

CUSTOMER SATISFACTION IN EXPERIENTIAL MEGAZONE TAMPERE

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ABSTRACT

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Customer satisfaction is a solid part of successful business. A company needs to value its existing and potential customers in order to maintain functions, receive profit and stay vital. The aim of this thesis is to provide a programme service and tourism activity enterprise Megazone Tampere information on the present level of customer satisfaction and the experiential image of the enterprise. Suggesting ideas for improvement and development is the main objective of this research.

Customer satisfaction has been researched by various authors and theorists in time and there are multiple different approaches to it. In this case quantitative research was conducted as a questionnaire survey and structured interviews supplemented by observation. The collected data is processed with Tixel software and analysed using Experience Pyramid and SERVQUAL scale.

The level of customer satisfaction in Megazone Tampere is very good and the enterprise can be seen as experiential. Majority of responses proved that the level of various operations and parts of Megazone Tampere is very good. The experiential image of the company is existent but needs to be systematically developed.

The results indicate that further research in customer satisfaction in Megazone Tampere is required in order to follow the impacts of suggested and recommended changes. These recommendations include minor changes in the facilities and reorganising the marketing plan.

Key words: Customer satisfaction, experience, tourism.

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1 INTRODUCTION

Customer satisfaction, service quality, and experience tourism are the main themes of this work. These themes will be introduced in detail in the following parts of this thesis. The research is conducted for a case enterprise on request.

This thesis researches the level of customer satisfaction and experiential image of a local tourism activity and programme service provider in the centre of the city of Tampere. Previously any systematic customer satisfaction analysis has not been conducted in the company. This research provides crucial new information which helps the enterprise to develop and improve its operations, customer relationships, and success.

The research aims at determining the level of customer satisfaction in Megazone Tampere and evaluating the experiential image of the enterprise. The objective of the research is to provide the enterprise information which can be used in developing the company and improving its operations and performance.

The research is conducted as a quantitative research. Semi-structured questionnaires, structured interviews, and observation are used in collecting the data. Data processing is performed with Tixel software. The data is analysed with help of Experience Pyramid model and SERVQUAL scale.

Chapter 2 offers a more extensive and specified explanation of this introduction.

2 RESEARCH PLAN

2.1 Customer satisfaction research in Megazone Tampere

The author chose to research customer satisfaction in Megazone Tampere. Megazone Tampere is a professional programme service company. It offers laser game activities for multiple different customers segments. Megazone laser game is a non-violent and sporty adventure game which suits people regardless of age, gender or status. In addition to indoor laser game Megazone Tampere produces outdoor activities: laser strike, paintball and clay-pigeon shooting with laser weapons. (<http://www.tampere.megazone.fi/>, 2011.) Megazone Tampere began its operation in 1993 (Meisalmi 2011).

The aim of this research is to determine statistical information of the customers and the level of customer satisfaction in Megazone Tampere. This kind of research has not been previously performed in the company. For this reason the results are extremely interesting and important. The research serves invaluable information of details which the company did not have access to previously. In addition Megazone Tampere is evaluated as an experience provider based on questionnaire survey supplemented by a small scale interview survey and observation.

The objective of this research is to give Megazone Tampere crucial and up to date information of customers' opinions and insights and offer suggestions for improvement. The results of the research can be used in planning future actions and marketing of Megazone Tampere. Possible future changes and improvements in the company may get new perspectives after the customer satisfaction survey. New information may have a great effect on further decisions in the company concerning segmenting, marketing, daily actions and any possible areas of improvement that occur in the results of the survey.

Programme services are based on experiences of the customers, which leads to customer satisfaction being a solid part of the product. It affects the decision

which the customers make on whether they return to use the services or not. Both the tangible and intangible characteristics of the service affect the experience the customers face. (Komppula & Boxberg 2002, 42.) The research clarifies which part of the service in Megazone Tampere demands more development, tangible or intangible details.

2.2 Customer satisfaction, service quality and previous research

The main concepts in the research are customer satisfaction and service quality accompanied with experience tourism. Customer satisfaction acts also as the theory in this work through SERVQUAL method. In addition the Experience Pyramid model (Elämyskolmio) is used in analysing Megazone Tampere as an experience provider.

Customer satisfaction is a commonly used concept. It is important to explain what customer satisfaction means in order to help to understand this research and use the knowledge to improve business. Customer satisfaction is always a relative, subjective, and individual view of a certain experience. Each customer has own individual expectations of a service and will also interpret the experience based on those expectations in a unique way. (Rope & Pöllänen 1995, 58-59.) Customer satisfaction survey finds out the recent experience of a service instead of the overall image. According to this fact it is important to measure the short-term emotional reactions of the customers which the service aroused. (Chew, Lovelock, Wirtz 2009, 542.) The most useful and profitable way of performing the survey is immediately after the service experience. Customers have their emotions and thoughts clear on their mind. This is the guideline in performing the survey of customer satisfaction in Megazone Tampere.

The quality of services is always complicated as the services are complex and consist of multiple different parts. The quality of a product usually means the technical characteristics of the product but services are more complex. Two different times of one certain service are never the same. This means that one certain service can not be produced exactly the same way again. Customers

are a solid part of a service which affects the production of the service very much. The perception which the customer obtain of quality determines the direction and areas a company should concentrate on. Services are produced and consumed at the same time which makes it crucial to emphasize the production process together with the technical issues. The whole entity needs to be good, one good part is not enough. (Grönroos 2001, 98-100.)

The whole experience customers confront and their expectations of a company and its actions comprise customer satisfaction (Albanese & Boedeker 2002, 89). This fact can be described as a distribution of experience in percentual manner as follows in Figure 1 (Distribution of experience, p. 7).

% amount	level of experience
4 %	deeply disappointed
16 %	slightly disappointed
60 %	according to expectations
16 %	slightly positively surprised
4 %	strongly positively surprised

Figure 1. Distribution of experience (Rope & Pöllänen 1995, 41).

Figure 1 illustrates the reactions of the customers towards a company based on the level of experience. In researching customer satisfaction in Megazone Tampere these different experiences by the customers are most likely to show in the final results. Deeply disappointed customers react by writing complaints, ending the customer relationship, and sharing their negative experiences with other people. It is possible in such a situation for a company to make up for the negative experience by compensating the situation and creating a positive surprise. Slightly disappointed customers usually change the product they purchase instead of complaining. Customers who are satisfied do not usually react in a visible manner. Their actions depend on the level of expectations they had in advance. Slightly positively surprised customers do not usually give feedback but remain loyal. Strongly positively surprised customers share their great experiences with other people and recommend the company. (Rope & Pöllänen 1995, 40-43.)

According to Pietro Albanese and Mika Boedeker (2002) customer satisfaction is based on different levels of the experience of the customers. Satisfaction is formed by experiences and expectations. Customer satisfaction is a psychological state which may be positive or negative based on the experience. In case the performance of the company does not meet the expectations of the customers, the result is disappointment due to performing below the expected level. This is also called an over-expectation situation. The positive alternatives are a balance situation and a sub-expectation situation. A balance situation means meeting expectations which the customer had gaining a satisfied customer. A sub-expectation situation is reached when the company has performed above the expectations which results as a positively surprised customer. In order to have satisfied customers a company needs to have their expectations and experiences in balance. These situations are illustrated in Figure 2. (Rope & Pöllänen 1995, 29; Albanese & Boedeker 2002, 89-90.) Satisfied and positively surprised customers are an asset that is very much needed in every company which makes it crucial also for Megazone Tampere.

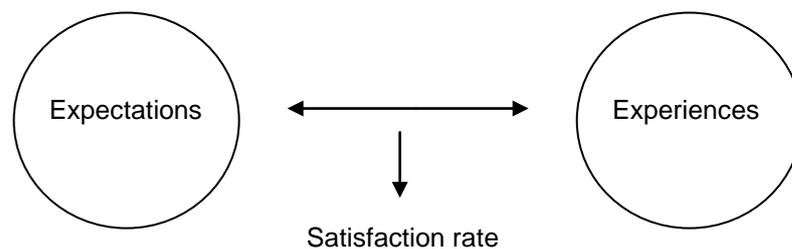


Figure 2. (Rope & Pöllänen 1995, 29).

The customers need to be valued. Every company must acknowledge the fact that a customer is the key factor to success. Without customers a company can not make profit or succeed in any way. (Lahtinen & Isoviita 2001, 75.)

Experience seems to be more and more desired in all areas of life. People seek experience and need to get it in any way possible. The concept experience can be explained as an emotional experience which has a numinous and positive effect. Experience is always unique and different depending on personal matters and background consisting of the past. Experiences are composed of sense perceptions and meaning which individuals have created and combined with the sensations. (Borg, Kivi & Partti 2002, 25-27.)

Experiences can not be forced to form. Only different situations can be created to support the forming of experiences. Encouraging experiences to form is something a company can do. No customer can be forced to experience something but the company premises and different elements of the service or product can be planned in order to make it easier to have experiences. (Komppula 2002, 56-57.) The stronger a person's feelings are concerning the situation the stronger the experience will be. Many experiences in life are strong especially based on the feelings they arouse.

The customer satisfaction survey in Megazone Tampere is based on SERVQUAL scale. SERVQUAL scale is created by Leonard Berry, Amos Parasuraman and Valerie Zeithaml. This scale is explained in more detailed manner in chapter 3.1.

Experience Pyramid model is used in this research to evaluate the experience customers get in Megazone Tampere. The Experience Pyramid helps to design, plan and produce products and services which offer a great possibility for experiences. (Tarssanen & Kylänen 2007, 112.) In this research the products and services of Megazone Tampere are evaluated comparing it with the theory of the Experience Pyramid. This comparison will produce ideas of which areas in the services and products of Megazone Tampere need to be developed in order for it to offer settings for memorable and positive experiences for its customers. The Experience Pyramid is explained more closely in chapter 3.2.

2.3 Research questions

Experience tourism has become a concept that is used in several different contexts. It has formed into a trend in tourism and the concept is something many companies want to use in their marketing. Customers seek experiences and companies have the need to serve these needs. (Tarssanen & Kylänen 2007, 100-101.)

Megazone Tampere has customers from multiple different age groups and contexts. The distribution of the customer segments using the products and

services is unknown and based on incidental observation by the employees. This research will change the situation and offer information of which kind of customers visit Megazone and how they evaluate the performance of the company based on their experiences.

The research questions are based on the customer satisfaction and experiences that the customers acquire during their visit in Megazone Tampere. The research questions are: How satisfied are the customers in Megazone Tampere and how the services could be improved in order to improve the level of customer satisfaction? Is Megazone Tampere an experience tourism provider and how could it improve its image as an experience provider? The answers to both questions will be formed based on the customer satisfaction survey, supplementary interview survey, and observation in the company premises.

2.4 Research data

The data is gathered by customer satisfaction survey, interviews, and observing the customers' reactions and the atmosphere among the customers. The author had her practical training period in Megazone Tampere in the summer 2010. During those ten weeks the author had an excellent possibility to observe the atmosphere and different reactions among the customers. As an employee the author had a better view to the situations than she would have had as a single special person holding a folder and asking questions. The author has also worked part-time in the company but the observation took place during the particular training period.

The customer satisfaction survey is executed as a questionnaire survey (Attachment 1). "Researchers use a pre-determined, structured set of questions to obtain information from a sample of respondents and record it." (Altinay & Paraskevas 2008, 120.) Questionnaires are an effective and inexpensive tool for collecting information from a large number of people. Questionnaires are very useful when there are a great number of people to ask from, the researcher knows in detail what is going to be asked, and if standard questions provide enough information and are easy to comprehend and fill in by the

customers. (Altinay & Paraskevas 2008, 120.) The author structured the customer satisfaction questionnaire for Megazone Tampere and the entrepreneur of Megazone Tampere approved it before the beginning of collection of research data.

Observation is used in addition to questionnaires in order to complete the research. "Observation complements other research methods, helps to generate theories and ideas for further research, and helps to validate existing findings." (Altinay & Paraskevas 2008, 117.) The aim of observation is to collect information by being present in the research setting, seeing and listening. First-hand experience is gained through observation. People do not necessarily act as they tell when asked, observation offers information on the behaviour of the informants and the profound meanings of their contexts, attitudes and relationships. (Altinay & Paraskevas 2008, 117-118.) The author acted both as a participant observer and non-participant observer in this research. These two ways were conducted on different occasions. The author worked in Megazone Tampere during part of the observation and completed the information on later occasion during the spring as a normal participant among the other customers.

In addition to questionnaire results and observation, structured interviews are used in order to collect information on how good as an experience tourism provider Megazone Tampere is. The survey is conducted as a supplementary interview survey. The reason for using additional interviews on the issues concerning experiential factors of Megazone Tampere is that the customer satisfaction survey is the main survey in this research and requires multiple questions on the questionnaire. Adding questions concerning experiential factors would make the questionnaire too long for the purposes of Megazone Tampere. Using structured interviews means having predetermined and standardised set on questions. Researcher asks each question exactly as it is written on the interview manuscript and records the answer with pre-coded alternatives. (Altinay & Paraskevas 2008, 113.) In this research structured interviews are used to evaluate Megazone Tampere as an experience tourism provider. Total amount of twenty interviews were conducted in March 2011. The respondents are randomly chosen visitors of Megazone Tampere.

The quantitative data is processed and analysed with the help of Tixel. Tixel is a statistical software which is based on Microsoft Excel. Experience Pyramid model and SERVQUAL scale are also used in analysing the data. More information of the mentioned analysis methods follows in chapters 3.1 and 3.2.

2.5 Structure of the research

Chapter 3 explains SERVQUAL scale and Experience Pyramid method. In chapter 3 Megazone Tampere and conducting the questionnaire and interview surveys are introduced.

Chapter 4 concerns the results of the questionnaire research which are analysed based on SERVQUAL scale. Observation results complete the results collected with the questionnaires.

Chapter 5 is about experiencing Megazone Tampere based on Experience Pyramid model and observation results.

Chapter 6 concludes the research by gathering together crucial findings of the research and gives suggestions for improvement for Megazone Tampere.

Chapter 7 is a summary of the whole process.

3 SERVQUAL SCALE, EXPERIENCE AND MEGAZONE TAMPERE

3.1 SERVQUAL scale

In constructing and analysing the questionnaire the SERVQUAL scale is used. SERVQUAL scale by Berry, Parasuraman and Zeithaml is developed to measure how customers experience the quality of a service. The basis for the scale consists of five different sectors: tangibles, reliability, responsiveness, assurance and empathy. Tangibles mean appeal of facilities, all the equipment, and material that are used by the service company. The appearance of the service employees is also included in tangibles. Reliability contains accurate service without mistakes the first time and delivering the promised services when promised and as promised. Responsiveness means the willingness to help customers, respond to their requests, tell customers when the service is provided, and to give instant service. Assurance covers the significance of employee's behaviour in helping customers to trust the company and feel safe. The employees also need to have enough knowledge to be able to answer different questions that the customers have. Empathy means understanding customers' problems, performing the way that is most beneficial for the customer and having convenient operating hours. (Grönroos 2001, 115-117; Grönroos 2007, 83-86.) These above mentioned sectors are useful to be measured in Megazone Tampere for further development of the company.

The five sectors of SERVQUAL scale include 22 different attributes to which the respondents answer one of seven possibilities on a scale from 'Strongly Disagree' to 'Strongly Agree' for each question. The expectations and the experiences are then compared with each other. Services are different and the scale is not recommended to be used exactly as it is built originally. The scale needs to be modified to suit the given situation in each environment and service. (Grönroos 2007, 84-87.)

The SERVQUAL scale acts as the basis idea for the questionnaire in this research but is not used exactly the traditional way. The questionnaires are

constructed by modifying this method in order to collect the desired information. Filling in the questionnaire can not take very long as customers fill in the questionnaire immediately after the service and before leaving the company premises. Based on observation they are often in a hurry due to going to the cinema or catching the buss home. In order to get good amount of answers the questionnaire is planned to be one two-sided A4-sized paper.

	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Skills of the personnel		X		X	
Quickness and fluency of the service		X	X		
Friendliness of the personnel			X	X	X
Instructions for the game				X	X
Game gear	X				
Appeal of facilities	X				
Megazone's cleanness	X				
Opening hours					X
Price-quality ratio					
How well were your expectations met?					
Overall grade					

Figure 3. Questionnaire questions in relation to SERVQUAL sectors (Grönroos 2007, 84.)

Figure 3 shows how different parts of the questionnaire (Attachment 1) relate to the five different SERVQUAL sectors. In the questionnaire the 22 different attributes of the original model are not used. They are replaced and covered with combinations of different characteristics. The original model acts as the basis for the combinations. In Figure 3 can be seen that price-quality ratio, the performance of Megazone Tampere corresponding to expectations and the overall grade are not based on exact SERVQUAL sectors. These are added to the questionnaire based on the theory of customer satisfaction to collect the desired information of how customers evaluate these three areas. The construction of the questionnaire is explained more carefully in chapter 3.4.

3.2 Experience

Experience is a concept that can be explained in several different ways depending on the context and the language used. In English the word

experience can be understood in three different ways. Experience can be an everyday situation or a situation that has been faced. It can also be something that people gain in time and with practice such as work experience. The third way of understanding experience is seeing it as an emotional and unique experience which is something special and meaningful. Experience is always related to importance. (Tarssanen & Kylänen 2007, 102.)

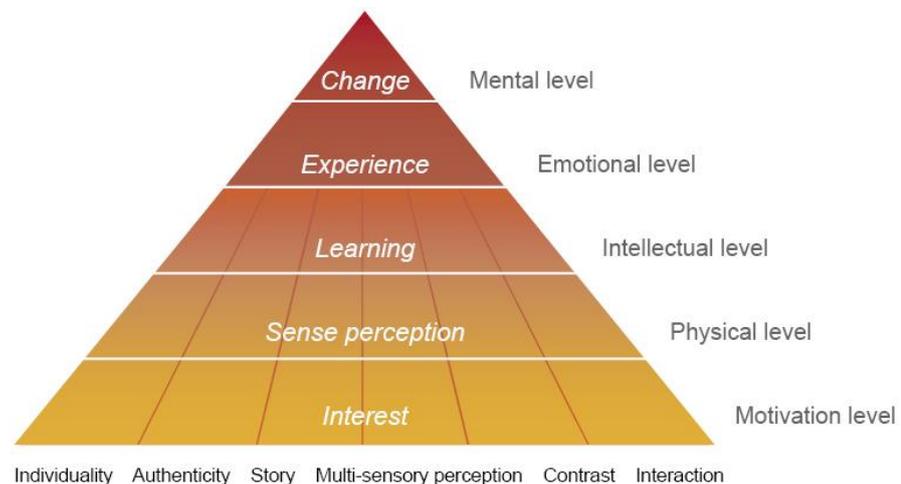
Every experience has two parts: experience itself and the significance of it (Latomaa 2007, 27). Experience can be concrete action as well as an abstract happening on a person's mind. In this research experience is seen as something special and meaningful which a person witnesses in an individual way in all occasions.

While prior economic offerings-commodities, goods, and services-are external to the buyer, experiences are inherently personal, existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. Thus, no people can have the same experience, because each experience derives from the interaction between the staged event (like a theatrical play) and the individual's state of mind. (Pine & Gilmore 1999, 99.)

Each person experiences things differently. Someone believes that silence is the greatest experience of all while another person has the need to do extreme sports in order to have a feeling of experiencing something meaningful. For someone using a particular toothpaste may be an experience. The fact that each person defines the significance of each experience by himself leads to situations where someone's significant and important experience is part of another person's everyday life. Experiences can be positive or negative which emphasizes the theory that emotions are closely linked to experiences. In tourism business desired experiences are clearly positive but it is important to acknowledge the fact that they can also be negative. (Perttula 2007, 56-57; Tarssanen & Kylänen 2007, 100-101.) Megazone Tampere aims at offering positive experiences in the form of a laser adventure in a special environment.

The Experience Pyramid model is the second analysis method in the research (Picture 1, Experience Pyramid, p. 16.) Experience Pyramid is a tool for Experience Co-Creation. Co-Creation in this context means that both the

service provider and the customer participate in creating experiences. In Megazone Tampere the settings are created by the company but the experience comes within the customer. The experience of the customer and the elements of the product comprise the two aspects of the Experience Pyramid. A product that creates supportive settings for experiences needs to have six different elements. These six elements are individuality, authenticity, story, multi-sensory perception, contrast and interaction. They form the foundation for the pyramid model. The customer's experience consists of five different levels which form the layers of the pyramid. These levels are motivation level, physical level, intellectual level, emotional level and mental level. (Tarssanen & Kylänen 2007, 112.)



Picture 1. Experience Pyramid. (Tarssanen, 2006, 20)

Individuality is the first of the elements. This element represents uniqueness and ability to vary the service based on customers' request or their special needs. Authenticity consist of credibility and culturally aesthetic sustainability. Authenticity is ultimately defined by the person who is experiencing the situation or event. Service is authentic as long as the person believes it to be real even though it would be completely fictional. Story is an element that defines the theme and the significance of the product. Story tempts a customer to emotionally and mentally experience the ongoing happenings. Multi-sensory perception contains visual and acoustic world, smell, touch and taste which form the harmony of various sensory stimuli in supportive environment. (<http://ekstranett.innovasjon Norge.no/root/Sanna%20Tarssanen.pdf>.) It requires

only one disturbing or too strong stimulus and the whole experience may be ruined. Contrast means providing things that are different from the customers' point of view. The product or service must create a concrete variety compared to everyday life of the customer. Customers can experience special and refreshing things. Interaction means interacting with other customers and the provided product or service. A solid part of Interaction is experiencing something as part of a group or community. (Tarssanen & Kylänen 2007, 112-119.)

The interest of a customer is evoked on motivation level. Expectations and desire to experience the service is created for the customer. On this level customer is informed about the service or product. A good tool for this is marketing. On motivation level as many of the six elements of the service as possible should be available. (Tarssanen 2006, 27-31; Tarssanen & Kylänen, 2007, 117.) The physical perception of the service happens on physical level. Customer experiences the environment using his senses. Physical level is the level of receiving, experiencing, feeling, perceiving and acknowledging the service. On physical level no negative sensory perceptions are allowed. As an exception can be seen extreme sports which are designed for people seeking experiences and emotions related to illusions of danger. Physical level measures the technical quality, usability and functionality of the service. On intellectual level the sensory stimuli is processed and analysed. Based on these processes opinions are structured and learning happens. Intellectual level is the level where sensory stimuli is processed and analysed. The sensory stimuli is used in order to learn, think and apply information. Intellectual level is the one which enables individuals to decide whether they are satisfied with a product or a service or not. (Tarssanen 2006, 27-31; Tarssanen & Kylänen, 2007, 117.)

Previous three levels can be purposely affected by the service provider. The last two levels depend on the customer himself. The actual experience is reached on emotional level in case it is possible. If all the other levels before emotional level have been conducted well it is probable that an experience is created along with positive emotional reactions such as pleasure, happiness, joy of succeeding and learning and something else that is meaningful for an individual. (Tarssanen 2006, 27-31; Tarssanen & Kylänen, 2007, 117.)

The highest level is mental level. On this level an experience related positive and strong emotional reaction can generate a permanent and personal change. Customer can find a new hobby, way of thinking or new resources within himself. As an example can be mentioned a very shy person who is able to find the courage to try parachuting and afterwards feels very capable. (Tarssanen 2006, 27-31; Tarssanen & Kylänen, 2007, 117.)

A successive experience tourism provider needs to make sure that all the six elements of foundation are developed and offered for the customer. This is the biggest effort a company can make. The rest of the experience comes within the customer. Parts of the Experience Pyramid are used in this work to research whether the customers see the services and settings of Megazone Tampere as an experience and what can be done to improve the image of the company as an experience tourism provider. In case the company does not meet all the elements, it can be found out which parts of the Experience Pyramid need to be developed.

3.3 Introduction of Megazone Tampere

Megazone is an indoor laser game. It is futuristic, fun, and suits adventurous people of all ages and shapes. Customers are called players in this context.



Picture 2. The author wearing the game vest. (Picture: Emmi Kallio 1.3.2011)

Players wear game vests while playing. They also have a phaser that allows them to tag opponents and base stations in a gloomy and exciting labyrinth that acts as the game area. Tagging means aiming the laser beam to the vest of an another player which then counts the points. Scores can be seen after the game. The laser in Megazone is safe and the game itself is non-violent and sporty. The main idea is to play in teams and score points. The experience can be very adrenaline pumping as the game area is quite gloomy, has ultraviolet lights that make

light colours glow and some haze produced by haze machines which intensifies the excitement. Music is always on during the game to create a great atmosphere for playing. ([http://www.megazone.fi/.](http://www.megazone.fi/))

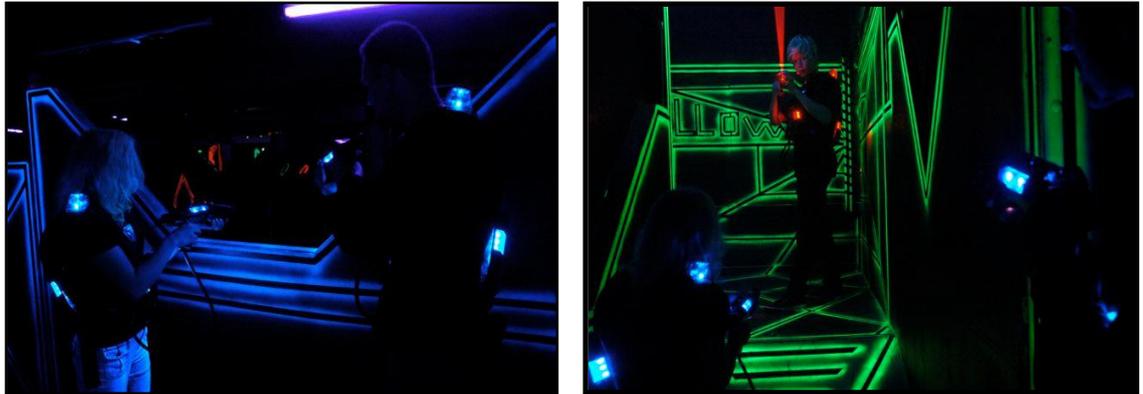
Megazone Tampere began its operation in 1993. It was the second operating Megazone in Finland. The first Megazone in Finland was founded in Helsinki a few months earlier the same year. Megazone Tampere is owned by Laser Game Finland Inc. Laser Game Finland Inc. imports laser game equipment from Australia and acts as representative in the Baltic countries. Internationally the chain is called Zone Empire and it is the most popular laser game in the world. There are six Megazones in Finland at the moment: In Helsinki, Tampere, Jyväskylä, Oulu, Turku and Lahti. In addition one laser game provider is located in Hämeenlinna but it does not belong to the Megazone chain of Laser Game Finland. Megazones in Oulu, Turku and Lahti are not owned by Laser Game Finland Inc. but belong to the chain as they have rental rights for the licence. Megazone Tampere is run by Tampereen Body & Sport which has the rental rights to the enterprise. The entrepreneur in Megazone Tampere is Sami Meisalmi. There are four part time employees in Megazone Tampere at the moment. (Sami Meisalmi 2011; [http://www.megazone.fi/.](http://www.megazone.fi/))



Pictures 3 and 4. On the left is the reception desk and on the right is a party room. (Pictures: Jatta Pennanen 26.4.2011)

The premises of Megazone Tampere are designed according to the laser game theme. The lobby is slightly gloomy and the main colour in lightning is blue. Picture 3 shows the view when customer has entered Megazone Tampere. The

The author tried to take pictures of the game area and the game vests but a professional photography equipment would have been needed in such a gloomy environment as the laser game labyrinth is. For this reason Pictures 9 and 10 are from the webpage of Megazone Tampere. The author got an official permission to use these photos.



Pictures 9 and 10 are both from the game area. (Pictures: Tapio Hannikainen 2007)

3.4 Planning and conducting the survey

The questionnaire (Attachment 1) that is used in the customer satisfaction research is semi-structured (www.themarketingdictionary.com). The questionnaires are in Finnish language because of the customer base of Megazone Tampere. Most of the customers are Finnish by observation and information given by the entrepreneur. The first questionnaire proposal was very extensive and it needed to be revised. It was a good basis for constructing the later versions and the final questionnaire format. The total of 22 questions and statements remained in the final version. This amount is suitable to be fitted in one two-sided A4-sized paper which is considered to be the maximum length of the questionnaire in Megazone Tampere. The final questionnaire is approved by the entrepreneur of Megazone Tampere.

The required information is decided based on the theory of customer satisfaction, SERVQUAL scale, and wishes of the entrepreneur of Megazone

Tampere. Deciding the target informants is quite easy as the questionnaire is aimed to all customers of Megazone Tampere during December 2010. The easiest way of reaching the customers of Megazone Tampere is to have people fill in the questionnaires on the spot. Customers have an access to the questionnaire sheets in the lobby. In addition the employees of Megazone Tampere give questionnaire sheets to customers at the same time with each customer's own score sheet after the game. The questionnaires are returned to a locked box in the lobby. In order to tempt customers to participate the respondents have an opportunity to participate in a raffle draw by filling in their contact information on a raffle coupon in the end of the questionnaire. These coupons are separated from the responses before processing any answers.

Legislation and regulations concerning the raffle draw are enquired from the law enforcement in Pirkanmaa area. In this case no official permits are needed. Based on observation and information from the entrepreneur many of the customers of Megazone Tampere are minors. The Office of the Data Protection Ombudsman is contacted in order to gain information of minors participating in a raffle draw with their name, phone number and e-mail address. The response is that no permits from parents are necessary in this case as the value of one prize is not too remarkable. There are five prizes in the raffle draw which are sponsored by Megazone Tampere. The personnel of Megazone conducts the drawing of the raffle. This has been done and the winners have received their prizes. Five respondents received a gift voucher for ten game rounds each.

The final questionnaire consists of eight closed questions, three open-ended questions and eleven rating questions on ordinal scale. Three of the questions listed as closed have also a possibility to fill in an open-response option. This possibility is used in background questions only. Together these different kinds of questions provide an extensive set of results to be used in analysing the customer satisfaction in Megazone Tampere. The open-ended questions were chosen in order to provide the respondents an opportunity to express their opinions and experiences in a more personal and descriptive manner. The layout of the first version of the questionnaire remained and is used in the final questionnaire. From the very beginning the layout was clear, well-structured and visually attractive. Minor changes were done based on question wording

and format. The final questionnaire was piloted and stated to work as it is. After the finalisation of the questionnaire the survey begun. (Altinay & Paraskevas 2008, 123-126.)

The chosen scale in the eleven rating questions has five alternatives: Very good, good, poor, very poor and no answer (n/a). These five choices are executed as four different expressions on a ball like character and a question mark is used for no answer. This solution was chosen due to the observation concerning the customers of Megazone Tampere. This scale is seen attractive also for the younger customers instead of having the alternatives numbered. Based on the observation and experience of the entrepreneur, most of the customers are children or young adults. Based on this the facial expressions were chosen to be used. In the beginning the faces had colours on them: Red, orange, yellow and green but these were left out due to budgeting issues. Colour prints were many times more expensive than black and white copies. This decision came from the entrepreneur of Megazone Tampere. The idea behind using these facial expressions as the scale has been used in many other contexts earlier and was not unique. Quality1000 is a quality programme which has been developed to meet the needs of tourism industry. Quality1000 is based on international quality criteria. In Quality1000 programme based customer satisfaction questionnaires similar type facial expressions can be seen as the scale for responses. ([http://www.laatutonni.fi/.](http://www.laatutonni.fi/))

The customers receive the questionnaire sheets after the product or service experience and fill it in. They return it to a sealed box in the lobby of the company. The answers are anonymous and collected in one month's time in December 2010. The questionnaires are available for all customers visiting Megazone Tampere during the research period. Every respondent has the opportunity to participate in a raffle draw. The desired amount of questions is minimum 70 but the author is optimistic and 300 questionnaires were printed out. Part of the questionnaire sheets can be used later as a separate survey if they remain empty. All in all customer satisfaction survey should be an ongoing process and not only limited in one special period of a company's operation. The results are presented as per cents.

Observation was conducted by the author in summer season 2010 and March 2011. During the summer season 2010 the author did a practical training period in Megazone Tampere. During this 10 week period she had an excellent possibility to observe customers as an employee. The author recorded her observations in a book for further examination. Another possibility to perform observation was in March 2011. The author participated the activities provided by Megazone Tampere as a normal customer. During this observation she collected plenty of information that was impossible to be heard and seen while working simultaneously. These findings were also recorded for research purposes. Results of the observation are used in the analysing chapters 4 and 5.

The research of how experiential Megazone Tampere is was conducted as a supplementary small-scale structured interview survey (Attachment 3) and observation by the author. Additional comments from the informants and parts of the questionnaire survey are included in the analysis of the experiential image of Megazone Tampere. The questions of the interview were not included in the questionnaire as the length of the questionnaire would have been too long for the purposes of this case. This would have affected the amount of responses negatively. By systematically combining these two surveys the most profitable result is gained. This is possible with the help of Tixel software in processing quantitative data. The questions in the interview are structured based on the theory of Experience Pyramid. The amount of interviewed customers of Megazone Tampere is 20. The participants were randomly chosen amongst the customers in Megazone Tampere. The results are presented as quantitative amounts.

4 QUESTIONNAIRE SURVEY IN MEGAZONE TAMPERE

The collection of the questionnaire data took place in December 2010 in Megazone Tampere. The final amount of responses is 111 filled in questionnaires. This amount is rather satisfactory and the wished minimum of 70 responses is exceeded. The results are analysed in sections. Each part of the questionnaire forms an own section in the analysis. These sections are background information of the respondents, customer satisfaction in services, and opinions of Megazone Tampere. The last two questions of the questionnaire concerning visiting the company are combined with the background information section in analysing the results.

4.1 Background information of the respondents

The first part of the questionnaire aims at gathering background information of the respondents. This part consists of gender, status, city of residence, purpose of visit, with whom the respondent came to Megazone Tampere, and how the respondent noticed the company. All the figures in the following charts are illustrated as per cents.

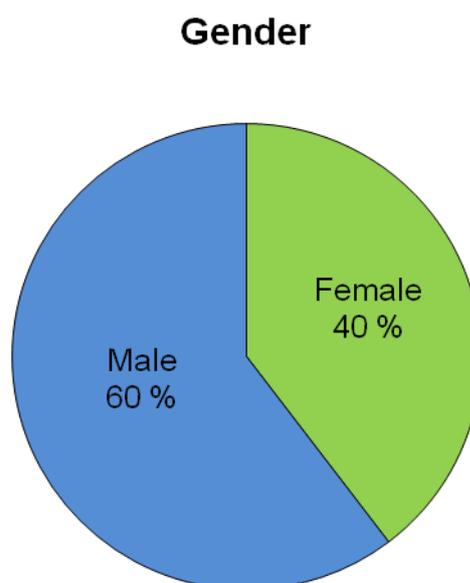


Figure 4. The gender of the respondents

The distribution of gender amongst the respondents is presented in Figure 4 (p.25). It can be seen that the majority of respondents is male. The total of 40 per cent of the respondents are female. Based on observation this fact is slightly surprising as male customers seem to spend time in Megazone Tampere more often than females. One reason for this result may be the fact that based on observation of the employees of Megazone Tampere women were more eager to answer the questionnaire. Based on an American study by Playfirst and Frank N. Magid Associates women are most interested in playing entertaining games and men prefer games which challenge them in order to gain accomplishments. The study concerns over 18-year-old players of console, handheld and mobile games. Megazone laser game is not in any of the mentioned categories but certain consistence can be found between similar types of games in different ways of playing. (Knight 2010.) Megazone can be listed as both entertaining and challenging which supports the outcome of receiving answers both from male and female respondents.

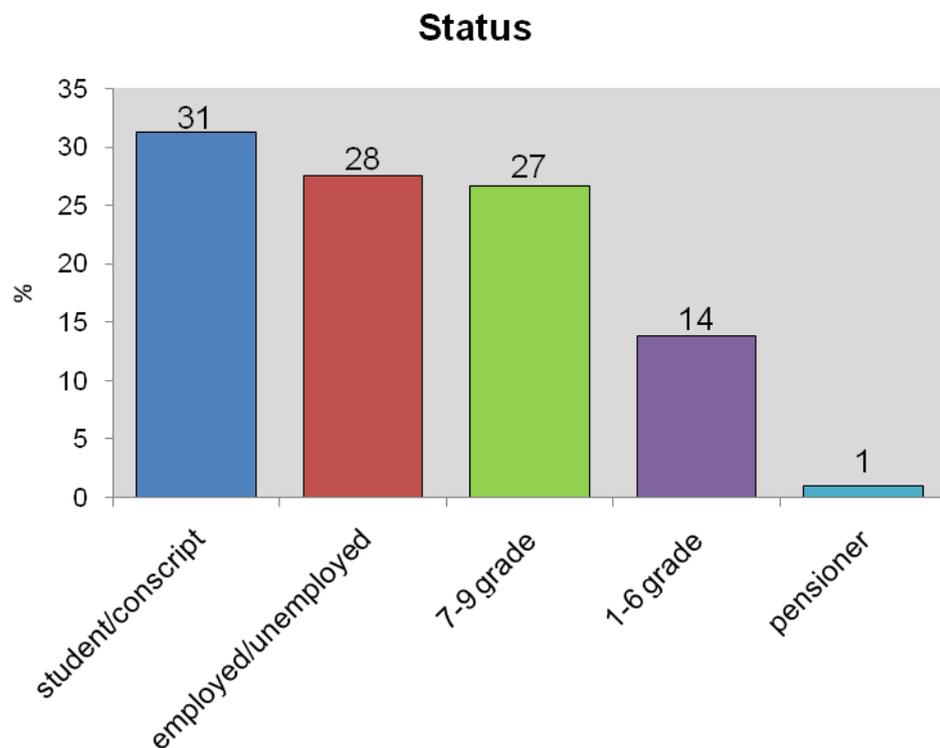


Figure 5. The status of the respondents

Status (p.26) is asked in the questionnaire in order to clarify the distribution of occupation and life situation of the respondents. The division of statuses is quite even and no one, exact major group can be seen in the results. Students and conscripts form the biggest group covering 31 per cent of the respondents followed by 28 per cent of employed or unemployed and 27 per cent of 7-9 graders. Primary school students are the next group by the share of 14 per cent. Pensioners are the smallest group by 1 percent share of the total amount of respondents. The obtained knowledge can be used especially in pricing and advertising as at the moment Megazone Tampere has determined special discount prices for children and students. This arrangement can be examined in the company more closely based on these results. The company may also considered segmenting more carefully in the future with this new knowledge.

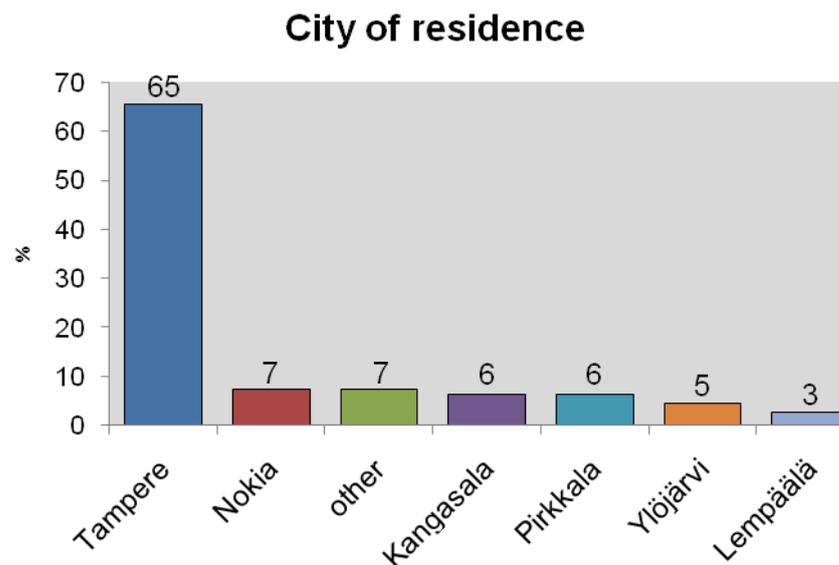


Figure 6. City of residence

The bar chart above (Figure 6) shows that most of the respondents are from Tampere or surrounding localities. Section 'other' includes customers from several different municipalities and cities. Most of them are long distance customers.

Table 1 (p.28) illustrates the different purposes why respondents come to Megazone Tampere. It can be seen that leisure is the most popular reason to go to Megazone with 61 per cents of the respondents. School groups and

birthday party groups are the next biggest groups. School groups in this context are mostly young people who come with their teacher and the visit is part of their study plan in the school.

This result describes the situation during winter season in December. Based on previous information by reservation calendar in Megazone Tampere different groups are the major customer groups on different times of year. In spring school groups are active and mostly come because of more relaxed lessons before the summer holiday or as part of a field trip. This information is based on observation by the author during her work history in the company and work-related discussions with the customers during that time.

Table 1. Purpose of visit in Megazone Tampere

	<i>Amount</i>	<i>%</i>
Leisure	67	61
School group	21	19
Birthday party	11	10
other	7	6
Corporate group	3	3
Bachelor/-ette party	1	1
Total	110	100

Leisure time is something people need and desire amongst their busy lifestyles. Genuine leisure time is rewarding and pleasant time spent without other things in life constantly disturbing one's mind. (Davidson 1999, 424.) Leisure time gives brain a break and offers good counterbalance for obligations such as work and studying. Megazone laser game requires concentrating. Combining it with an adrenalin rush people in the lobby of Megazone Tampere often mention keeps other things away and helps in relaxing for a while.

The most popular company to come to Megazone with is clearly a friend or a group of friends as is illustrated in Figure 7 (p.29). Work colleagues and members of family or other relatives share quite evenly the second place as people to enjoy the visit with. Quite many people are visiting Megazone alone as well. A Possible reason for this came up in the open-ended answers. Many

respondents claim that they make new friends in Megazone and like the good time they have there with other customers (Attachment 2).

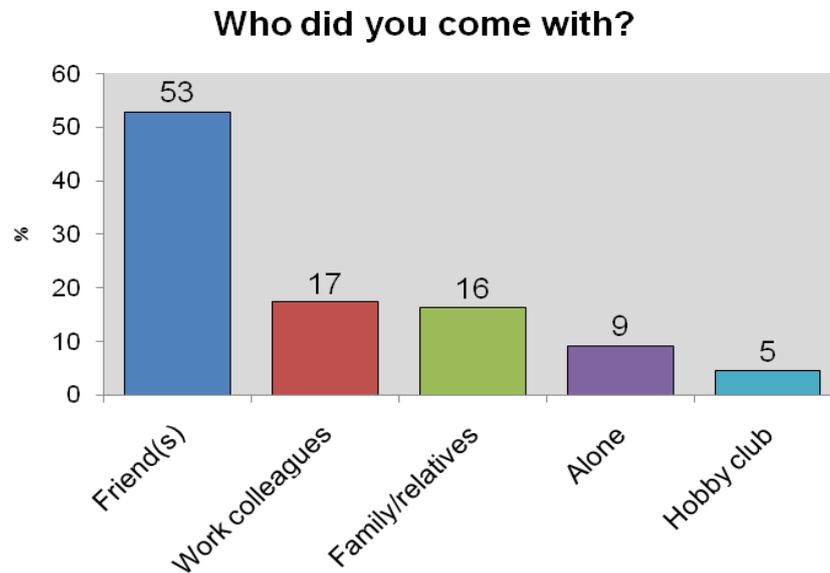


Figure 7. In company of whom the respondents came

Figure 8 (p.30) shows a very interesting and significant fact. The majority of 80 per cent of the respondents has heard about Megazone Tampere from their friends. This indicates that the effort in advertising is quite low or the tools used for marketing are not very efficient.

Word of mouth is a useful and important way of spreading the word but it can not be controlled by the company. Word of mouth stands for one person telling things about a certain issue to another person. In context with a company these things mean for example messages of a company and its trustworthiness, credibility, ways of operating, products, and services. Word of mouth is very powerful as it can change completely the actions of the customers instantly. (Grönroos 2007, 76, 308.) This fact also values the idea of valuing the customers as experiences spread fast. Most attention receive bad and extremely positively surprising experiences. Word of mouth is more efficient than any advertising in the whole wide world.

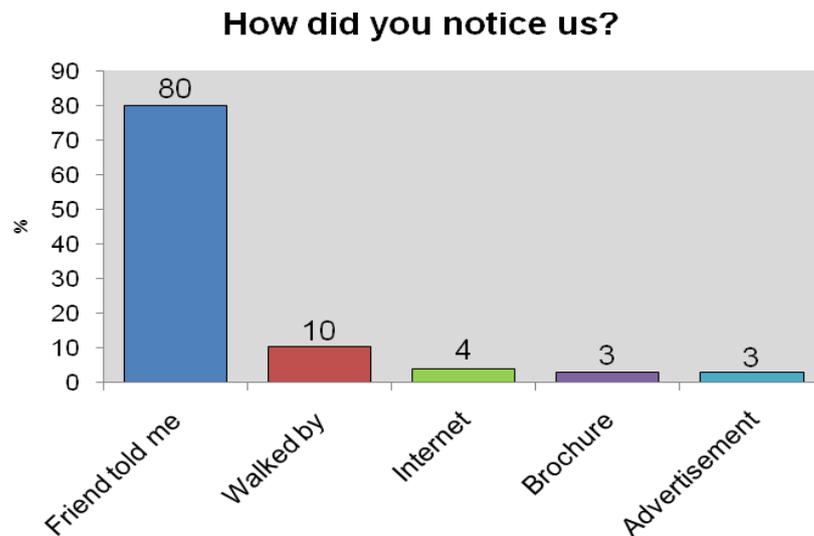


Figure 8. Information on how the respondents noticed Megazone Tampere.

Table 2. How often the respondents visit the company

	<i>Amount</i>	<i>%</i>
The 1st time	18	16
Occasionally	68	61
Regularly	25	23
Total	111	100

Table 3. Intentions to visit again

	<i>Amount</i>	<i>%</i>
Yes	106	100
No	0	0
Total	106	100

Tables 2 and 3 show the level of regularity of respondents visiting Megazone Tampere and their intentions to return to use the services. The majority of respondents visits Megazone Tampere occasionally. Regular customers cover 23 per cent of the total customers according to this study. First timers are the smallest group although a significant amount of them answered the questionnaire all in all. Table 3 illustrates that 106 respondents of the total of 111 answered the question whether they are intending to come to Megazone again. The response rate for 'yes' is 100 per cent. The five missing answers are most probably by people who were not sure about the matter or are living far away and do not have the information whether they are able to come back to Megazone Tampere. It was intentionally chosen to exclude the alternative of not having an opinion about own intentions. The hypothesis was that people tend to avoid decisions of opinions if they have an opportunity to remain neutral.

4.2 Customer satisfaction in services

As explained previously in this work, customer satisfaction of Megazone Tampere is analysed with help of SERVQUAL scale. The final amount of questionnaire responses is 111. Results are analysed based on the five sectors of SERVQUAL scale.

The following Figures 9, 10 and 11 (p.31-33) present the findings on tangibles in Megazone Tampere. Tangibles are physical characteristics of the service including facilities, other customers in the facility, appearance of personnel, business cards and other physical representations of the service, and equipment and tools which are used to provide the service (Grönroos 2007, 85).

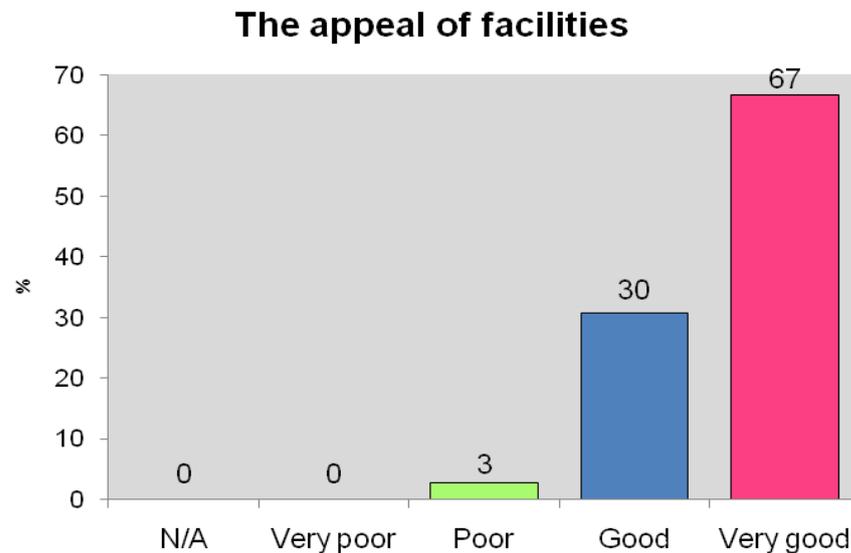


Figure 9. The appeal of facilities

Figure 9 illustrates the satisfaction on the appeal of facilities in Megazone Tampere. Facilities are the premises, materials, and equipment a company uses (Grönroos 2001, 117). In addition to previously listed the appearance of employees can be seen as part of the appeal of facilities as they are part of the whole picture when customer enters the enterprise. The appeal of facilities is a crucial part of operation in any company. It consists of the furniture, lightning, use of space, air quality, decorations, signals, voices or music and colours. (Korkeamäki, Pulkkinen & Selinheimo 2000, 143-145.)

Majority of respondents are satisfied or very satisfied. Based on Figure 9 (p.31) it is impossible to define which part of the facilities has been dissatisfying for 3 per cent of respondents choosing poor as their answer. Based on observation it was quite difficult to gather information on opinions of the facilities. Open-ended answers in the questionnaire revealed more information on the matter. Respondent gave good ratings but still had several critical comments considering the appeal of facilities. Analysis of the open-ended questions follows in chapter 4.3.

Figure 10 illustrates the opinions of the respondents concerning cleanness in Megazone Tampere. Cleanness can also be seen as part of the appeal of facilities (Korkeamäki etc. 2000, 145). Customers can not maintain a possibly positive conception of an enterprise in case the facilities are untidy and dirty. Poor cleanness comes across as negligence of the premises and the customers. This does not encourage the customers to feel welcome or return.

Majority of respondents rated cleanness in Megazone Tampere as very good or good. The overall opinion of cleanness is positive based on the survey. It must be mentioned that everyone were not satisfied which can be seen as 6 per cent of respondents answering poor and 2 per cent having no answer to the question. Based on observation most dissatisfied customers mention the cleanness of the sanitary facilities.

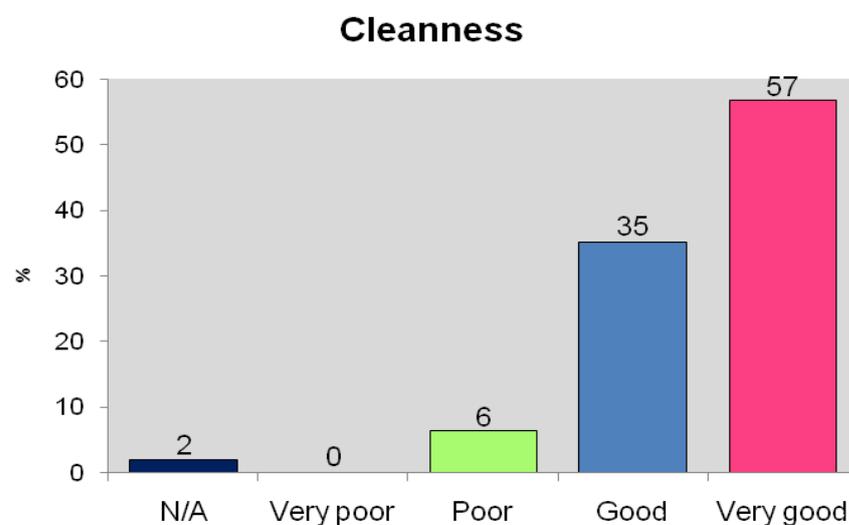


Figure 10. Cleanness of Megazone Tampere

Figure 11 shows the satisfaction on game gear in Megazone Tampere. Game gear in this context consists of game vests, phasers that are used in tagging others, and all technical equipment that is used in order to have the equipment customers use to function properly. The functionality of equipment and gear is very important. In SERVQUAL scale game gear is part of tangibles. Tangibles are a crucial part of the quality of a service. (Grönroos 2007, 84.)

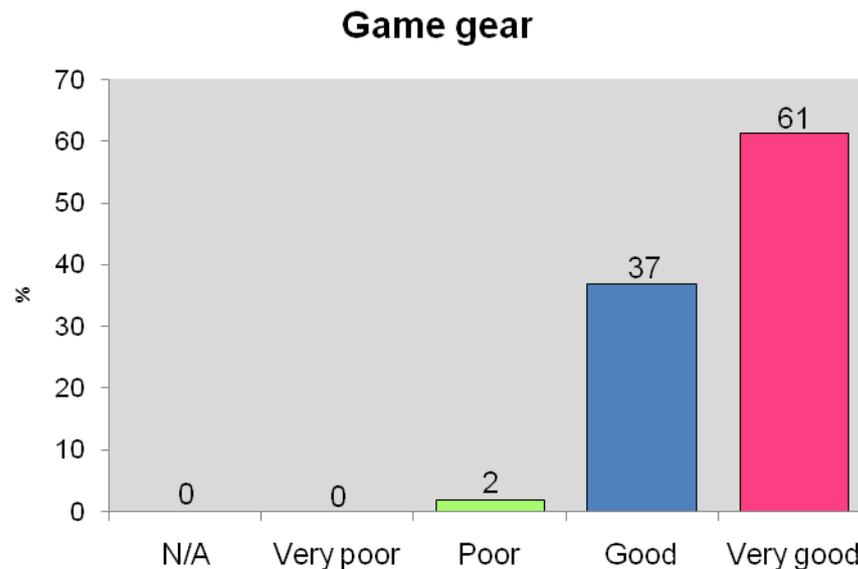


Figure 11. Game gear

The majority of the respondents implied that the game gear is good or very good. Based on observation customers are satisfied when the gear functions well and they do not have any problems with it. Figure 11 shows that 2 per cent of the respondents answered poor. Based on observation this is due to having technical problems with the gear. These situations occur once in a while which is believed to be normal when operating with technical equipment. When having a problem with the gear the personnel acts in a suitable way. Usually it means quick actions to have the gear to function properly immediately and in more severe cases changing the gear or even giving refund. Based on observation during the work history of the author in the company the amount of severe problems is very small. Mostly the problems with the game gear can be solved very quickly with minor operations. Figures 9 (p.31), 10 (p.32) and 11 together show that tangibles in Megazone Tampere are satisfying or very satisfying for the customers.

Reliability is a SERVQUAL sector which in this particular survey is connected to two different questions: the skills of the personnel and the quickness and fluency of service in Megazone Tampere. Reliability includes accuracy in the service when performing it the first time and without mistakes and delivering what has been promised by the time it has been promised. (Grönroos 2007, 84-85.)

Skills are obtained as a result of learning in time and training given by the employer or colleagues. An enterprise which aims at good reputation and level in service needs to have employees who know the business idea of the enterprise including its way of operating, products, services, segments, interest groups and the desired image of the enterprise. (Korkeamäki etc.2000, 14.)

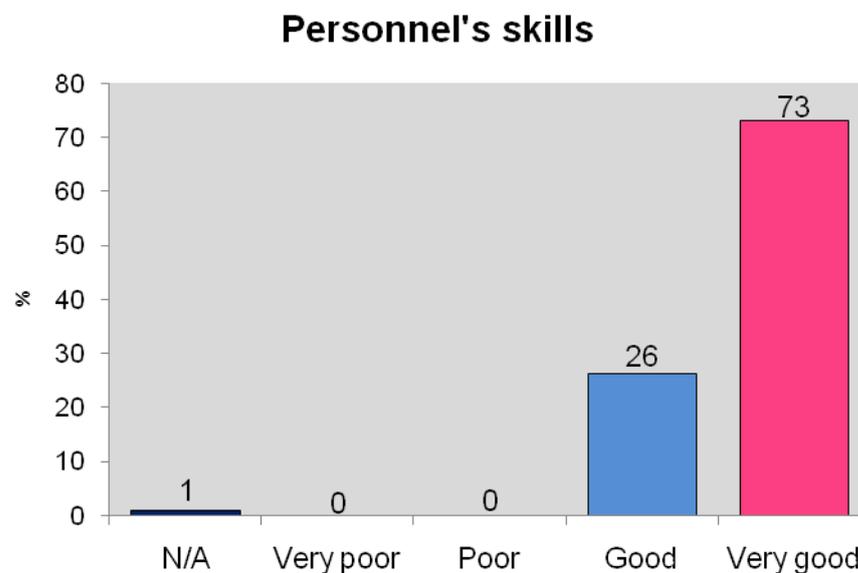


Figure 12. The skills of the personnel

Figure 12 shows the respondents' opinions of the skills of Megazone Tampere's personnel. 99 per cent of the respondents experienced personnel to have very good or good skills. Only one per cent of the respondents which corresponds to one customer did not have an opinion and no negative opinions were given. This result shows that customers see the personnel of Megazone Tampere as professionally skilled. This result is the overall opinion including all four part-time employees and the entrepreneur working in the company during the period of collecting the information.

Responsiveness is the third SERVQUAL sector used in this research. It is related to two questions in the customer satisfaction questionnaire: quickness and fluency of service (Figure 13) and friendliness of the personnel (Figure 14). Responsiveness means that the personnel is willing to give prompt service, answer questions that customers have, provide information of the timeline of the service, and be ready to service in any necessary way (Grönroos 2001, 85).

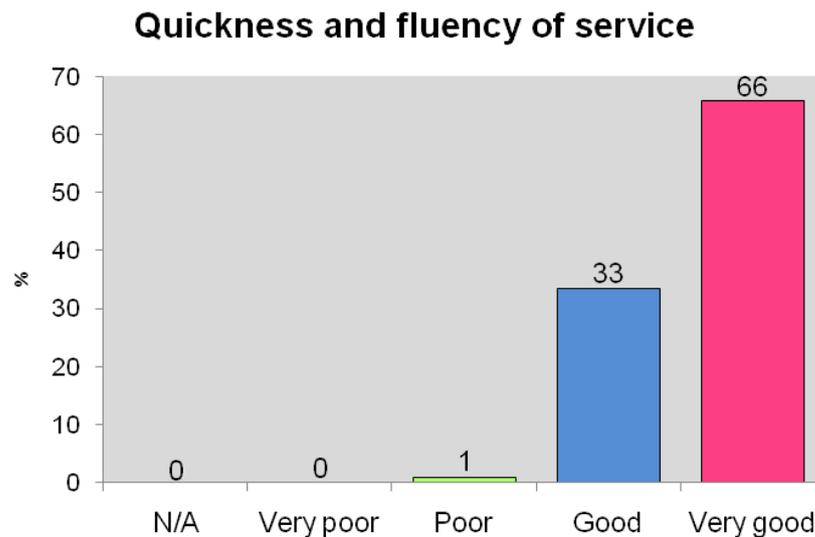


Figure 13. Quickness and fluency of service

Figure 13 reveals the opinions the respondents have of the quickness and fluency of service in Megazone Tampere. In addition to reliability it is related to responsiveness. The personnel needs to be willing and able to serve the customers quickly without any delays. The bar chart shows that the overall opinion is very positive. Total of 99 per cent of the respondents rated the quickness and fluency of service as good or very good. Based on the results that can be seen in Figure 13 Megazone Tampere is taking good care of the responsiveness view in its operations.

Figure 14 (p.36) indicates that 96 per cent of the respondents experienced the friendliness of the personnel as very good or good. The amount of dissatisfied respondents was 4 per cent. This corresponds to four respondents rating the friendliness as poor. Based on the findings of the level of satisfaction concerning the friendliness of the personnel of Megazone Tampere the result is

very positive and the employees' attitude towards the customers is good. Combining the results of Figures 13 and 13 it is fair to state that responsiveness as a SERVQUAL sector is executed in a positive and good manner in Megazone Tampere.



Figure 14. Friendliness of the personnel

Assurance is related to questions presented in Figures 12 (p.34), 14 and 15 (p.37). Assurance means that the behaviour of the personnel gives customers confidence to trust the company and they can feel safe. The personnel is courteous and has the necessary knowledge in order to be able to answer all kinds of questions that the customers may have. (Grönroos 2007, 116-117; Grönroos 2001, 84-85.)

Figure 12 (p.34) illustrates the level of satisfaction in the skills of the personnel. According to the results the personnel of Megazone Tampere is up to date and professionally skilled. They have the confidence and professional knowledge in working and they are able to answer different questions that their customers have.

In Figure 14 it can be seen that majority of respondents was pleased with the kindness of the personnel. In Megazone Tampere the employees are courteous, kind, and helpful based on the opinions collected from the customers using the questionnaire survey.

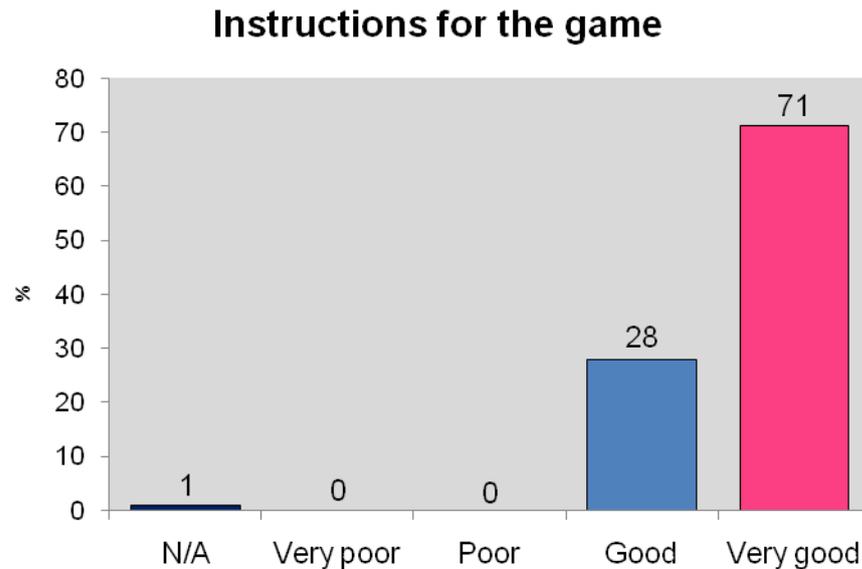


Figure 15. Instructions for the game

Figure 15 shows that 99 per cent of the respondents rated the instructions good or very good. One respondent did not have an opinion on the matter. No negative ratings were given which indicates that the level of instructing the customers is excellent.

Assurance is closely linked to Figure 15. Customers need to be able to feel safe and trust the company (Grönroos 2007, 84). Instructions for the game are big part of safety in the game and facilities of Megazone Tampere. Instructions include both oral instructions given by the personnel and the DVD instructions of the game. The customers watch the DVD instructions before any other game related actions. After that they enter the game gear room and put on the gear. Before entering the game area and starting the game the customers get a short summary of the DVD as repetition is important in learning new things.

Empathy is the fifth and the last section of SERVQUAL used in this analysis. It means that the company understands the problems of its customers, operates in their best interest, gives attention for individuals and has convenient opening hours. (Grönroos 2007, 116-117; Grönroos 2001, 84-85.) Empathy is related to Figures 12 (p.34), 14 (p.36), 15 and 16 (p.38).

The skills of the personnel (Figure 12, p.34) and the friendliness of the personnel (Figure 14 p.36) are in connection with giving attention to individuals and understanding the problems of the customers. A professional customer servant is able to identify the individual needs and problems a customer may have. The respondents of the questionnaire have good experiences of these matters in Megazone Tampere based on the results of the survey. From the data obtained from Figure 14 (p.36), we can see that the customers feel they are cared for and their problems are understood.

Instructions for the game (Figure 15 p.37) are related to empathy as instructions are given in order to answer potential questions by the customers before they ask them. Most customers are eager to know how the game works, what is allowed and forbidden, and what is the most important advice while playing. The answers for many potential questions are answered jointly during the instructing. This is the most efficient way in order to run to time but also separate questions are answered constantly in order to serve the needs of individuals.

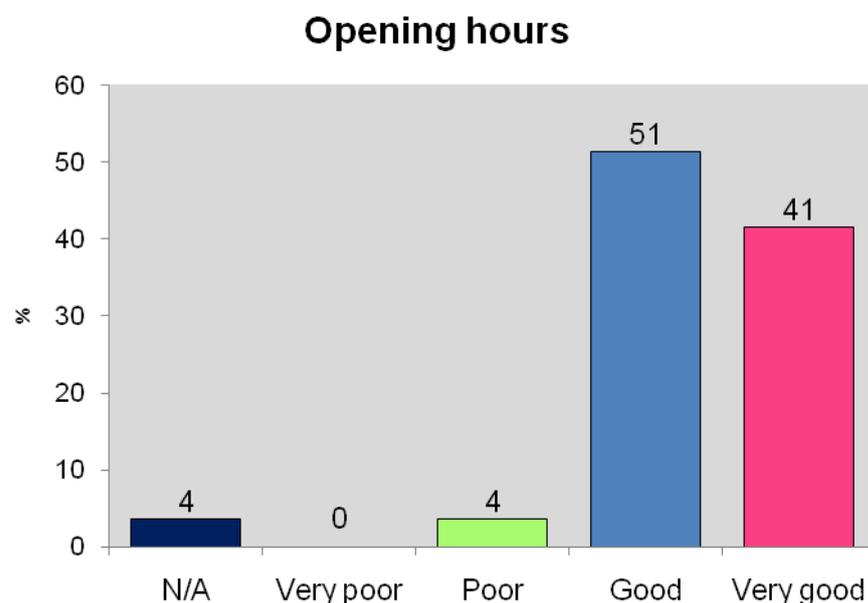


Figure 16. Opening hours

Opening hours are one of the key characteristics of empathy on SERVQUAL scale. Opening hours should be determined keeping customers on mind. The needs of the customers are important in deciding when to have the doors open

for clientele. Companies should have their opening hours on such time that the customers need and want the service. (Korkeamäki etc. 2000, 143.)

As can be seen on the bar chart in Figure 16 (p.38) the result of this question differs slightly of the previous set on answers. In this case 51 per cent of the respondents rate the opening hours good and 41 per cent of respondent very good. In previous figures the majority of respondents has answered very good instead of good. This indicates that there is room for improvement. Compared to the level of responses to other previously introduced questions the amount of ratings as poor and no answer is higher in Figure 16. Answers to open-ended questions explained more closely the reason for some people rating opening hours as 'poor'. Further analysis on those answers follows in the analysis of Figure 22 (p.44).

The following questions (Figures 17, 18 and 19 p.39-41) are not based on the SERVQUAL scale. Instead customer satisfaction theory has acted as the background.



Figure 17. Price-quality ratio

Customers are willing to pay only as much as they think a service is worth. Setting an appropriate price can be difficult. Value is a subjective concept and

understanding it properly requires skills and knowledge. All the customers are not able to judge the quality and the value they receive. (Chew etc. 2009, 140.)

Figure 17 (p.39) illustrates that 58 per cent of the respondents rated the price-quality ratio good and 31 per cent very good. Total of 10 per cent of the respondents rated the ratio poor or very poor. The respondents do not necessarily understand what the price consists of. Especially this applies to the respondents who answered negatively. Sometimes managing the perception of value requires helping the customers to understand the value they receive which can be done by effective communications or even personal explaining (Chew etc. 2009, 141).

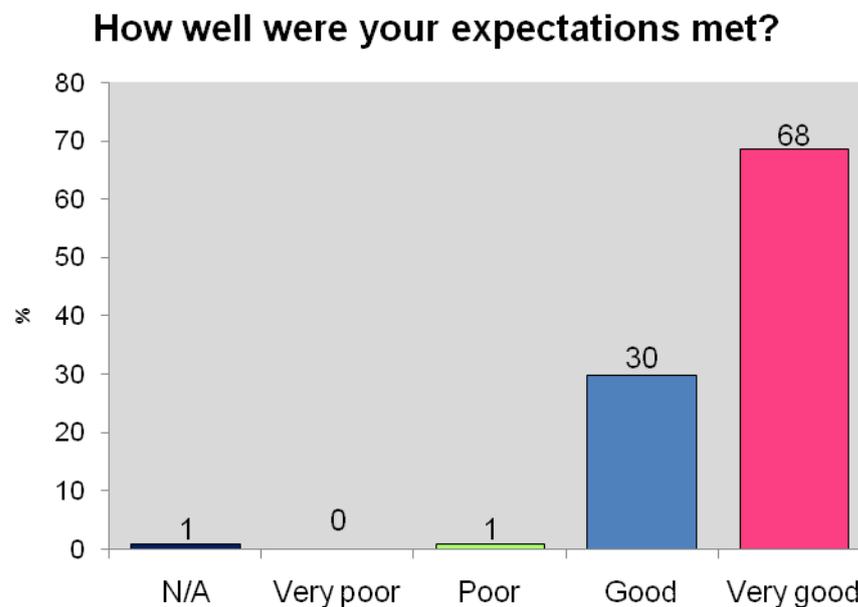


Figure 18. How well the expectations were met

Compared to Figure 1 (p.7) which illustrates the distribution of experience the results in Figure 18 are exceptional. The scales used in the Figures 1 and 18 are not the same but a connection can be seen. Based on Figure 1 the amount of customers whose expectations are met is 60 per cent of all customers. As can be seen in Figure 18 total of 68 per cent of the respondents answered very good and 30 per cent good. This can be transformed into a conclusion that 98 per cent of the respondent had their expectations met. More information on the expectations is provided in chapter 4.3.

The overall grade was chosen to be included in the questionnaire in order to provide the respondents a possibility to give one grade which describes the entity in a nutshell. Figure 19 (p.41) shows that the overall grade rating does not differ significantly from the ratings of smaller sectors which have been previously introduced. Total of 98 per cent of the respondents chose good or very good as the overall grade for Megazone Tampere.

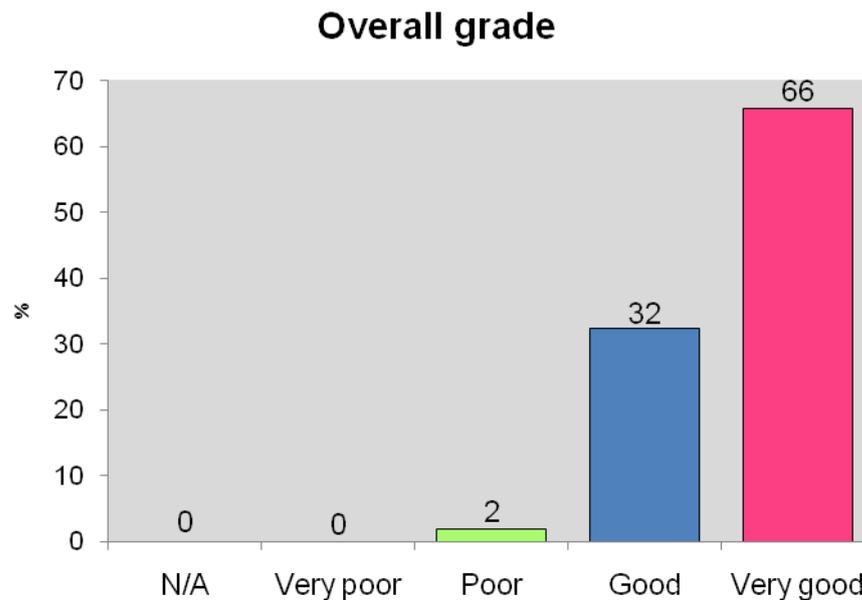


Figure 19. Overall grade

The guideline through the whole rating section of the questionnaire is rather constant. The opinions have remained the same level throughout the whole section. The most important findings to appear from the data collected in the section of rating questions is evidently that the respondents are satisfied or very satisfied with Megazone Tampere and its services. The sections that showed the biggest amount of dissatisfaction in ratings were cleanness and price-quality ratio.

4.3 Opinions of Megazone Tampere

The following three questions in the questionnaire are open-ended (Figures 20, 21 and 22). There were several similar answers and these have been collected into categories and transformed into qualitative data for processing them with

Tixel software. Additional answers can be seen in Attachment 2. Those extracts are both answers from the categories and separate comments.

The reactions of customers are based on expectations which they had before the service. Expectations are complex as those are based on several internal and external factors. (Grönroos 2001, 413.) Expectations that the respondents had before visiting Megazone Tampere can be seen in Figure 20. This open-ended question was the most difficult to answer as 43 per cent of the respondents did not have an answer to it. Having fun was something that most respondents expected by 29 per cent share of the answers. 11 per cent of the respondents mentioned that they had visited Megazone earlier and expected the same than the previous time. Three smaller answer groups are 'something good', 'get exercise', and 'trying something new'. These three were of quite the same popularity.



Figure 20. Expectations for the visit in Megazone Tampere

The data obtained from Figure 20 can be connected with the data in Figure 18 (p.40) which shows that all the expected themes are true in Megazone. Customers have fun and experience something good, get exercise, are able to try something new and can count on the level and quality of service from visit to another. This result is very positive and supportive.

Observation in Megazone Tampere supports these results. Customers are mostly smiling and very enthusiastic. Many of the customers mentioned out loud that the laser game was superb due to the fact that one gets exercise without even noticing it before the game is over. This fact also gives a good explanation on why school groups visit Megazone during school hours (Table 1 p.28). Playing Megazone laser game is a fun way to get exercise and minors who claim not to like sports and exercise are eager to play several rounds.

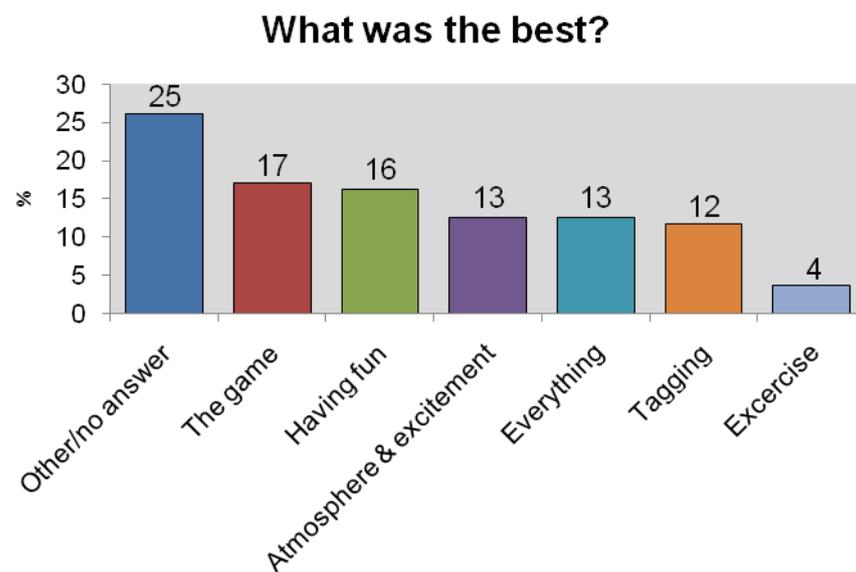


Figure 21. The best things in Megazone Tampere

The second open-ended question was about what the respondents think was the best in the visit (Figure 21). The biggest separate category is 'Other/no answer'. This answer is listed for 25 per cent of the respondents. The responses in this category were either empty lines or single comments that were impossible to fit into the categories. Some of these answers are listed in Attachment 2.

The category 'The game' includes short comments mentioning the game itself. As a separate category tagging is mentioned due to its notable popularity. These two can be combined and as a result the game itself is the clear winner in this question with 29 per cent of the responses. These have remained as separate categories due to the fact that there is a difference between these two groups. Tagging is a separate part of the game which collected many votes.

The game category includes general comments such as 'game!' and 'playing'. Having fun includes general comments about enjoying the time. An important part of having fun for many of the respondents was doing it with friends and getting new friends when playing the game. Atmosphere and excitement consists of general atmosphere, music, lightning, adrenalin rush and excitement. Everything was a general answer which basically shows that the respondent had fun and can not define which part was better than other parts. Exercise has been mentioned in this research also earlier. A special characteristic of exercise was getting in without it feeling like exercising.

The third and the last open-ended question was about things the respondents wish change or improvement to (Figure 22). The biggest group of answers was 'Nothing'. The amount of respondents wishing everything to stay as it is now is 53 per cent of all respondents. This indicates that a bit over half of the respondents are very satisfied.

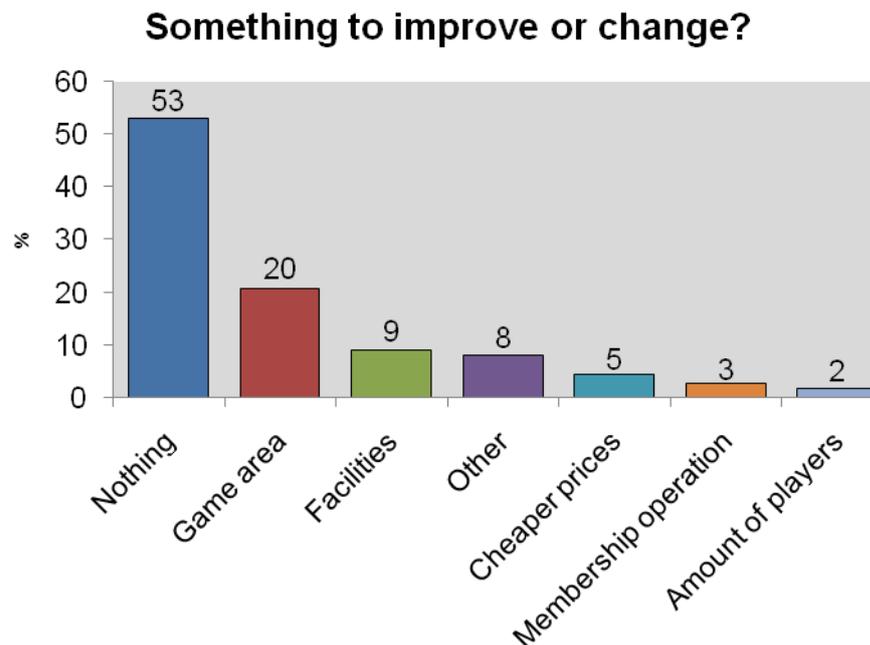


Figure 22. Suggested areas for improvement and change

The category that according to the respondents requires most improvement and change is the game area by 20 per cent of the responses (Figure 22). Answers that are included in this category include comments mostly about the size of the

game area and the floor plan of it. The respondents wish that the game area was bigger and that the floor plan was changed more often. These wishes are quite hard to fulfil as the structures of the premises are solid and it is not possible to expand the premises in the current location of Megazone Tampere. Changing the floor plan often would require extra work hours from professionals as the structures need to be planned and built again. Changing the placement of a wall is not something to do ever day. In addition to the wall structures there is plenty of technical equipment that needs to be situated in a suitable location in the game area.

Improvement in facilities was hoped by 9 per cent of the respondents. Facilities as a category consists of comments concerning the facilities, game gear room, and opening hours. Plenty of comments were given especially about the appeal of facilities. The respondents wish that Megazone Tampere was more appealing, comfortable and welcoming. Some of these comments are in addition to physical facilities related to the atmosphere of the company as based on observation some people feel that it is not easy to approach Megazone. Other improvement ideas for facilities were more visible directions to sanitary facilities. Also better possibilities for people waiting in the lobby to follow the game were hoped. Suggestions included having a proper camera in the game area showing live game on a screen and building a better spectator facility than the spectator corridor these days is. Improvements for game gear room include locked storage and more coat racks. The amount of coat racks stands out especially in the winter season when people are wearing plenty of clothes. Opening hours were hoped to be changed so that Megazone Tampere stayed open longer on one night during the week and opened earlier. The respondents who hoped for these changes might not have understood that Megazone Tampere can be requested to stay open outside the defined opening hours when reserved in advance.

Less opinions were given to categories on pricing, membership and the amount of players. Figure 22 (p.44) shows that 5 per cent of the respondents were hoping for cheaper prices. It is not a big amount compared to the total amount of respondents. Therefore the pricing in Megazone Tampere is quite well executed. The price for one 25 minute game round for an adult is 8.50€ and for

a student 6.50€. The prices differ depending on the week day, time, amount of game rounds, nature of reservation and status. A private round during the weekend is more expensive than a public round on Monday. ([http://www.tampere.megazone.fi/.](http://www.tampere.megazone.fi/)) Membership operations in Megazone Tampere are hoped to improve by changing the time of member nights and adding the amount of special member events. Membership related changes were hoped for by 3 per cent of the respondents. The amount of players was a minor hope for improvement by 2 per cent of respondents hoping a change to it. It is included as an own category due to the fact that based on observation the amount of players playing the game at the same time is a very common topic for discussion amongst the customers in Megazone Tampere. Mostly in the answers the respondents claimed there were too many players playing at once which led to the game area being too crowded. Observation results showed that sometimes there are slower times which leads to the opposite and customers wishing for more people to play with. Developing the game area most probably affects the opinions. The category 'Other' contains different single comments about various things. Some of these can be seen in Attachment 2.

As a conclusion the feedback that was collected using the questionnaires was very positive. Some minor areas of improvement occurred which offers the opportunity to develop the company in a way that serves the customers and may increase the business. More of the suggestions and a summary of the conclusions follows in chapter 6.

5 MEGAZONE TAMPERE AS AN EXPERIENCE PROVIDER

The experiential image of Megazone Tampere is analysed based on Experience Pyramid (Picture 1 p.16) as was previously mentioned. Experience Pyramid is used in helping to develop, improve and create experience services. The many elements of experience need to be organised in order to create supportive atmosphere for experiences to evolve. The rest depends on the person using the service. (Tarssanen & Kylänen 2007, 112-113.)

5.1 Background information of the informants

Table 4. Gender of the informants.

	<i>Amount</i>	<i>%</i>
Female	14	70
Male	6	30
Total	20	100

Table 4 shows the distribution between gender. Most of the informants are female. Reason for this is most probably that females were more willing to participate in the survey than the male customers in Megazone Tampere.

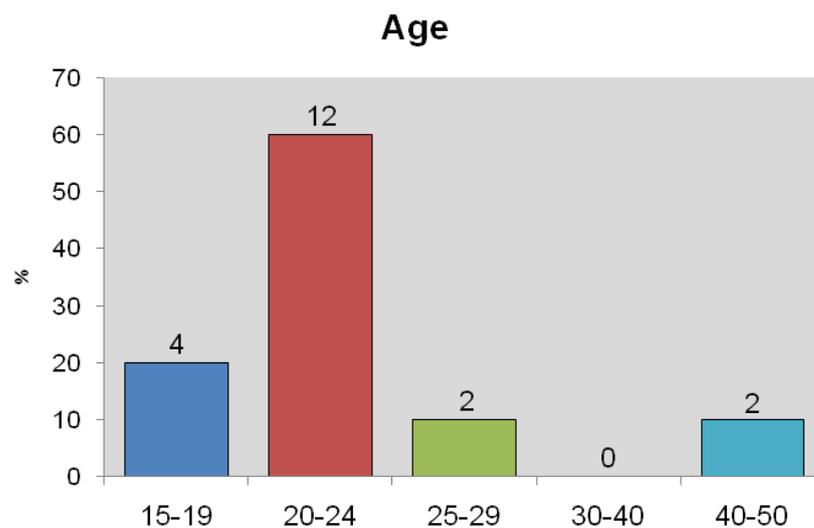


Figure 21. Age of the respondents.

It can be seen in Figure 21 (p.47) that 12 of the informants are between the ages 20 and 24. The second biggest age group was 15-19 year-olds by four informants. The third place is shared between age groups 25-29 and 40-50 by two informants in each group.

City of residence

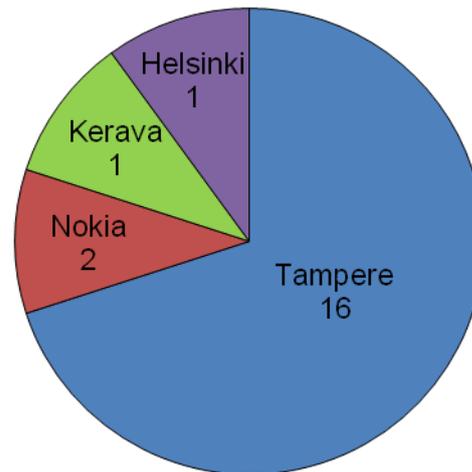


Figure 22. City of residence.

Figure 22 illustrates the city of residence of the informants. Total of 16 of them live in Tampere and two of them in Nokia, one in Kerava and one in Helsinki.

5.2 Motivation level

Customer's interest is evoked on motivation level. One way of influencing the interest of a customer is to use effective marketing. Results are reached by creating a desire and through temptation having a customer want the service. (Tarssanen & Kylänen 2007, 117.)

Individuality on motivation level means that the service is attractive and tempting in a unique way (Tarssanen & Kylänen 2007, 117). Figure 23 (p.49) shows that majority of informants think that Megazone Tampere offers something unique and special. Element of individuality is therefore fulfilled.

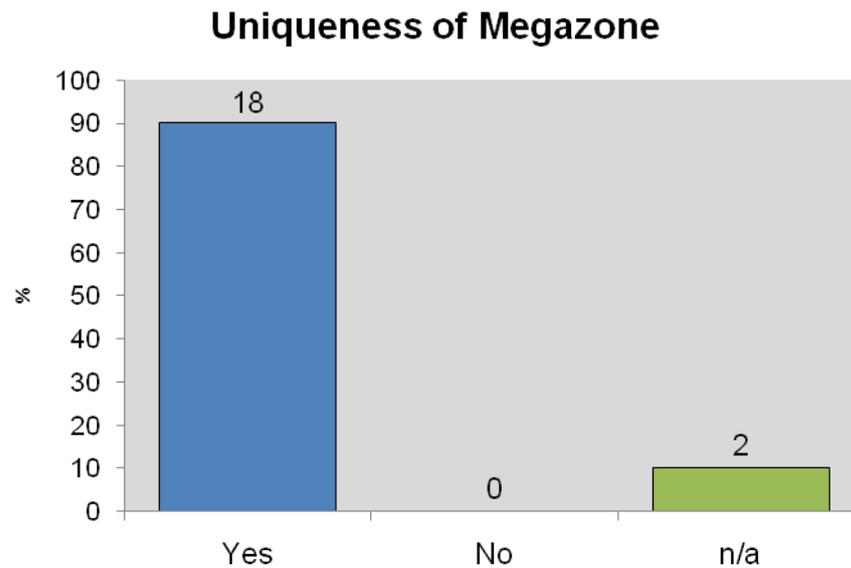


Figure 23. Uniqueness of Megazone Tampere.

Authenticity is measured based on the accuracy of expectations and the credibility connected to the experience itself. Experience must not disappoint the customer by being something else than expected. Measuring the preconceptions and expectations is not necessarily practical beyond dispute. Grönroos (2001) claims that measuring the expectations and preconceptions during or after the service does not succeed. What is measured in reality is expectations which have become distorted by the experience. Measuring the expectations and preconceptions before the service may be as insufficient as during or after the event because of the possible incapability of the customers to compare their exact expectations with the particular experience. Despite this information the measuring of expectations and preconceptions has been conducted in the lobby of Megazone Tampere after the service experience. In this case it was the most efficient way of performing the interview survey. (Tarssanen & Kylänen 2007, 117; Grönroos 2001, 120.)

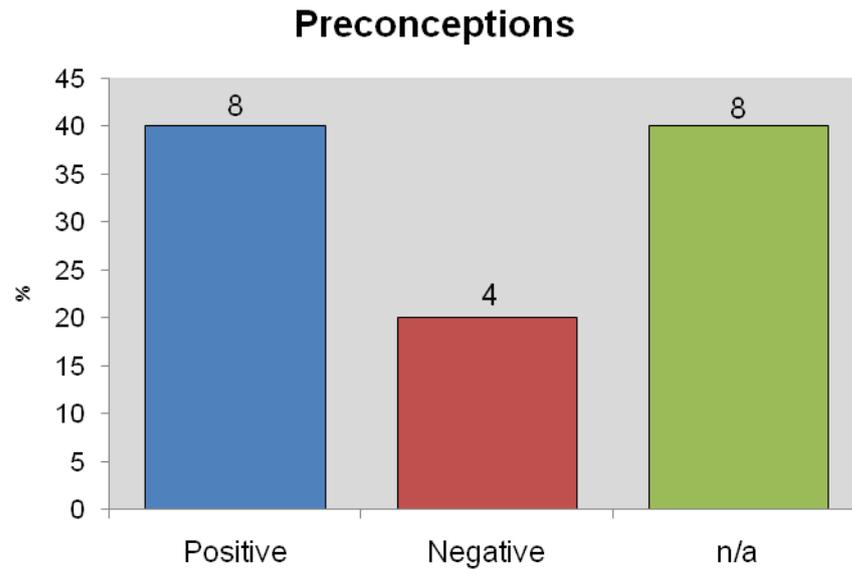


Figure 24. Preconceptions of Megazone Tampere.

Table 5. The relation of the preconceptions to the true experience.

	<i>Amount</i>	<i>%</i>
Yes	8	40
No	4	20
n/a	8	40
Total	20	100

Figure 24 illustrates the preconceptions which the informants had. The results show that opinions were evenly distributed between positive preconceptions and not being able to answer. Only four of the informants told they had negative preconceptions before visiting Megazone Tampere. Table 5 shows the answers of preconceptions corresponding to the experience. All of the informants who told that their preconceptions were negative answered that the advance thoughts were not accurate. They were positively surprised compared to their attitude when arriving to Megazone Tampere. In addition all the informants who had positive preconceptions answered that their preconceptions were true and the experience was positive. The amount of informants choosing not having an answer to both of the questions remained the same and therefore consistent.

On motivation level story is an element that needs to be present from the very first step of evoking customer's interest, already before experiencing the service. The social and cultural meanings of the experience need to be

communicated successfully in advance. (Tarssanen 2006, 27; Tarssanen & Kylänen 2007, 117.) From Figure 25, it can be seen that majority of the informants did not have a proper and detailed conception of Megazone as a game in advance. Based on additional comments from the informants they sort of knew what Megazone laser game is all about but did not completely understand it beforehand. This result shows the need of improving the marketing of the story element. All the informants had an opinion and no one decided not to have an answer. Based on observation the informants did not need a lot of time to think what to answer to this question.

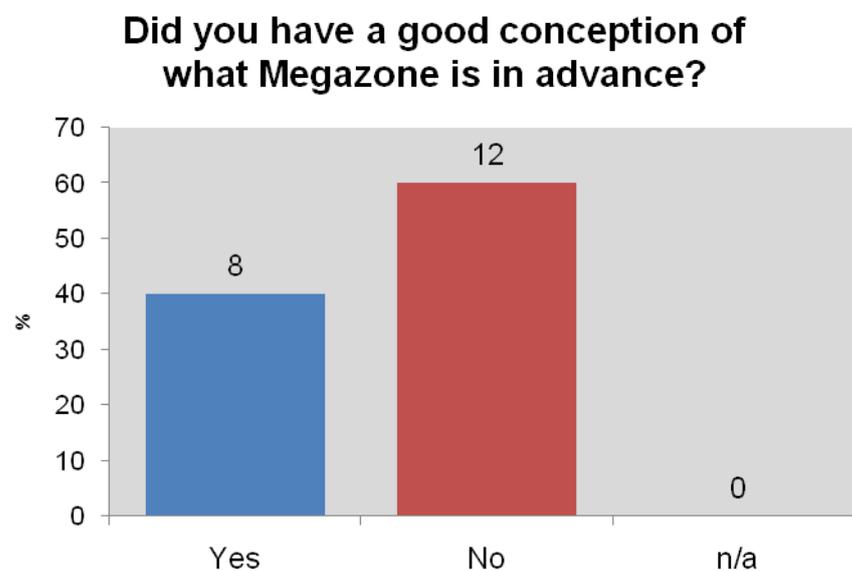


Figure 25. Advance conception of Megazone.

Multi-sensory perception on motivation level is fulfilled if the story element can be experienced in a multisensoral way. Pine and Gilmore (1999) have also studied experience related to senses. "The sensory stimulants that accompany an experience should support and enhance its theme. The more senses an experience engages, the more effective and memorable it can be." (Pine & Gilmore 1999, 104.) The informants were asked whether they needed and used different senses while playing in Megazone Tampere. The results can be seen in Figure 26 (p.52). The bar chart represents the opinions the informants had about usage of senses during the laser game. Majority of informants agreed and answered 'Yes'. Two informants did not have an answer and no one answered 'No'. This results supports the multi-sensory perception element as

part of Megazone Tampere and its services at present moment. Additional comments that the informants gave mentioned eyesight, hearing, sense of smell and sense of touch. The informants told that eyesight is important for the game in order to collect points by seeing other players and their game vests with flashing lights. Hearing and sense of smell were important factors in creating exciting atmosphere. The reason for this was mostly music, information given by the speakers on the vests and the haze that special machines produce in the game area. Megazone Tampere has the element of multi-sensory perception well executed in their operation. It also supports the element of story which in this case is the idea of futuristic laser adventure.

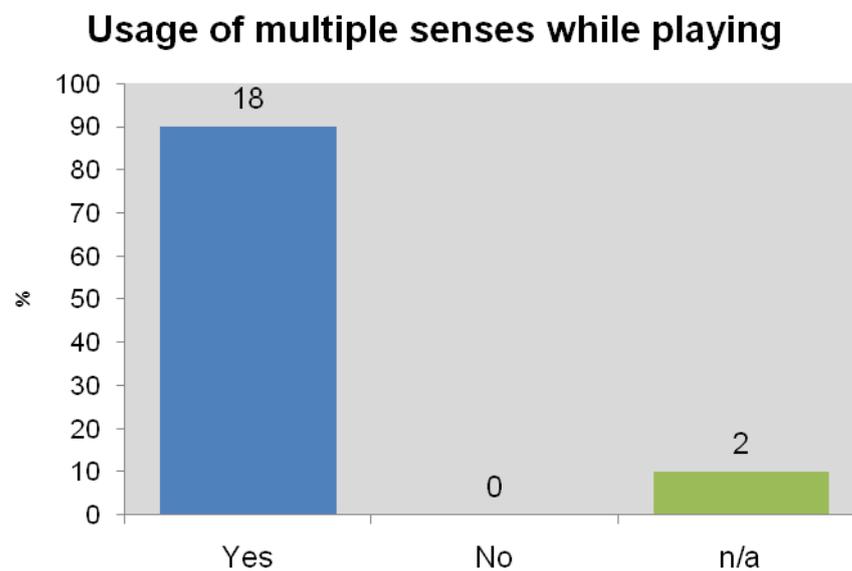


Figure 26. The usage of multiple senses in Megazone laser game.

Table 6. Did Megazone offer something different from your everyday life?

	<i>Amount</i>	<i>%</i>
Yes	20	100
No	0	0
n/a	0	0
Total	20	100

The next element to analyse is contrast. On motivation level contrast indicates the divergence of the image that the service creates. Contrast means that the image of the service is exotic for the customer. Contrast is related to Figure 23 (p.49). 18 out of 20 informants think that Megazone laser game is something

unique for them. Based on this result it can be stated that contrast is a solid part of Megazone Tampere. In addition this statement is supported by results shown in Table 6 (p.52). All the informants agree that Megazone Tampere offers positive irregularity for their everyday life. (Perttula 2002, 46; Tarssanen & Kylänen 2007, 117.)

The element of interaction is evaluated based on the level of interaction concerning image and communication. Interaction can be performed by customer service and marketing. (Tarssanen 2006, 27; Tarssanen & Kylänen 2007, 117.)

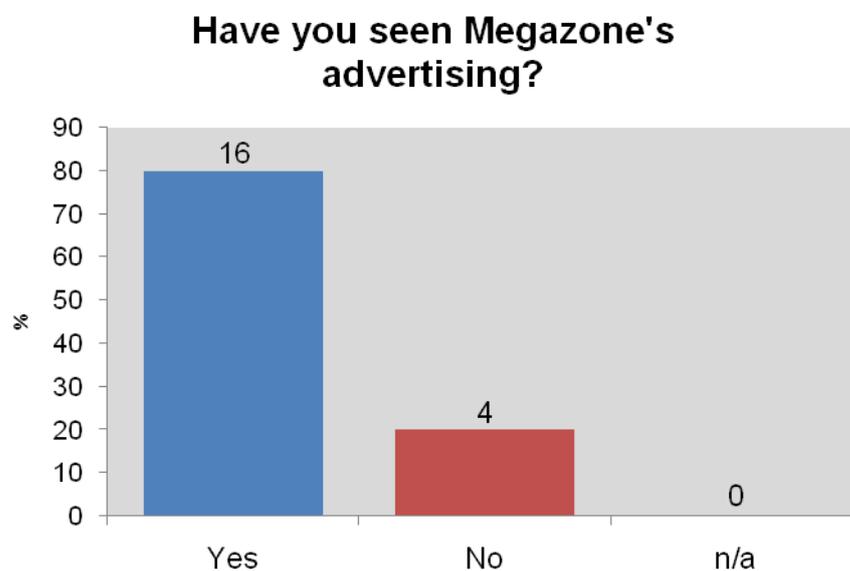


Figure 27. Have you seen advertising of Megazone Tampere?

Figure 27 indicates that 16 out of 20 informants has seen advertising of Megazone Tampere. Only 4 informants had not seen any advertising of Megazone Tampere. This result is quite controversial compared to the results of the questionnaire survey (Figure 8 p.30) which indicated that only six per cent of the respondents had seen brochures and other advertising of Megazone Tampere. One reason for the difference between these two results may be that in the interview the informants were asked whether they have seen advertising of Megazone Tampere and not exactly what was the first tool in noticing Megazone Tampere which the phrasing in the questionnaire.

Based on the results the most important element for improvement on motivation level is story. Many informants claimed that they did not know very much of Megazone laser game in advance which affected also their attitudes, preconceptions and expectations of the company. Further information would have a positive effect on the potential clientele.

5.3 Physical level

On physical level customer experiences the environment through different senses. Sensations help to acknowledge where we are, what is happening and what we are doing. A good service offers a pleasant and safe experience without unpleasant disturbances on physical level. Different uncomfortable sensations must not disturb the experience. Examples of these disturbances are coldness, heat, hunger and danger. (Tarssanen & Kylänen 2007, 117.)

Individuality in Megazone Tampere needs to be improved. Individuality on physical level means that there is a possibility to discover new things in the facilities and that the service provides the possibility to experience something new each time. Figure 22 (p.44) shows that the areas which the respondents mostly hope to be improved are the game area and the facilities in Megazone Tampere. Most comments included wishes for change in the floor plan of the game area more often.

On this level authenticity consists of a whole and credible entity that is comprised of physical settings. The results of open-ended questions in the customer satisfaction questionnaire can be used in analysing the authenticity element in Megazone Tampere. Many respondents wrote about how fascinated they were about the laser game and its settings. Only the floor plan got some criticism from people who visit Megazone Tampere often. Otherwise the comments were very positive. Based on observation customers adopted the atmosphere and environment of the game area quickly which can be used as an evidence of the authenticity of the settings in Megazone. (Tarssanen & Kylänen 2007, 117.)

Observation has proved that story as an element on physical level works very well. The environment and the physical settings support the story of an adventurous laser adventure well. Customers are able to adapt their role in the game in an excellent manner supported by the gloomy, hazy and glowing environment.

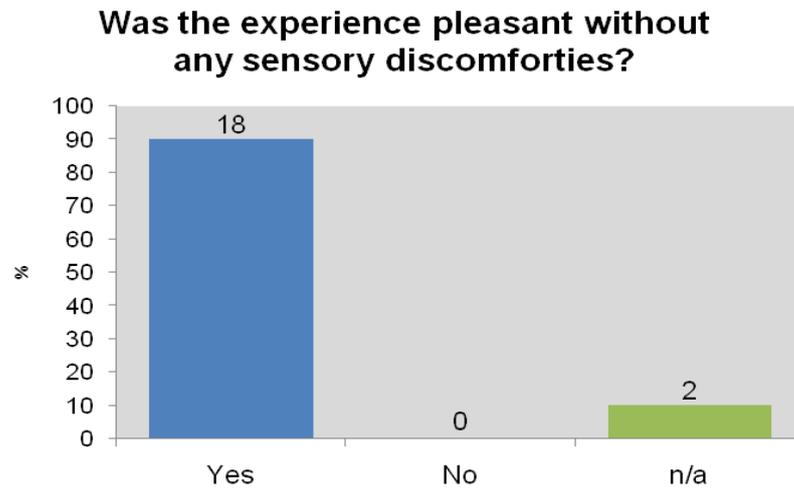


Figure 28. Pleasant or discomforting experience based on senses.

Figure 28 shows that no one of the informants had experienced any discomfort in Megazone laser game. Two of the informants were not able to answer and the remaining 18 informants were satisfied with the experience related to senses. Multi-sensory perception on physical level reflects a service entity without any sensations which may ruin the desired experience or illusion. In the part of the customer satisfaction questionnaire with open-ended questions two of the respondents answered that they felt too hot while playing the game (Attachment 2). This is in slight conflict with the results of the interviews. Most probably this is due to the smaller amount of informants in the supplementary interview survey which may affect the extent of the opinions amongst the group of informants. Also it is worth mentioning that contradictory two respondents answered that sweat was the best thing in Megazone. As has been mentioned previously individuals experience same situations in a different overall result supports the fact that the element of multi-sensory perception is well taken care of in Megazone Tampere.

Observation supports the statement as many of the customers say it was fun and sweating is part of the game. Also the results in Figure 20 (p.42) and Figure 21 (p.43) can be seen as supportive factors in this matter as exercise is listed as one of the most popular expectations and one of the best things in Megazone Tampere. When exercising people usually get hot. (Tarssanen & Kylänen 2007, 117.)

Contrast means the difference of settings between the environment of the service and everyday environment of the individual. Megazone Tampere is evidently very different from other environments. This statement is based on observation of the reactions of the customers. Also Figure 23 (p.49) indicates that based on customers and their insights Megazone is a unique thing and this can be related to the environment in the company as well. Therefore contrast as an element is valid. (Tarssanen 2006, 27-31; Tarssanen & Kylänen 2007, 117.)

The element of interaction on physical level consists of the accessibility of the premises which allows everyone to participate and supports successful interaction. The space is also socially appreciated and accepted. Observation in Megazone Tampere shows that the game area is not designed to support participating of special groups such as customers in wheelchairs. Due to the limitations formed by the environment they are not able to participate in the laser game. Positive observations are that settings for social interaction and social appreciation are present. Customers get to know new people and make friends. This result was found in the questionnaire survey. In Figure 18 the alternative 'Having fun' is very popular and includes a commonly repeated answer in the category about valuing new friends and other players. Based on observation also customers who did not know each other beforehand cheer for each other when succeeding in the game. Individual can have an experience alone but having it as part of a group of people strengthens the experience and increases the joy that comes out of the experience by creating appreciation and the feeling of solidarity. Finally when these characteristics are combined the result is not totally positive. The main concerns are the limitations in the premises. (Tarssanen 2006, 27-31; Tarssanen & Kylänen 2007, 117.)

5.4 Intellectual, Emotional and Mental level

The three remaining levels are simply analysed based on observation. Intellectual level is a level which can be affected by different operations of the company and effective use of the six elements of Experience Pyramid. Emotional and mental level are more personal levels and therefore difficult to measure. (Tarssanen 2006, 27-31; Tarssanen & Kylänen 2007, 117.)

Individuality on intellectual level means that the service needs to provide intellectual challenges. Customer needs to be able to learn something during the service. The laser game in Megazone Tampere delivers the individualistic challenges on intellectual level quite well as the participants quite quickly learn to use different tactics during the game and learn which approach is most profitable with the opponent team in the game.

Authenticity as an element is related to authenticity from a cultural point of view. In this context this element was very difficult to measure. For this reason it has been left out from the survey. Intellectual level defines story as a captivating experience. Megazone laser game is certainly a captivating activity as customers concentrate on the game totally and use all their energy in enjoying the excitement and adrenalin that they face during the game. It is quite fascinating to observe the reactions which are quite similar regardless of the age and gender of the customers. Also contrast is related to the captivating experience as it on this level means forgetting all worries and concentrating on something catching.

Multi-sensory perception on intellectual level can be defined as a harmonious balance between multiple sensations. In Megazone all the senses can be used in sync with each other. This was more detailed analysed in context with Figure 26 (p.52). Interaction is successful communication between customers and personnel and other customers. In Megazone most people are quite courageous and quick-witted which does make it easy for them to speak out. Based both on observation and the results which can be seen in Figure 11 (p.36) the personnel of Megazone Tampere is quite easily approachable.

Especially interaction between previously unknown school aged customers is efficient and vivid. (Tarssanen 2006, 27-31; Tarssanen & Kylänen 2007, 117.)

Emotional level defines whether the experience is able to evoke an experience which is memorable, significant, multisensoral, comprehensive, and positive (Tarssanen 2006, 30). An event or happening can be an experience if all the previously mentioned levels are well executed and the main emotional reaction during and after the service is positive. Based on the amount of people smiling and laughing and discussing enthusiastically in the lobby of Megazone Tampere can be stated that many of the customers get an experience during their visit in the company even though any statistical information was not collected from the customers concerning the matter during this survey.

Mental level describes personal and individualistic change that can be followed after an experience. This is impossible to be measured as these issues evoke with time and customers seldom repost of these changed afterwards. Examples of mental level change are finding new features in oneself and acquiring a new hobby. During her practical training period the author witnessed a couple of Mental level changes as some customers joined as members and started visiting Megazone Tampere regularly as a hobby. Any quantitative information on the matter is not measured in this research.

6 CONCLUSIONS AND DEVELOPING MEGAZONE TAMPERE

6.1 Summary of the respondents and informants

The aim of this research was to determine how satisfied the customers in Megazone Tampere are, how experiential Megazone Tampere is and how the customer satisfaction and the image as experiential tourism activity provider could be improved. First the main findings in the research are introduced followed by suggestions for improving the operation of the enterprise.

The research was conducted as a questionnaire survey supplemented by structured interviews and observation performed by the author. The data collection methods and the implementation plan remained the same from the very beginning of the process. Reason for this is careful planning and evaluation of the methods and direction of the research in advance. Collection of the data was fluent and fairly easy to conduct during the practical training period of the author and good connections with the enterprise.

Majority of the respondents in the customer satisfaction questionnaire survey were male. The status of the respondents was quite evenly distributed between the respondents as student/conscript, employed/unemployed and 7-9 graders shared the three top rankings by 31, 28 and 27 per cent of the respondents. The result is slightly surprising as the hypothesis in constructing the questionnaire was that big part of the customers are minors and that the amount of 1-6 graders is bigger than the results show. A possible reason for this contradiction is that a notable amount of the youngest customers were not patient enough to answer the questionnaire. Most respondents are clearly from Tampere. Respondents from surrounding municipalities are quite evenly distributed. Long distance customers from several municipalities are the second biggest group sharing the ranking with respondents from Nokia. Majority of respondents enjoy their leisure time in Megazone Tampere. Other notable reasons to visit are school group visits and birthday parties. Observation has showed that during the summer season bachelor and bachelorette party groups

attend the activities of Megazone Tampere more than during the winter season. Most respondents came with a friend and had noticed Megazone Tampere by hearing from it from a friend. Word of mouth is a significant factor. Majority of the respondents visit Megazone Tampere occasionally. Regularly visiting customers are a bigger group than first timers based on the survey. In case customers are slightly positively surprised or strongly positively surprised they tend to return to the company and tell about their good experiences to other people (Rope & Pöllänen 1995, 43). Megazone Tampere has this part of operation well executed. Total of 100 per cent of the respondents intend to visit Megazone Tampere again.

In supplementary interviews majority of the informants were female. This contradiction with the questionnaire results most probably is because of females more willingly participating in the survey. Total of 12 out of 20 informants were between ages 20 and 24. Also in interviews majority of informants turned out to be from Tampere. A surprising fact was that only two of the informants were from neighbouring municipality Nokia and two of them long distance customers.

6.2 Conclusions of the survey

The results of the questionnaire survey showed that the level of customer satisfaction in Megazone Tampere is very good. Only in two out of eleven rating questions the respondents answered 'Good' more often than 'Very good'. Solely positive answers were listed to questions of the skills of the personnel and instructions for the game. Questions of the appeal of facilities, game gear, quickness and fluency of the service, friendliness of the personnel, meeting the expectations, overall grade, and opening hours got 1-4 percent of answer alternative 'Poor'. This amount compared to the satisfied and very satisfied customers in these questions is not remarkable.

The five sections of SERVQUAL scale are well met. Tangibles are rated good. Room for improvement is in the appeal of facilities and the cleanness in Megazone Tampere. Reliability is rated very good. No negative answers were given concerning the skills of the personnel and only one per cent of the

respondents experienced the friendliness of the personnel poor. Responsiveness and assurance are experienced as very good. Level of empathy is good. Mainly the opening hours could be developed.

The biggest dissatisfaction the respondents had in cleanness and price-quality ratio. Cleanness is part of tangibles on SERVQUAL scale. Total of 6 per cent of the respondents rated cleanness as poor. Open-ended questions explained this matter more closely and the biggest concern in cleanness turned out to be the sanitary facilities. Cleanness in Megazone Tampere is taken care of by the personnel and no outsourced cleaning staff is used. The efficiency of cleaning and timing of it most probably could be checked. Question of price-quality ratio was asked in addition to SERVQUAL scale in order to see if the customers experience the quality of Megazone Tampere to fit with the price. Quality is a complex concept. It is said that quality is anything the customers believe it to be (Grönroos 2001, 99). The level of quality in Megazone Tampere should be improved in customers' eyes in order to improve the result of price-quality ratio without decreasing the prices. This problem can be solved using more efficient marketing. More detailed information on marketing follows in chapter 6.3.

Open-ended questions in the questionnaire provided information on expectations, things rated as best and suggestions for improvement. The most crucial findings indicate that having fun is the key factor in Megazone Tampere. The laser game itself is fascinating and the experience is boosted by the atmosphere and excitement which are present during the game, preparing for it and after it when checking the scores. Majority of suggestions for improvement included ideas and wishes concerning the game area, other facilities, and the appeal of the facilities in Megazone Tampere. Over half of the respondents did not see any need for change.

The results of the experiential image of Megazone Tampere indicate that the enterprise can be seen as experiential but a need to strengthen the image exists. The image can be strengthened by developing the elements of experience on the levels which they require change on. The Experience Pyramid is a complex model but provides diverse information and shows which areas or elements need to be improved in order to develop the experiential

characteristics of an enterprise. In Megazone Tampere all the elements of experience exist on most of the levels of customer's experience. Individuality is partly fulfilled. Majority of informants describe the enterprise as unique. Megazone Tampere provides intellectual challenge for the customers through the game and its characteristics. The weak spot of individuality of the enterprise is on physical level. The settings are not easily transformed often. Authenticity is conducted fairly well but requires some improvement on motivation level. The entity of physical settings in Megazone Tampere is rated credible. The preconceptions the customers had were either accurate or too negative. Negative expectations could be profitably affected using more efficient marketing. Story as an element requires improvement on motivation level. The advance knowledge of what Megazone Tampere is all about was not very clear for majority of the informants. The idea of a futuristic and adventurous laser game is well supported by the settings and structures designed for it.

Multi-sensory perception is executed in an excellent manner. The results show that different senses are a crucial part of the experience and no significant disturbing sensations are threatening the success of the experience. Also contrast is executed very well in Megazone Tampere. Its services provide exoticism and uniqueness combined with settings which are nothing like the normal environment of the customers. Interaction would benefit of development. Based on the surveys part of the customers have seen advertising and marketing performed by Megazone Tampere but majority have not. Also accessibility of Megazone Tampere can be improved. It is a fact that in present circumstances special groups such as people in wheelchairs are not able to participate in the activities. It is possible that this is a characteristic that is impossible to change. Accessibility can also be understood as the easiness to approach the company and the personnel. Some comments obtained during the survey indicate that also this part could be improved.

6.3 Suggestions for improving marketing

The results of the customer satisfaction questionnaire showed that 80 per cent of the respondents have heard about Megazone from their friends. Only three

per cent had seen brochures and another three per cent other advertising of Megazone Tampere. On the internet total of four per cent of the respondents had noticed Megazone Tampere. Most probably homepage, social networks such as Facebook, and different discussion forums are places on the Internet which spread the word of Megazone Tampere.

Marketing aims at customer satisfaction and financial benefits for the company. The most important area in marketing is to understand the customers and their needs and desires. Services need to be developed in order to fulfil those needs. Marketing improves visibility of the company and therefore most probably adds the amount of customers and through that increases profits. (Albanese & Boedeker 2002, 88-89.) Customer based point of view should not be the only direction in marketing services. Financial issues and other interest groups in addition to customers are very important. (Grönroos 2001, 315.)

Megazone Tampere needs to concentrate more on its marketing. Word of mouth is a very effective tool in spreading the word of the company but it is a fact that the enterprise can not control the opinions of the customers to such a degree that is required in developing the company. It has been proved in the operation of Megazone Tampere that it can succeed in the market with the present amount of marketing. Nonetheless every ambitious enterprise wants to develop and improve its functions and business in order to gain better profits and more extensive clientele. Marketing is not free but it requires resources. Carefully planned marketing pays back in time and is worth investing. (Grönroos 2007, 13, 76.)

Efficient and successful marketing requires plans and guidelines. Clear objectives have to be determined and gained results need to be compared with the objectives. Constant change in tourism business increases the need of improving and creating new and better plans for marketing. Megazone Tampere could specify its marketing mix. The traditional marketing mix consists of four P's which are product, place, price and promotion. The author recommends Megazone Tampere to use a more advanced model of 7 P's. The additional three P's stand for process, physical environment and people. (Chew etc. 2009, 22-24; Albanese & Boedeker 2002, 11.)

6.4 Suggestions for improving facilities

Both in customer satisfaction survey and supplementary interview survey facilities of Megazone Tampere are stated to be in need of change and improvement.

Cleanness in Megazone Tampere is an interesting issue. The personnel of Megazone Tampere takes care of the cleaning operations in the premises of the company without help from outsourced cleaning staff. It can be discussed with the personnel how the cleaning operations could be made more effective and successful. It is a fact by observation during the work history of the author in Megazone Tampere that on busier times it is impossible to clean the sanitary facilities many times a day. Usually one person at a time is in charge of the daily operation which makes the employee obligated to primarily take care of the customer service and subsidiarily to clean. Cleaning is therefore performed outside the opening hours when possible. Obviously during the most crowded times two persons may work at once. An efficient cleaning plan which the employees are required to follow regularly is a must.

The most important improvement in existing facilities is increasing the appeal of the facilities. This can be done by spending some resources on furnishings and interior design. The survey result which indicates that customers do not feel that the facilities are tempting, attractive, and pleasant can cause harm to the company. It is not only a matter of visual aids but also the image of an approachable service provider. Part of the customers experience the facilities of Megazone Tampere as grim and harsh. In addition to visual and atmosphere related issues the facilities in gear room and game area need attention. In order to feel safe the customers need to have all their clothes and belongings in an organised storage space. This would increase the comfortableness of the customers outstandingly. Arranging some sort of a locker or shelf system in the gear room would be beneficial. Changes concerning the game area could be thought through but it has to be considered carefully if changing the area more often would in reality be big enough advantage compared to the effort and resources spent. The author recommends to arrange better viewing possibilities for example parents waiting for their kids to finish playing.

7 SUMMARY

The aims and objectives of this research are fulfilled. The research questions are answered and the processes of conducting both the questionnaire survey and the supplementary interview survey were successful. The research plan was very clear from the first step of it. Reason for that most probably is the amount of thinking and weighting of issues which was performed before creating the plan.

If this survey was performed again the questionnaire would have colours on it as was originally planned and a larger amount of informants in the supplementary interview survey would be used. Colours in the questionnaire sheet would make it more tempting and inviting especially for the youngest customers as well as the overall clientele of Megazone Tampere. Also the author would be present in the Megazone premises in order to encourage customers to answer the written questionnaire. It was a conscious choice not to be present during the data collection period but afterwards it does not feel like the best solution. Noticing this is useful in possible further customer satisfaction surveys which the author participates in. Interviews which were conducted in Megazone Tampere were a successful process. The amount of informants seems at this point rather small. If the interview survey was conducted again the amount of informants could be at least 40-50 customers. Despite the small amount of informants the interviews provided the needed supplementary data for the research purposes. The research was successful and provided the wished knowledge.

This research is the first systematic step in determining the level of customer satisfaction in Megazone Tampere. In the future finding out the opinions of the customers should be an ongoing process. Customer satisfaction needs to be valued and worked for.

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Asiakastyytyväisyyskysely / Megazone Tampere



Henkilötietoja käytetään vain arvonnassa. Niitä ei käytetä suoramarkkinoitiin tai liitetä minkäänlaiseen rekisteriin. Vastauksista laaditaan yhteenveto, eikä yksittäisiä vastauksia voida yhdistää yksittäisiin vastaajiin. Halutessasi osallistua arvontaan täytä lomakkeen alaosa. Älä leikkaa lipuketta irti. Tutkimuksen tekijä erottelee arvontalipukkeet vastauksista. **Valitse jokaiseen kysymykseen vain yksi vastausvaihtoehto.**

TAUSTATIEDOT

Sukupuoli: nainen mies

Oletko? koululainen 1.- 6. luokka koululainen 7.-9. luokka opiskelija/varusmies
 työssäkäyvä/työtön eläkeläinen muu, mikä? _____

Paikkakunta: Tampere Ylöjärvi Nokia
 Kangasala Lempäälä muu, mikä? _____

Käynnin tarkoitus: ajanvietto synttärit polttarit
 yritysryhmä muu, mikä? _____

Kenen kanssa tulit? kaveri/kaveriporukka perheenjäsen/sukulainen harrastusporukka
 työporukka yksin

Miten huomasit meidät? kävelin ohi kuulin kaverilta esitteestä
 mainoksesta: missä? _____ Internetistä, missä? _____

PALVELUT

Pyydämme Sinua vastaamaan alla oleviin kysymyksiin asteikolla:



= Erittäin hyvä



= Hyvä



= Huono



= Erittäin huono



= Ei kokemusta

| Henkilökunnan osaaminen | <input type="checkbox"/> |
|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Palvelun nopeus & sujuvuus | <input type="checkbox"/> |
| Palvelun ystävällisyys | <input type="checkbox"/> |
| Pelin ohjeistus | <input type="checkbox"/> |
| Pelivarusteet | <input type="checkbox"/> |
| Megazonen viihtyvyys | <input type="checkbox"/> |
| Megazonen siisteys | <input type="checkbox"/> |
| Megazonen aukioloajat | <input type="checkbox"/> |
| Hinta-laatusuhde | <input type="checkbox"/> |
| Miten vastasimme odotuksia | <input type="checkbox"/> |
| Kokonaisarvosana | <input type="checkbox"/> |

Käännä →

Mitä odotuksia Sinulla oli?

Mikä oli parasta?

Mitä parantaisit / muuttaisit?

Kuinka usein käyt meillä?

Ensimmäinen kerta

Satunnaisesti

Säännöllisesti

Aiotko tulla uudelleen?

Kyllä

En, miksi? _____

Kiitos vastauksistasi!

**Halutessasi osallistua arvontaan, ole hyvä ja
täytä arvontalipuke.**

Älä leikkaa lipuketta irti itse.



Arvontalipuke

Nimi: _____
Email: _____
Puh.nro: _____

EXTRACTS OF ANSWERS FOR OPEN-ENDED QUESTIONS OF THE CUSTOMER SATISFACTION QUESTIONNAIRE

The following are quotes from the questionnaire responses and accordingly this part is in Finnish language.

Mitä odotuksia Sinulla oli?

- "Taktiset suunnitelmat"
- "Hyvää ajanviettoa tutussa ilmapiirissä"
- "Odotin, että Megazone olisi lapsellisempi"
- "Mukaansatempaava peli"

Mikä oli parasta?

- "Hauskanpito kavereiden kanssa" - 13 vastausta
- "Voitto" - 6 vastausta
- "Hiki" - 2 vastausta
- "Se, että oli paljon pelaajia mukana" - 2 vastausta
- "Kasvava ystäväpiiri" ja "Saa kavereita" - 4 vastausta
- "Hyvä yhteishenki ja kaverien kurmuuttaminen"
- "Työntekijöiden tuttavallisuus ja pelissä ohjeistaminen"
- "Se, miten nopeasti peliin pääsee sisälle, erilaiset joukkueet, mukavaa yhteisöllisyyttä"
- "Se, että pelasimme melko pienellä porukalla ja peli oli tasaista"
- "Tiimi-työskentely"
- "Leikkimielinen kilpailu"

Mitä parantaisit / muuttaisit?

- "Näkyvämpi wc-opastus" - 4 vastausta
- "Kentällä baset ovat liian suljettuja" - 2 vastausta
- "Ohjevideossa voitaisiin esitellä tukikohdat paremmin" - 2 vastausta
- "Katsomokäytävää" - 2 vastausta
- "Liian kuuma" - 2 vastausta
- "Livekuvaa kentältä"
- "Naulakkoja saisi olla enemmän. Täällä käy niin paljon porukkaa, että yleensä ei ole vapaita naulakoita."
- "Erilaisia aseita (kranaatteja)"
- "Enemmän naisia"
- "A-oikeudet"
- "Sähköposteihin vastaamista"
- "Omaa tulosta"
- "Liivien sensorien kokoa"
- "Monikansallisuutta lisää"
- "Soittolistan monipuolisuutta voisi lisätä"
- "Saisi olla enemmän pelaajia joukkueessa"
- "Pukuhuone/suihkutilat olis boonusta"
- "Valvontakamera liivihuoneeseen ja lisää valoa sinne"

Megazone Tampereen elämyksellisyys
Haastattelulomake

ATTACHMENT 3

Ikä 15-19 20-24 25-29

30-40 40-50

Sukupuoli Nainen Mies

Paikkakunta _____

1. Ajattelitko etukäteen, että Megazone on jotain ainutlaatuista?

Kyllä Ei En osaa sanoa

2. Millaisia ennakkokäsityksiä Sinulla oli ennen tuloasi?

Positiivisia Negatiivisia En osaa sanoa

3. Pitivätkö ennakkokäsityksesi paikkansa?

Kyllä Ei En osaa sanoa

4. Oliko Sinulla selkeä käsitys Megazonen tarjoamasta sisäliikuntapelistä ennen tuloasi?

Kyllä Ei En osaa sanoa

5. Tuntuiko sinusta, että eri aistisi olivat tarpeellisia pelikokemuksessasi?

Kyllä Ei En osaa sanoa

6. Oliko aistikokemus miellyttävä ilman ahdistuneita tunteita?

Kyllä Ei En osaa sanoa

7. Tarjosiko Megazone Tampere sinulle erityistä arjestasi poikkeavaa toimintaa?

Kyllä Ei En osaa sanoa

8. Oletko nähnyt Megazone Tampereen mainontaa?

Kyllä Ei En osaa sanoa