilities for the employees, but behind every successful organisation, there is a tough and loyal leader leading the group. It is leader's responsibility to make sure the employees know the vision, mission and expectations, goals and possible outcomes. Customers must know MyEMS is the most valuable EMS-technology provider on the market. They must understand the functionality of MyEMS technology before signing into the workout plan. Customers do not need to define their problem before the company giving them solution, this is being one step ahead. When the leadership inspires confidence amongst the employees, this trust comes all the way to clients and customers. (Stephen R. Covey, 2004, p. 154)



Figure 1. Strategy pillars created for MyEMS. (Stephen R. Covey, 2004)

### 3.5 Pestel analysis

Pestel analysis supports MyEMS to identify the external forces that are influencing to its marketing strategy, to their market and any situations a company may be facing as an organisation.

In marketing, before any kind of strategy or tactical plan can be implemented, it is fundamental to conduct a situational analysis, and this is where Pestel has been selected for MyEMS to support the marketing planning and implementing. Pestel is being updated every six months not just because of rapidly changing world of marketing and technology, but also to follow-up the important steps and seeing the clear goal at the end. Organisations that successfully monitor and respond to changes in the market environment they stand at, can differentiate from the competition and create a competitive advantage. (Birgitte Feys, 2015)

#### **Political Factors:**

Political factors include political policy, trade, fiscal and taxation of the government of Finland. It lays the stability of the organisation. With MyEMS, In Finland the political policies are very clear and straight forward, which is easy to implement, and the taxation will be calculated and paid from each sale within product and service of MyEMS. In marketing and advertising, the rules and policies are clear and easy to obey.

#### **Economic Factors:**

Impact of economy and its performance is always a part of a business model and must be taken into consideration from the very beginning. MyEMS is using economic factors to monitor the interest rates, raw material costs which in this case means for example the equipment, furniture's, suits and its technology purchased to the fitness club, and as well foreign exchange rates when ordering from abroad.

**Social Factors:**

These factors focus on the social environment and identify emerging trends. This helps a marketer to further understand their customers' needs and wants. Factors include changing family demographics, education levels, cultural trends, attitude changes and changes in lifestyles.

Social factors are measured through Instagram, Facebook, home page and through google search engine to track the leads to understand the consumer behaviour, to be able to answer to consumer needs and wants. Whether it is about family demographics, educational levels, cultural trends or changes in lifestyles or attitudes, the internet is the place to find this information. It does not give the whole picture just following the leads, but to be able to understand, analyse and use the data collected. MyEMS is using a Google analysis data collector provider for this, tracking the leads down and analysing the data for them, so MyEMS can use the data more efficiently and be able to react in the present time.

**Technological Factors:**

These factors consider the rate of technological innovation and development that could affect a market or industry. Factors could include changes in digital or mobile technology, automation, research and development. There is often a tendency to focus on developments only in digital technology, but consideration must also be given to new methods of distribution, manufacturing and logistics. With MyEMS this part is the most important according to the business model and its product and service, as the whole concept is run by EMS-technology and will not be possible without it. The changes and new developments in technology grows rapidly, which puts MyEMS into a situation to maintain and research for the newest technology and innovation behind it, in order to be in the leading position with the products delivered.

**Environmental Factors:**

These factors relate to the influence of the surrounding environment and the impact of ecological aspects. With the rise of importance of CSR (Corporate Sustainability Responsibility) this element is becoming more important. Factors include climate, recycling procedures, carbon footprint, waste disposal and sustainability. (Wayne Wisser, 2018, p. 78).

Environmentally MyEMS is located in the heart of Tampere, which gives the fitness club to the whole community of the city. MyEMS is highly focusing on corporate sustainability responsibility by replacing the paper with towels, using three different electronic suits for the consumers, recycling all the garbage, using electric and water provider who produces the power from the wind power, in the case of a broken suit it will be fixed, not replaced as the suits are made of strong and environmental materials.

**Legal Factors:**

An organisation must understand what is legal and allowed within the territories they operate in. The legislations of Finland are the legal factors controlling the business, but luckily in Finland the change in legislations and the impact it might have on business operations does not vary or change rapidly, unlike for example in United Emirates where the legislations might change during the night with new procedures. Factors also include the employment legislation, consumer law, health and safety of the consumers and employees including an appropriate training and clear rules of the use of the electronic suits, international and also trade regulations and restrictions. Political factor cross to legal factors but the difference mainly is that political factors are led by the government and government policy and legal factors just simply must be complied within those policies made by the government.

### 3.6 Implementation plan

First step was to create a business plan that enables delivering creative and innovative valued product for the client's needs. Brainstorming how would a fitness studio step out from other competitors, giving the clients a reason to use only this particular fitness studio, which shaped and created the business strategy. How to turn the studio to EMS qualified studio and how to order the suits that are needed for this training method. What were the other steps to be completed and maintained in order to make this big change to be happen? Implementation plan turned out to make this new innovative change clear and simple.

Second step to successful business is to draw a clear strategic plan where vision, mission, values, SWOT, activities and goals are stated. With research and multiple ideas after, the decision of updating the fitness studio to EMS level and naming it as a MyEMS.

MyEMS's vision, mission and values can be summarized as follows: "The mission is to help people to live their life better and healthier by providing more efficient and subjectively tailored training programs using innovative training methods with the help of the cutting edge of technology." (MyEMS mission state, 2018) The next actions toward this goal was to specify the qualifications for EMS studio and arrange the needed changes according to studio and marketing.

In the first step of implementation plan there was three questions to be answered: Who oversees this plan? How the communication can be arranged and who are the accountable personnel of different aspects of this project. One key aspect is report frequency and in communication and project organization, the key is to guarantee everyone is on the same page and aware with the common goal. (Department for business innovation and skills, 2010. p. 35)

The person in charge was set to be the business owner and accountable personnel were gym manager who oversaw the phase two.

The communication frequency was set to be weekly staff meetings and the accountable informed project manager as they completed the tasks. The Project manager's role was to organize and inform everyone from the personal trainers to other employees of the studio. The implementation plan was supervised, and the process was monitored by the manager who informed the business owner.

On a phase two, the equipment was found and ordered, the studio was modified to complement the training methods of EMS by reducing the amount of weights and machines to keep just those equipment's needed for this training. It was calculated only five clients could work out at the studio simultaneously side by side within their personal trainer guiding next to them, delivering personal training for individuals. When the suits, in this case the equipment for EMS training, arrived, they were tested within the personal trainers and voluntaries. Now when the suits were arrived, it was possible to test and train the employees to use and work with the suits professionally and efficiently, most importantly safely. (MyEMS, 2018)

After this it was time to follow-up the business strategy as there was now more information and knowledge of the suits in the owners and employees' hands. Strategy plan was made to concentrate to the possible client segments and creating a sustainable growth and supply circular around the brand.

On a phase three started the actual service providing, when the suits and new EMS training methods were introduced for the paying clients. To attract clients, the first trial of the new training method was given for free and customers were booking their personal trainer times to train within new EMS technology. After every training session, the clients were asked to answer to the survey and give feedback of their experience. This was to see how the new technology and change of the fitness studio could turn out to be towards a sustainable growth and innovative ways to continue within the new training method.

Week Number	1	2	3	4	5
Activity					
Phase 1 Business plan	x				
Phase 1 Business strategy	x				
Phase 1 Implementation plan	x				
Phase 2 Ordering equipment		x			
Phase 2 Testing the equipment			x		
Phase 2 Employee training for the EMS method			x		
Phase 3 Business strategy follow-up			x		
Phase 3 Testing with clients				x	
Phase 3 Survey/Research of new innovation					x

Figure 2. Implementation plan.

#### 4. PRACTICAL RESEARCH

Cognitive model has been used by the researchers to simulate and predict human behaviour and performance on the training with EMS workout method. This has been made for the purposes of comprehension and prediction.

Concrete strategy models are used to deal in quantifiable variables which are easily measured, analysed, understood and changed. This has been done through a survey handed out for the clients to measure the service, product and fitness studio in generally.

Collecting feedback regularly as anonymous and in person right after each workout session of a client gives a present sight of the service delivered, allowing the company to react to the feedback instantly and efficiently. The outcome from this survey will be introduced and analysed on the chapter five, Marketing survey analysis.

Abstract strategy model has been used to set up the business ethics, choices and the availability of options, clearing out the moral standards and ethical behaviour of the service.

## 5. PERSONAL CONTACT

This futuristic workout method has been developed and created to give impressive results in short period of time of a workout, mainly because of the hectic and busy everyday life of human beings nowadays. The suit can reach up to 90 percent of muscle activation per session, allowing the person to perform reap the benefits of a comparable hour-long workout in just thirty minutes or even less. (Stimafit, 2018).

Oskarz Zapackis, the owner of MyEMS Tampere, let me be one of the first ones trying the new innovation and development of the fitness studio before launching the product for the whole market. An assistant trainer alongside me monitored a tablet that displayed a read-out of the suit's functionality, network of electrodes, being able to turn the electronic stimulation up or down during my workout. The workout consist of mostly short functional circuits and personal trainers are there guiding me the whole time from the beginning till the end. I was not left alone for a second, feeling safe but in control of my own body. The training method varies from my usual workout, as the heavy weights are not used as the electric pulse could throw off the form while my back would be loaded with heavy barbell. The knowledge and confidence of the trainers gives me a safety net during the workout, providing me personal and structured workout. I can feel my muscles tingling during the workout, but it is hard to measure how effective the workout actually was. I have physical therapists to answer me to the questions after the training session, as MyEMS is offering a massage and physical therapist sessions for its clients, including the package.

As EMS technology is typically used to rehabilitate one targeted area of the body, it adds many variables to the gym setting. It is important to understand the effects of the workouts and personally think it all through. Even though the workout itself is shorter, it should not lengthen the time we sit down and do not exercise, the physical therapist of MyEMS studio says. "As EMS have been proved to be beneficial when it



comes on boosting the effectiveness of our workouts it is all good but bear in mind it should never reduce the amount of exercising and movements on your own time” she states. During the week, there should be at least one day off from training in order to avoid burn-out, as the suit has very intense effect on the body. Everything rest is on yourself what it comes to outside factors, depending how do you eat, how do you spend your days when not training with EMS and overall well-being.

With MyEMS training method people can squeeze more results from shorter sessions. The world is changing, and time is money. People like getting their time back as the training itself requires only one short lunch break from the clients. The process of introducing the new methods and creative ways by offering free trials is a marketing approach to gain more clients, promote the services and developing the product itself with feedback from the clients.

## 6. MARKETING SURVEY ANALYSIS

The survey was conducted in cooperation with MyEMS Fitness Studio in Tampere. The MyEMS Fitness Studio offers specialized training with electro muscle stimulation for different people in Sammonkatu, near to the central area of Tampere city. Team members got the chance to collect and analyse data related to real business that is in a growing phase. MyEMS indicated that they want to receive feedback from the members in order to improve their services and marketing, if needed. MyEMS wanted to understand, how is the overall customer satisfaction within customers during the training experience.

The purpose of this survey and analysing the data was to provide useful information for MyEMS and research their customer satisfaction with 15 questions. In addition, writers of this report aimed to learn basics of analysing the data and create simple results and conclusions of them.

Questionnaires were filled in person at the MyEMS Fitness Studio by the customers using random sampling method and 44 customers answered the survey. The data was handled by using Microsoft Word and Excel, and SPSS.

### 6.1 Collection methods used

44 Questionnaires were filled by the MyEMS customers in person at the Fitness Studio by using A4 printed answering sheets. MyEMS wanted to have the answers from their Studio specific customers, it was reasonable to collect the questionnaires in the studio. On the other hand, that made the sample a bit smaller. The idea was to have answers from different types of customer within the MyEMS clientele. All 44 survey answer sheets were collected and used as the data.

### 6.2 Handling the data



Written answers	Q1	Q2	Q3	Q4
A1	student	Tampere	fitness Friendly PT's & their expertise. They pay attention to you and what you need to succeed	Q15
A2	service specialist	invicing		Other clients at this same time ( I prefer to train alone)
A3	teacher		Nice staff, fun workouts	Genuine people with a passion. A joy to be around work out with
A4	doorman		PT's are good	Not too many body building machines
A5	childcare, daycare		The people inside	
A6	currently nothing	healthcare	It really helps	Just amazing
A7		Tampere	Equipment	
A8	hairdresser		Atmosphere	
A9			Trainers know what they are doing and surroundings are clean and nice.	I love the positivity, vibe and energy of the studio.
A10	physiotherapist	sports and healthcare	Personal training	I would rather workout without a suit.
A11	Physiotherapist, sport-massage	Tampere	Environment, Feeling	High price I think
A12	Assistant	Book keeping	Bus stop is near	There is no place for car
A13	entrepreneur	sports	You can really get a good pcamp	It's only 10 minutes
A14	supervisor	warehouse	It's hard	The place is awesome, coffee is awesome
A15	Entrepreneur	health	Overall concept (everything included)	
A16	special needs assistant	school	Friendly people	
A17	On a sick leave		The best service and the know-how.	
A18	waitress, student		Clean, lovely environment, lovely staff!	
A19	mailman	post delivery		
A20	student		Enough equipment	You have to book a time
A21	Enshotaja	Pirkkanmaa	Related feeling, positive people	Keep up
A22	Musician / storage	Storage currently	Employees' positivity	
A23	Registered nurse	Emergency room	Great atmosphere, trainers, facilities	Technical challenge
A24	Registered nurse	Emergency services	Great atmosphere	Always happy trainers, individual training. Happy to see my friend Jaana suffer with me.
A25	Online marketing	content creation	Personal trainers	technical difficulties (LT)
A26	Investment advisor	Banking	Great workouts	So glad Virpi made me do this!
A27	vet nurse, massager	horse clinic	Professional staff and they are crazy too.	Great training from the personal trainers.
A28	spare part specialist	technology, logistics	It's so easy to come and you don't need anything with you, personal trainer will guide and training is exeel	Costs
A29	club manager	Tampere	Service and good workout.	Sometimes feels like the air conditioner is not working.
A30	Entrepreneur	Healthcare, customer service	Very nice people, good service	Price. I would like to come two times in the week but unfortunately that is not possible with these prices.
A31	Assistant	Tampere	Easy	Love it. Keep up the good work!
A32	CEO	Infrastructures	Trainers	
A33	Police officer	Sisä-Suomi	PT's	Pain.
A34	entrepreneur	Events	The whole experience, training (mobility and information about food and fitness.	Thank you.
A35	entrepreneur	healthcare	Trainers	
A36			people	Parking lot construction work
A37	A pilot (retired)	Kangasala /Pirkkala	Personal training programs	Very fast and easy. Don't have to think.
A38	Assistant	Dental care	Atmosphere	Keep going!
A39	Student	Tampere	The follow up, measurements	The price is quite high for a student
A40	Student		Trainers	Very flexible and friendly staff.
A41	Massageur	Fitness	Staff and professionalism	
A42	Supervisor	Grocery market, Pirkkanmaa	Guidance	
A43	Entrepreneur	Pet Care	Training and the people	Parking lots
A44	Customer Service	Production industry	Customer service and training. All things.	Nothing

Figure 2. Written answers collected.

## 5.4 Survey questions and results

### Question 1 – What is your gender?

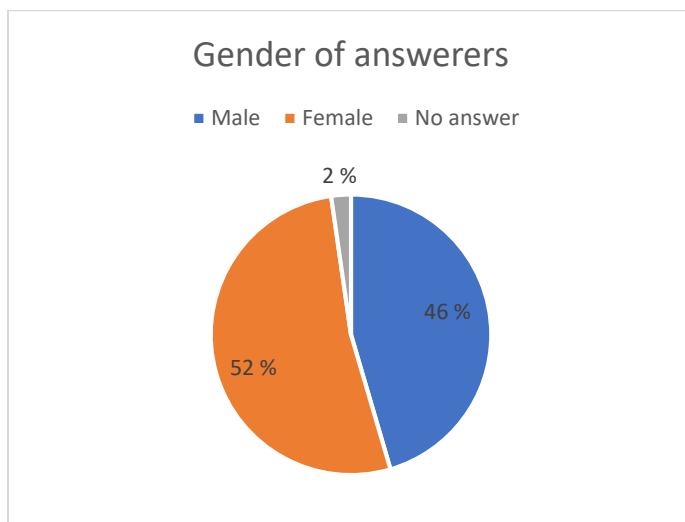


Figure 1. Question one results.

Standard deviation: 0,88.

43 of 44 people answered to this question. Most of the answerers were females with 52%. 46 % were males and 2% didn't answer.

### Question 2 – What is your age?

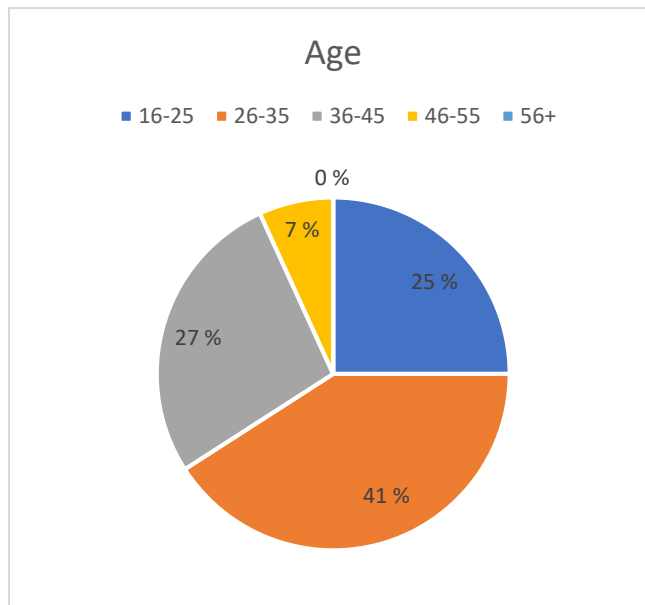


Figure 2. Question number two.

Mean: 2      Mode: 2      Median: 2      Standard deviation: 0,88.

44 of 44 people answered to this question. Almost half of the answerers were aged between 26 to 35 with 41 %. 0 of the answerers were over 56 years old.

### Question 3 – What is your job status?

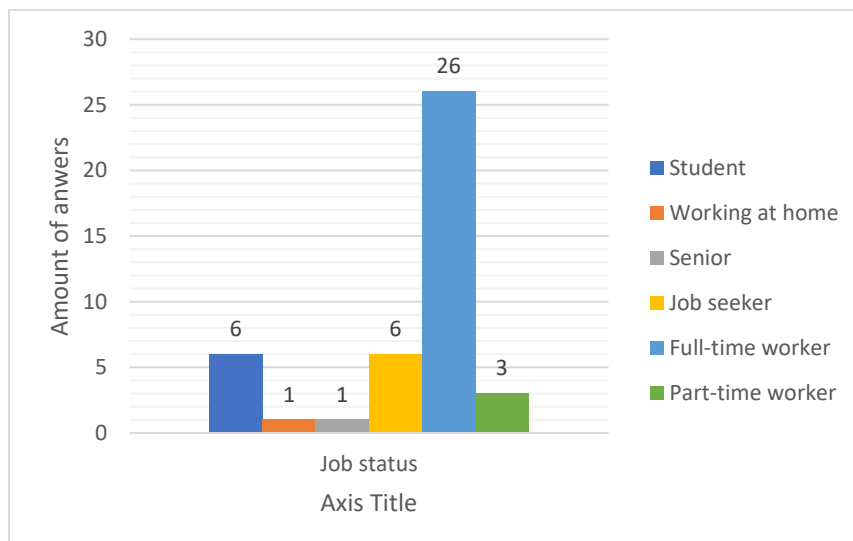


Figure 3. Question number three.

Mean: 4      Mode: 5      Median: 5      Standard deviation: 1,59

Options	Amount of Answerer	% (about)
1	6	14
2	1	2
3	1	2
4	6	14
5	26	59
6	3	7
no answer	1	2
Total	44	100

Table 1.

The proportional frequency scale of answerers' job status.

43 of 44 people answered to this question and most of the answerers were working full time but there occurred deviation within other options except seniors.

#### Question 4 - What is your profession / job title?

This question was answered with written answers and 41 people of 44 answered to this question. 21,95% of the answerers wrote they are working in a field of health care and well-being, and 17.07% of the answerers wrote they are entrepreneurs. 2 people with 4,88% wrote they are on a sick leave.

#### Question 5 – How did you hear about our service?

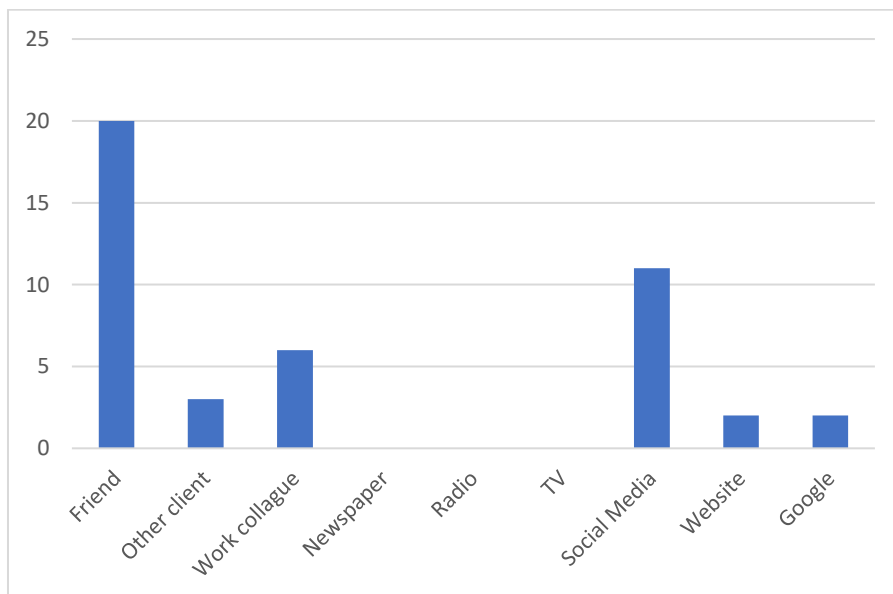


Figure 4. Question five.

Mean: 4      Mode: 1      Median: 2      Standard deviation: 2,90.

44 of 44 people answered to this question. 0 % the answerers hear about MyEMS services from newspaper or radio. Most of the answerers have heard about the services from their friends or Social Media.

The standard deviation number was highest in this question and it indicates that the use of different marketing channels has been working for MyEMS. However, no one from the sample didn't hear from the MyEMS from Newspaper, Radio, or TV.

**Question 6 – What is your goal in training?**

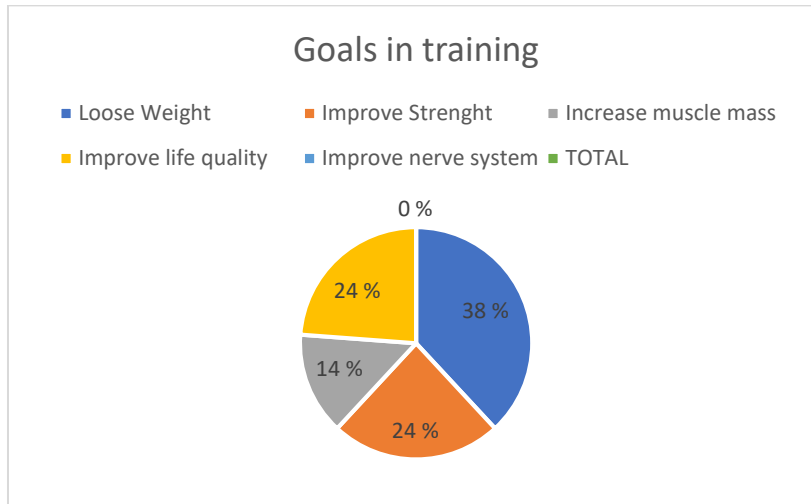


Figure 5. Question number six.

Mean: 2      Mode: 1      Median: 2      Standard deviation: 1,30.

Most of the answerers are aiming to lose weight while training with 38% and the standard deviation is relatively.

**Question 7 – What is your training satisfaction level right now? (Scale 1-4)**

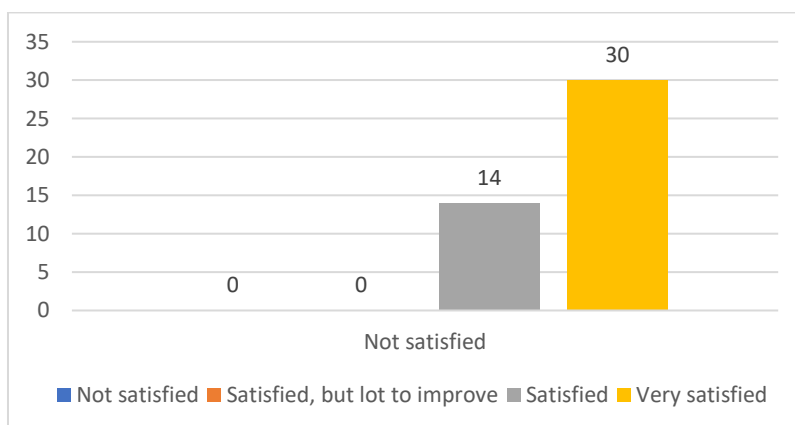


Figure 6. Question number seven.

Mean: 4      Mode: 4      Median: 4      Standard deviation: 0,66.

44 of 44 people answered to this question and 100% of the answerers were either satisfied or very satisfied in training right now with MyEMS.

**Question 8 -What is the best thing about MyEMS Fitness Studio?**

43 of 44 answered to this question with written answers. According to the written answers the most popular answers were related to the Personal Trainers, the information received, the environment and good, positive atmosphere. 58.14% of the answerers wrote about the personal trainers or the customer service.

**Question 9 – What is the worst thing about MyEMS Fitness Studio?**

21 of 44 answered to this question by written answers. 19.05% of the answerers wrote about the prize and 23.81 % wrote about the location or the issues with the parking lot.

**Question 10 – What is your favorite training method? (Multiple options)**

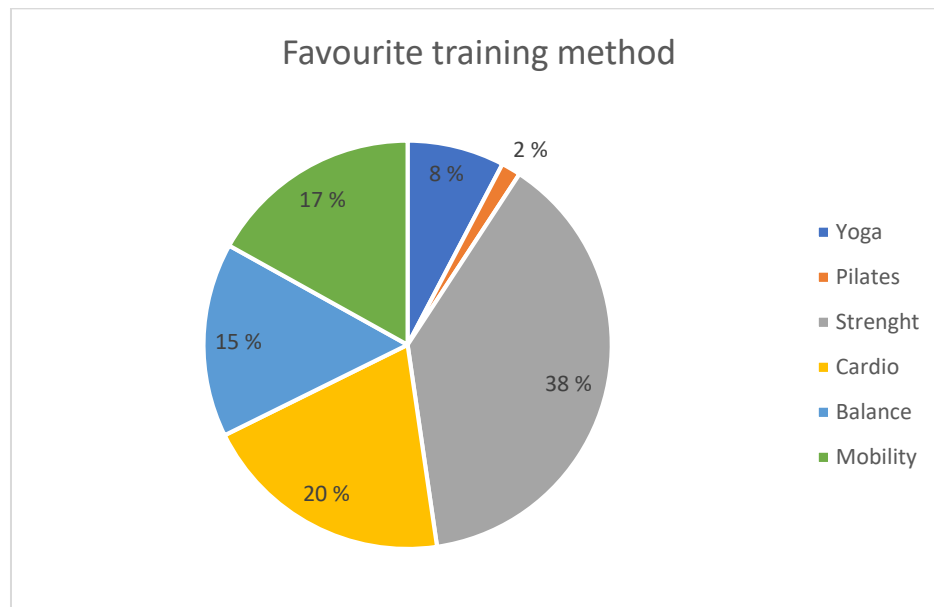


Figure 7. Question number ten.

Mean: 3      Mode: 3      Median: 3      Standard deviation: 1,37.

42 of 44 answered to this question and the most popular training method was strength.

### Question 11 – How would you rate our location? (Scale 1-4)

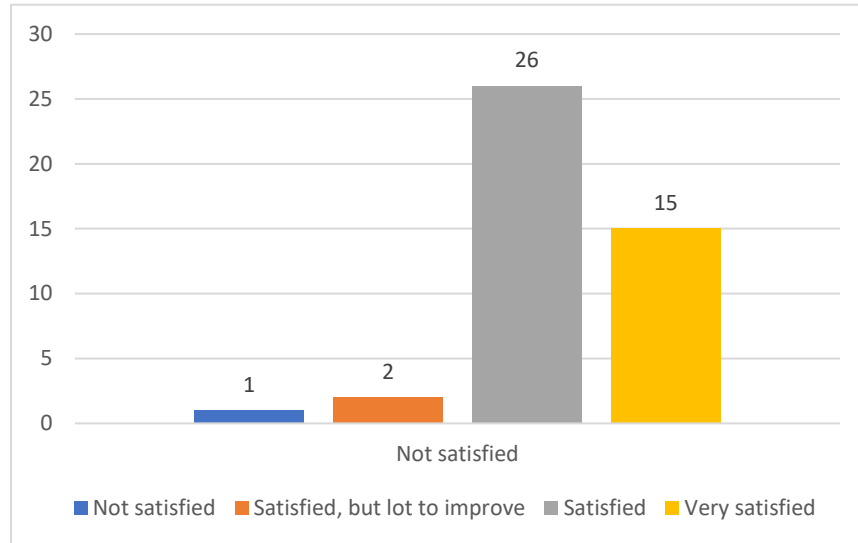


Figure 8. Question number eleven.

Mean: 3      Mode: 3      Median: 3      Standard deviation: 0,64.

44 of 44 people answered to this question. Most of the people had chosen the level 3, with the option “satisfied” to rate the location of the Studio.

### Question 12 – How satisfied are you with MyEMS Services (Scale 1-4)

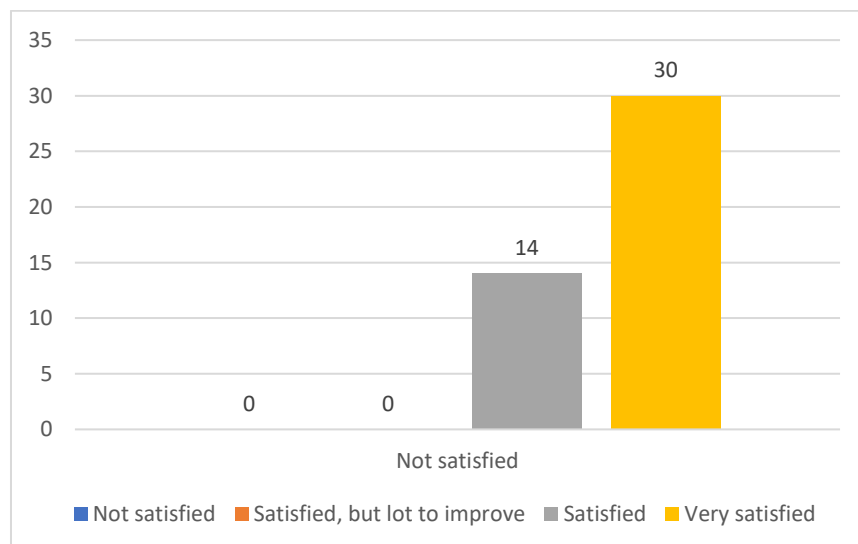


Figure 9. Question number twelve.

Mean: 4      Mode: 4      Median: 4      Standard deviation: 0,47.

44 of 44 people answered to this question.



**Question 13 – How good would you rate the information and instructions you are receiving from trainer while training? (Scale 1-4)**

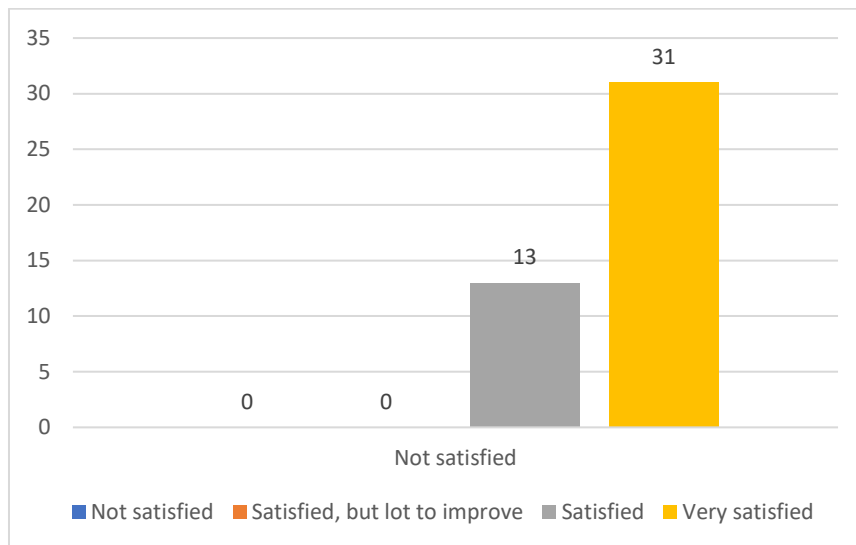


Figure 10. Question thirteen.

Mean: 4      Mode: 4      Median: 4      Standard deviation: 0,46.

44 of 44 answered to this question and most of the people where very satisfied to the information and instructions they are receiving from trainer while training.

**Question 14 – How well would you recommend MyEMS services for your friends? (Scale 1-4)**

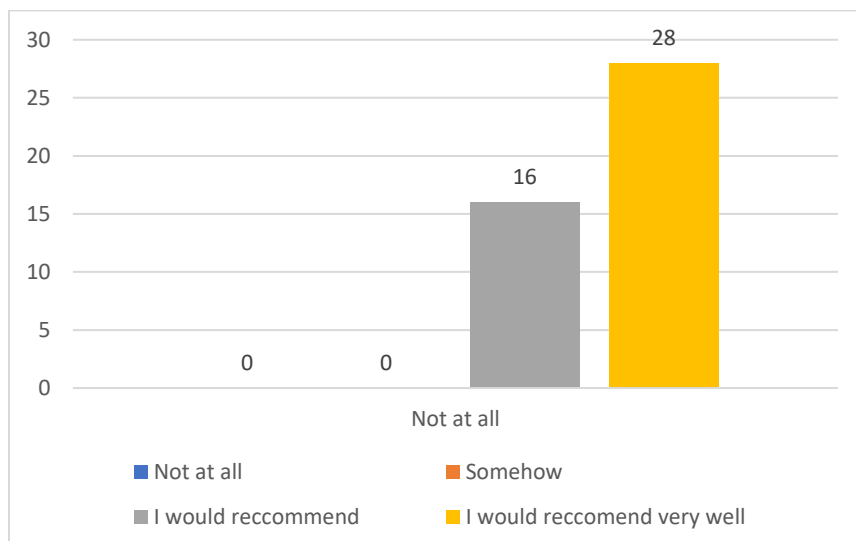


Figure 11. Question fourteen.

Mean: 4      Mode: 4      Median: 4      Standard deviation: 0,48.

44 people answered to this question and 63.64% of them would recommend very well My EMS services to their friends and the rest 36.36% chose the option “would recommend”.

### Question Q15 – Additional Feedback?

Question was to fill with written answers and 11 of 44 people answered to this question. 100 % of the answers received were very positive.

## 6.5 Analysis of the results

### 1. Regression Analysis

Deeper analyses were calculated by using the tool SPSS.

In this research we used regression analysis to understand how independent variables are related to the dependent variables by exploring the forms of these relationships. In every question we focused the regression analysis based on the age of people who answered to the survey. We wanted to see which people in specific age ranges are using the facilities and what do they rate being the most important part of their exercise and seeing the customers main reason using MyEMS facilities and services. The satisfaction level of the service, location and strength as the training method were rated highly up amongst all the answers, pointing out the different age levels enjoyed and valued these aspects equally. As we found out on the survey question number two, the age range of most active customers on MyEMS fitness club were positioned between 26-35 years old, rating 41% of all the users into this age range.

By performing the regression analysis, gave an opportunity to see deeper into the results and segregate what did the different age ranges appreciated in their cultivation of the club services.

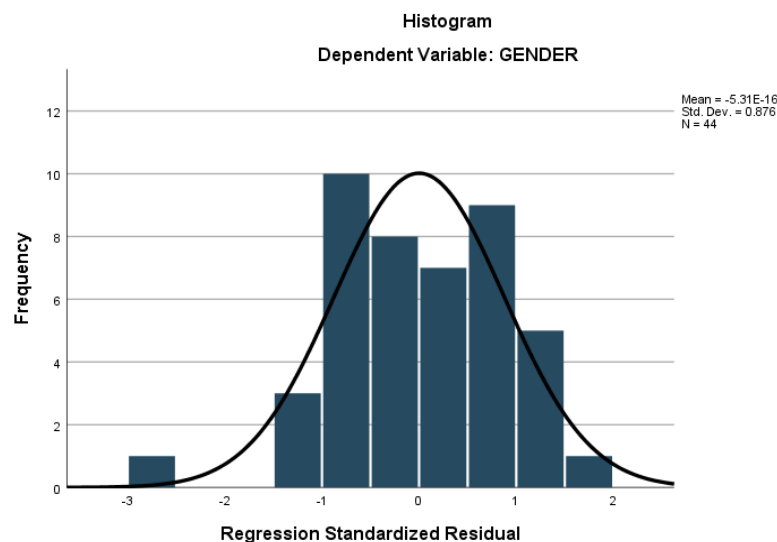


Figure 1. Symmetric distribution without any skew.

### 2. Analysis of Variance

In this research it was decided to run Anova test based on its character. Anova test gives easy and readable result by comparing the means of every question the respondents have given. Anova test is helpful to perform when the comparison of the means of groups of three and more is wanted. As this case this is helpful as Anova test points out the most variation having question results. (Lund Research Ltd. 2018)

The F-number points out the stated difference between variables. Higher the f-number, farther apart the questions results differ from the rest. The F-number is based on the within and between group sum of squares results. As shown in the table below, the Anova test compares the specific groups data to other groups and larger the number, larger the variance. F-number is a result of dividing the “within and between” -amounts. (The Minitab Blog. 2016).

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Job status	Between Groups	17.783	3	5.928	2.520	.072
	Within Groups	94.104	40	2.353		
	Total	111.886	43			
How did you hear about our service?	Between Groups	12.866	3	4.289	.482	.697
	Within Groups	356.111	40	8.903		
	Total	368.977	43			
What is your goal in training?	Between Groups	1.773	3	.591	.326	.806
	Within Groups	72.409	40	1.810		
	Total	74.182	43			
Training satisfaction level right now?	Between Groups	.917	3	.306	.677	.571
	Within Groups	18.061	40	.452		
	Total	18.977	43			
Favourite training method?	Between Groups	1.003	3	.334	.164	.920
	Within Groups	81.543	40	2.039		
	Total	82.545	43			
How would you rate our location?	Between Groups	3.662	3	1.221	3.347	.028
	Within Groups	14.568	40	.365		
	Total	18.250	43			
How satisfied are you with MyEMS Services?	Between Groups	.298	3	.099	.430	.733
	Within Groups	9.247	40	.231		
	Total	9.545	43			
How Good would you rate our information and instructions received from trainer while training	Between Groups					
	Within Groups	8.247	40	.206		
	Total	9.159	43			
How well would you recommend MyEMS services for your friends?	Between Groups	.260	3	.087	.350	.790
	Within Groups	9.922	40	.248		
	Total	10.182	43			
GENDER	Between Groups	.427	3	.142	.453	.717
	Within Groups	12.573	40	.314		
	Total	13.000	43			

Figure 2. Mean plots were made with SPSS to picture how the means vary. Examples below show the means.

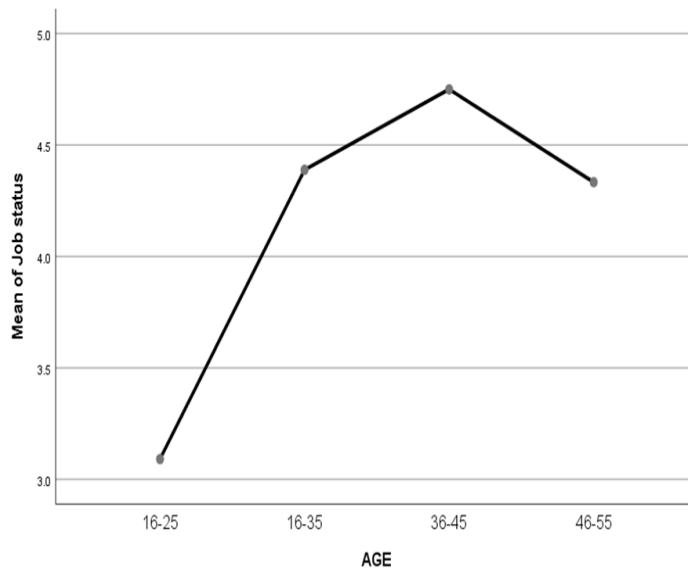


Figure 3, for the mean of job status on the survey.

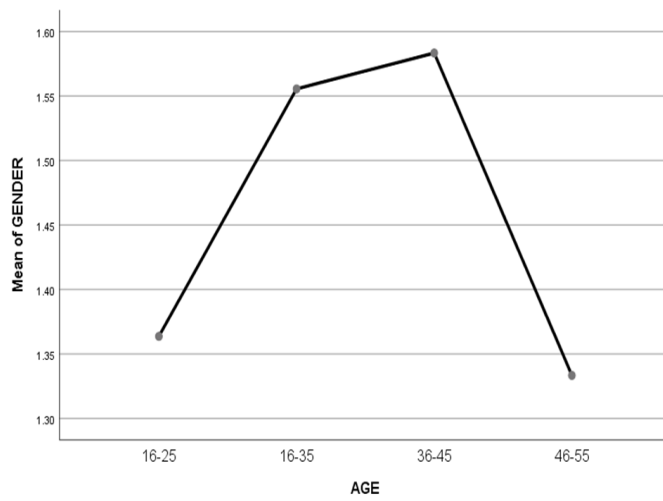


Figure 4, for the mean of gender in the survey.

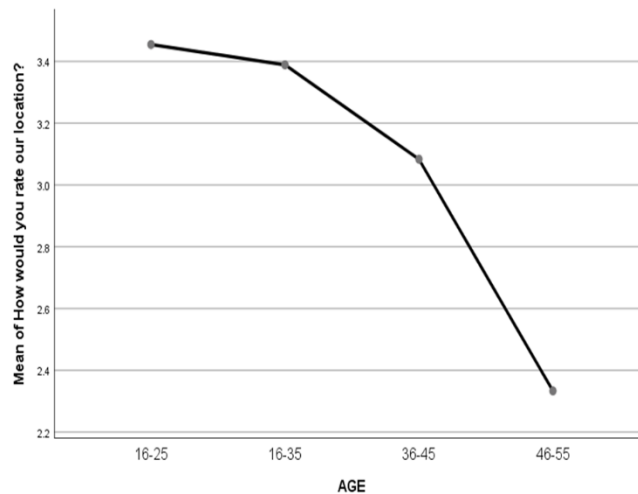


Figure 5 for the mean of how would you rate our location on the survey.

## 6.6 Conclusion of the survey

This survey successfully pictured the overall satisfaction level of MyEMS customers and collected useful information relating to the marketing methods. If the questionnaires would have been filled as an online survey, the sample could have been wider, and the results could have been more truthful. Also was noticed that some of the questions such as Q9 could have been formed more carefully to encourage answerers to give more feedback.

The survey indicated that generally customer satisfaction is high among MyEMS customers. The results of questions related to the level of customer satisfaction showed positive results as majority of the answerers chose either the level 3 or 4 on a scale from 1 to 4. The written answers supported the result of high customer satisfaction level as almost every one of them were very positive. Q11 related the satisfaction of the location had the highest standard deviation with 0,64 among the satisfaction related questions.

Results of the Q10 related to the favourite training methods indicated that Pilates and Yoga aren't the most favourable methods, but that can be due to the fact that they are relatively new training forms and methods within MyEMS technology and generally fairly new concepts in Tampere.

Written answers indicated the clear majority of respondents appreciated the atmosphere and the knowledge, including the professionalism of personal trainers and workers of MyEMS. Friendly people, atmosphere, training and outstanding service were something people were noticing and had a large appreciation toward. Parking possibilities and overall pricing of the service and product were something to pay attention and develop furthermore in the future. Majority of respondents mentioned price being slightly too high as they would like to use the services more including people being in different life situations generally (students, unemployed etc.)

The conclusion can be done that excellent customer service and the expertise of personal trainers and staff, together with positive atmosphere have brought value for

MyEMS rather than the location in Sammonatu. However, the current tram construction work in Sammonkatu is likely to affect to the satisfaction of the location.

The survey pointed out the satisfaction rate of the customers using the services of MyEMS, which gave its team and employees a high motivation and feedback kick to keep up the good work. However, we wished the sections for open word giving more feedback what could be done better and giving development proposals. 100 percent of the open feedback was positive which gives us a conclusion of the outstanding service level and the success of a new innovative product delivered to Tampere. The survey pointed out what the customers really appreciate which give MyEMS a great advantage to concentrate into principles they are delivering well to their customers, focusing into those areas, maintaining the good service and satisfaction level amongst the customers, which drives the company towards their success and attracting investors for the future.

## 7. RECOMMENDATIONS

After carefully reviewing and researching the service and products of MyEMS, there are recommendations to be given.

Customer satisfaction is rated well by the clients, to between 3-4 on a scale from one to five. However, there are always room for increasing the customer satisfaction and increasing the loyalty levels of the clients and employees. How to maintain the customer satisfaction to a higher grace? The product is differentiated, so should be the service itself. There could be an online workout diary, created personally for each individual on a common platform of MyEMS, where the users could see the diet plan, next exercises of the future sessions and possible workouts the clients can do when not training physically at the MyEMS studio, for example body care and stretching. This would increase the customer loyalty, using MyEMS specialist application always to keep themselves healthy and directly monitor their own development.

Creating a personal relationship with the clients makes them feel appreciated and valued. Giving a promotion for example every other month or arranging events for the clients where EMS-professionals gives information and not only train the employees, but also the clients to know more. There could be nutrition personnel's visiting in the event, guiding clients through a healthy diet. Events for valued clients would increase the customer satisfaction.

One of the promotions could be the client being able to bring a friend in for a shared workout with MyEMS or offering clients discount promotions for brining friends for a workout at MyEMS.

The parking area for clients who come to train with MyEMS, could be concentrated to in the future. This can also be used as in advantage, encouraging clients to bicycle or jog to the fitness studio as a warm-up, but also to support and share a common state of mind of environmentally friendly approach of not using the cars as a mobility equipment.

MyEMS could create a clear plan of how they act environmentally friendly and encourage their clients to use this too, by choosing MyEMS services. Promoting sustainable approaches and environmentally friendly ways used in the studio, would

draw a positive attention towards MyEMS and give them new clients efficiently, as the sustainable development of earth is getting more important to individuals.

The meaning of creating separated customer segments is to minimize the differences inside the segments and maximize the differences between the segments. This gives a possibility to offer personalized services and even create targeted marketing processes. This was taken into consideration when creating the survey conducted, to be able to understand the customer needs in separated segments, investigate a customer satisfaction on a deeper level and concentrate the focus on the specific customer satisfaction levels. Through the results, there has been an implement plans for MyEMS to conduct the future activities towards desired customer satisfaction level of their customers. To be able to implement the plan in practise, the given recommendations for the future has been concentrated into a customer segmentation. Suggesting MyEMS to divide the customers due the age, activity level and the customers personal goals. All of the categories in personnel segments can be differentiated into three separated levels.

The present and potential customer age range vary from 18 years to 80 years old consumers, but to categorise them into a clear box, meeting the customer needs can be more precise and transparent for the company itself. 18 years to 28 years old on one category, 29-40 years old on their own and 41 and onwards in their own category. Dividing the age range might need deeper thinking, as the needs and desires might vary widely between 18 and 29 years old, where every customer must be taken individually meeting their personal needs.

The activity level can vary in three different activity level, consisting levels of rarely, consistent and intensive training volume. The regularity of the customers exercising habits are valuable when creating a timetable for the weeks ahead and setting the opening times of the studio. There are many different factors that might effect to the activity level of the customers, for example seasons creates differences in activity level, some people might become highly active during the summer time but completing the exercise outdoors, as well as some of the customers might desire a quick results during the dark winter times. Not all the habits and preferences can be met at all times, and that is the reason for dividing customers into a different customer segments, to manage, develop and create long lasting customer relationships when taking different factors into a consideration and prepare them in advance.

When MyEMS has created the customer relationships, it is in high need to maintain and manage those relationships in order to ensure the long-lasting income and profit of the company. Customer relationship management is one part of the strategies and a competitive factor key which MyEMS should exploit. Customer knowledge does not mean only friendly customer service at the main desk and a good workout experience but includes a wide range of different factors that grows the customer satisfaction and effect of the marketing plan at the marketplace. The knowledge of economic development in fitness markets, development of own products and services as the needs of consumers changes, rotating habits, the operation of existing competitors and the entry of new competitors to the markets shared. To investigate, separately target and focus to the factors that creates the value for their business and for their customers.

Customer loyalty is based on the strength of the customer relationship as when the customer is satisfied, the relationship towards the company and its products strengthens. For example, well managed complaint reinforces the strength of the

customer relationship, (Dale Carnegie, 1936, p. 156-170) where MyEMS should concentrate.

Customer satisfaction depends on the customer value, quality of the workout and the commitment of the trainer at MyEMS. Committed and satisfied customer is willing to remain as a customer and based on his or hers experience to recommend the service and product to his or her acquaintances. As keeping the existing customers can be up to 25 times more affordable than losing the good customers and needing to acquire new ones, it is highly recommended for MyEMS to concentrate to retaining customers. Frederick Reichheld, who invented the “net promoter score”, stated on his research of Bain & Company (2016), how increasing customer retention rates by 5 percent increases profits by 25 percent to 95 percent. Taking all the above into consideration and moderating to MyEMS own values and goals might support their customer satisfaction rate and raise the level as well as retain the level.

## 8. CONCLUSION OF THE RESEARCH

The research question and reason behind the topic choice was to define the differentiated analyse methods and steps used by an international business model brought to Tampere in Finland, reviewing the topic from the small corporation point of view.

The funding plan within MyEMS was clearly set up and easy to approach from the beginning. The first part was to strategize by creating a new innovative product. Research for market selection and availability meeting the consumer needs and desired was the second step on funding plan, design of brand, functionality, venue and equipment followed. After this as a fourth step was to review and approve the new product, revise with feedback and free trials for consumers, present the created brand and marketing approach which were launched, and finally launching the final product after tests, trained employees and re-tried equipment's, venue set and ready for open-door day for clients with free trials.

The business strategy plan, analysis and methods used, the differentiated product and the research around it, customer and market segments and automated CRM tools used were allowing the fitness studio to build their own success in Tampere.

Creating a clear vision and mission, core component and clear strategy methods have been a key for productively create new innovative product and brand.

Would it have been easier and more clear making the implementation plan at the beginning and creating a method of investigating and gathering the knowledge and information of the new technology easier to, for example, visiting one of the EMS studios abroad, to see their way of delivering the services within a new technology product? Would there have been more efficient and faster ways to conduct the workload and give more knowledge at the beginning?

Creating analysis and strategy plans around a new innovative business idea and product are vital, but would there have been more space to view the cognitive and behaviourism learning models, to be used within employees, owners and personal trainers before even ordering the EMS-technology training suits? What kind of impact



would this have given? Within cognitive and constructionism concrete learning models, the key is to concentrate to the individuals own role in learning and understanding of knowledge and personal thinking (Martti Hellström, 2017).

Within the survey conducted the results showed a clear satisfaction over the clients toward the service and the product. Location received the lowest ratings in the survey, and the parking for cars nearby had been found difficult. These can be taken into consideration when developing the business plan forward.

Pricing was the other negative part nominated in the survey within the clients. Compared to other fitness studios located in Tampere, the pricing is in the same levels even though the services are with the new technology. This will take time amongst the people and citizen of the city, as new can always be not only fascinating but also frightening.

The marketing point of view, MyEMS received an audience over the social platforms, Instagram and Facebook and their own personal webpage. RadioSun published an interview in summer 2018 promoting the new fitness studio opened in Tampere on their warrant "the guest of the day" (RadioSun, 2018). In a city size of Tampere, social media is a good way to reach out for potential clients, but also the word of mouth, free trials and flyers have played a big part of the marketing approach. As there are no similar services delivered in the city, approaching toward clients has been effective and marketing has been easy to conduct.

Whereas there are people, there are a business to make. The consumer needs and desires to be meet, always conducted and developed to deliver the service and product the company's mission and vision requires are the key foundations building a new business. Using analysis and systematic researches, not just for creation means but for use, have been founded utilitarian and practical for a business development around the world, and it does work in a small town in Finland as well according to this research.

After conducting this research and carefully analysing and creating the business idea and units forward within MyEMS founders, MyEMS has been pleased to announce they have extended their services and opened a new studio in the capital of Finland, in the heart of Helsinki, where the success story will continue. MyEMS has found the thesis helpful, giving them theoretical support and helping them to develop the service and product towards long-term customer satisfaction and through this, developing the whole business idea onwards.

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