

Customer Satisfaction as a tool for Service Development.

Case: Fish & Fun Holiday Village

Abstract

Author(s)	Publication type	Completion year
Smirnova Polina	Thesis, UAS	December 2020
	Number of pages	
	70	
Title of the thesis		
Customer Satisfaction as a tool for Service Development.		
Case: Fish & Fun Holiday Village		
LAB UAS		
Degree Programme in Tourism and Hospitality Management		
Name, title and organisation of the thesis supervisor		
Senior lecturer, Marja Antikainen		
Name, title and organisation of the client		
Elizaveta Vasina, owner, Fish & Fun Holiday Village		
Abstract		
<p>The objective of the study was to measure customer satisfaction level in case company Fish & Fun Holiday Village. The research covers topic of developing customer satisfaction in a case company by implementing theoretical models.</p> <p>The data in the thesis was collected using mono method of quantitative study using a quantitative survey delivered to the customers of the company. The survey was represented as an Online Google form. Thesis was conducted on the basis of theoretical framework about customer satisfaction, service quality and tools for measuring customer satisfaction.</p> <p>In conclusion, the research revealed that level of customer satisfaction was high. Nevertheless, a compilation of customers' recommendations and author's analysis resulted into a set of aspects to be considered by the company for future development to improve customer satisfaction ratio and create strong brand reputation.</p> <p>Besides developing services of the company according to respondents' recommendations, the author suggested to take care of the after-sales period of customer interaction, as well as organize networking of the company on Social Media and Online Review Platforms.</p>		
Keywords		
customer satisfaction, service quality, customer- company interaction		

Contents

1	Introduction	1
2	Tourism in Finland	2
3	Customer satisfaction	4
3.1	Customer value	4
3.2	Customer experience	4
3.3	Measuring customer satisfaction.....	5
3.4	Oliver's expectancy disconfirmation theory	6
4	Tools for measuring customer satisfaction.....	7
4.1	Customer satisfaction surveys	7
4.2	Customer Satisfaction Score (CSAT).....	8
4.3	Net Promoter Score (NPS).....	9
4.4	Managing customer complaints.....	9
4.5	Customer loyalty and retention.....	10
5	Service quality	10
5.1	Tools for measuring service quality.....	11
5.2	The SERVQUAL Model.....	11
6	Social Media and Networking in Tourism Industry	12
6.1	Social Media Marketing.....	13
6.2	Facebook Ads Manager	13
6.3	Online Review Platforms. TripAdvisor.....	13
6.4	Google Ads	14
7	Service Design and Product Management.....	14
7.1	Product Management.....	15
7.2	User Experience.....	15
7.3	Service Design.....	16
7.4	Customers' buying and consumption process.....	17
7.5	The AIDAS model	19
8	Case Study: Fish & Fun Holiday Village Company	19
9	Research Methods.....	21
9.1	Purpose of the Study.....	21
9.2	Research Strategy	22
9.2.1	Survey Strategy	22
9.2.2	Case Study Strategy	22

9.3	Data Collection method.....	22
9.4	Sampling.....	23
9.4.1	Probability Sampling method	23
9.4.2	Sample size	24
10	Results of the Research.....	24
10.1	Background of the respondents	25
10.2	Frequency and duration of stay.....	29
10.3	Sources of customer-company acquaintance	30
10.4	Online Check-In	31
10.5	Online notifications evaluation.....	31
10.6	Evaluation of company's services	32
10.7	Evaluation of Sauna services.....	33
10.8	Evaluation of overall experience	34
10.9	Customer Retention and Acquisition ratio	35
10.10	Customers' feedback on potential improvements	36
10.11	Open Comments	38
11	Conclusion.....	39
11.1	Fish & Fun Holiday Village Customer Satisfaction	39
11.2	Quantitative results for measuring Customer Satisfaction.....	40
11.3	Customer Complaint	41
11.4	Service Quality in Fish & Fun Holiday Village	42
11.5	Marketing and Promotion	42
11.6	Service Design.....	43
11.7	Suggestions for improvement.....	43
12	Summary	45
13	Recommendations.....	47
	Figures	49
	References.....	51

Appendix 1. Cover Letter for Customer satisfaction survey (English)

Appendix 2. Cover Letter for Customer satisfaction survey (Russian)

Appendix 3. Cover Letter for Customer satisfaction survey (Finnish)

1 Introduction

This work is focused on measuring the general level of customer satisfaction for the Fish & Fun Holiday Village. The importance of the topic chosen is hidden in the possibilities for company's development and increasing its' attractiveness for local and inbound tourists, thus, also granting a competitive advantage to the Pertunmaa region, Finland. Analysing customers' behaviour the author will be able to come up with useful recommendations and suggestions on the service improvements and developments in order to perfectly adjust them to the clients' needs and wishes. With the help of Fish & Fun Holiday Village, the author is able to analyse the customer's feedback on their recent stay in the company, understand the extend of customer satisfaction or dissatisfaction and make proper conclusions on possible improvements to be integrated in the company.

One of the thesis purposes is to properly analyse the feedback received from customers, in order to reveal the problems of the company and make suggestions for potential improvements. The suggested improvements would become a subject for the company's development and further increasement in revenue generation. After researching on the needed theoretical framework and empirical study parts, the author detects the major problems of the company. This helps the author to avoid future misunderstandings between the customer and the company and find the way of problem-solving or integrate new features for increasing the level of customer satisfaction.

Besides, the author's goal is to acquire theoretical knowledge about the topics of customer satisfaction and service quality to be able to see the major problems that occur in consumer to producer relationships on many business industries.

The thesis introduces the theoretical background on the topic of customer satisfaction and tools for measuring. The theory describes the basic understandings of service quality in overall, as well as focusing on a chosen case study with the correlation to the empirical part. The results of the research collected by the author express the opinion of a particular sample group, which stand for the opinion of whole population, understood as all the clients of Fish & Fun Holliday Village. Major research questions were formulated as following:

- What are the subjects for customer satisfaction improvement in Fish & Fun Holiday Village?
- How to upgrade the service level of the company?

2 Tourism in Finland

The centuries-old history of humanity is full of various events, often accompanied by travel in order to develop trade, conquer and develop new lands, search for resources, new transport routes, get acquainted with other countries, the life and customs of their people. All this gradually led to the emergence of a special form of travel – tourism. Since the mid-twentieth century to the present day, tourism in the world has totally changed, with the advent of the first airplane, people began to actively visit various countries for recreation and activity. (Ritchie & Crouch 2003,1.) According to Horner & Swarbrooke, the definition of tourism - is a short-term people moving from their normal residence in pleasurable activities from one place to another (Horner & Swarbrooke 1996, 33).

Just a hundred years ago, few people knew about such a small, but beautiful country as Finland. Until now, people who come to the country are surprised how in the modern world, where factories are flourishing, there is an oasis of clean air and unusually rich nature. What differs Finland from other countries is its unique atmosphere, that makes travellers all around the world to visit it year after year. The country of a thousand lakes, full of dense forests, that create magnificent views are appealing and engaging foreign customers to visit Finland during different seasons of the year. The reason for that is a desire of travellers to feel the touch of authenticity by spending time among the Finnish nature.

In recent years, Finland has been recognized as the most civilized and clean country in the world. Thus, it becomes a tasty morsel for tourists. (Visit Finland 2018.)

Finns have always lived close to the nature. For doing so, the country is full of the numerous amounts of accommodation services – holiday cottages, most commonly known as mökit. According to year twenty-eighteen, the amount of mökit has accrued to more than half a million. (Statistics Finland 2019.)

If deepening into the history, Finnish culture considered frequent seclusion with nature, nearly turning it into a lifestyle. Even nowadays, Finns prefer spending their free time close to the nature, in order to estrange from the city routine. Natural resources help people to relax and fulfil the body with energy and power, to prepare

themselves to return to their regular working life after the weekend spent in the countryside.

Besides relaxation procedures, Finns, who value their national traditions and customs, prefer celebrating important days using the same holiday cottages, that were described above. Using the accommodation services of mökki, customers are able to enjoy traditional ways of spending leisure time. This includes fishing, boating, kayaking, canoe riding, grilling and sauna services. It should be mentioned, that such services can be found almost in all parts of Finland. Moreover, the activities are available almost during all seasons of the year, which makes Finland tourism attractive not only for Lapland winter holiday spending.

Every year the summer attractiveness of Finland as a destination for tourists begins to gain momentum. The efforts made by the Finnish government to promote summer holidays are beginning to reap the fruits. According to the data from Business Finland, in year 2017 tourists left 1.3 billion euros in Finland. Also, the number of overnight stays in comparison to the previous years has increased by 14 %, which snatched a victory from the nearest Scandinavian neighbors. (Business Finland 2018.)

Even though Finland is a relatively small country, the extend of product exportation has a high value. The country has developed several industries, which generate the most income to the government. Along with the most powerful ones, tourism industry has a significant increase through the last years. According to Good News Finland 2019, the economic size of the tourism industry has as large value as agriculture, fishing and forestry industries together. Meanwhile, tourism industry is twice as big as food industry. The total GDP economic share of Tourism industry is 2,6% according to year twenty-seventeen. (Good News Finland 2019.)

The core aspect for achieving success in tourism industry is the client, who brings feedback and builds reputation for a company. For that reason, besides receiving feedback from the clients, company's main interest is concentrated on retention of existing customers and acquisition of the potential ones. That is why a company has to analyse customers' behaviour, in order to improve their services to perfectly adjust them to the clients.

3 Customer satisfaction

According to Grigoroudis & Siskos, customer satisfaction is described as: *the consumer's fulfilment response. It is judgement that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under-or over fulfilment.* (Grigoroudis & Siskos 2010, 4.) In the hospitality industry, creating customer experience from the intangible product is more important than the actual tangible product. It came to an understanding that customers will keep the memories of stay or service received. Thus, market offerings go beyond physical products; instead, they wrap it up into the shell of experience the customer can take back home with them. (Kotler & Bowen & Makens 2010, 13.)

3.1 Customer value

From the customers' point of view, value is an equivalent to customers' own feelings and perceptions (often subjective) to product or service, that need to be fulfilled (Aunola & Heikkinen 2015, 79). From the marketing perception, customer value is often called to a difference between the benefits customer receives from using a service and the cost of getting it. Costs of a product or service, in this case, are not necessarily described as monetary; instead, in hospitality industry, non-monetary costs, for example time, are more important. The issue that often appears on the market, is how to increase the customer value on the targeted market. In order to successfully implement this strategy, it is essential for management to know the customers and understand their primary needs and create the value of them. (Kotler et al. 2010,13-14.) Commonly, the positive results might be reached by overwhelming the initial demands and divine the potential wishes, the customer him or herself does not have a sense of. Applying this model, the value of the product or service will be created for the end-up user.

3.2 Customer experience

Experience is a multi-sensory, positive and comprehensive emotional experience that leads to one's personal changes as well as affects the decision-making process. By influencing the individual's specificity, perceptions and feelings it is possible to create a memorable and unique (in this case, not identical) event. (Aunola &

Heikkinen 2015, 80.) Customer expectations are the opinions of the customer towards one or another service which are based on their previous buying, friends' reviews and market offers. Meeting the customers' expectations only means reaching customers' satisfaction. Thus, it is essential for marketers to carefully set the desired customers' expectations: setting the expectations too low may end up in failing in attracting new customers. Raising the expectations too high ends up in insufficiency to provide a certain level of quality. (Kotler et al. 2010, 14.)

3.3 Measuring customer satisfaction

The concept of measuring customer satisfaction is a difficult process because it is impossible to conduct the research without knowing certain customers' perception of the services available (Williams & Buswell 2003, 60). The major importance of measuring the customer satisfaction is hidden in receiving instant, valuable and objective feedback as well as quantifiable data on the services offered to the customers. The overall performance on the market as well the positioning of the certain services is possible to be determined through the measuring process. Thus, company would be able to set a standard of excellence for either personal performance control or overall market orientation. Another reason to thoroughly measure the level of customer satisfaction is filling up the gaps. (Gerson & Machosky 1993, 31). The gaps are normally referred as service quality gap and may be categorized as following differences in between:

- The customers' expectations and management's perception of these expectations;
- The management's perception of the customers' expectations and its' interpretation as the quality of the service design;
- The quality of the service design and the actual service customers receive;
- The actual service customers receive and company's promise on the quality of service. (Kenett & Salini. 2012, 12-13.)

The following figure demonstrates the dependence and the correlation between the quality of the service and its' affect on the customers' satisfaction and, consequently, on the company's perception and result of that satisfaction.

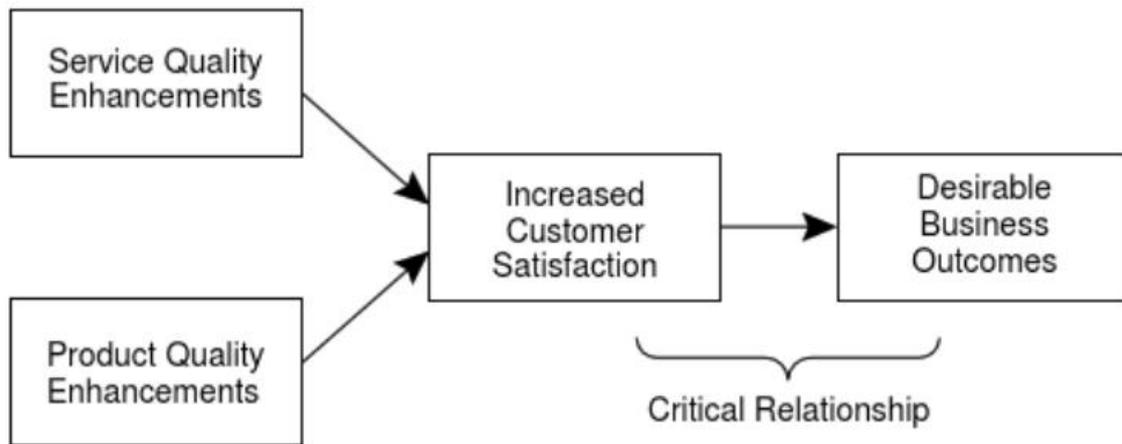


Figure 1. Driving factors of customers' satisfaction (Allen 2004, 2)

The base of measuring the satisfaction is settled on the theory of receiving (offering) more than preliminary expected by the customers. Thus, *customer satisfaction (CS) = perception (P) - expectations (E)*, which is also known as *gap analysis theory* or *Oliver's expectancy-disconfirmation*. (Williams & Buswell 2003, 60.)

3.4 Oliver's expectancy disconfirmation theory

The theory of expectancy disconfirmation is formed out of four primary components available for measuring: expectations, perceived performance, disconfirmation of beliefs and satisfaction. According to the theory, the customers' overall satisfaction or dissatisfaction derives from the comparison in between his or her expectations and the actual experience received during the process. Thus, two of the leading factors are differentiated as crucial variables of measuring the customer satisfaction: *expectations and outcome performance*. By having a clear picture of these figures, a company is able to increase the satisfaction of the potential clients' by either increasing the performance of the desired service or lowering the customers' expectations. (Huang n.d., 2.) The figure below demonstrates the model of the theory.

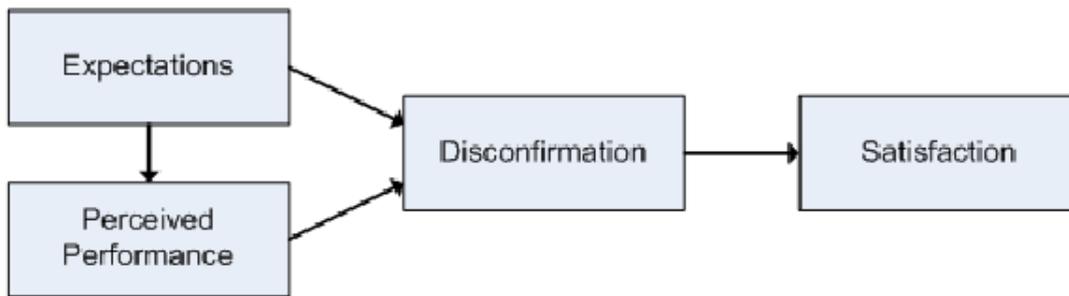


Figure 2. Expectation Disconfirmation theory model (Marrone 2010)

Oliver's theory also covers three satisfaction levels, in which service experience is:

- Worse than expected (Negative disconfirmation);
- Better than expected (Positive disconfirmation);
- Match (Simple confirmation). (Williams & Buswell 2003, 60.)

4 Tools for measuring customer satisfaction

Businesses that do, grow and flourish; those that don't, stagnate and perish.
(Pascal, 2016).

Analyzing the level of customer satisfaction is essential for any company in order to see the actual picture of the current satisfaction level, which furthermore expands to the concept of development the new services and introducing the new ones. It is essential, though, to realize that proactive adaptation of the development is the key to making the difference between the surviving company and the one that prospers. There are several tools for measuring the level of customer satisfaction, which will be discussed further in this chapter.

4.1 Customer satisfaction surveys

Customer satisfaction surveys are the most commonly applied tool for measuring the level of customer satisfaction. The main importance of the surveys as a tool for understanding the current level of customers' satisfaction is hidden in the following functions of the survey:

- Build facts;
- Discover opinions;
- Interpret actions and attitudes (Mirola 2020, 35.)

The customers participating in the survey can introduce the actual perception of the service, which would be a reliable information for the business. Moreover, they are capable of leaving the free-form answers to express their personal opinion towards the current services, express attitude towards potential changes and suggest the improvements, which, in their opinion, would be useful. The motivational factors driving the customers towards the purchase might also be discovered during the survey, thus, it will be possible to analyze the following actions needed to be undertaken for increasing their interest. (Mirola 2020, 35.)

4.2 Customer Satisfaction Score (CSAT)

Customer Satisfaction Score (CSAT) is a standard measure of customer satisfaction based on the service quality and is the most important metrics because it reflects the customers' perceptions. The received data is perceived and processed to understand the current issues and introduce its' solutions for the future. (Nicastro 2018.) The main approach to measure CSAT is using the direct customer feedback, which is gathered through different types of questions. The information is normally transferred in the numerical level of satisfaction, where the participants are asked to measure their experience or perception on a certain scale, for example:

“How would you rate your overall satisfaction with services received with us?”

- 1 Very unsatisfied
- 2 Unsatisfied
- 3 Neutral
- 4 Satisfied
- 5 Very satisfied

The information received from the respondents is later on processed and transferred into the statistical data, normally expressed in the percentage scale. Responses marked with numbers 4 (Satisfied) and 5 (Very satisfied) are referred as satisfactory results, thus, the formula is stated as following:

(Number of satisfied customers / Number of responses) *100 = Level of satisfaction (%) (Qualtrics, n.d.)

CSAT scores are shown on the scale from 0 to 100, where a score of 100 stands for complete customer satisfaction. (Vardhan n.d.).

4.3 Net Promoter Score (NPS)

Net Promoter Score (NPS) is an index to measure the customers' willingness to recommend the company's services to others, which is closely related to the concept of customer loyalty and the spread of word of mouth. This score also might serve as an identification of the overall customers satisfaction. (Pascal 2016.) Customers are normally asked how likely they are to recommend the service and are given with a certain scale, for example:

"How likely are you to recommend us to your friends?"

Very unlikely 1 2 3 4 5 6 7 8 9 10 Very likely,

where answers from 1 to 6 are considered as detractors, 7 and 8 passives and answers 9 and 10 are considered as promoters. The scale ranges from -100 to +100, where any score above 0 is considered as positive result, any score above +50 is excellent and +70 is world class score. The following formula applies for calculating the NPS:

% Promoters - % Detractors = NPS (Vardhan n.d.)

4.4 Managing customer complaints

Resolving customer complains is an important part of any business operations as it heavily affects the customers' purchasing behaviour, customer loyalty to brand as well as the overall satisfaction. According to the study conducted by the Technical Research Programs Institute, ninety-one percent of unsatisfied customers will not purchase from the company again, however, if the problem was resolved quickly, eighty-two percent of customers are most likely to return to the company (Kotler et al 2010, 43). However, customer complaints also provide company with a chance fill in certain operational gaps, learn from negative situations in customers' experience and, therefore, improve and develop services for further usage. In other words, for every complain received by the company, there are ninety more complains that were not delivered to the company. Thus, accurate complaint handling and management is required to strengthen the power of customers' experiences and perceptions.

The process of customer complaint management might be distributed in three stages: stimulation & receiving the complaints, resolving the complaints and sending the feedback to the customers. The feedback, in its turn, is delivered through various sources, for example, phones, email or responds on the online platform (e.g. Social Media, OTA's).

4.5 Customer loyalty and retention

One of the most important factors in any business is creating a strategy of operations, that motivates customers to come back to business and continue making purchases regularly. In other words, a company must create customer loyalty. Customer loyalty is a steady preference of a brand over others available on the market. It also involves customers' wish to purchase or experience a service for a supplier, which is based on his or her needs satisfaction. The concept of customer loyalty also involves emotional predominance over the rational approach since it makes the client insensitive towards company's competitors' actions. (Dis n.d.)

The ultimate benefits of creating customer loyalty positively affect company's operations, firstly, by reducing the market costs, which allows a company to allocate less resources into maintaining the present customer instead of attracting the new ones. This aspect also involves such phenomenon as the *word or mouth*, by which already existing customers contribute to attracting the new ones. Moreover, creating partnership relationship with the customers also referred as loyalty programs. The purchasing behavior in this case would be also influenced by the factor of customers' retention: customers purchase wider variety of products than non-loyal customers do as well as use services more frequently. Loyal customers are less demotivated by the prices, therefore, the situation of switching to competitors' services is less likely to occur. To sum it up, even the slightest increase in customer loyalty can result in significant increase in sales and revenue. (Kotler et al. 2010, 24.)

5 Service quality

In 1994 it was suggested by Rust and Oliver that the overall concept of service quality consists of three main components, such as Service Product, Service Delivery and Service Environment. Their correlation to the service quality is demonstrated by the Figure 3. (Lewlyn & Rodrigues 2013, 12.)

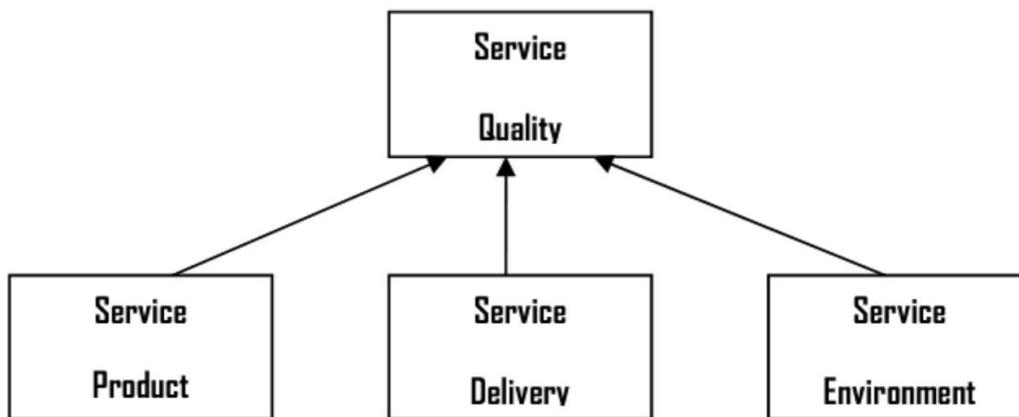


Figure 3. Service quality model (Lewlyn & Rodrigues 2013, 12)

Service product in the table is referred as the result of the service perception and the actual product (tangible or intangible). Service delivery is the process of the service usage with all the relevant circumstances occurring during the service. Service environment is the overall situations, surrounding and the atmosphere covering the process of service both external and internal, which also assists in the development of customers' perception. (Lewlyn & Rodrigues 2013, 12.)

5.1 Tools for measuring service quality

The level of customer satisfaction is based on performance of services; thus, it is essential to thoroughly measure the quality of the services provided. In order to do that, such instruments as SERVQUAL (service quality) and SERVPERF (service performance) models were developed. These models are not dependent on the nature of the business, however, allow the client to make fair estimates and conclusions of the services. (Lewlyn & Rodrigues 2013, 1.)

5.2 The SERVQUAL Model

The SERVQUAL model is recognized as the most operational scale for measuring the service quality. The model focuses on the performance as a component of the quality of service, where quality is identified as the difference of expectations and performance. The model measures the gap between the expectations a customer preliminary has and the actual experience he or she gets. The main aspects of the SERVQUAL model are normally used as the acronym RATER:

- Reliability: ability to deliver the service promise as expected;
- Assurance: knowledge and politeness of staff members to create trust and faith in customers;
- Tangibles: physical placement of equipment, facilities, staff members;
- Empathy: personalized approach and attention to customers;
- Responsiveness: internal willingness to be assistive to customers and provide service. (Lewlyn & Rodrigues 2013, 2.)

The ground of the SERVQUAL model is based on the following formula:

$$\text{Service quality} = \text{Perception} - \text{Expectations}$$

In this formula, the perception dimension is based on the scale of performance in the overall service quality; thus, it is often referred to as the perception of the quality arises from the correlation between performance and the initial expectations of customers. If the performance of the services surpasses the expectations, the quality grows, and vice versa, if the performance compared to the expectations goes down, quality declines. (Lewlyn & Rodrigues 2013, 11.)

6 Social Media and Networking in Tourism Industry

Tourism industry has adopted the features of Social Media platforms and Networking channels to deliver messages to potential clients. Currently, online networking offers a range of amenities that can be applied in marketing and promotion strategies. For example, search engine sources as Google, offer promotion and advertising of companies' websites. Social Media platforms introduced features of companies' product and services promotion delivered directly to the desired target group.

Besides, marketing and advertising functions, Social Media has developed features which allow marketers to measure the level of customer satisfaction. Researchers suggest that Social Media is used to improve customer experience by firming the relationships between client and company (Kennedy 2017, 12). Social Media platforms allow clients to address the company directly from company's official page.

6.1 Social Media Marketing

Social Media in business is most commonly recognized as a tool for marketing and promotion, which improves the strategy of a particular company. According to HubSpot research in twenty fourteen, ninety-two percent of marketers perceive Social Media as an efficient and imperative tool for their business, among whom, eighty percent of respondents highlight the traffic increase on the web pages (Kennedy 2017, 4).

Since twenty fourteen, Social Media has become a necessary tool for achieving success in most of businesses. More than seventy-four percent of consumers have a more positive brand image after interacting with company's Social Media – some studies state (Funk 2013, 11). Thus, marketing amenities offered by various Social Media platforms allow the managers to deliver the message directly to the client.

6.2 Facebook Ads Manager

Facebook for Business – is a concept introduced by Facebook company that allows marketers to promote and advertise products and services. A basic set of steps undertaken by an individual offers a possibility to engage to a desirable target group. (Facebook n.d.)

The core benefit of Facebook Ads is the easiness and accessibility of delivering a message to a customized target group. Facebook Ads Manager provides full instructions on proceeding with the ads management on the official website, what makes it accessible for any person.

Facebook ads program can be applied directly to Instagram platform. The marketing campaign can be identically integrated in Instagram, what helps the managers to occupy a larger population.

6.3 Online Review Platforms. TripAdvisor

Researches show that at least eighty-eight percent of consumers trust online review platforms nowadays due to high reliability. Online review platforms show the quantitative and qualitative values of feedback from existing consumers to those, who are interested of trying one's services and products. (Proven Expert n.d.)

The most known ORP in tourism and hospitality industry is TripAdvisor, where customers share their feedback after visiting restaurants, hotels or holidays resorts. TripAdvisor is *the largest travel platform... Travelers across the globe use the TripAdvisor site and app to browse more than 878 million reviews and opinions of 8.8 million accommodations, restaurants, experiences, airlines and cruises* (TripAdvisor Media room n.d.).

TripAdvisor review platform is one of the sources of creating company's *brand reputation*. Brand reputation means how a particular brand of a company is viewed and perceived by its consumers (Bhasin 2019).

6.4 Google Ads

Networking channels currently allow the marketers to reach the clients not only through social media, but also using search engines. Search engine offers each potential client a variety of options, when entering the key words. For example, if an individual is searching for *summer cottages in Finland*, Google will offer a wide variety of websites, which are relevant to the mentioned key words.

Thus, if company wishes to be demonstrated frequently in the top of results, Google platform offers *Google Ads* marketing feature, allowing to increase the interaction of customers with a company's website. Google Ads is an online advertising program, that allows to create online ads to reach audiences that are interested in the products and services one offers (Vrontas 2020). Same as Facebook, segmentation and targeting in Google Ads helps to deliver the message to proper customer groups.

The option of paid Google Ads requires careful budgeting, consideration of costs and outputs: Google uses PPC – pay per click billing system, where each client's click on a company's website is charged.

7 Service Design and Product Management

Service Design and Product Management are indispensable components of any service or product launched on the market. If Service Design considers the operations before the actual product or service launch, Product/Service

Management is recognized as a set of the actions taken on a product or service, after it has been presented to the market.

7.1 Product Management

Product Management is *an organizational function that guides every step of a product's lifecycle*. Starting with development, Product Management covers the positioning, targeting and customer focus issues. People in charge of the product management are recognized as *product managers*. To reveal the meaning of the product management, researchers identify three major aspects that create the basic concept of PM in the aftermath. The mentioned components are:

- Business;
- Tech;
- User Experience (UX).

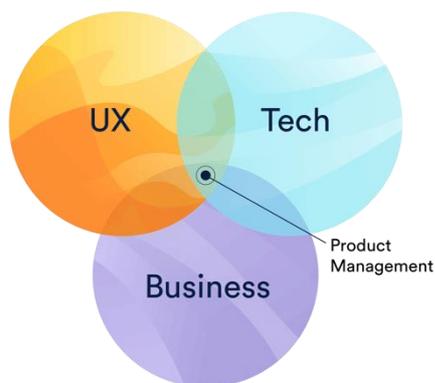


Figure 5. Components of Product management (Atlassian n.d.)

Business – as a component of product management helps the team to establish communications between design, customer and business. Technology is related to all informational technology and technological operations that are involved in the product. Finally, UX relates to the improvements of the product from the customer point of view, e.g., its accessibility and usability. (Atlassian n.d.)

7.2 User Experience

User Experience encompasses all aspects of the end-user's interaction with the company, its services, and its products (Norman & Nielsen n.d.). According to the

building blocks of experience: an early framework for interaction designers, user experience includes three major elements:

- Users – prior experience and cognitive models;
- Products – language, accessibility and aesthetic qualities;
- Context – social, cultural and organizational types. (Forlizzi & Ford 2000, 45-58.)

UX can be considered as one of the main elements for achieving success. It is a crucial factor for the already existing customers for turning them loyal: the accessibility, convenience and usability of the provided services will decide whether one would come again or not. Thus, UX composes just a small part of total customer experience, which considers the following aspects:

- Advertising;
- Brand reputation;
- Sales process;
- Pricing fairness;
- Product delivery;
- Customer service. (Maijanen 2019.)

7.3 Service Design

Service Design is understood as *commercialization and creating business from a developed idea*. Service design is also referred as Productization, but never compared to Production. If productization or service design considers getting monetary value of an idea, production – *is the building process of a service / product during a controlled project*. (Tonder 2019.)

Service design considers a set of actions, that are followed by managers in order to succeed with a product or service launch. Besides, service design is also recognized as product development - the steps that a certain product or service has to undergo in order to be introduced to the market. (Adams 2019).

The figure below demonstrates these actions from tools, philosophy and process points of view:

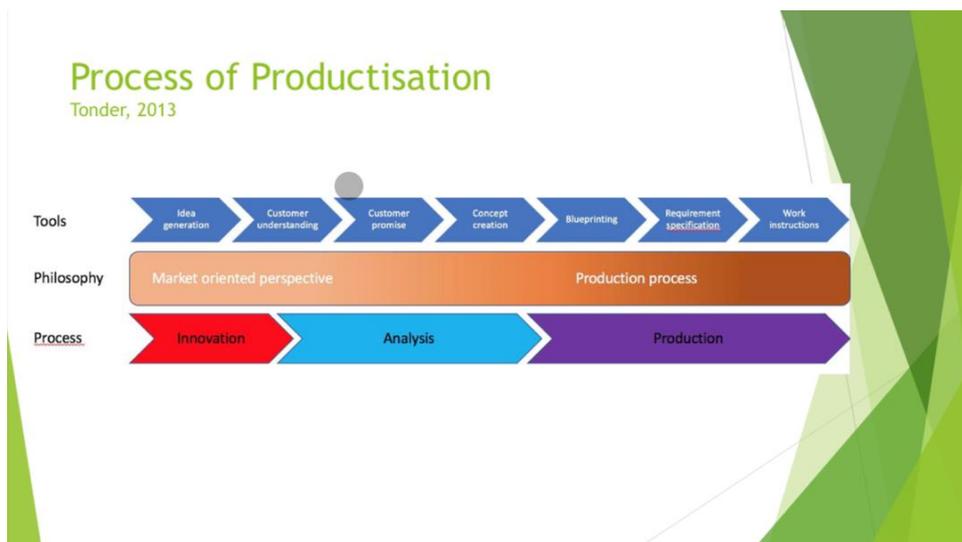


Figure 6. Service design / Productization process (Tonder 2013)

In terms of philosophy, the idea of Service design is to develop a product from a customer orientation point of view in order to fully understand one's needs. Market oriented perspective later is brought to the production process, where managers launch the product and take care of its further development. Service design is described as a process of three stages: innovation, analysis and production, which is separated in seven consecutive tools demonstrated in Figure 6.

7.4 Customers' buying and consumption process.

The actions taken by a certain company in terms of product development and user experience directly affect the Buying and Consumption process, which is a deciding aspect for creating customer satisfaction. Buying and consumption process is a set of steps that are taken by a consumer, while interacting with a company. (Lehto 2019.) The process includes five core stages of consumer-company interaction demonstrated in the Figure 7.

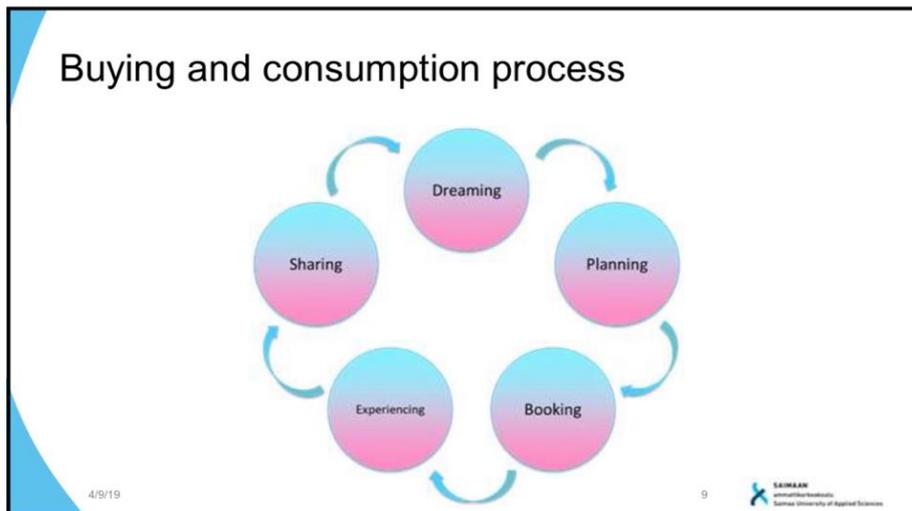


Figure 7. Buying and Consumption process (Lehto 2019)

Each of the steps characterizes a set of decision-making or experiencing actions taken by a potential customer. For example, dreaming stage includes all feelings and expectations creation of a potential client. At this point, a company can only indirectly affect consumers' feelings: advertising campaigns, proper marketing strategies and customer promise – are the factors that create first impression for potential visitors.

The dreaming stage is further transforming into *Planning stage*, where potential clients are starting the decision-making process. At this point, customers' needs are specified and are planned on the way of its' implementation. Such aspects as familiarity, cost, safety, destination and time management are the components of planning stage. (Lehto 2019.)

The next step is *Booking*, where customer is confirming his or her choice. Accommodation, operator, sources and channels of booking, payments are considered at this phase (Lehto 2019.) Company's goal is to attract a potential client to its certain services and products by offering the most suitable options. Besides, user interface and usability components of UX will play the most important role to catch customers' attention.

Finally, a potential customer turns into a client and enters the *Experiencing stage*. Client experiences all the purchased and booked services and products and compare expectations with reality. The Experiencing Stage of Buying and Consumption

process composes the major part of customer satisfaction formation, as the client directly engages with product or service.

At the last stage, customer, who has experienced the interaction with the company, reaches the overall perception of the process. The final step is most frequently referred as *Sharing* stage. Customer decides whether one is willing to share experience after interacting with company. Currently, besides *word of mouth*, online review platforms are the most used means of sharing experience, for example TripAdvisor.

7.5 The AIDAS model

The Customer Journey described above is supported by the *AIDAS model*, which is one of the widely used theories of customer engagement (Training Industry 2020). The AIDAS model is an abbreviation which stands for:

- Awareness – creating the brand awareness;
- Interest – generating interest in the benefit of a product or service to attract a client;
- Desire – showing brand personality through the emotional connection;
- Action – moving customer to taking actions within the company.
- Satisfaction – retention of the customer after the purchase decision through the selling process.

The five mentioned aspects are the stages which an individual customer goes through customer buying and consumption process. Satisfaction aspect has developed over a period of time, what has improved the consideration for after-sales engagement between client and company. (Training Industry 2020.)

Thus, the AIDAS model is considered as a communication model, which accompanies customer during the purchase path, rather than a decision-making tool (Hanlon 2020).

8 Case Study: Fish & Fun Holiday Village Company

Fish & Fun Holiday Village is located in Pertunmaa – one hundred twenty-five kilometres to North from Helsinki and Uusimaa, Finland. The location is described as one of the most popular destinations for resort holidays. Nearest to the complex lake is called Keskinen, usually referred as a lake, which is rich of fish. Besides, the

purity of water in the lake, allows customers to swim during the summer time. (Fish & Fun n.d.)

The company represents a small resort complex, which includes in total ten cottages: two big cottages, that are predetermined for larger groups, for example big families with children and eight small cabins, with wood heated saunas. There is a large terrace with magnificent view which stands for lounge zone, where customers can spend their time in a coffeeshop. Besides, the company provides traditionall saunas, which are located on the bank of a lake. Alongside with the saunas, there are two big huts which are used as fireplaces by the customers of the complex.

Fish & Fun offers a wide range of activities for its clients, including both: complimentary, and those, that require extra payments. For example, as one of the complimentary options, company offers playground area for group games, such as volleyball. For those customers, who visit the complex with children, Fish & Fun provides a children playground with variety of activities. Meanwhile, older generations prefer spending their time by collecting mushrooms and berries, during high season, in the forest. (Fish & Fun n.d.)

For additional payment, customers can rent a boat including specialised equipment and enjoy traditional trawling (fishing). For specific connoisseurs of Finnish trawling, company provides a skipper (fishing guide), who can advise and navigate the clients for choosing the best location for catching a fish. If the clients desire, the skipper can take the responsibility for cooking the haul. (Fish & Fun n.d.)

The high season for the company is considered to be the summer time, as the wider range of services is available during the period. It should be mentioned, that the COVID-19 pandemic has not damaged the revenue of the company. Moreover, the restrictions for travelling abroad have developed the inbound tourism, what caused increase in Finnish customer group. (Vasina 2020.)

The target group, if excluding the current case of pandemic, consists of families, large groups and couples coming from abroad. Meanwhile, if considering the last summer season, during the worldwide COVID-19 pandemic, the major part of the customers were Finns. (Vasina 2020.) Inbound travel in Finland has faced positive changes, due to restrictions for outbound travelling.

9 Research Methods

This chapter introduces the research methods used in the research. To achieve the goals of the study, the author has used quantitative method of research. The mentioned type of research is usually referred as method of examining relationships between variables, which are measured numerically and analysed by statistical and graphical techniques. As the author is using a single data collection technique, the method can be referred as *mono method quantitative study*. (Saunders & Lewis & Thornill 2016, 166.) In other words, mono method considers using only one type of data collection: for the case of the author, it is a quantitative survey.

9.1 Purpose of the Study

The purpose of the study was to find out and analyze the average customer satisfaction of visitors in Fish & Fun Holiday Village in order to answer the research questions. For the thesis research, the author has chosen deductive approach, where the empirical study is processed on the basis of existing theory. The conducted research is answering for two major questions:

- What are the subjects for customer satisfaction improvement in Fish & Fun Holiday Village?
- How to upgrade the uncertain services of the company?

Based on this, the author identifies the study as a *combined study*, where more than one purpose is examined. The research can be identified as both: *evaluative studies and explanatory studies*. The first one explores *how well something works*, while another analyses the correlations between variables and events. (Saunders et al. 2016, 175-177.)

On the basis of research results, the author evaluates the customer satisfaction level in the case company. Consequently, author explores the correlation between the services of the company with the customer satisfaction results and gives recommendations. The research possesses an *internal validity*, what makes it reliable for the selected case company only (Saunders et al. 2016, 204).

9.2 Research Strategy

In order to organize a structured path of thesis development, the author has selected a method of research strategy. For the case of the thesis, the research strategy is not an exclusive approach – it is a combination of two strategies: *Survey strategy* and *Case Study*.

9.2.1 Survey Strategy

Survey strategy allows the researcher to collect quantitative data and analyse it using descriptive and inferential statistics. The strategy is directly related to explanatory studies, as it also covers the topic of variables' correlation. Using the survey as a research strategy considers careful consideration of the sampling: the selected sample of a population should be representative and respond to the requirements of a particular sampling methods. As it has happened in case of the author, survey strategy might bring disadvantage of delay in responses and data collection. Due to the fact that a researcher is dependent on the survey collection results, it can result in lack of collected responds. (Saunders et al. 2016, 181-183.)

9.2.2 Case Study Strategy

In combination with survey strategy, the author has used *Case study* research strategy, where a certain case is chosen to be examined. In contrast with survey strategy, case study allows the author to set and analyse the boundaries of the research within an identified case company (Saunders et al. 2016, 185). As mentioned before, the case study of the thesis is Fish & Fun Holiday Village, within which the author conducts the research.

9.3 Data Collection method

Quantitative research method most commonly considers the use of structured interviews or questionnaires. The author has chosen a questionnaire as a mean of data collection. An online Google Form was delivered to visitors of Fish & Fun Holiday Village via e-mail by Elizaveta Vasina - the owner of the company, accompanied by the cover letter from the author. Besides structured close-ended questions, the author has included six open-ended questions, which were analysed qualitatively.

The questionnaire included twenty-one questions, among which fifteen were close-ended and six were open-ended. To occupy a larger respondent group, the author has designed the survey in three most-spoken languages among the visitors of the case company and delivered in November 2020:

- English version (Appendix 1)
- Russian version (Appendix 2)
- Finnish version (Appendix 3)

The author has delivered the message, which was escorted by a cover letter, including the background and purpose of the questionnaire. A respondent was offered a selection of three links in three mentioned languages to choose. Besides, the email included an additional cover letter designed by the company explaining the intentions of this research. Both cover letters and surveys in three languages can be found in Appendices in the end of the thesis.

9.4 Sampling

To generalize the process of data collection, researchers suggest to use *sampling*. Sampling is referred as *a subset of individuals from a larger population* (McCombes 2019). Assuming there were approximately two hundred customers in recent years of company's operation, the author has selected a sample of every individual present in the database. From the fifty emails delivered, the author has received only twenty-nine responses. The survey results of the mentioned sample can be inferred as opinion of all customers of Fish & Fun Holiday Village, which represent the population.

9.4.1 Probability Sampling method

Probability sampling *is most commonly associated with survey research strategies where you need to make inferences from your sample about a population to answer your research question(s) and to meet your objectives*. In order to use the probability method of sampling, researchers highlight the importance of selecting a sampling frame. (Saunders et al. 2016, 276-278.). Due to the fact that the survey was delivered by the owner of the company, the sampling frame was identified by the owner in person: complete list of visitors of Fish & Fun Holiday Village which are present in the database.

9.4.2 Sample size

After selecting the sampling method, the author has identified the sample size on the basis of following factors:

- Confidence of data collected
- Margin of error to be tolerated
- Type of analysis conducted
- Size of target population

The author considers the data collected to be reliable and representative for the total population. Nevertheless, the margin of error is high according to the recommendation of researchers, which work to a ninety-five percent level of certainty (Saunders et al. 2016, 280-282). The margin of error for the author's research exceeds the value of five percent.

The high margin of error was caused by the non-response rate. The complete refusal value is twenty-one respondents, which means that twenty-one individuals refused on answering the questions in the survey. Those, who refused on responding can be counted as ineligible. (Saunders et al. 2016, 282.)

As a result, the response rate was calculated as follows:

$$\text{Total response Rate} = \frac{\text{Total number of responses}}{\text{Total number in sample} - \text{ineligible}}$$

$$\text{Total response Rate} = \frac{29}{50 - 21} = 1$$

10 Results of the Research

The following chapter introduces the results of the conducted research. As mentioned before, the author received twenty-nine responses from fifty delivered questionnaires. From the three questionnaires' results generated by Google Forms, the author has designed a single document with all the answers combined. The answers were presented as an Excel table, which was later developed into several graphs, diagrams and tables.

10.1 Background of the respondents

The author suggested a set of questions regarding the background of the respondents (See Appendix 1, Appendix 2, Appendix 3). The aim was to find out:

- Age Group
- Gender
- Nationality
- With whom a respondent has visited the Holiday Village
- Has the respondent visited Holiday Village with pets?

The figure below shows that the biggest share of respondents belongs to 18-27 Age group. The second biggest share represents the 28-35 Age group. Meanwhile, 20,7% of respondents belong to 36-50 Age group. Finally, the least popular guests of Fish & Fun Holiday Village are people who's age is more than 50 years. The gender of all respondents has separated in two nearly equal groups: *female*, which composes 51,7% of the results and *male*, which compose the rest – 48,3%.

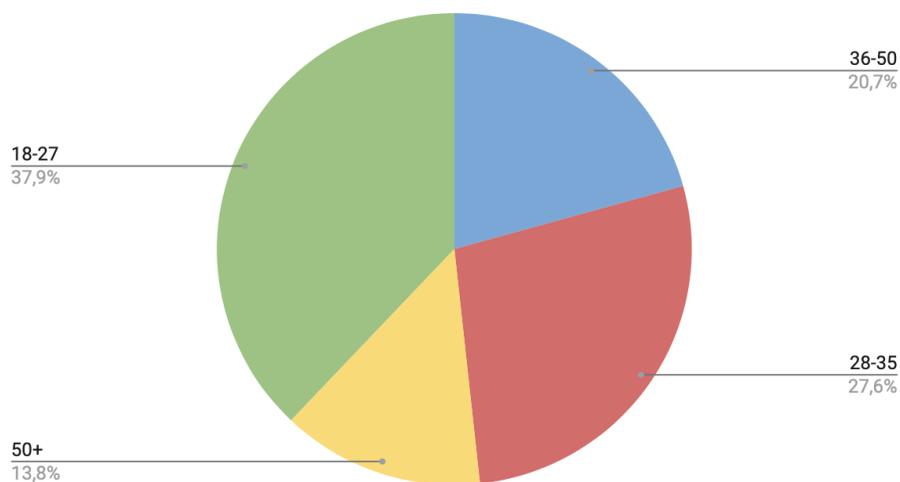


Figure 7. Age group.

Consequently, the author has found out the main nationalities of respondents that have participated in the survey. Those, who marked themselves as residents of Finland, were suggested to specify the region where they come from.

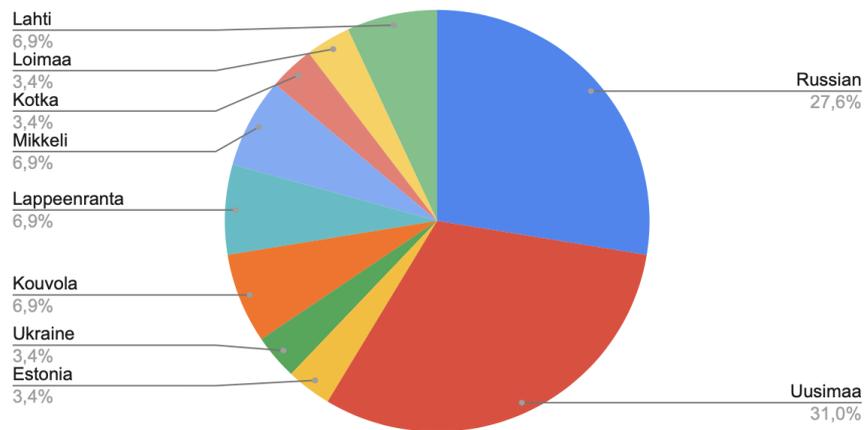


Figure 8. Nationality of respondents.

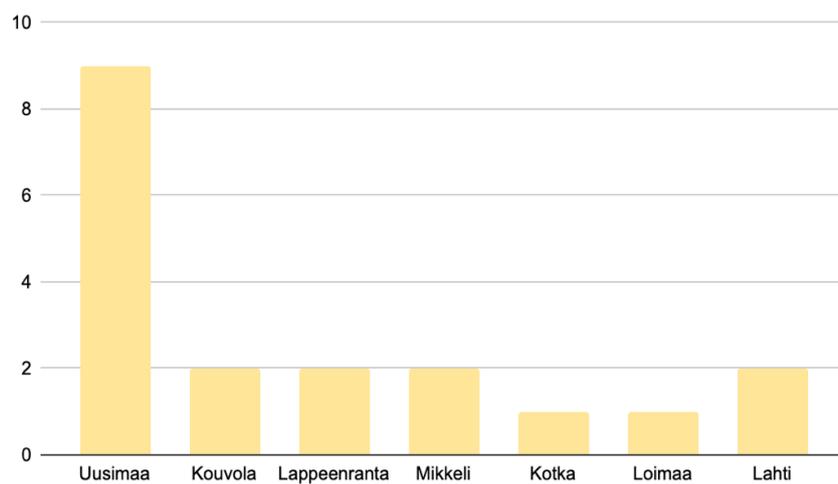


Figure 9. Residents of Finland.

Most of the visitors in Fish & Fun Holiday Village are residents of Uusimaa, Finland and they compose 31 % of all respondents. The second biggest group is composed by tourists which are coming from Russia – 27,6%. The rest of the respondents have identified themselves as Finnish and mentioned the region they are coming from. The regions can be seen from the figure 9. Besides, one Ukrainian and one Estonian respondents have taken part in the survey.

Finally, the author has to analyse whether the clients visited the resort with someone or alone. The results show that the major part of respondents preferred visiting a place accompanied by someone.

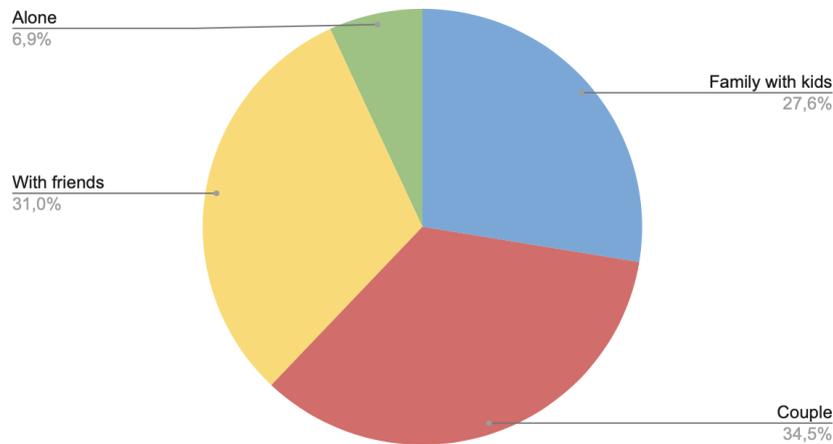


Figure 10. With whom did you visit Fish & Fun Holiday Village.

Out of 29 respondents, 34,5% visited Fish & Fun with a partner; 31% have come with friends; 27,6% visited the resort with family and kids and only 6,9% travelled alone. The author analysed that the first three options have shown nearly the same results: the values are floating around 30%. This means that three nearly equal customer groups can be identified as: Couples, Families, Friends.

By personal request of the company's owner, the author has included the question regarding the pets. The respondents were asked whether they have any pets with them, when visiting Fish & Fun Holiday Village. The results have shown that 86,2% had no pets with them, while only 13,8% answered positively.

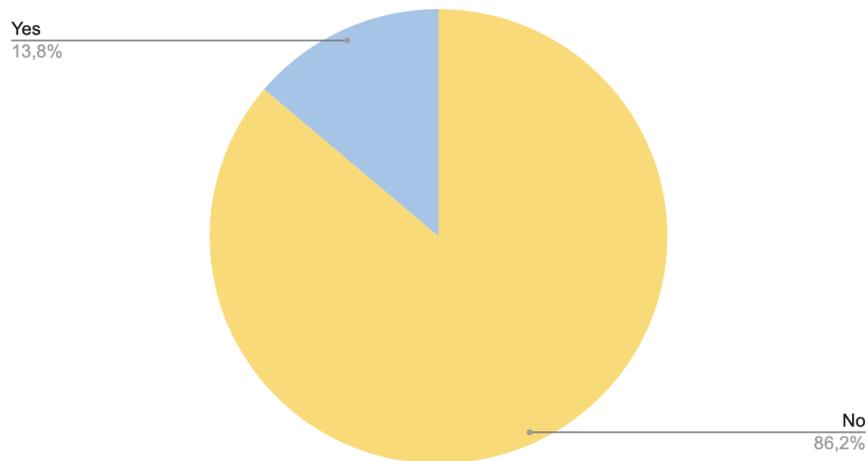


Figure 11. Did you visit Fish & Fun Holiday Village with pets?

To sum up, the author has created cross-tabulation graph, to see the correlations between variables described before. The table shows the interrelation between Gender, Age group and Nationality variables. For example, it can be stated that females in the Age group of 18-27 were the most frequent guests of the company (24,1%), while females in age of 50+ were least popular visitors of the Holiday Village – 3,5%. Correlating nationality with the Age group, it can be seen that none of the Russians in the age group 28-35 have visited Fish & Fun Holiday Village. Meanwhile, the most popular customer groups are Finnish in 18-27 and 28-35 age groups, each composing 24,1% of all respondents.

Additionally, author has correlated respondents' background with the option of having a pet. Table 1 below shows that Age group 36-50 was the most popular for having a pet with them. Otherwise, independently on the age, clients have visited company's property without pets.

Base	29							
	AGE							
	18-27		28-35		36-50		50+	
Gender								
Male	4	13,8 %	3	10,3 %	4	13,8 %	3	10,3 %
Female	7	24,1 %	5	17,2 %	2	6,9 %	1	3,5 %
Nationality								
Finnish	7	24,1 %	7	24,1 %	4	13,8 %	1	3,5 %
Russian	4	13,8 %			2	6,9 %	2	6,9 %
Ukraine			1	3,5 %				
Estonia							1	3,5 %
Pets								
Yes	1	3,5 %	1	3,5 %	2	6,9 %		
No	10	34,5 %	7	24,1 %	4	13,8 %	4	13,8 %

Table 1. Background of the respondents.

10.2 Frequency and duration of stay.

The respondents were offered a set of two consecutive questions, from which the author was able to find out a frequency of visits and an average duration of stay of the clients. The first question was close-ended and had two response options: *once* and *more than one time*. The results can be seen below from the Figure 12.

Figure 12 demonstrates that the majority of respondents have experienced company's services only once, which composes 82,8% of total answers. The rest of 17,2% visited the resort more than time. From the graph the author can conclude, that Fish & Fun Holiday Village is mostly perceived by customers as a onetime experience.

Consecutively, the author's goal was to find out the clients' average duration of the stay. The question was open-ended and was not compulsory for accomplishing. From 29 respondents, only 5 answered, while others preferred not to mention their duration of stay. Among 5 answers received, 3 of the respondents mentioned that their stay lasted for 2 days. Other ones replied with 3 days of stay.

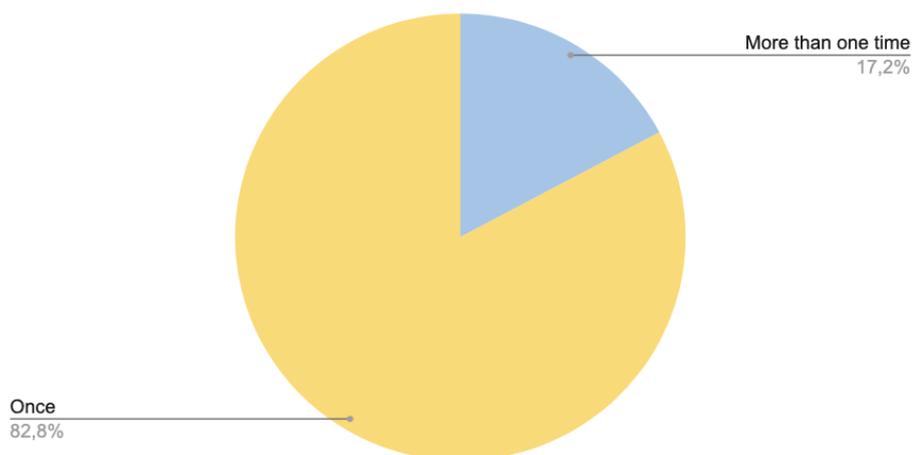


Figure 12. Have you visited Fish & Fun Holiday Village once or several times?

10.3 Sources of customer-company acquaintance

The next question of the survey has revealed the major sources of guests' acquaintance with the company. Analysing the graph for this question could help the author to find out the most and the least efficient sources of customer-company interaction. As a result, the author has built a strategy for improvement of company's services promotion and marketing.

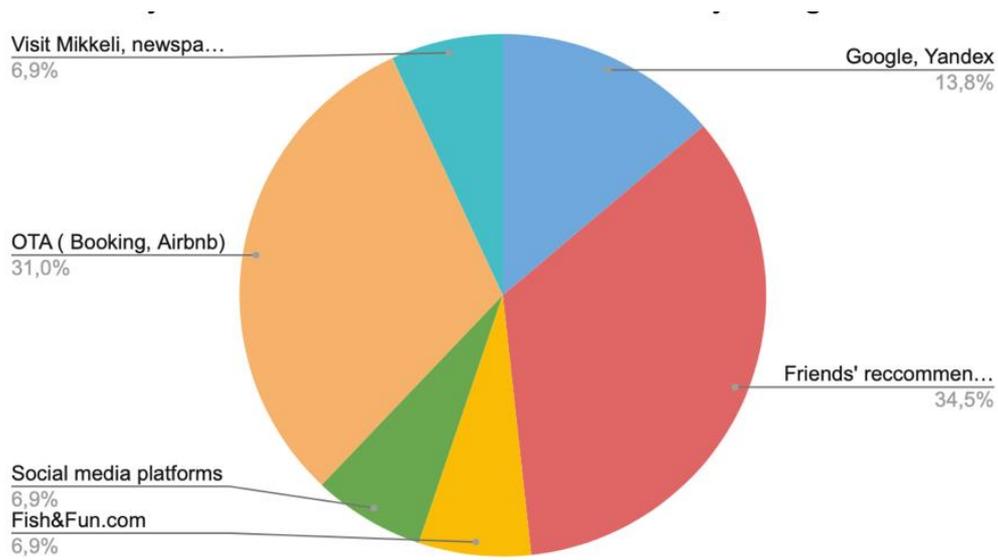


Figure 13. How did you find out about Fish & Fun Holiday Village?

Surprisingly, the most popular source came out to be Friends' recommendations, which compose 34,5% of all responses. This means that the major part of the clients has found out about Fish & Fun Holiday Village from their friends or relatives, who have already tried company's services. Nearly same result has been reached for guests, who have found out about Fish & Fun Holiday Village through Online Travel Agencies. Company offers its services through Booking.com and Airbnb. With a sensible distance, Google and Yandex sources have earned the third place, composing 13,8% of total results.

With exactly the same results, the least used means of customer-company acquaintance were the following:

- Visit Mikkeli newspaper, journals
- Social Media platforms
- Fish&Fun.com website

Each of the above mentioned compose 6,9 % of total results. Most importantly, the results show the low efficiency ratio of Social Media marketing. The least popular sources of promotion would be a subject for improvement in the Conclusions chapter of the research.

10.4 Online Check-In

According to the request of the company's owner, the author has surveyed respondents about the new feature of Online Check-In, which was introduced before summer season 2020. The aim of the feature was to avoid extra contact with the visitors and provide a safe environment. The Online Check-In gave the visitors a possibility to proceed with cottage check – in independently, without assistance of the staff. Figure 14 shows that none of the guests were dissatisfied with the invention of the company. Thus, more than a half of respondents – 51,7% gave an excellent mark, while only 13,8% rated the online check-in as fair. The rest of the respondents – 34,5% have not used the feature, using traditional way of identification.

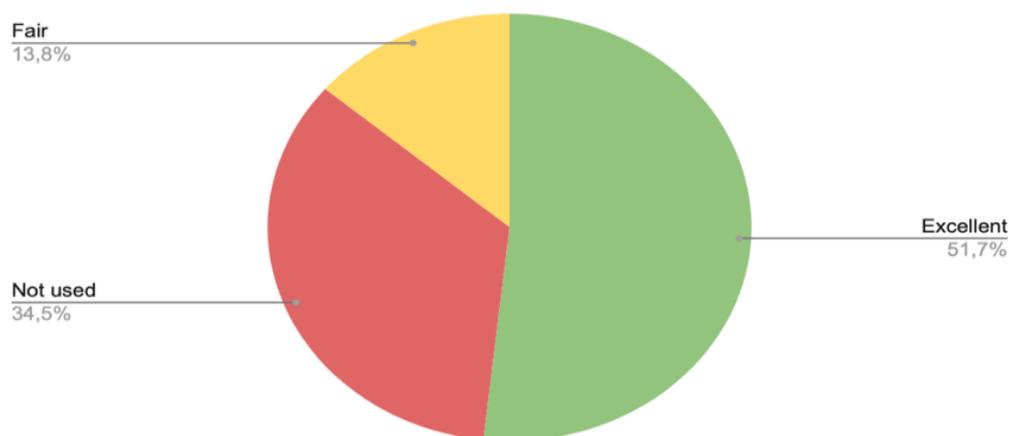


Figure 14. Online Check-In feature evaluation.

10.5 Online notifications evaluation

Besides Online Check-In, the company offered its clients a system of notifications, which were delivered before the arrival. The notifications ensure the booking has been processed properly, reassuring guests, that the booked service is ready for their arrival. The convenience of the feature resulted in 93,1% of positive

feedback from total amount of responses. Meanwhile, only 6,9% of visitors have not been notified with messages from the company.

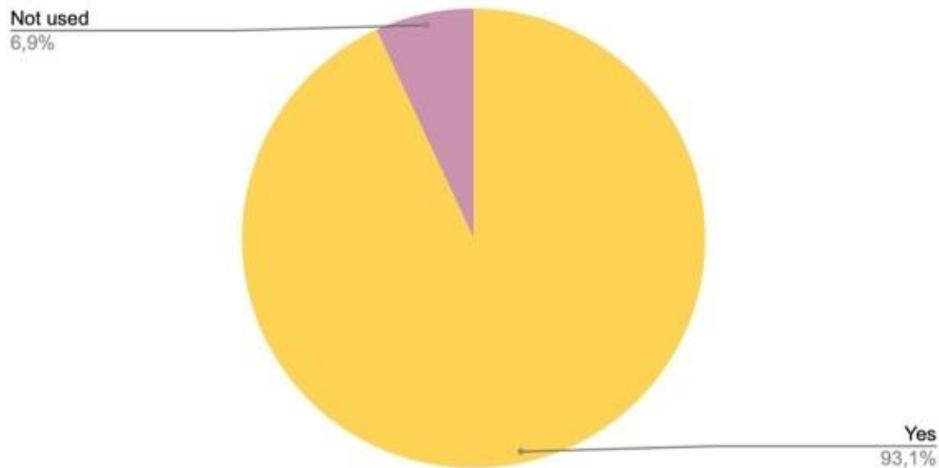


Figure 15. Online notifications evaluation.

10.6 Evaluation of company's services

Chapter 10.6 will introduce customers' ratings on the services provided in Fish & Fun Holiday Village. Respondents were suggested to rate overall experience of using four core services of the company. Respondents were offered to rate the four mentioned services in Figure 16 from 1 to 3, where 1 – poor, 2 – fair, 3 – excellent, 4 – not used. In an overview, the graph shows that the majority of answers were positive, as none of the respondents rated services as 1 – poor.

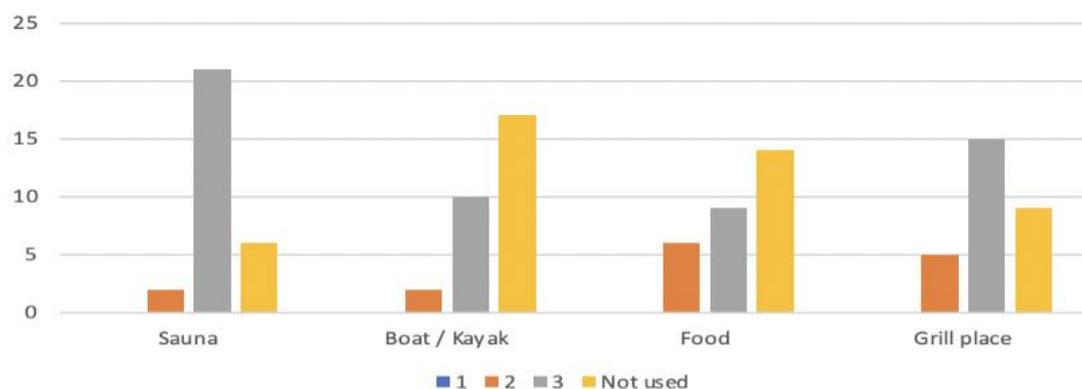


Figure 16. Evaluation of services in the company.

During the question's analysis, the author has considered the frequency of the fourth response option not used, what makes a certain part of responses inapplicable or ineligible. Those were detracted from the data to increase the reliability of the results.

The most highly rated service is Sauna, receiving 21 excellent marks. Other services placed in order from to least rated are as following: Grill place, Boat / Kayak, Food

The least rated service was Food, which is according to company's owner words is still at the stage of development. The owner plans to improve the food quality and food service by integrating new menu options and food packages.

10.7 Evaluation of Sauna services

For a special request of the company's owner, author has designed a separate evaluative question for sauna services. Fish & Fun Holiday Village offers a range of sauna types, what gives a possibility to the clients to select the most suitable one. Using the same evaluation model, author has included four response options:

- 1 – poor
- 2 – fair
- 3 – excellent
- Not used

The aim of the following analysis is to reveal the most popular choice among the sauna users, as well as identify the least demanding. Due to the fact, that most of the guests have used only one type of sauna per stay, majority of results are composed by not used response option:

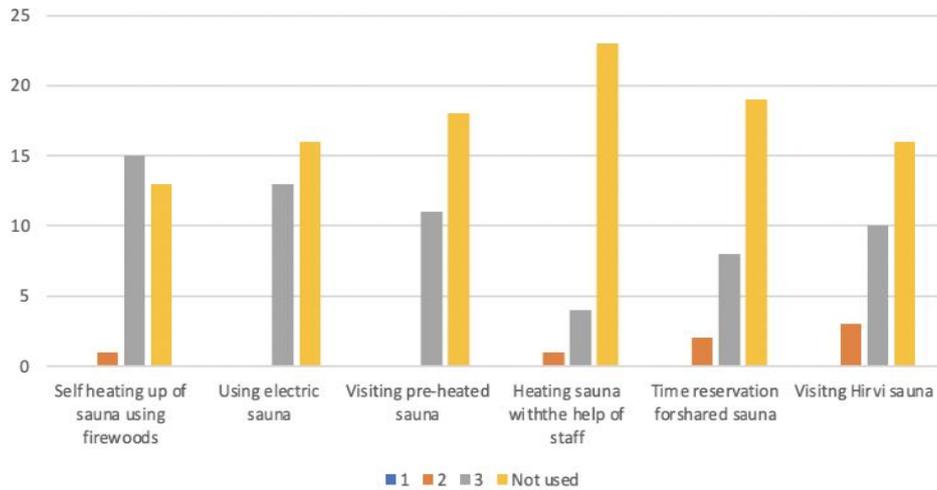


Figure 17. Evaluation of Sauna services.

Self-heating saunas using firewood appeared to be the most common choice for the guests, achieving 15 *excellent* ratings and only 1 *fair* mark. The second popular type is the electric sauna, scoring 13 positive marks. Nearly equal score – 10 and 11 *excellent* marks were given to pre-heated and Hirvi saunas. Finally, the least used ones appeared to be the shared saunas – 8 *excellent* and 2 *fair* marks and saunas, which are heated with the help of the staff – 3 *excellent* and 1 *fair* rates.

The author assumes that in the current state of pandemic, the last-mentioned type has the lowest score, as clients prefer to avoid extra human contact. The results of this evaluation question can be linked to the satisfaction of the guests with Online Check-In.

As mentioned before, most of the clients participating in the survey have used only a single type of sauna, instead of trying other available ones. This might result in an overlooking the cost effectiveness of each sauna type as well as promotion of least used ones, in order to increase the integration rate of each service.

10.8 Evaluation of overall experience

To sum up the results received from the survey, the author has stated a question regarding the overall satisfaction of interacting with Fish & Fun Holiday Village. The received results would help the author in measuring customer satisfaction using the models described in the theory.

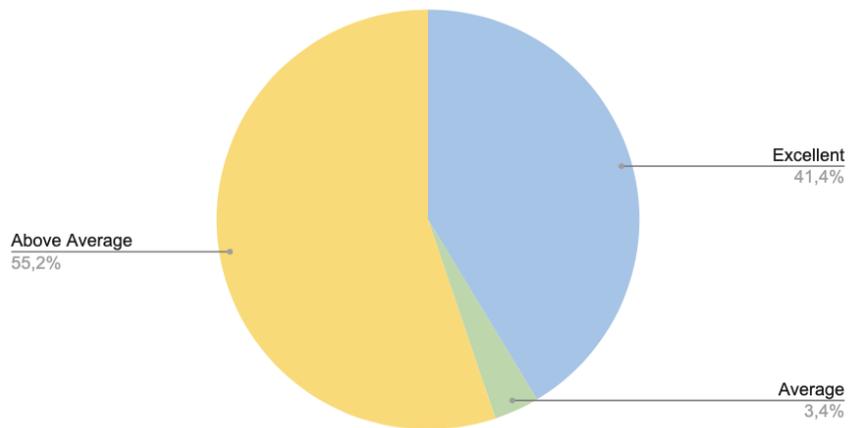


Figure 18. Evaluation of overall experience.

The figure above shows that more than a half of the clients – 55,2% consider their experience to be above the average, while 41,4% - counted their experience as excellent. The minority of respondents – 3,4% see their experience as average.

In an overview, it can be stated that the majority of Fish & Fun Holiday Village clients were satisfied with the services provided. Besides, none of the respondents have chosen a grade of 2 or 1, when rating the overall experience.

10.9 Customer Retention and Acquisition ratio

By asking clients whether they would like to visit Fish & Fun Holiday Village again and would like to recommend the place to friends, the author was able to find out the extent of customer retention. The data collected was analysed in descriptive graphs and the results were as follows:

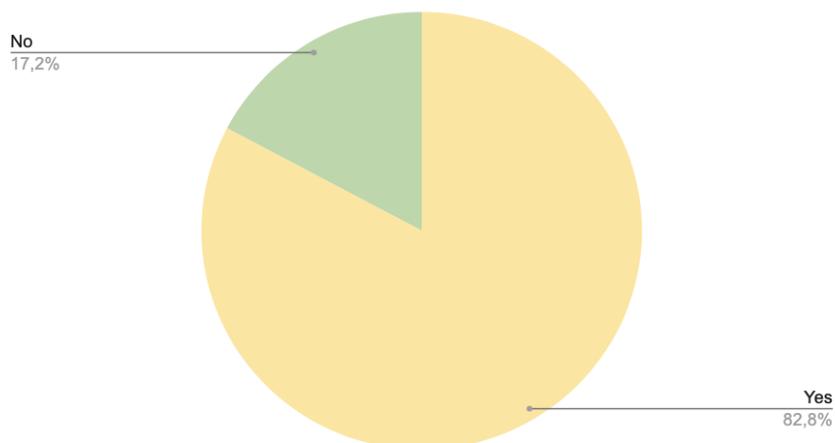


Figure 21. Would you like to visit Fish & Fun Holiday Village again?

The pie chart shows that 82,8% would prefer visiting the company's resort again, while only a minority of 17,2% rejected. If correlating the results with the Figure 10 in chapter 10.2, it can be seen that the majority of those who prefer visiting Holiday Village again were given by one-time clients. Thus, the previous statement describing company as mainly a one-time experience can be questioned.

Large number of respondents wishing to visit Fish & Fun Holiday Village can be caused by the current restrictions of travelling abroad. Due to the pandemic, the inbound travel in Finland has faced a huge progress, what affected on increasing demand on tourism products around the whole country (Antikainen 2020).

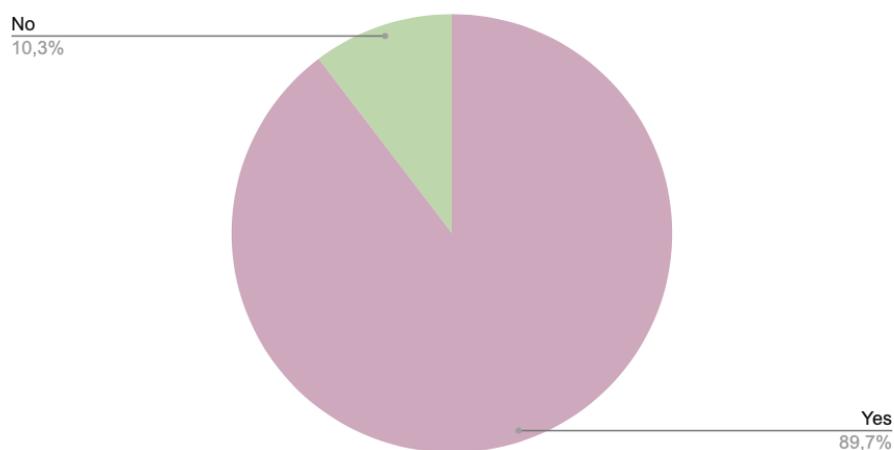


Figure 22. Would you recommend Fish & Fun Holiday Village to your friends?

The pie chart above shows that 89,7% of the respondents would recommend the place for their friends and only 10,3% would not do it. Thus, this means that the majority part of clients like the place and ready to share information about it.

10.10 Customers' feedback on potential improvements

To improve the customer experience, Fish & Fun Holiday Village is planning to introduce new features and services. In order to reveal the potential of upcoming innovations, the author has included a separate question, where these services are presented. The respondents were offered to rate the need of the services from 1 to 3, where 1 is needed, 2 – not needed and 3 – not interested. The list of improvements was as follows:

- Introducing the trampoline for kids
- Improvement of the path from the main sauna to the lake area

- Improvement of the feet washing zone
- Ready-made food boxes
- Bed linen is always included in the price rate

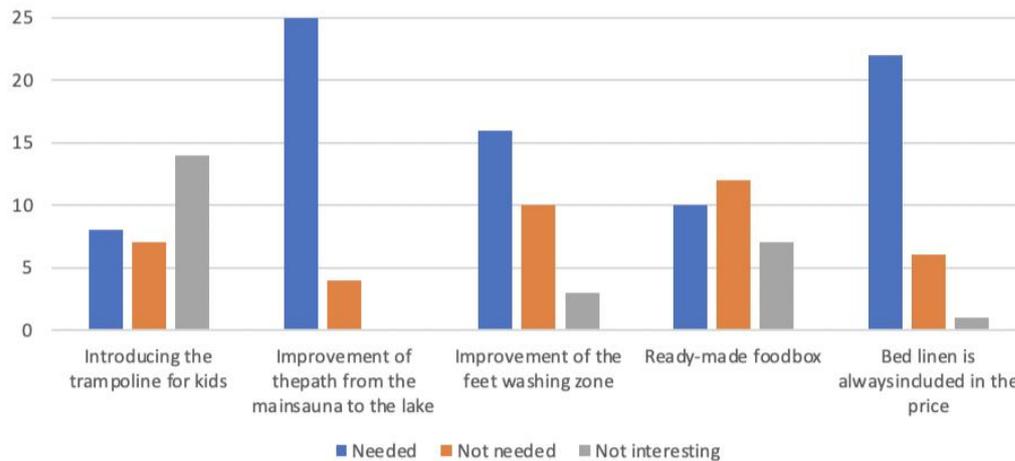


Figure 23. Customers' feedback on potential improvements.

According to the results, the most demanding feature is the path, which connects the main sauna with the lake area. Customers have not once mentioned the need for a path, to increase accessibility of the services. Besides, the Figure 23 shows the desire of majority of the clients for having bed linen included in the price, when booking the accommodation. Another important aspect is the feet washing zone, which was as well mentioned in one of the open-ended questions. Though, from 29 respondents surveyed, 10 – do not see the need and 3 are not interested in the improvement what nearly equals to the amount of those who admire – 16.

Due to the fact, that more than 70% of respondents have visited the Holiday Village without kids, the not interested response option came out to be most popular, when offering a trampoline for kids. If excluding those, the interested amount is almost equal to those, who are not. As a result, the introduction of trampolines for kids may not be considered as a necessary innovation.

The most uncertain suggestion for improvement came out to be the ready-made food boxes. Even though the food services were least rated, as it can be seen in chapter 10.6, most of the customers do not find it necessary to organize ready-made food boxes. The amount of those who are not interested and those who do not see the need is twice as much as those who are interested.

10.11 Open Comments

As mentioned before, the author has included open-ended questions in the survey, allowing the respondents to express their personal opinion on a particular topic. The seven open-ended questions included in the survey helped the author to receive qualitative data to be analysed for making the research results more reliable. The aim of these questions was to find out additional feedback on the company's services.

After selecting one of the response options in the close-ended questions, respondents were suggested to share their opinion on why they have or have not admired the mentioned services. Considering the respondents' convenience, open-ended questions have not been marked as compulsory. However, this resulted in a low response rate.

Two of the seven open-ended questions were related to the Online Check-In and Online notifications systems. The respondents were suggested to share their opinion about accessibility and usability of features. It came out that all of the respondents have responded positively on both of the mentioned. None of the respondents faced any difficulties with the Online Check-In and Online notifications systems. Moreover, ones were appreciated and admired. One of the respondents mentioned that online notifications help to ensure the guest that the booking is been processed and the cottage is ready for settling.

Besides evaluation of particular services, the author's interest was on the overall perception of the clients to the company. Considering that, author stated the question *why did you choose Fish & Fun Holiday Village?* The response frequency came out to be quite high, as 24 respondents out of 29 have answered this question. The most popular reasons of choosing the location were the following:

- Picturesque views of nature
- Good ratings on TripAdvisor and Booking.com
- Quietness and relaxing atmosphere of the property
- Friends' recommendations
- Good Accessibility from Mikkeli and Espoo

Some of the respondents highlighted an affordable price and cleanliness of the resort.

To measure the correlation between customer expectation and the actual experience, author suggested the respondents to share feedback on what did not match their expectations. From 29 respondents only 7 answers were collected from the questionnaire.

It came out, that guests were expecting total quietness during their stay, though the experience have shown that a noisy road has not once been disturbing. One of the respondents mentioned the lack of channels on the TV set located in the cottages.

Some of the guests have mentioned low visibility of the lake from mökki cottages due to overgrown bushes. In consequence, it was suggested to take better care of gardening on the property. Customer recommendations on future improvement will be described in conclusions chapter of the research.

Besides small details that have not matched the expectations of the guests, one of the respondents mentioned horrible relation of the owner to the guests, what can be considered as a customer complaint.

11 Conclusion

The final chapter introduces conclusions made on the research conducted. This will help the author to identify the weakness and strengths of the company based on the described theory and research results. The author has used Buying and Purchase path model (Lehto 2019) for analysing the results of the academic work. In other words, the stages which a client experiences during interaction with company create the customer satisfaction. Improvement of particular services of the company is essential for achieving successful overall result.

11.1 Fish & Fun Holiday Village Customer Satisfaction

To start with, the author suggests to measure the value of a customer of a company. According to the survey results, it can be stated that the majority of the clients were satisfied with the services of Fish & Fun Holiday Village, what means that the benefits a customer receives from a company are equal to the cost of the service.

None of the respondents complained on the price ratio in comparison with the suggested service or product, establishing the positive result of interaction.

The feedback received from open-ended questions confirm that company understands and fulfills its clients' needs.

On the other hand, it can be mentioned that company has mostly reached customers' expectations, as only few amendments were identified by the clients. Reaching primary customer expectation means that company was able to equal it with the experience. Thus, company has not exaggerated with the customer promise, so that the experience can be almost equaled with the company-customer interaction.

Considering the fact, that nearly half of respondents (41,4%) rated their experience as excellent, while 55,2% voted for above average, three major statements were formed. On the basis of Oliver's expectancy disconfirmation theory, the author highlights:

- Expectations of the clients in Fish & Fun Holiday Village have been reached by setting proper customer promise
- The performance of the company has justified the expectations of clients
- The correlation between expectations and perceived performance has resulted into Match (Simple confirmation).

11.2 Quantitative results for measuring Customer Satisfaction

Besides Survey, which was used not only as a method of data collection, but also for measuring customer satisfaction, author has adopted four tools which were described in theoretical part of the thesis.

The author has integrated the CSAT (Customer Satisfaction Score) model in most of the questions, so it will facilitate the final results analysis. Due to the fact, that none of the guests were unsatisfied with the services, the author has calculated the ratio of those who rated services as above average and excellent. The result was calculated as follows:

$$\frac{\text{Number of satisfied customer}}{\text{Number of responses}} * 100 = \frac{28}{29} * 100 = 96,5\%$$

According to the formula, the level of customer satisfaction expressed in percentages is equal to 96,5%.

Consecutively, it was important to measure the willingness of guests to recommend the company's services to others. The results of the survey have shown that 89,7% of respondents would recommend Fish & Fun Holiday Village to their friends, while only a minority of 10,3% of respondents rejected.

$$\%Promoters - \%Detrasctors = NPS$$

$$89,7\% - 10,3\% = 79,4\%$$

The Net Promoter Score in Fish & Fun Holiday Village was calculated as 79,4%, considered to be a high value. Such result can help the company to increase the acquisition of new customers.

11.3 Customer Complaint

However, among the great majority of respondents reviewing positively services provided by Fish & Fun Holiday Village, one of the respondents' feedback can be counted as negative. This was caused by the additional comment the respondent has left for the question *what has not matched your expectations?* An individual has stated *a horrible relation of the owner to the clients*. In other words, the mentioned statement can be considered as a customer complaint. As the survey was filled after a while since the client has visited the Holiday Village, author can state that the issue of the customer has not be resolved.

The mentioned incident illustrates that company's management has not got in touch with the guest complaining. For that reason, author suggests using the model of handling customer complaints, where the problem is received, resolved and sent back to the customer accompanied by feedback. Such model can be organized by delivering automatic email surveys to the clients after their stay at the property. By doing so, the company will increase the amount of positive feedback as part of *Sharing stage* of Buying & Consumption path.

In addition, taking care of customers in the after experiencing period can increase the ratio of customer retention. For the moment, Fish & Fun Holiday Village is offering ten percent discount for all returning customers, which is a part of customer

loyalty. Careful management of customer feedback can significantly improve the loyalty and retention. Besides, the results of the research have shown that the majority of the respondents are willing to return back to Fish & Fun Holiday Village, what can also motivate the management of the company to improve the loyalty program.

11.4 Service Quality in Fish & Fun Holiday Village

Directly related to the correlation of customer expectations and experience, service quality models have been implemented properly in the company's structure. If analysing a company as an overall service of interaction with clients, it can be stated that each aspect of the SERVQUAL model has been considered. As the gap between the expectation and experience is small, the SERVQUAL model had its best use.

11.5 Marketing and Promotion

The results of the survey have shown that major source of client-company acquaintance was WOM (word of mouth) or *friends' recommendations*. Meanwhile Social Media platforms were the least used sources what directs to low efficiency in SM marketing. The existing pages on Facebook and Instagram show low ratios of interaction with customers. Due to the fact, that majority of Holiday Village target group is using Social Media, author suggests improvement strategy for better promotion.

Increasing the efficiency of Social Media promotion can be reached by integration of paid ads. For example, both for Facebook and Instagram, management can create promotion posts to be promoted to the desired target group. The segmentation and Targeting features of paid ads will allow Fish & Fun Holiday Village to reach the proper people. Social Media promotion requires careful budgeting and financing, as well as time management, e.g., the author supposes that promotion should be done right before the expected high season. Using same paid ads system, company is able to promote company's website on the search engines like Google.

11.6 Service Design

The last theoretical aspect which was considered by the author when conducting the research work is the Service Design. Open-ended questions, where clients were able to leave their comments regarding the improvements in the company became a crucial supplement for the author when analysing the Service Design characteristics. As it was mentioned in the empirical study of the thesis, the opinions regarding the potential improvements suggested in the questionnaire were quite uncertain. Nevertheless, in author's opinion some of the services should be definitely upgraded:

- Improvement of the path from the main sauna to the lake area
- Including bed linen in the price of an accommodation

Improving at least the two mentioned services will affect both: user and customer experience.

11.7 Suggestions for improvement

Besides, respondents have shared their opinion on what kind of services they would like to see in the Holiday Village in the future. Customers were able to share their thoughts in a separated question, which was transcribed by the author into a table. Respondents' suggestions for future improvements can be seen from Table 2.

Do you have any suggestions for the needed improvements?
1. Buy more spinning rods. It was not enough.
2. Additional lights, cut the bushes to see the view from the cottage
3. It would be fun if there was table tennis.
4. Trampoline can be dangerous and result in injuries
5. По поводу рыбалки, так как это одно из самых больших развлечений - какой-либо стенд с видами рыб и их описанием, и где именно клюет лучше всего на озере. Также, было бы прекрасно, если бы работал пруд с форелью.
6. Все отлично. Если планируемые улучшения, которые написаны выше, будут выполнены, то будет еще лучше
7. Все было прекрасно. Выше ожидаемого. Лиза и ее команда просто молодцы!
8. Очень уютное и милое места
9. Можно вернуть пруд для ловли форели , либо что-то сделать на данном месте
10. Mökin ranta oli yllättävän matala ja uida ei oikein voinut. Olisi ollut mukavaa pulahtaa saunasta suoraan uimaan. Lisäksi pimeällä lisävalaistus olisi ollut kiva laiturille ja polulle.
11. Saukko mökkiin TV + rannalta puustoa pois, jotta järvinäkymä tulisi näkyviin ja pihaan tulisi enemmän valoa

Table 2. Do you have any suggestions for the needed improvements?

Customers' suggestions on improvements can be used as a useful tool for company's future decision-making. Besides suggesting to improve already existing services, respondents offered new services. For example, it was suggested to add more lights to company's property, as it seemed to be dark in the night time. Table tennis was considered as a nice supplement for widening the amusement services of the company.

Two of the respondents highlighted the need of fishing services development, considering it as a main source of amusement in Fish & Fun Holiday Village. Buying more of spinning rods, creating a booth with the description of fish characteristics and the life hacks for catching it.

Another important issue, which was mentioned several times was related to the low visibility of the lake are due to the bushes. Respondents suggested cutting the bushes, to improve the visibility of picturesque views.

12 Summary

It can be summarized that thesis conducted has answered the two research questions stated in the beginning. As a result of the conclusion, author has suggested a list of improvements to be accomplished as a recommendations part of the thesis.

The research has shown that level of customer satisfaction is on a high level. Nevertheless, some of the aspects would still need further development. As subjects for improving customer satisfaction, the author identifies, first of all, the recommendations and wishes of existing clients of the survey. The results, that were described previously, will navigate the company in better understanding of clients' needs. Development of mentioned services would answer the question on the way of upgrading services of the company. Secondly, on the basis of theoretical framework and survey results, author has formed several aspects that would improve the level of customer satisfaction and, most probably, enhance sales revenue of the company.

Author suggests, that the major aspect in increasing the level of customer satisfaction is related to the after-sales actions company has to make. It is suggested to contact each customer after their stay, ask for their feedback, and most importantly, deal with customer complaints. In other words, company has to concentrate more on the Sharing stage of Buying and Purchase path (Lehto 2019). It is of vital importance to have contact with clients and collect their feedback.

Fish & Fun Holiday Village can be found from TripAdvisor and Booking.com, thus author suggests to attract more clients to share feedback on mentioned platforms.

In addition to the preliminary research, the author has analysed secondary data: the ratings which were available on the Online Review Platforms. As it was described before, Fish & Fun Holiday Village is presented on two core ORP: TripAdvisor and Booking.com. The ratings that are mentioned are based on different criteria, which do not fully correspond to the criteria of author's research. Nevertheless, the comparison of author's research results with the average ratings on or platforms helps to reveal the accordance of feedback.

Company's rating on TripAdvisor is defined as Excellent – 4,5 out of 5, with 11 reviews available. The platform bases the overall mark on the following aspects:

- Location
- Cleanliness
- Service
- Value

Among 11 reviews, 6 are marked as excellent, 4 – as very good and only 1 review is terrible. (TripAdvisor n.d.)



Figure 19. TripAdvisor rating of Fish & Fun Holiday Village (TripAdvisor n.d.).

Meanwhile, Booking.com defines the grade of 9,0, which is *Excellent* (Erinomainen). The grade was based on the ratings of 108 reviewers.

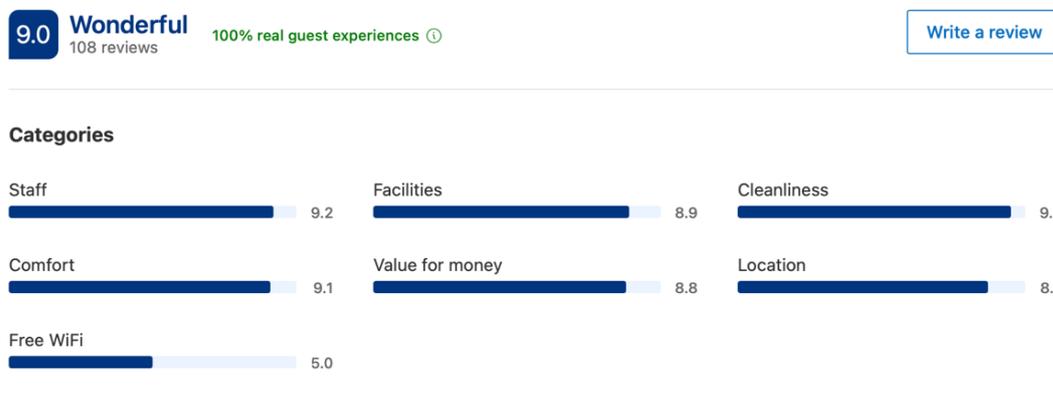


Figure 20. Booking.com rating of Fish & Fun Holiday Village (Booking.com n.d.).

As the research has shown, customers monitor Online Review Platforms to evaluate company's performance. Proper organization of ORPs, where the company is present will attract new customers and increase the ratio of customer acquisition.

As mentioned before, Social Media can be considered as one of the core improvements for company's business. As SM plays a huge role in customer-company relationships, it is of vital importance to update Social Media platforms regularly. With the help of Facebook and Instagram, customers can easily reach company's management, while the company itself can be able to deliver needed messages to proper clients by using paid ads feature. Google ads could be also a cost-efficient investment, when promoting company's services during high seasons.

As mentioned in chapter 10.9 Finnish inbound tourism is in a high demand. Development of local tourism during the lockdown can be a reasonable subject for promoting Fish & Fun Holiday Village services for different customer groups.

At the same time, on the basis of AIDAS model, author suggests to enhance the personalization of service during client's stay in the Holiday Village – Experiencing stage (Lehto 2019). A good supplement can be a greeting card from company, that waits each client in a cottage before the arrival of the guest. A greeting card can be personalized by inserting a name of the guest. By doing so, company expresses their hospitality towards the customers and creates brand image from first steps of customer's interaction with the company.

13 Recommendations

The final part of the thesis represents a list of all recommendations for improvements in Fish & Fun Holiday Village. The following aspects are the results of the theoretical research, empirical study based on survey method of data collection, and consequently, improvements suggested by the respondents:

- Making investments in the online promotion of the company: Instagram, Facebook, Google Ads.
- Systematically collecting feedback from the clients and creating a database for their storage
- Keep contacting with customers in the after-sales period and handle complaints

- Encouraging visitors to leave feedback on TripAdvisor and Booking.com
- InMail promotion of special offers for increasing customer retention ratio
- Personalization of service in the Holiday Village: greeting cards
- Gardening of the property to increase the visibility of landscape and lake
- Establishing lights on the property for customers' convenience in the night time
- Following recommendations of respondents: bed linen to be always included in price rate and improving quality of food
- Designing feet washing area
- Developing fishing service by offering more spinning rods and organizing a booth with characteristics of fish types
- Encourage visitors to use different types of sauna for broadening of customer experience

Following these recommendations, Fish & Fun Holiday Village can increase key performance indicators regarding customer satisfaction and create a reliable brand reputation. This will help the company to develop Pertunmaa as a holiday destination and compete with other resort complexes that exist on the Finnish market.

Figures

- Figure 1. Driving factors of customers' satisfaction, 5
- Figure 2. Expectation Disconfirmation theory model, 6
- Figure 3. Service quality model, 10
- Figure 4. Components of Product management, 12
- Figure 5. Service design / Productization process, 15
- Figure 6. Buying and Consumption process, 16
- Figure 7. Age group, 23
- Figure 8. Nationality of the respondents, 23
- Figure 9. Residents of Finland, 24
- Figure 10. With whom did you visit Fish & Fun Holiday village, 24
- Figure 11. Did you visit Fish & Fun Holiday Village with pets, 25
- Figure 12. Have you visited Fish & Fun Holiday Village once or several times, 26
- Figure 13. How did you find out about Fish & Fun Holiday Village, 27
- Figure 14. Online Check-In feature, 28
- Figure 15. Online notifications evaluation, 28
- Figure 16. Evaluation of services in the company, 29
- Figure 17. Evaluation of Sauna services, 30
- Figure 18. Evaluation of overall experience, 31
- Figure 19. TripAdvisor rating of Fish & Fun Holiday Village, 32
- Figure 20. Booking.com rating of Fish & Fun Holiday Village, 32
- Figure 21. Would you like to visit Fish & Fun Holiday Village again, 33
- Figure 22. Would you recommend Fish & Fun Holiday Village to your friends, 33
- Figure 23. Customers' feedback on potential improvements, 34

Table 1. Background of the respondents, 26

Table 2. Respondents' suggestions for future improvements, 40

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Customer satisfaction survey for Fish & Fun Holiday Village

Dear visitors,

I am a student of Tourism and Hospitality Management of LAB University of Applied Science. Currently, I am conducting my thesis as a research work analyzing the level of customer satisfaction among visitors of Fish & Fun Holiday Village.

By responding to the questionnaire, you will help to draw conclusions on how to improve the quality of the services offered and to develop the new services. The results will be published by 27 November 2020.

Survey is meant for all the clients of Fish & Fun Holiday Village, whose email addresses are available at the database. The answers will be processed anonymously and confidentially; individual responses cannot be recognized from the published results. The results will only be used for research purposes. Please, submit the filled-in questionnaire by 15 November 2020. Answering the questionnaire will take approximately 5 minutes.

If you have any questions concerning the survey and the research, please, do not hesitate to contact me directly via email polina.smirnova@student.lab.fi.

Thank you for your participation!

Kind regards,

Polina Smirnova

Questionnaire for Fish and Fun Holiday Village guests

English Version

1. Please, select your age group.

- 18-27
- 28-35
- 36-50
- 50+

2. Please, select your gender.

- Male
- Female

3. Please, state your nationality. If you are a resident of Finland, please, state the region.

4. With whom did you visit Fish & Fun Holiday Village?

- Alone
- Couple
- Family with kids
- With friends
- Other

5. Did you visit Fish & Fun Holiday Village with pets?

- Yes
- No

6. How did you find out about Fish & Fun Holiday Village?

- Official website of the company
- OTA (Online travel agency, e.g. Booking, Airbnb)
- Social media platforms (e.g. Facebook, Instagram)
- Web search engine platforms (Google, Yandex)
- Local promotional sources (e.g. Visit Mikkeli, newspapers, magazines)
- Friends' recommendations
- Other

7. Why did you choose Fish & Fun Holiday Village?

8. Before summer season 2020, the company has introduced a new feature of Online Self Check-in for the clients. Please, rate the convenience of the feature on a scale from one to three, where 1 – poor and 3 – excellent.

- 1
- 2
- 3
- Not used

9. If you have experienced any inconveniences using the feature of Online Self Check-in, please, share your experience with us.

10. Were you satisfied with the online notifications from the company before your visit?

- Yes
- No

11. If you did not like the system of notifications, let us know, why?

12. On a scale from one to three, please, give your opinion of the following services at Fish & Fun Holiday Village, where 1- poor and 3 - excellent.

	1	2	3	Not used
Sauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Boat / Kayak	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grill place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. On the scale from one to three, please, give your opinion on the sauna services at Fish & Fun Holiday Village, where 1 – poor and 3 – excellent.

	1	2	3	Not used
Self heating up of sauna using firewoods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using electric sauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting pre-heated sauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heating sauna with the help of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time reservation for shared sauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visiting Hirvi sauna	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Have you visited Fish & Fun Holiday Village once or several times?

- Once
- More than one time

15. If you have visited Fish & Fun Holiday Village more than once, please, state how long was your stay last time?

16. On the scale from one to five, please, rate your general impression of staying at Fish & Fun Holiday Village, where 1- poor and 5- excellent.

Poor Excellent

17. Would you like to visit Fish & Fun Holiday Village again?

- Yes
- No

18. Would you recommend Fish & Fun Holiday Village to your friends?

- Yes
- No

19. On the scale from one to three, please, give your opinion on improvements introduced in the nearest future at Fish & Fun Holiday Village, where 1 – needed, 2 - not needed, 3 - not interested.

	Needed	Not needed	Not interested
Introducing the trampoline for kids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of the path from the main sauna to the lake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement of the feet washing zone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ready-made food box	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bed linen is always included in the price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. If there is anything that did NOT match your expectations, please, tell us.

21. Do you have any suggestions for the needed improvements?

Исследование степени клиентской удовлетворенности в Fish & Fun Holiday Village

Уважаемые гости,

Я - студентка третьего курса Лаппеенрантского Университета Прикладных Наук по специальности Управление в сфере Туризма и Гостеприимства. На данный момент я пишу выпускную квалификационную работу на основе исследования уровня клиентской удовлетворенности в коттеджном поселке Fish & Fun Holiday Village.

Ответив на предлагаемый опрос, Вы сможете определить общий уровень удовлетворенности услугами среди клиентов, а также посодействуете внесению конкретных усовершенствований и изменений в сервисы и продукты. Результаты исследования будут опубликованы 27 Ноября 2020.

Данный опрос предлагается для прохождения всем клиентам Fish & Fun Holiday Village, чьи контактные данные (в частности, электронные адреса) имеются в базе данных компании. Участие в опросе является анонимным и конфиденциальным. При обработке ответов участники анкетирования не будут идентифицированы. Пожалуйста, отправьте заполненную форму с ответами до 15 Ноября 2020. Прохождение теста займет примерно 7 минут.

Если у Вас возникнут вопросы, касательно опроса или исследования, Вы можете связаться со мной по электронному адресу polina.smirnova@student.lab.fi

Спасибо за участие!

С уважением,

Полина Смирнова

*Questionnaire for Fish and Fun Holiday Village guests
Russian Version*

1. Выберите Вашу возрастную группу

- 18-27
- 28-35
- 36-50
- 50+

2. Выберите Ваш пол

- Мужской
- Женский

3. Укажите Вашу национальность. Если вы резидент Финляндии, то резидентом какого региона Вы являетесь?

4. С кем Вы посещали Fish & Fun Holiday Village?

- Один / Одна
- С партнером
- Семья с детьми
- С друзьями
- Другое

5. Посещали ли Вы Fish & Fun Holiday Village с животными?

- Да
- Нет

6. Как Вы узнали о Fish & Fun Holiday Village?

- Веб-сайт
- Система бронирования отелей онлайн (Booking, Airbnb)
- Социальные сети (Facebook, Instagram)
- Поисковые системы (Google, Yandex и др.)
- Внешние источники (Visit Mikkeli, журналы, газеты и др.)
- Рекомендация друзей
- Другое

7. Почему Вы выбрали Fish & Fun Holiday Village?

8. Перед летним сезоном 2020 года компания внедрила новую функцию Online Self-Check-in. Оцените удобство функции по шкале от одного до трех, где 1 – неудобно и 3 – очень удобно

- 1
- 2
- 3
- Функция не использовалась

9. Если Вы испытывали неудобства с данной системой, расскажите нам, что вызвало трудности?

10. Были ли Вы удовлетворены онлайн-уведомлениями до момента прибытия в Fish & Fun Holiday Village?

- Да
- Нет

11. Если функция онлайн-уведомлений Вам не понравилось, расскажите нам, почему?

12. По шкале от одного до трех, пожалуйста, оцените предоставленные услуги в коттеджном поселке Fish & Fun Holiday Village, где 1 - плохо и 3 – отлично

1 2 3 Не исполь

Посещение сауны	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Лодка / Каяки	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Еда	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Место для гриля	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. По шкале от одного до трех, пожалуйста, оцените свое впечатление от использования саун в Fish & Fun Holiday Village, где 1 – плохо и 3 – отлично

1 2 3 Не
исполь

Самостоятельная растопка сауны с использованием дров	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Использование электрической сауны	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Посещение заранее растопленной сауны	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Помощь персонала в растопке сауны	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Бронирование времени в общую сауну	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Использование сауны Hirvi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Сколько раз Вы посещали коттеджный поселок Fish & Fun Holliday Village?

- Один раз
- Больше одного раза

15. Если Вы посещали Fish & Fun Holiday Village больше одного раза, пожалуйста, укажите, как долго продлилось Ваше пребывание в последний раз?

16. По шкале от одного до пяти, пожалуйста, оцените свое общее впечатление от пребывания в коттеджном поселке Fish & Fun Holiday Village, где 1 – плохо и 5 – отлично

Плохо Отлично

17. Хотели бы Вы снова вернуться в Fish & Fun Holiday Village?

- Да
- Нет

18. Посоветовали бы Вы нас своим друзьям?

- Да
- Нет

19. По шкале от одного до трех, пожалуйста, оцените свое отношение к планируемым улучшениям и изменениям в коттеджном поселке Fish & Fun Holiday Village, где 1 – нужно, 2 - не нужно, 3 - не интересно.

	Нужно	Не нужно	Не интересно
Батут для детей	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Благоустройство тропинки от сауны к озеру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Место для мытья ног	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Готовые боксы с едой	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Постельное белье всегда включено в стоимость проживания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Пожалуйста, укажите, что НЕ соответствовало Вашим ожиданиям?

21. Ваши предложения по улучшению качества отдыха?

Asiakastyytyväisyyskysely Fish & Fun Holiday Villagelle

Arvoisa asiakas,

Olen LAB-ammattikorkeakoulun hotelli- ja ravintola-alan opiskelija ja osana opinnäytetyötutkimusta suoritetaan Fish & Fun Holiday Villagen asiakastyytyväisyyskysely. Opinnäytetyön tarkoituksena on arvioida palveluiden laatua, tunnistaa kehityskohteet, saada käsitys asiakastyytyväisyydestä sekä luoda kehitysideoita.

Vastaamalla tähän kyselyyn autat palvelulaadun parantamisessa sekä uusien palvelujen kehittämässä. Opinnäytetyö suoritetaan yhteistyössä Fish & Fun Holiday Villagen (Fish & Fun Oy) kanssa ja tulokset julkaistaan 27.11.2020 valmiina Theseus.fi: lla

Kysely lähetetään kaikille Fish & Fun Holiday Villagen asiakkaille, joiden sähköpostiosoitteet ovat saatavilla yrityksen tietokannasta. Vastaukset käsitellään nimettömästi ja luottamuksellisesti; yksittäisiä vastauksia ei voida tunnistaa julkaistuista tuloksista. Kyselyvastaukset käytetään vain tutkimustarkoituksiin. Kyselyn vastaamisaika on 15.11.2020 asti. Kyselyn vastaamiseen kestää noin 5 minuuttia.

Kiitos osallistumisesta!

Ystävällisin terveisin,

Polina Smirnova

Puh. +358 45 845 3535

Sähköposti polina.smirnova@student.lab.fi.

*Questionnaire for Fish and Fun Holiday Village guests
Finnish Version*

1. Valitse ikäryhmäsi

- 18-27
- 28-35
- 36-50
- 50+

2. Valitse sukupuoli

- Mies
- Nainen

3. Kotikunta

4. Kenen kanssa vierailitte Fish & Fun Holiday Villagessa?

- Yksin
- Parin kanssa
- Perheen kanssa
- Kavereiden kanssa
- Muu

5. Olitteko Fish & Fun Holiday Villagessa lemmikin kanssa?

- Kyllä
- Ei

6. Minkä kanavan kautta löysitte Fish & Fun Holiday Villagen?

- Verkkosivustosta
- OTA (Online-matkatoimisto, esim. Booking, Airbnb)
- Sosiaalisesta mediasta (esim. Facebook, Instagram)
- Hakukoneesta (esim. Google, Yandex)
- Paikallisesta mainoslähteestä (esim. Visit Mikkeli, sanoma- ja aikakauslehdet)
- Ystävien suosituksesta
- Muu

7. Miksi valitsitte juuri Fish & Fun Holiday Villagen?

8. Ennen kesäkauden 2020 alkua, yhtiö on ottanut käyttöönsä uuden Online-sisäänkirjautumisominaisuuden. Arvioikaa ominaisuuden mukavuus asteikolla yhdestä kolmeen (1-huono ja 3-erinomainen)

- 1
- 2
- 3
- Ei käytetty

9. Mikäli olette kokeneet hankaluuksia Online-sisäänkirjautumisominaisuudessa, niin kertokaa omasta kokemuksesta.

10. Olitteko tyytyväisiä yrityksen online-ilmoituksiin ennen vierailua?

- Kyllä
- Ei

11. Jos ette pidä ilmoitusjärjestelmästä, ilmoita meille, miksi?

12. Arvioikaa seuraavat Fish & Fun Holiday Villagen palvelut asteikolla yhdestä kolmeen. (1-huono ja 3-erinomainen)

	1	2	3	Ei käytetty
Sauna käyttöminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vene / Kajakki	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ruoka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grillipaikka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Arvioikaa Fish & Fun Holiday Villagen saunapalvelut asteikolla yhdestä kolmeen. (1-huono ja 3 – erinomainen)

	1	2	3	Ey käytetty
Omatoiminen puukiukaan sytytys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sähkösaunan käyttäminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vierailu esilämmitettyyn saunaan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Puukiukaan sytytys henkilökunnan kanssa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yhteissaunan ajanvaraus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hirvi-saunan käyttäminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Monta kertaa olette käyneet Fish & Fun Holiday Villagessa?

- Kerran
- Useammin kuin kerran

15. Jos olette käyneet Fish & Fun Holiday Villagessa useammin kuin kerran, ilmoittakaa meille kuinka pitkä viime vierailunne on ollut?

16. Asteikolla yhdestä viiteen, arvioikaa yleisvaikutelma majoituksesta. (1-huono ja 5-erinomainen)

Huono Erinomainen

17. Tulisitteko takaisin Fish & Fun Holiday Villageen?

- Kyllä
- Ei

18. Suositteisitteko Fish & Fun Holiday Village ystäville?

- Kyllä
- Ei

19. Arvioikaa mielipiteenne seuraavista palveluista, joita tullaan kehittämään seuraavan vuoden aikana. (1-tarvita ja 3-ei mielenkiintoista)

	Tarvita	Ei tarvita	Ei mielenkiintoista
Lasten trampoliini	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polun parantaminen pääsaunasta järvelle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jalkojen pesuvyöhykkeen parantaminen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eväslaatikko	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vuodevaatteiden sisältyminen hintaan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Oliko jotain, joka ei vastannut odotuksianne?

21. Onko teillä tarvittavia parannusehdotuksia?
