

# NESTE OIL RALLY SPECTATOR IN LAHTI 2012

Profile, customer satisfaction and willingness to recommend the event

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Tiivistelmä <p>Tutkimuksen tavoitteena on selvittää Neste Oil Ralli Lahden kävijäprofiili, tyytyväisyystekijät sekä halu suositella tapahtumaa. Tutkimus toteutettiin 28–30.7.2011 ajatun Neste Oil Rallin aikaan. Tutkimuksen päätavoite oli saada selville Lahden rallitapahtumassa vierailleen katsojan profiilin ominaispiirteitä. Lisäksi tutkimuksessa pohdittiin, että mihin asioihin kävijät ovat tyytyväisiä ja löytyisikö heidän profiilistaan seikkoja ja tyytyväisyystekijöitä, jotka vaikuttivat heidän haluun suositella tapahtumaa. Tutkimuksessa nostettiin myös esille Lahden satamatapahtuman ja Jokimaan erikoiskokeen kävijöiden profiilien eroavaisuuksia. Tutkimus toteutettiin Lahdessa 29.7.2011 haastattelemalla vierailijoita kummallakin tapahtuma-alueella ja haastatteluja kerättiin yhteensä 214 kappaletta.</p> <p>Tutkimuksessa saatiin luotua kuva Lahden tapahtumien kävijästä sekä siitä, mihin asioihin he olivat olleet tyytyväisiä ja mitkä asiat vaikuttivat haluun suositella tapahtumaa. Tyytyväisimpiä oltiin Lahden satama-alueeseen sekä tapahtuman yleisilmeeseen. Se, kuinka monta kertaa henkilö oli ottanut osaa rallitapahtumaan, oli yksi tekijä selittämään kävijän halua suositella sitä muille. Myös satama-alueen ja Jokimaan erikoiskokeen kävijäprofiileissa huomattiin selkeitä eroavaisuuksia, etenkin demografisissa tekijöissä.</p> <p>Tulevaisuudessa tutkimusta voitaisiin jatkaa tarkastelemalla tarkemmin ilmaistapahtumaan ja maksulliselle erikoiskokeelle osallistuvien katsojien profiilia. Tutkimuksessa saatiin alustavia viitteitä siitä, että nämä asiakaskunnat poikkeavat toisistaan melko suuresti. Samankaltainen tutkimus voitaisiin suorittaa myös Jyväskylässä tutkimalla Paviljongin alueella vieraillevien ihmisiä sekä erikoiskokeille osallistuvien kävijöiden eroavaisuuksia.</p>		
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Abstract <p>The goal for this research is to find out customer profile of Neste Oil Rally Lahti 2011 visitor, elements of satisfaction and willingness to recommend the event. The research was executed during Neste Oil Rally that was driven 28–30.7.2011. The main subject for this study was to find the main characteristics of the profile of a visitor to Lahti. The study explores the subjects that the visitors were satisfied with and if there were there any specific characteristics that affected for their willingness to recommend the event to their friends. Furthermore, this research highlighted some of the major differences between the visitors' profiles at harbor area and at the Jokimaa special stage. The research was conducted on 29.7.2011 in Lahti by interviewing visitors in both event areas. The total number of collected responses was 214.</p> <p>The research made it possible to create the image of average Lahti visitor plus what subjects they were satisfied with and what things affected to their willingness to recommend the event. The most common subject for satisfaction was the harbor area and overall atmosphere of the event. The number of times a visitor had taken part in rally event was one characteristic to explain the willingness to recommend the event. There were also some major differences between the harbor area and Jokimaa special stage visitors' profiles, mainly in their demographic backgrounds.</p> <p>The future research could concentrate more carefully on the differences in customer profiles between the free of charge and free-based events. This research preliminary shows that these customer groups differ from each other quite radically. The same kind of research could be executed in Jyväskylä by studying the differences between visitors to the Paviljonki area and customers at the special stages.</p>		
Keywords Neste Oil Rally, segmentation, customer profile, customer relationship management.		
Miscellaneous		

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# 1 INTRODUCTION

## 1.1 Background of the study

The background of this thesis dates back to year 2010. A group of sport marketing students at JAMK University of Applied Sciences got assignment to conduct a customer survey at Neste oil Rally Finland 2011. The idea was to carry out the surveys in Jyväskylä, which is the main area of the rally event, and in Lahti, where some special stages of the World Rally Championship were driven for the first time. The survey was organized by Sport Business School Finland (SBSF). There were about 30 researchers that took part in this project. The starting point was to survey customer satisfaction of visitors at the Neste Oil Rally 2011.

The research targets for the project took some time to clarify. Various targets and research subject were planned between the employers of the research and the project group. Some of the topics were customer profile of female visitors at the event and differences between spectators in the Jyväskylä Paviljonki area, which is an event center and it works as the head quarters of Neste Oil Rally, and along the special stages. The final research topics were visitors at Paviljonki area, members of the rally team members and visitors at the Lahti part of the rally event. The Lahti survey was executed in two locations: the harbor area and at the Jokimaa Special stage. The main point of the survey was to collect information from the visitors in order to create customer profile of an average guest at Lahti during the Rally event. This was done because the rally was driven for the first time and event organizer AKK Motorsport wanted to know the basic information of the visitors.

This thesis is based on the customer information collected from Lahti visitors. There are three goals for the thesis: (1) to formulate a profile of a rally visitor in the city of Lahti according to their demographics information, previous experience, information sources, ticket purchases and opinions about the event, (2) to find out if there are differences between visitors at the harbor area that was free of charge and the Jokimaa special stage, which demanded entrance fee and (3) to summarize the willingness to recommend the event to friends.

The background and the main idea of the thesis are explained in the introduction chapter as well as presenting the employers and the concept of the World Rally Championship and Neste Oil Rally. The second chapter presents the theoretical framework of the thesis, which consists of customer segmentation and customer relationship management. Chapter three takes closer look of different aspect in executing the survey and presents the methodology of the study. The fourth chapter presents the results and analyses of collected information and brings out the top notions about the customers profiles. The fifth and the final chapter summarize the different study findings and offer some suggestions for future research.

## **1.2 Demand and purpose of the thesis**

Neste Oil Rally is one of the biggest annual events in Finland. Rallying has a long history in Finland's auto racing and it has produced several of the most legendary and best drivers throughout the whole rallying history. These things strengthen the popularity of the event and it has become one of the most recognized annual events in Finland. Neste Oil Rally has also been considered as one of the best races of the season by the drivers and the teams. These recognitions strengthen even more the image of the rally and its importance in Finland.

Because Neste Oil rally is held once in each year, it's important for organizers to create long lasting customer relationships with the customers. It is much more difficult for Neste Oil Rally type of event to create long customer relationships because the event lasts only for one weekend and after that most of the visitors are not in any contact with the event until next year, if they take part in it again.

This is why the organizers must know ways and tools to know their customers so that they can offer them high quality service, create long lasting relationships with the customers and this way to make sure that they will take part in the rally event year after year

Other important way to keep the high level respect towards the event is to make the visitors satisfied. To satisfy your customer, you need to know them as well as possible. The event was organized in Lahti for the first time and this is why knowing the visitors is vital in order to plan the future events and to see what kind of people the event tempted and what they thought about it. Knowing the visitors helps AKK (Neste Oil Rally Finland organizer) to know how they succeeded and to further develop the event for the future. This study and thesis will also help other rally and sport organizations in understanding their customers.

### **1.3 Goal of the research**

The main goal of this thesis is to create a profile of a rally visitor in Lahti. First objective is to find out the matters that define the customers' profile. Second objective is to use these matters and with the help of the collected information from the respondents, to find the most recognized principles that shape the rally visitors profile and if there are any differences between harbor and Jokimaa visitors. The other minor goal is to find things that the visitors were satisfied and unsatisfied with. One target is to find out reasons things that explain the visitors' need to recommend the event to his friends. The meaning of these goals is to answer the research problem for the thesis, which is "What kind of person visited Lahti part of the Neste Oil Rally Finland and were they satisfied?" All these objectives form the basis for the fourth object, which is to create a basic framework for AKK to start building a customer relationship management system.

## 1.4 Employers

### **Sport Business School Finland**

Sport Business School Finland is an educational institute that offers different programs for Sport Management and Sport Marketing which includes Bachelor, Master, Short Term and Specialized Study Programs both in Finnish and in English. It was founded by Haaga-Helia University of Applied Sciences and Jyväskylä University of Applied Sciences. (Sport Business School Finland, n.d.)

Sport Business Schools has made numerous research projects for various sport organizations and teams. Some of the institutes that they are currently working include Finnish Football Association (SPL, Suomen Palloliitto), AKK Sports Ltd. (Organiser of Finnish WRC FIA World rally Championship race -Neste Oil rally Finland) and Sponsor Insight Finland Ltd. Some of the events that Sport Business School has taken part in includes Cape Town during World Cup 2010, FIS World Cup Lahti Ski Games 2011 and FIA WRC Neste Oil Rally 2011. They are planning research projects for UEFA Euro Cup 2012, Olympic Games (Football), London 2012 and FIFA World Cup 2014, Rio, Brazil. (Sport Business School Finland, n.d.)

### **AKK Motorsport Ltd.**

AKK Motorsport Ltd. is a Finnish motorsport organization that has had the rights to organize Neste Oil Rally Finland since 1997. AKK also represents Finland in Fédération Internationale de l'Automobile, or FIA. Its main objective is to ensure motor sports in Finland. It has about 320 member clubs and over 32 000 members in these clubs. The country has been divided into eight regions by AKK Sports in order to make it easier for single member clubs to be in contact with the union. The most important tasks for the regions are organizing different trainings and qualifications. (AKK Motorsport Ltd, n.d.)

## **1.5 World rally championship**

The FIA World Rally Championship (WRC) is a series of rally races organized by FIA and these races are regarded as the toughest series of motorsport competitions in the world due to extremely varied roads and settings around the world from chilling coldness of Scandinavia to blazing heat of Jordan. The drivers compete against each other for the personal champion but also for the manufacturer's championship. Although the championships are two different championships, they are based on the same point system. The points are shared with ten best drivers of each race on the scale on 25-18-15-12-10-8-6-4-2-1 basis. The season usually has 13 to 15 races and one race lasts about two to four days driven on snow, gravel and tarmac. (What is WRC? 2012.)

### **Early history and structure of WRC rallies**

The first WRC rallies were driven in 1973. There were total of 13 different races, most of them were held in Europe except East African Safari Rally and Press on Regardless Rally (USA). Throughout the years the number of non-European races has increased steadily from season to season. (What is WRC? 2012.)

In the beginning, there was no championship for the drivers because manufacturers Championship was considered to be more important. It wasn't until 1977, when the drivers got the attention of the WRC and the Drivers World Championship was added to the rallies in 1979 although between 1977 and 1978 the title was the FIA Cup for Drivers. (WRC, 2012.)

Each rally is divided into special stages, usually around 15 to 25 per race that are driven on closed roads. The length for a special stage varies from under 2 kilometers (1.2 miles) to over 50 kilometers (30 miles) so the total length of the stages are somewhere around 350 kilometers. The drivers drive these stages one at a time trying to be the fastest and complete the special stage in shortest time. Drivers have also co-drivers or navigators with them.

Their work is to read the notes of oncoming conditions on the road. It has been said that co-driver must read the notes three or four note in advance so that the driver has time to react to them. (What is WRC? 2012.)

### **Cars and classes**

The WRC cars are the main cars that are used in WRC driver's world championship and manufacturer's world championship. The cars (like in every other rally series) are production-based cars because FIA has ruled that the cars must be based on normal cars body shell. This means that they are based on the normal car types that you can see on the normal roads or your local showroom. The machinery is based on four-cylinder, 1.6-litre turbocharged engines. Besides that nearly everything else is way different in WRC cars. The cars are stripped down to the body shell and then rebuilt completely. After about 700 hours of work the car is re built and the car is complete. The final car can reach 100kph in about three seconds in all grounds and can be driven in power-slide on narrow roads in 200kph. It takes very well talented and experienced driver to handle these cars. (The Cars, 2012.)

Although the WRC races and cars are the most familiar, there are also three other races that are driven at the same time with WRC championship. Each of these classes has their own kind of cars that are built under the rules of certain car class (World Rally car, Group N, super 2000 for example).

FIA creates and supervises these rules and the teams must build their cars according to them. The other championship classes beside WRC championships are:

- 1. The Production Car World Rally Championship (P-WRC).** This is the longest of all supporting series World Rally Championship. The cars are homologated under the rules of Group N. The cars are usually based on four wheel drive and turbocharged versions of the everyday cars. The idea is to maintain the cars as close to show-room specifications as possible. (What is P-WRC?)

- 2. The WRC Academy.** This is the former Junior World Rally Championship, dedicated to young drivers. The drivers must be born on or after 14 November 1986 to enter this class and they can have maximum of seven races in the WRC before January 2012. All drivers have identical Ford Fiesta R2 cars. This is to encourage equality and that drivers racing abilities would be the top priority. (The WRC Academy)
- 3. Super 2000 World Rally Championship (S-WRC).** This group is closest to the WRC class of the supporting classes with for two-litre, four-wheel drive, non-turbocharged. The cars are homologated under the rules of S2000 class. This class is the base for the WRC cars class, with the exceptions like turbo charging and other internal and external modifications. (What is S-WRC?)

## **2 THEORETICAL FRAMEWORK**

The theoretical framework consists of three different parts. First part is segmentation. In this part the elements of customer segmentation are presented. The next part includes customer typology and it discusses customer loyalty and advocacy. The third part is the customer relationship management where the theory of building long lasting customer relationships is presented.

### **2.1 Market segmentation**

This chapter introduces the concept of market segmentation. The aim is to present the basic idea of segmentation and discuss the reasons why it is important for companies to create different customer segments and offer their services to selected groups. This chapter also presents the one process model for market segmentation.

#### **2.1.1. Basics of segmentation**

The word segmentation is one of the oldest words in marketing. It was originated on the time of production-centered business in the 1950s. Back then segmentations idea was merely to find the perfect market segment for the product. The product was the basis of business and the idea was to find ways to deliver the market message, with limited resources, for the right segments. As has the business ideas changed over the years, so has the importance of segmentation. Nowadays segmentation has become one of the most important parts of business strategies. Although the basic idea of segmenting hasn't changed (market base is heterogenic) over the years, the main difference is that because of the fierce competition in business, there cannot be anymore "one product for everybody"-type of business thinking. (Rope 2003, 156-157.)

Nowadays business is more specialized and one kind of service or product is not enough. One example is the cleaning industry. Today it is not enough if your company offers just cleaning services. You have to have possibilities to offer cleaning for hotels, restaurants, shopping malls, schools and so on. Each of the industries demands for instance different cleaning methods, scheduling, and requirements. These kinds of specializations are necessary for success, even though the core service, in this case the cleaning, is the same in every industry. (Rope 2003, 157-158.)

Today, market segmentation has much more wider meaning. Bergström and Leppänen (Bergström & Leppänen 2009, 150.) define segmentation as:

*Segmentation is searching for different customer groups and choosing them as marketing targets, so that by knowing the appreciations and needs of selected customer group, it is possible to satisfy those requirements better and more profitable than competitors.*

*A segment is one customer group that those who belong into it, share at least one common characteristic that has something to do with shopping*

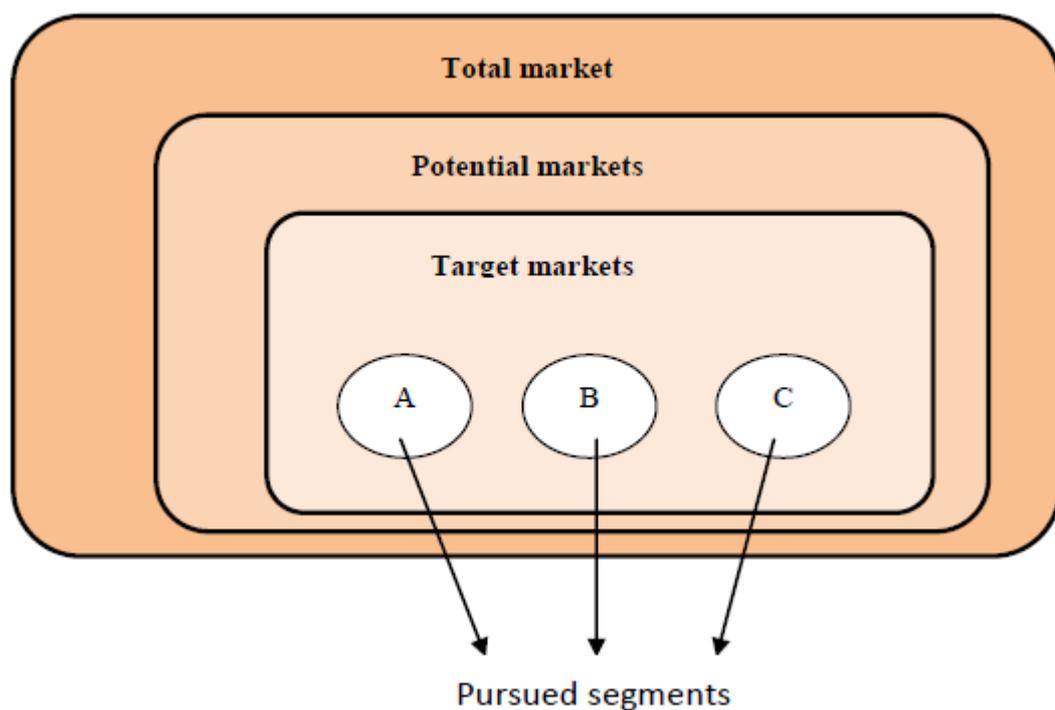


FIGURE 1. Segmentation of markets (modeled after Bergström & Leppänen 2009, 150.)

Companies start their market segmentations at the same time when they plan their business ideas. When planning the idea, companies have to make sure that there is big enough market for their product or service. Next step is selecting specific segments that the company finds suitable for them. This might be a hard thing, because tight segmentation closes doors for big part of potential customers. Tight segmenting helps companies to target their services and investments accurately and efficiently for the best customers rather than having bigger segments but not enough capabilities to control them as powerfully. Some other reasons that support tight segmenting include:

- It makes possible to find totally new niches that you have the possibility to gain market domination. Sometimes these customer groups might be ones that the companies did not know they have.
- Companies have possibilities to create individual advertisements for each segment. This allows them to create more personal connection to their customers, rather than to create big advertisement to large group of people, that no-one will have personal feelings towards.
- Profiling can be very important subject, when it comes to competitive advantage. Today most of the telecommunication companies are just like each other with very little differences. Profiling causes your company to stand out among competitors. (Bergström & Leppänen 2009, 151-152.)

### **2.1.2. Segmentation process**

When it comes to segmenting markets, many times it is thought just as defining your target groups. This definition is rather narrow description of what it really is. It is bigger process that has several subjects to consider. Figure 2 express the model of segmentation process

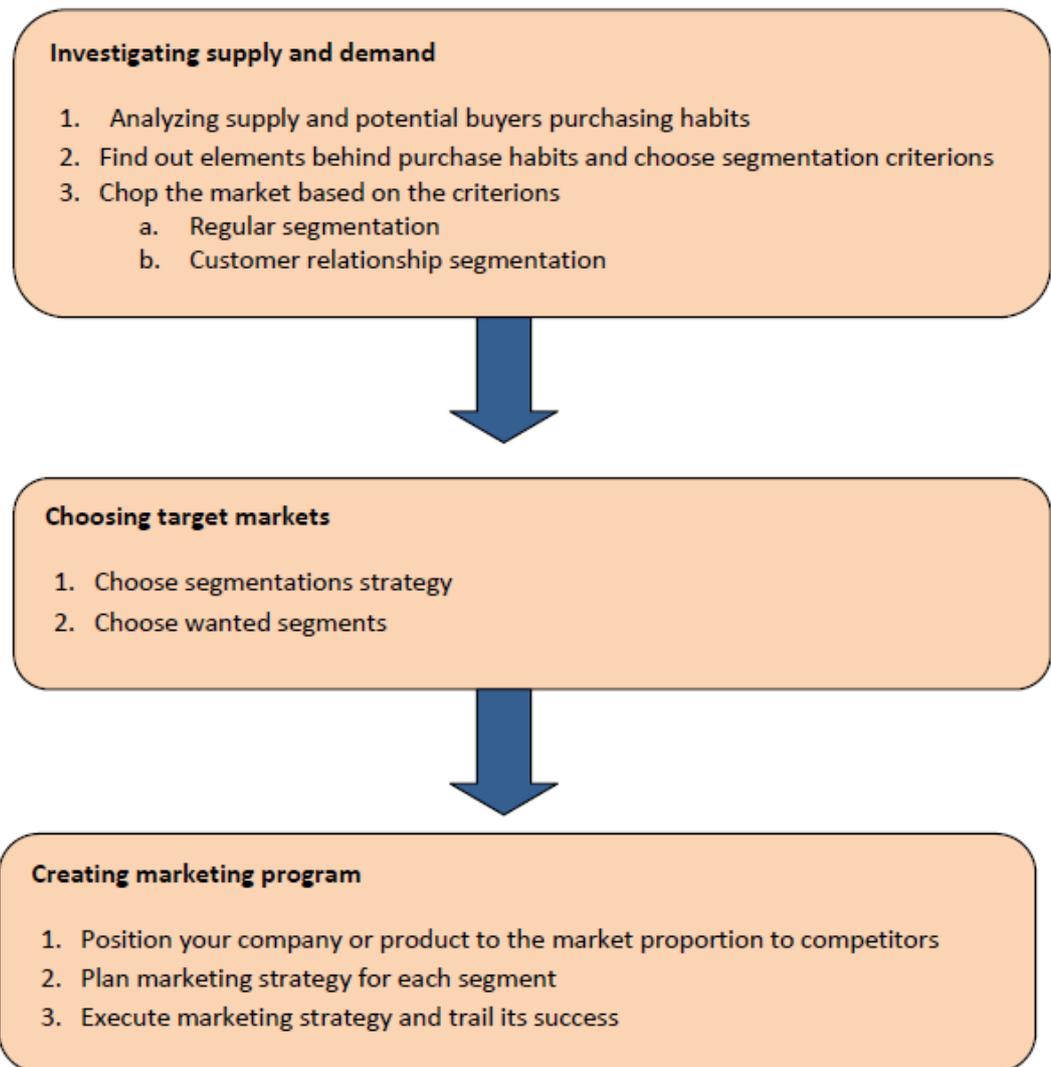


FIGURE 2. Segmentation process (modeled after Bergström & Leppänen 2009, 153.)

Measuring demand and purchasing habits means that companies find out how markets are divided. Customers in the market may have same kind of expectations towards products or that certain customer groups share same kind of needs. This depends very much of the industry the company is operating. Many times different customer segments have different expectations and needs towards products. To find out the purchasing habits and need of the clients, companies need to find out the reasons that explain different customer behavior. There are lots of different variables to define customer segments. This is why companies must find out that what are the most important criterions to describe their customers are. (Bergström & Leppänen 2009, 153-155.)

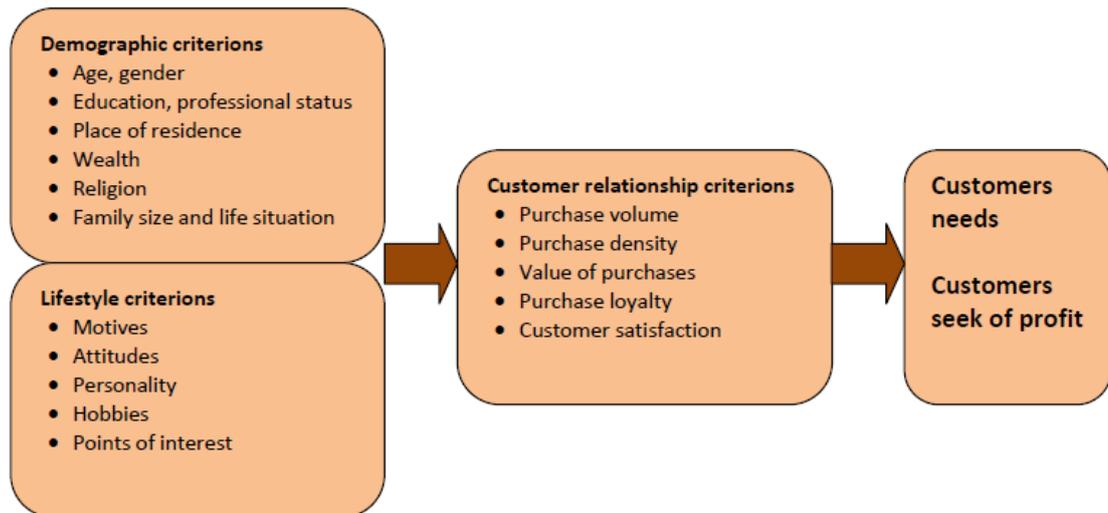


FIGURE 3. Segmentation criterions in consumer markets (modeled after: Bergström & Leppänen 2009, 154.)

It is wise to include several variables in different customer segments. This is how the segments can be more accurate and trustworthy. The best situation is when segments have both demographic and lifestyle criterions in it. Today customers' demographics may be identical but their lifestyle differs very much. Two men might share the same age, they live in the same hometown and their income is just the same but the other man fancies groomed looks while the other doesn't spend so much time to maintain his looks. Their values and attitudes towards their looks divide them into totally different segments. This is just one example of how important it is to define different segments as versatile as possible. (Bergström & Leppänen 2009, 155- 156)

### Choosing target groups

When choosing a method to create customer segments, there are several things to take care of before. It is a long lasting decision and that's why companies should study how different things affect to segmentation and possibilities to execute it. Some important questions that companies should think and solve before starting segmentation process, despite of their field of operations, include:

- What kind of resources companies are able to invest in segmentation?
- How homogeneous products are? Does your product differ from competitors' offers?
- How long is the lifetime of your products? What kind of people it will interest?
- How homogeneous markets are? How much do clients shopping habits, purchase power, characteristics or others issues differ from each other?
- How much competition is in your business or favorite segment?
- What kind of segmenting strategies do your competitors have?
- How big your market is? (Rope 2003, 166-168)

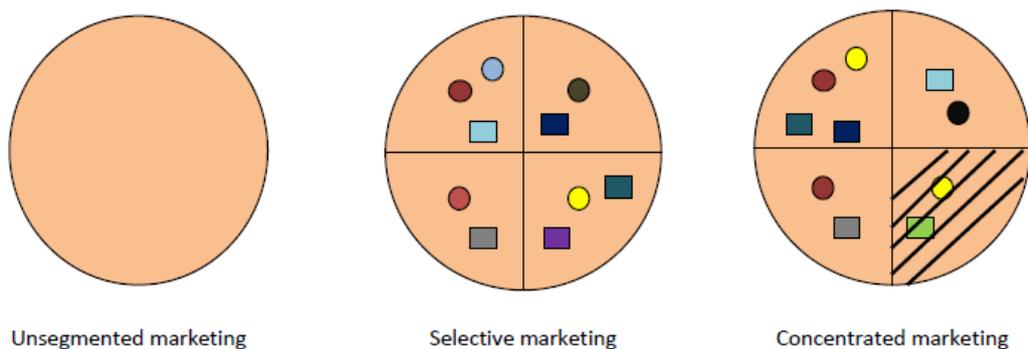


FIGURE 4. Different segmentation strategies (modeled after Bergström & Leppänen 2009, 159.)

When a company has worked out these questions, next step is to choose the method to segment the market. As presented in figure 4, there are three different strategies to segment markets, although only two of them are basically used.

- **Unsegmented marketing.** This model was famous in the past and is somewhat used these days. This means that companies won't segment the market, but they try to create the product or service that fits for the whole market. This method is nearly impossible to carry through profitably, because today's customers aren't homogenous.

Competition and wide range of different supplies make it very difficult to satisfy the whole market thus this model is hardly ever used. People selling strawberries on the market probably don't segment their customers; they just need to sell strawberries.

- **Selective marketing.** This model is only for those companies that have the possibilities to cover the total market. The idea is to segment the whole market and create products and services for each segment. This demands lots of resources from firms but if well performed, because every segments needs its own products, marketing channels, communication and so on. If companies can execute this, they have great possibilities to gain high sales numbers and total market leadership.
- **Concentrated marketing.** In this strategy the firms choose one or just a few segments that they will concentrate its power. This is good strategy for smaller companies. When they have low resources to invest on segmentation, they can choose one or two segments and gain high sales by developing their marketing, products and customer service. The danger is that companies become too connected to the selected segment and they won't be able to keep up with the possible changes in business. (Bergström & Leppänen 2009, 158-159.)

Creating marketing strategy is the last step in segmentation process. At this point, companies' mission is to position their product or service compared to competitors. This means that companies must understand what customers in each segment are waiting for from the product and what the product of the competitors has to offer. By understanding these things, companies are able to create an image that fills the satisfactions gap that the rivals' offers cannot fill. When company has position itself in the eyes of the customers, next thing is to create marketing strategy for each segment. These strategies help companies to achieve the position they have planned to reach.

The strategies must be done separately for each segment in order to meet the needs and expectations of every segment the companies want to reach. The strategy consists of for example pricing, contacting the customer and customer service.

(Bergström & Leppänen 2009, 160)

### 2.1.3. Rules of the segmentation

Customer segmentation is an important project for every company. It helps the company to know its best customers and save time and money from trying to offer product or services to them, who are not your customers. There are three issues that companies should keep in mind when planning segmentation.

1. **Essentialness:** This deals with the size and profitability of the segment. Companies must make sure that the market they are about to attack is big enough to have its own segments. It is better to think big at first and then start narrowing down the segments rather than immediately offer your product to small clientele.
2. **Measurability:** This has to do with measuring and classifying of customers' profiles. Customer markets are harder to segment in contrast to business markets because of attitudes and values of single customer. Companies should be able to investigate their customers and divide them into their own segments.
3. **Achieving:** Simply put, to reach the customer. Companies should make it sure that they are able to reach every segment in order to keep them separated from each other in order to create own marketing plans for them. (Rope 2003, 164-165.)

## **2.2 Typology**

### **2.2.1. Customer loyalty**

Loyal customers are essential for success in business to every company. It should be noted that loyalty doesn't always mean supreme quality of product or service. Consumers have different rates of income and this is a subject that defines their level of expectations of service quality. While some people are very satisfied with ordinary service, some need more luxurious service in order to meet their expectations. Customers have an idea about what kind of service they could get with the income they have. The better the company is able to meet these expectations and even rise above them, the more value customer feels to have acquired. Companies should concentrate more on finding the amount of value they create for their customers. (Storbacka & Lehtinen 2007, 104.)

Although there is connection between being satisfied with the service and customers motivation to maintain and improving the relationship with the supplier, the connection is not so easily interpreted. Even though the customers are satisfied to the service they get, major part of the customers change the service provider. On the opposite side, customers of some other industries may not change the service provider, because they don't feel like they would get more satisfaction from other provider. This can be seen at least in the mobile phone operators business. Some people, although being satisfied with the current operator, change the company because of some special offer or just to try something new. At the same time some customers won't change to other company, because their phone bill is so low that changing to another operator would not change anything. These kinds of notions imply that customer loyalty is far more complicated thing to explain and understand than it may seem. (Storbacka & Lehtinen 2007, 102.)

Although there is a connection between being satisfied with the service and customers motivation to maintain and improving the relationship with the supplier, the connection is not so easily interpreted. The customers might be satisfied with the service they get but most of them change the service provider. Only those, who are very satisfied, are more likely to made repurchases and continue relationship. Figure 5 illustrates this notion.

1. If companies want to make sure that their clients will purchase their products again, they have to make them very satisfied in order to make repurchases. Customers in the “zone of indifference” are fairly satisfied for the company, but they are so keen to make repurchases.
2. Companies should keep the “very satisfied” customers apart from the rest. The willing to make repurchases, total satisfaction, spreading positive word-to-mouth information and also the procedures that company must do in order to continue the relationship varies greatly from other customer segments. This is kind of information the company cannot neglect. (Grönroos 2000, 128-129.)

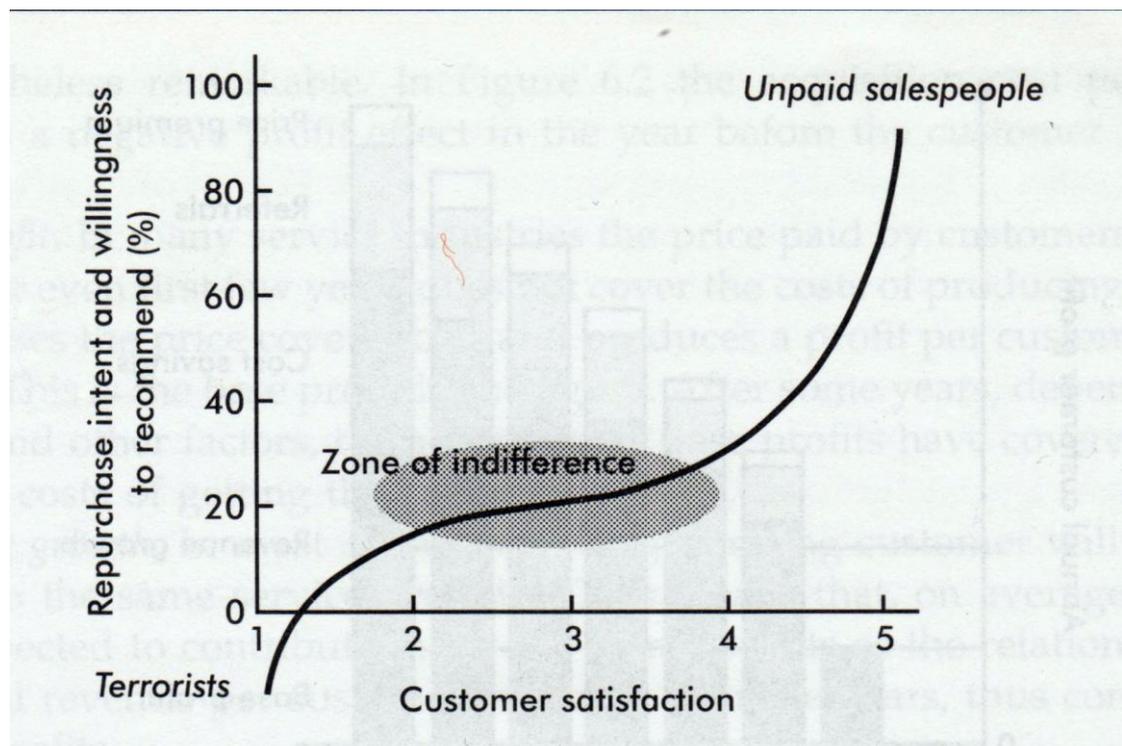


FIGURE 5. The satisfaction vs. repurchase (see original: Grönroos 2000, 129.)

Nigel Dyson, Andy Farr and Paul Hollis (2009) have created Brand Dynamics pyramid that represents five different stages of brand loyalty, where the loyalty towards the brand rises when moving up in the pyramid. The five steps in the pyramid, when counted from the bottom, are presence, relevance, performance, advantage and bonding

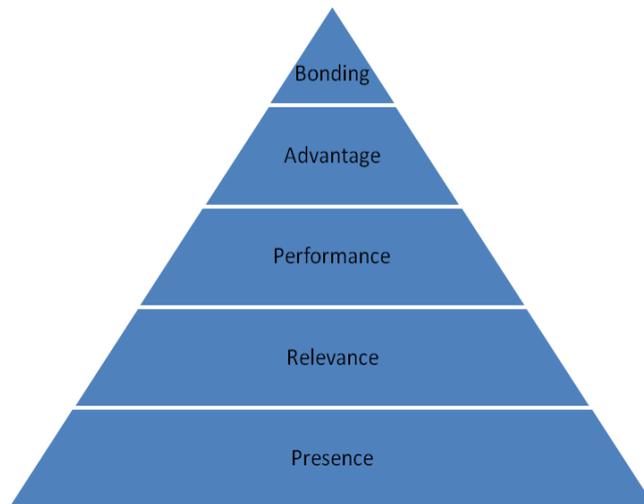


FIGURE 6. Dyson, Farr & Hollis Brand Dynamics Pyramid (modeled after: Dyson, Farr & Hollis 2009, 1)

- **Presence:** The basic level in brand loyalty. Customer is aware about the brand in his mind, but he has no emotional connection with the brand. This group can be reached for example with heavy advertising and creating noise in the market.
- **Relevance:** Customer is aware of the brand; he knows the product or the service and starts to wonder if the brand's promises are relevant to him. The brand must meet the needs and wants of the customer and create added value if companies want consumers to buy their product.
- **Performance:** In this phase, the customer has used the brand services and compares the experienced quality to the brand promises. Customer also compares the brand to competitive products.

- **Advantage:** The customer has found that the brand functions better than competitive brands. In this stage the consumers have created quite strong bond for the brand.
- **Bonding:** This is the strongest bond between brand and the customer. Customers buy only the specific brand and have strong emotional relationship towards the product or service. They won't consider using other brands and spread positive word of mouth about the brand. (Dyson, Farr & Hollis 2009, 1-2)

### 2.2.2. Customer advocacy

The power of customer recommending is one of the mightiest marketing opportunities. Due to the technological revolution, people have easier ways to spread the word of their favorite companies as well as to tell their disappointment towards the company. Even big advertising campaigns aren't going to save your company's reputation, if the negative word of mouth is spread among the people. (Korkiakoski 2011)

People, who use the service of a company because of recommendation, are more likely to engage in a long term relationship than the ones without the recommendation. This is simply because the customer already has positive image about a firm before they even have been in any contact with it. Another reason for companies to keep track on the word-of-mouth information about their company is that many times people, who recommend the organization and speak highly about it, will more easily forgive mistakes. If people contact your company because of positive word-of-mouth, they will be more understanding and take lighter attitude towards minor errors. (The power of customer recommendations: customer engagement and referrals 2010)

According to Robinson & Etherington (2006, 115-116), Reichheld (1996, 2001) thinks that acquiring customers' loyalty is maybe the most important thing for every business, because he thinks that if companies don't put much effort for creating customer loyalty or leave it to selected department, for example marketing, soon the company has larger number of disappointed customers than satisfied and loyal ones.

Figure 7 illustrates the way Reichheld divides customers by the willingness to recommend. He uses the 0-10 scale and by using this model, he divides customers into three groups. He highlights the promoters, because they are the people that are devoted to the organization and are spreading the positive word about the company.

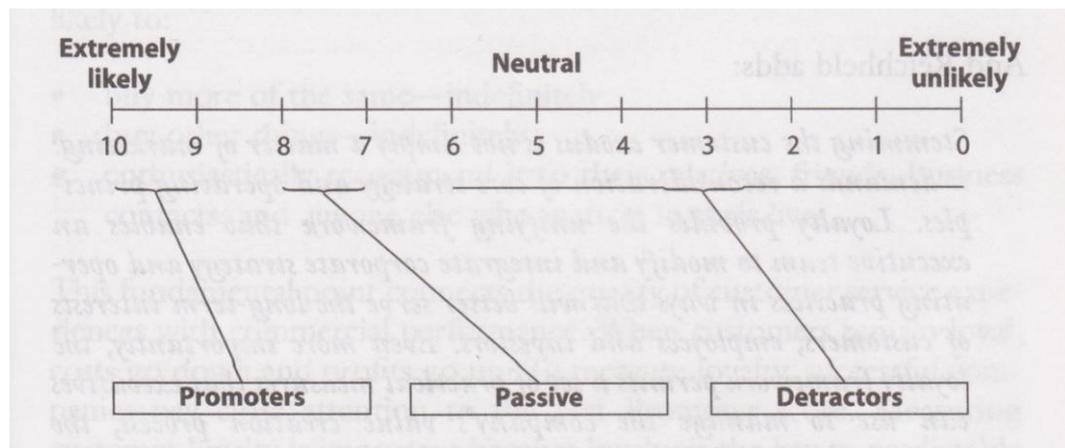


FIGURE 7. Reichheld analysis of recommendation (see original: Robinson & Etherington 2006, 117)

This model is better known as Net Promoter Score. The main idea is to divide customers in three categories based on the question "How likely is it that you would recommend (your company) to your friends?" The question grades vary between 0-10 and based on the result, the customers are divided into one of the three categories.

1. **Promoters (9-10):** The loyal customers that will buy your product and promote it to his friends very enthusiastically.
2. **Passive (7-8):** These customers are somewhat satisfied, but will be more likely to change for competitive products or services.
3. **Detractors (0-6):** These customers are not satisfied to your company and will spread negative word of mouth.

The total Net Promoters score can be calculated by subtracting the Detractors from the Promoters. Companies should also observe the movement inside the passive group. (How to calculate your score 2012)

## 2.3 Customer relationship management (CRM)

### 2.3.1. What is CRM?

Although the name may already give some idea about what CRM is there are various definitions made about it. Some people see CRM as technological concept that tracks customers' information and data about their purchasing history and some see it as very strict marketing tool. All in all, the main idea behind both of previous model, as if in all CRM is to keep the old customers and find new ones.

It doesn't matter if the company concentrates in selling goods in big volumes, competing with price or trying to create new and innovative services, because the customers are ones that final goods are targeted to and they determine the success of company. Companies should find out new strategies, update their technology and find out ways to improve their services to keep up with current market trends and increase the value for their customer bases. (Peppers & Rogers 2004, 5.)

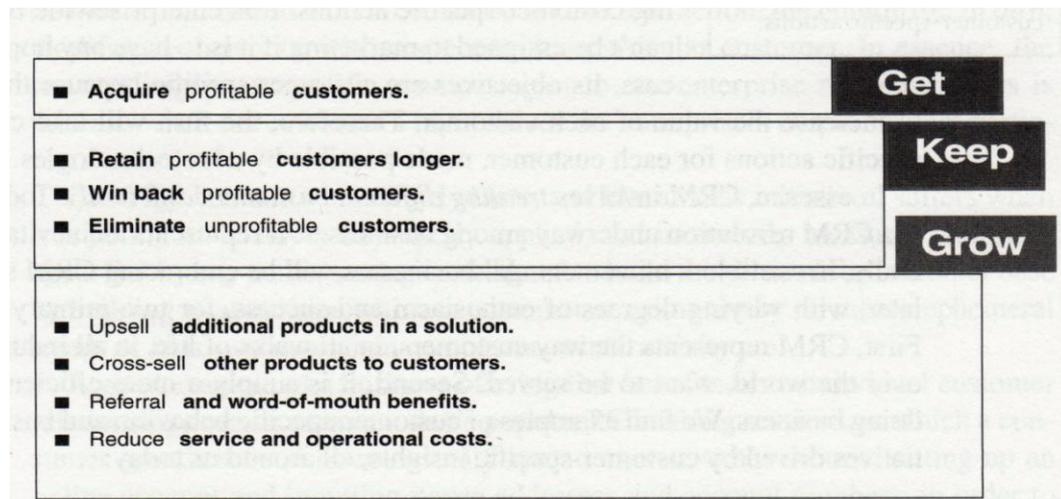


FIGURE 8. Ways to boost customer base (see original: Peppers & Rogers 2004, 5.)

Bergeron (2002, 2) summarizes CRM as “ongoing relationship between people-the suppliers and customers of goods and services”. The point where the customer buys the product or service is the stage where the relationship between customer and company begins. It is a process to keep the customers, who would otherwise change supplier. The process is highlighted, because still some companies tend to think that relationship with the customer ends, when customer purchases the product. The customer may need additional help from the company about the product or customer wants to contact the customer service and thank for the good product. (Bergeron 2002, 2-5.)

Today’s customers, both individual and organizational, are very difficult to satisfy because they have high expectations toward services and goods. People have very different backgrounds and they don’t want to waste time with companies that won’t satisfy them well enough or change their ways of business in order to meet the needs of customers. With the help of the Internet, people have easy access to find a lot of information about the service providers, their products, prices, from the other service providers, they can read reviews from blogs and share experiences via social media. The customers have today more and more power and they can be well prepared when buying goods. (Boveé & Thill 2011, 338.)

Rather than concentrating on selling the product or service, CRM aims to creating different kinds of relationships between customers and suppliers. The idea is to move from “selling the goods” to “controlling the customership”. The whole transaction should be seen in holistic point-of-view, rather than just seen as selling products or services. The best way to see customer relationship management is that there are no products or services in it. Changing from selling of products or services into process of maintaining and developing customer relationships creates vast possibilities in generating different customerships. (Storbacka & Lehtinen 2007, 19.)

### 2.3.2. Central elements of CRM

As well as descriptions concerning CRM, people have different views about the main elements that are the basis of CRM. According to Peelen (2005, 7-9) there are four sections that define customer relationship management:

- Customer knowledge
- Relationship strategy
- Communication
- The individual value proposition

Knowing your customers is a vital element if you want to create long lasting relationship with them. They must be identified and at the same time their profile must be known. Companies must have big and effective databases for all the information about their customers. The database should have as much information about the customers as the companies have resources to handle. Although it might be interesting to know all about your client, companies should only collect data that helps them to build new customer relationships and strengthen the old ones. In addition to specific and analyzed customer information, the data should be as updated as possible. (Peelen 2005, 8)

Based on the customer knowledge, companies must create relationship strategies to satisfy their customers truly. Many times companies limit their strategies only to get customers to buy their products. They measure success by the market share and number of sales transactions but they are not so interested in the customer. Although the share of total market is a key asset, companies that have knowledge and strategies towards long term customer relationships, are able to plan their whole business strategies in the long run. (Peelen 2005, 8)

When thinking about CRM, the moment of truth is when companies are communicating with their customers. It might sound like an easy thing to do but if you ask people from their experiences about communicating with companies, the results are most of the time negative.

The reasons include long waiting while calling to customer service, difficulties to reach the wanted person or service and overall incompetency of customer service personnel. This is a big problem to companies. It is even a bigger problem, when customers require that they have the possibilities to contact the service provider any time at any place. The customer may find an interesting offer from newspaper and wants to find out more about it from companies website. Then he sends e-mail to the customer service and may even call their contact center. This kind of multi channel service puts lots of pressure for the companies. (Peelen 2005, 8)

If companies want to know their customers individually, they should be prepared to serve them individually. This doesn't mean only communicating but also product offering and pricing. The whole process deals with creating the service to fit for the customers' wishes. This kind of personal approach may sound too difficult for some companies but if the customers get the feeling that they are served individually, the more easily they are willing to pay more for the service compared to regular service. Companies should be careful that the offerings for the individual customer aren't too complex. (Peelen 2005, 9)

### 2.3.3. Customer Relationship Management model

Like any other business/management strategies, there are many variations of managing customer relationships. Things like company's field of operation, corporate form of current status. These are just some things that affect companies to mold CRM to suit for their purposes. Many times these models have the same idea but they are expressed differently. Figure 1 represents the neutral version of CRM management that is the basic model, from what companies can adjust for their own purposes.

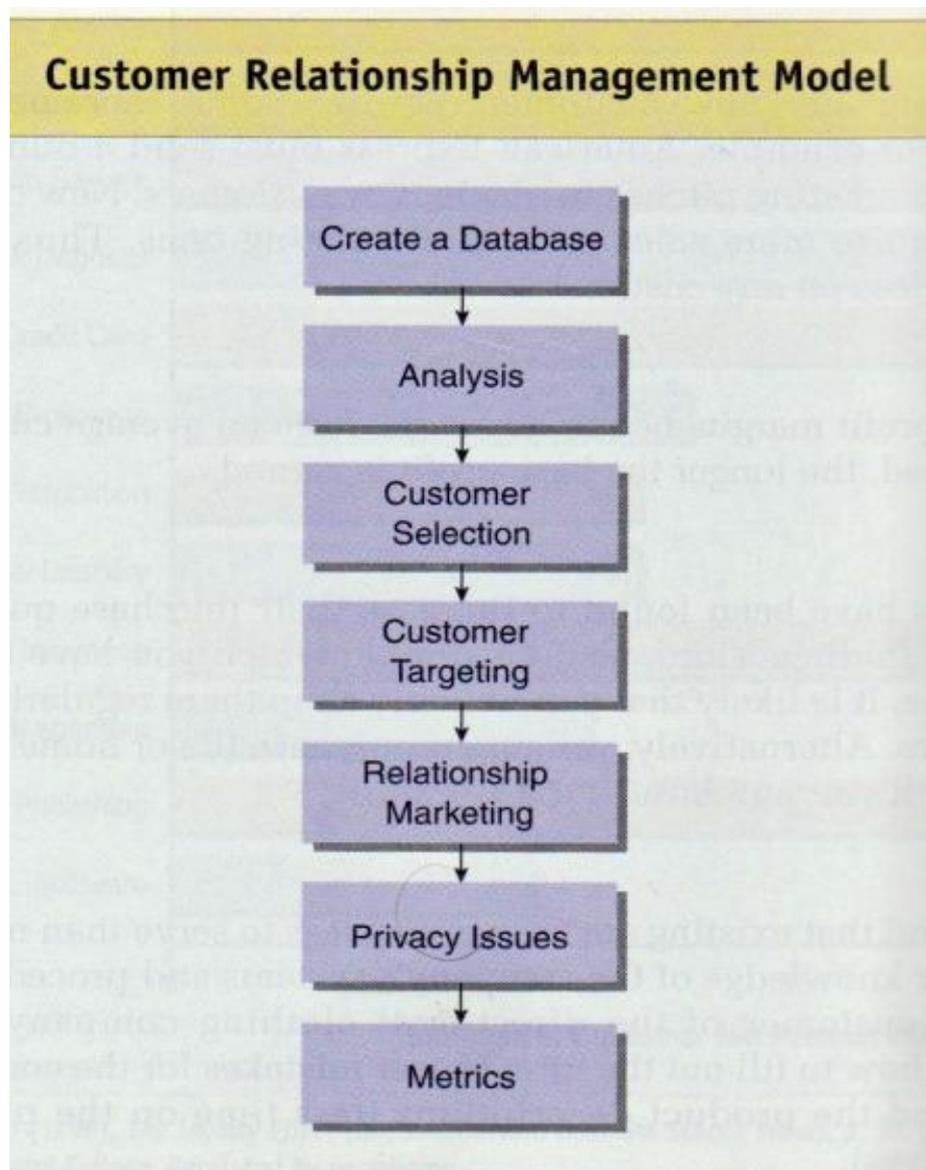


FIGURE 9. Model for CRM management (see original: Winer 2007, 394.)

## Building customer database

The base of the customer relationship management is database of customer, occasionally called customer information file (CIF). This serves as depository of all information a company has from its customers. From the customer information, businesses study their clients and decide the best ways to communicate with them. CIF consists of five segments

1. **Basic customer descriptions:** These variables tell the basic knowledge about forms customers. Some of these basic things are for example name, age, address and social status.
2. **Purchase history:** This sector tells what a customer has bought and when. More specifically there should be information about which ways customers have made their purchases and how much money they have used each time. The more specific the information is, the easier it is for firms to follow clients purchasing habits and –power.
3. **Contact history:** This section records all the dialogue a customer has had with a company. This consists of all the phone calls chatting and e-mails that have been made between customer and firm, for contacts to customer service.
4. **Response information:** One key element in customer information file is that how well a customer has answered previous special offers and other direct-offers. This gives the idea about how cost-effective it is sending these kinds of special offers.
5. **The value of the customer:** This recognizes the financial value of a customer. It shows how valuable a customer is for a company in money.

Companies should have options to maintain CIF through time. It gives them idea if a customer regular shopper or does he/she follow trends and shop according to them. (Winer 2007, 395.)

Although building a CIV may seem relatively easy, it may be challenge for some companies and industries. Businesses like retailing have very good chance to create excellent CIV, because they interact with their customers very often and thus get updated information. On the other hand industries such as auto manufacturers may have trouble getting reliable information about their customers, because they get the information second-handed through their distribution channels. Another challenge is the fact that because customers have more and more ways to contact firm or meet the touchpoints, it is harder to keep up with customers' manners and thus maintain efficient CIV. (Winer 2007, 396.)

### **Analyzing the collected information**

Second step in Customer Relationship management is analyzing the collected data. Another, more common name for the material investigating is data mining. According to Peelen (2005, 215) Peacock (1998) describes data mining as "The automated discovery of interesting, non-obvious patterns hidden in a database that have a high potential for contributing to the bottom line". This means that statistical professionals analyze the collected data and try to find different customer behaviors, such as purchasing behaviors, shopping trends and other valid material that help in creating clear picture of companies customers and their shopping habits. (Winer 2007, 397.)

There are numeral ways to analyze and use the information derived from data mining. Many times it is up to organizations to find the best way to study the data they have been collecting. There are five things that help companies to understand the power of data mining and how it can help them and what they can achieve from it.

- ***To identify prospects:*** To find out new, potential customers
- ***To decide which customer should receive particular offer:*** Possibility to create special sales and after sales programs for different customer types
- ***To deepen customer loyalty:*** This can be achieved for example sending special discounts or –benefits.

- ***To reactivate customer purchase:*** Sending holiday-, anniversary and other special greetings as reminders. This is good way to introduce its products and services.
- ***To avoid serious customer mistakes:*** By carrying out the data mining properly, companies can avoid making mistakes such as sending same product offer with different prices or treat top customers like typical ones. (Kotler & Keller 2009, 183-185.)

### **Customer selection**

Finding the right customer segments is very important because most of the earnings come from relatively small section of firms customers. This is how companies can decide which customers to keep and which to abandon plus for those who you keep, how much time and money it is wise to use on them. Some of the benchmarks in selecting the best and the worst customers include:

- How valuable the customer is at the moment
- Estimates about how profitable the customer would be in the future
- Cross referencing of the similarities between those customers that are valuable for the company

There are a few dangerous points in selecting the right and wrong customers. You cannot trust blindly into calculations. The reasons and behavior behind customers purchase habits cannot be totally explained by surveys. Some of the customers might not have such a good purchasing power at the time but in the future they might be your star clients. Another reason for being careful in separating the customers is that many times the unsatisfied customers are the noisiest. They are not afraid to spread the word if they feel like they have been treated in disrespectful way or the service hasn't been satisfying. (Winer 2007, 399-401.)

## Customer targeting and communication

One critical part of CRM for companies is to find and investigate the touch points. These touch points are the moments where customer is in connection with the company. These are the moments that create the image in customers' eyes. The message and style of the touch points should match each other in order to avoid giving mixed signals about the company. Most common touch points are:

- **E-mail:** Customer service and advertisement.
- **Fax:** Special messages, not o much in favor anymore.
- **Mail:** Advertisements and bills.
- **Media:** Mainly TV and newspaper advertisements but also radio and flyers.
- **Personal contact:** when customer and company representative meet face-to-face.
- **Retail outlet:** Companies physical buildings.
- **Telephone:** Conversation between customer and representative, mostly about telemarketing or customer service.
- **Web:** Maybe the most recognized touch point. Everything from customer service to information about the products.
- **Wireless:** Same as E-mail, fax, phone and Internet but free from any specific location.

The touch points are important because customers may feel differently towards different touch points. Still, these are the moments that when facing, the customer makes the decisions to continue the relationship with the company. Customers expect the companies to remember him despite how many times he is in contact with the company or what ways they have been on contact. (Bergeron 2002, 26-28)

When a company has divided its customers and selected ones who they want to focus on, next thing is to contact them with the help of direct marketing, sometimes known as 1-to-1 marketing. There are three clear characteristic that define direct marketing. First one is that direct marketing is individually targeted to each customer.

The messages are sent through e-mails or letters so companies can choose the exact persons to whom they want to make contact. Second characteristic is that companies decide themselves how, where and when they want the messages to be delivered. Third one is that receiver has possibility to respond directly to people, whom he receives the message. This cannot be done for example in television commercials. (Winer 2007, 401.)

There are several ways how advertisers can contact their customers and some of the most used ones are:

- **Mail:** This is the biggest marketing channel of direct marketing. Most of the times it contains some sort of printed material and is directed to specific person but also DVDs, product samples or catalogs are sent.
- **E-mail:** Some have said that it is mail 2.0. It has capacity to send millions messages in just few minutes and it costs close to nothing to send these messages.
- **Direct response:** Direct response marketing is just one branch of direct marketing, but some people mix those up and tend to think they are the same thing. The difference is that direct response marketing tends to create advertisements, where they expect immediate answer from customers, who sees the advertisement. Most common example of direct response marketing is TV-infomercials.
- **Search engine marketing:** Relatively new way of marketing, search engine marketing has become significant marketing tool. There are two ways how this type of marketing can be executed. One is to buy advertising space for small advertises, also known as "Sponsored sites", on the side of search page. These ads appear when the selected keyword is used while using search engine. The more advertisers pay for certain keyword, the more likely their ad is shown. Second way is to make the ads to appear in several, normal websites that sell advertisement space for search engines.

- **Telephone:** Telephone is an important tool for in direct marketing for both consumers and businesses. It is separated into inbound and outbound marketing. Inbound marketing a customer contact firm whereas in outbound marketing a company contacts customers and makes the sales offers. (Boveé & Thill 2011, 416-417.)

### **Relationship marketing programs**

When you have collected, analyzed and targeted your customers, it is time to create relationships with them. It is not enough just to send customers some special offers and random bonus material without thinking “why we send these offers? and What do we want to achieve with these offers?”

According to Winer (2007, 402-416), there are some important subjects to remember while planning communication with the customers. If firms can offer these requirements and control them at the same time, they are on the right track to create long-lasting relationship with their customers.

- **Customer satisfaction:** This one is fairly obvious but it cannot be endorsed too much. It is the foundation of loyal customers. The more satisfied your customers are with your product or service, the more likely they will purchase your companies offerings again. This is a difficult thing to control because the total satisfaction is sum of many things and some of those things are not in the hands of company itself. Customers have different needs and demands that are pretty much impossible for companies to control. The same thing is how effective and important the Word to Mouth-information is to customers.
- **Customer value management:** Satisfying your customers is not enough, if you really want them to become loyal. Customers must be more than satisfied with your company. They need to have extra value from your services. This means that when you know how to satisfy your customers in basic level, you have to concentrate on minor sections. What are the things that could give added value to customers?

What they value most considering your products or service? If you would get a loaf of bread, a bag of flour won't give you much of value. But what if the flour is baked in the bakery into loaf of bread and then delivered to grocery store, where you could buy the final product? All those different stages add value for the consumer in satisfying their needs.

- **Customer service:** Customer service is part of all business. It is not uncommon that one of the most usual reasons to end a relationship with a company. Still, some companies tend to forget this. They seem to ignore the fact that many customers rate the customer service at the same level than the fact that the product works just as it is advertised. If a company wants to compete or stand out with the quality of customer service, they should concentrate on things like guarantees and how to handle situation when a product or service doesn't live up to its expectations (DVD-player breaks after two weeks).
- **Loyalty programs:** This has been a rising trend in creating customer loyalty. The basic idea is to create a program that gives special bonuses to customers that buy certain amount of goods or services. Some basic example can be found nearly in every pizza parlor. They have small cards where you get a stamp every time they buy a pizza. When ten stamps are collected, they get a free pizza. Companies should be careful when planning the program. For example the reward should not be too high, lack of inspiration or lack of communication.
- **Mass customization:** The basic idea is to customize the product for each customer. The company takes its product and customizes it for the needs and wants of the customer. This gives the customer the feeling that the product or service is created just for him and thus is great way to boost customer satisfaction and loyalty.

- **Community building:** Simply put, this means creating a fan base. A company that has devoted customers should have their own community, where they could exchange opinions and ideas together and give feedback for the firm. Internet creates great base for community building. A forum for exchanging thoughts, rules of manners and support for all people to join in the conversation. It is important that a company follows and comment actively on the forum rather than leaves the conversation only for the customers.
- **Other ideas:** The companies are encouraged to use their imagination in relationship marketing. Many times the best ways could be to create their own mechanism to collect consumer information. For example some companies have started to collect information from customers that they have lost. Sometimes information from lost customers could be even more valuable than from loyal customers because these customers have already experienced the product or service. This could be totally new way for a company to prevent future misfortunes.

### **Privacy issues**

While nearly everything concerning consumer information is linked to the Internet, privacy policies are extremely important. There are lots of things to secure when a customer uses web services of companies. Lines should be secure, when client makes online purchases, the community chat room should be controlled and at the same time companies should be extremely careful that the customer information won't leak to unauthorized persons or get hacked. (Winer 2007, 417.)

### **Metrics**

Measuring the effectiveness of marketing programs is essential in order to follow how well the whole program has executed. The most common ways to measure success are for example market share and ROI (**R**eturn **O**f **I**nterestment) but because CRMs idea is in customer relationship, that level should also be investigated. (Winer 2007, 417.)

## 3 RESEARCH IMPLEMENTATION

### 3.1 Executing the research

The visitor data was collected during Neste Oil Rally Finland 2011 in 29.7.2011 in Lahti. The data collection started from the harbor area and continued in the shuttle buses as the rally spectators and data collectors were transported from harbor to Jokimaa special stage where the rest of the responses were collected. This was done at the same time with the other group researching in Jyväskylä Service Park area around Paviljonki. Total of 15 researchers collected responses during that day. The minimum requirement was to collect 200 responses and the final number of collected results was 214. The data collection started from the harbor area and after about half of the responses were collected the researchers moved to Jokimaa by cars and busses.

The data was collected with iPad 2 tablet computers and Webropol Online survey system. Sport Business School Finland research group created the on-line questionnaire. The idea of using tablet computers in customer survey was groundbreaking and totally new for the researchers and the organizers. The respondent used the touch screen to answer for the questionnaire and the results were stored at the Webropol account. The question form was available in Finnish and in English. There were total of 24 questions in both forms. The questionnaire was arranged to fit in one screen so that respondent could scroll down to next question rather than download the next page.

The questionnaire was divided in five sections. First five questions dealt with respondents' basic information, like gender, age and professional status. Next five questions were linked to respondents' demographical information, for example postal address (nationality in English form), place of residency and accommodation in Lahti. Next part was to find out information such as if respondent had previously participated in Rally Finland, why he did come this time and what has been his first impressions.

The last two sections dealt with the sources of that respondent has used to acquire information about the event, information about his ticket purchase and finally he's overall opinion and willingness to recommend the event. The answering options were either multiple choices or open sections, depending about the nature of the question.

This report concentrates on the research goals mentioned in the beginning of the report. This is why some of the questions, for example visitors' accommodation in Lahti or Jyväskylä, are ignored because they are not relevant for this research.

## **3.2 Quantitative research**

### **3.2.1. Methodology**

The research method used in this survey was quantitative. Quantitative research is a method where the goal is to find out what elements affect to the phenomenon. The phenomenon is familiar but things that form and describe the specific phenomenon are unknown. Researcher wants to find out, what are the basic elements that affect customers purchasing decision, what are the most important elements and do these elements vary with different customer types. Quantitative researches idea is basically studying and measuring the elements and this information is usually collected with questionnaires. (Kananen 2011, 12-13)

### **3.2.2. Sample size, target group and sampling**

Important part of quantitative research is to know the people one is studying. Defining the population is the first step. It answers the question "Who are studied?" This tells the group of people the research is targeted. Next step is to define the size of the sample. Sample is the selected part of the whole population that is studied. The sample size is affected by many things. Some of these things include the budget for each customer contact, size of the population and heterogeneous of the population. Accuracy requirement affects also for the sample size. The simple rule is that if there are fifty variables in the questionnaire, then the sample size must be at least fifty.

Other requirements examples are that if the customer research is made for specific geographical area, the sample size must be at least 100 but decent size is about 500. The sample size for the national research is 1000. Other rule is also that at least 100 samples should be collected. (Kananen 2011, 65-67; Kananen 2010, 102.)

There are numerous methods that can be used to collect samples. Some of these methods include:

- **Discretionary sampling:** The samples are chosen with consideration. The selected samples are considered the best ones to embody the whole population.
- **Quota sampling:** The samples are chosen by setting limits for different groups, for example researchers want fifty responses from male and fifty from female. The variables for the groups are usually based on the demographics
- **Random sampling:** The samples are chosen randomly from the population and everyone has equal chance to answer the questionnaire.
- **Cluster sampling:** The samples are chosen from clusters that are formed in the population. For example students in schools are usually divided in different clusters by how many years they have been studying or when they began to study. (Kananen 2011, 65-67; Vovici Blog 2009.)

The population for the research was the visitors at Lahti harbor area and Jokimaa special stage during the Neste Oil Rally Finland event. The harbor area of Lahti is a small, inland water harbor that is used for recreation. During the event, there were food and drink points, official merchandise outlets and podium for interviews. The Jokimaa special stage was driven in trotting-track that included the main observation building and grass areas beside the track. The sample for this research is the collected responses that were chosen by random sampling. 214 responses were collected in total of which 186 responses in Finnish and 28 responses in English.

The letter n represents the number of respondents. As one can see from the figures, the number of respondents varies in different questions compared to the overall responses. This is because the iPad did not register all the respondents' selections and some respondents may have skipped some questions or answered questions, even if they should not have done that.

### **3.2.3. Reliability and validity of quantitative research**

One part of a scientific research is to evaluate the reliability and validity of the research. This ensures that the survey results are reliable and the research is trustworthy. Reliability and validity are used as the measures of proofing the trustworthiness of the study. (Kananen 2010, 128)

#### **Reliability**

Reliability means persistence of the results. If the survey would be redone, the results would be the same. The idea is to prove that the results aren't acquired by coincidence. One way to prove the reliability of the study is to do it again, but due to resources and time this is nearly impossible and even if one could do the survey again, the event might have changed thus the reliability wouldn't be secured.

People's opinions might also change over the years, although the questionnaire is the same. Some people may be affected by the survey and they start to answer the questions based on what is asked rather than stating their own opinions. (Kananen 2010, 128-129)

This research is reliable, because it was very carefully created together with the employers over long period of time. The results of the study meet up the requirements that was meant to.

## Validity

Validity divides into two categories, which are external and internal validity. The external validity is more important, because it represents the generalization of the results. The generalization means that the research results could be represented in same kinds of situations. This means that the research arrangement answers the exact group, which it has been targeted. This is important, because there could be thousands of people that are touched by the researched subject. (Kananen 2010, 129)

The other class of validity is internal validity. Internal validity inspects the cause-effect ratio. It examines that is the cause reason for the effect. The three other categories of internal validity are

- **Content validity:** The right criterions are used to measure selected target. The research result must be derived from the variables that were used in the research.
- **Anatomy validity:** This is close to the content validity. It examines more carefully the single concept. To get good anatomy validity, one must make sure that unknown criterions affect to the study
- **Criterion validity:** This is used to measure the results of same kinds of research. If the results are same, then the researches criterion validity is fine. (Kananen 2011, 122-123)

For this study the study targets were narrowed to the Lahti harbor and the Jokimaa visitors and only them. This was targeted to the visitors and not for the personnel of the event. The selected measures were chosen by examining same kind of questionnaire and changed to match this specific event. The respondents answered to the questions privately without interruptions. These factors prove the validity of the study.

## **4 RESULTS**

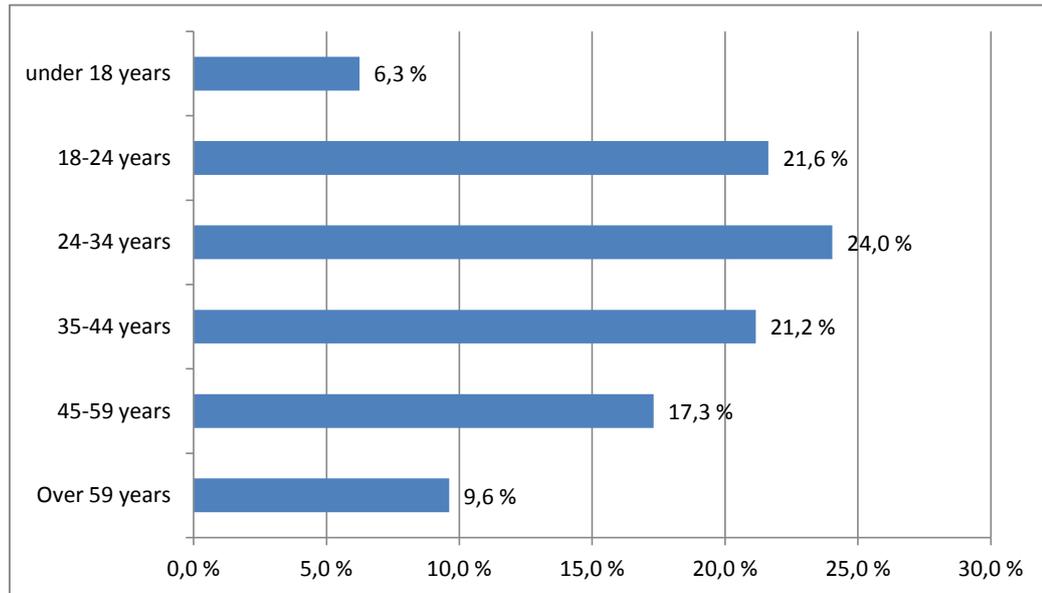
The total number of respondents was 214. The idea is to examine the results according to five categories that could be useful for segmentation, customer typology and CRM development. After going through each section, the average profile of Lahti visitor is created based on the results. Also some differences between participant in harbor area and in Jokimaa special stage compared to the average profile of Lahti rally attendance is presented as well as differences between visitors with top grade for recommendation and visitors with lower grade of recommendation.

### **4.1 Profile of Lahti visitor**

#### **4.1.1. Demographic**

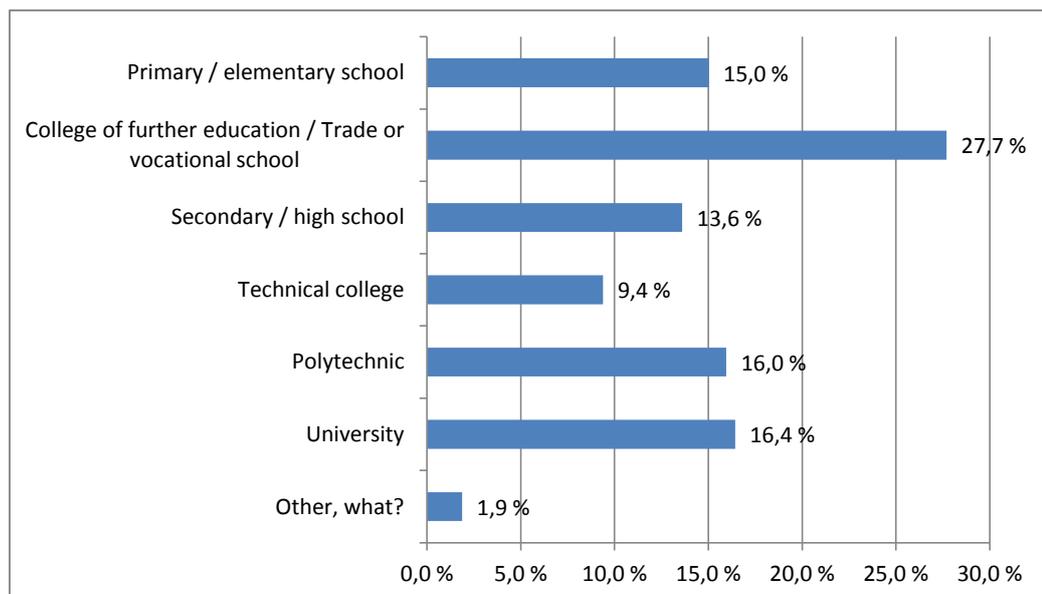
The first five questions are dealing with respondents' demographical information: gender, age, education, professional status and marital status. The event was male dominated. From 209 respondents, 69,4% of were male whereas 30,6% were female. The respondents' age divided quite equally. As you can see in the table 1, 25-34 years old were the biggest group and 18-24 and 35-44 years old came close behind.

TABLE 1. Respondents' age distribution (n=208)



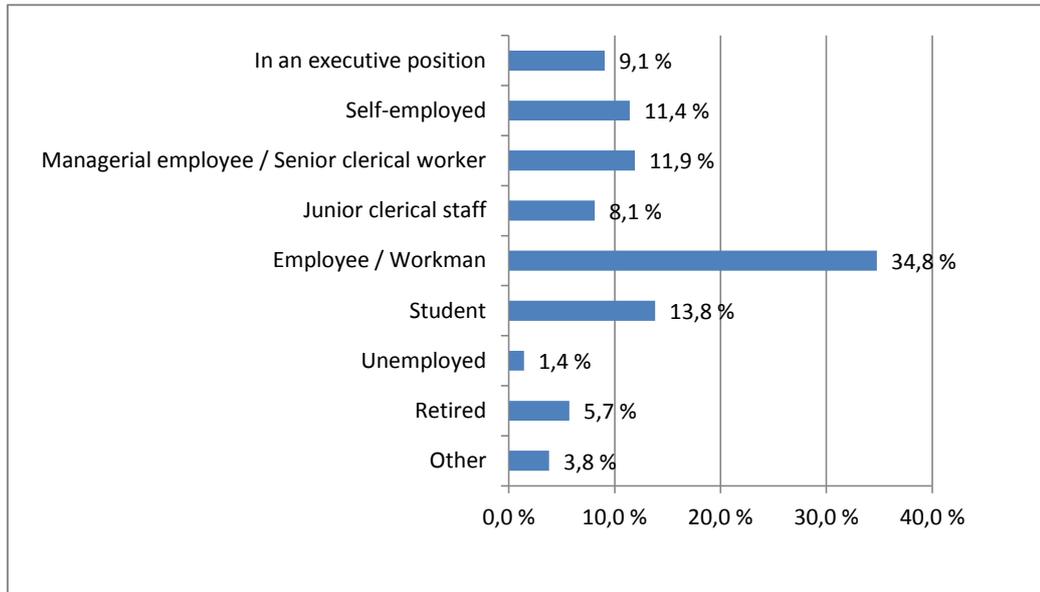
The educational background was divided quite clearly as for 27,7% of the respondents highest educational level is either college of further education/ trade or vocational school.

TABLE 2. Respondents' education level distribution (n=213)



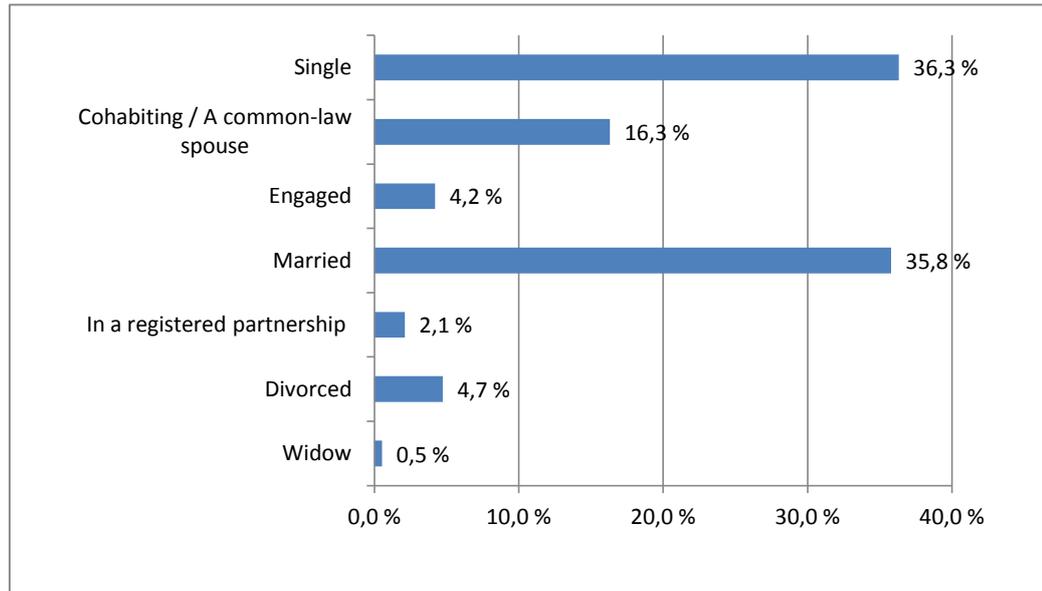
Professional status is also quite clearly divided. 34,8% of the respondents are employees/ workmen. As presented in table 3, the educational level for the rest of the respondents is divided quite evenly compared to employees level.

TABLE 3. Respondents' professional status (n=210)



The marital status of respondents is sharply divided. The level of married (35,8%) and single (36,3%) respondents are nearly equal. From the results, as shown in table 4, one can say that most of the respondents are either in relationship or single.

TABLE 4. Respondents marital status (n=190)



From the demographical information as presented, one can get quite clear image about what kind of person visited Lahti. The age of the respondents is only category where the results aren't so clear. From other categories the results are divided into one or two bigger criteria, as for example in marital or professional status. The average visitor base on demographic information looks like this:

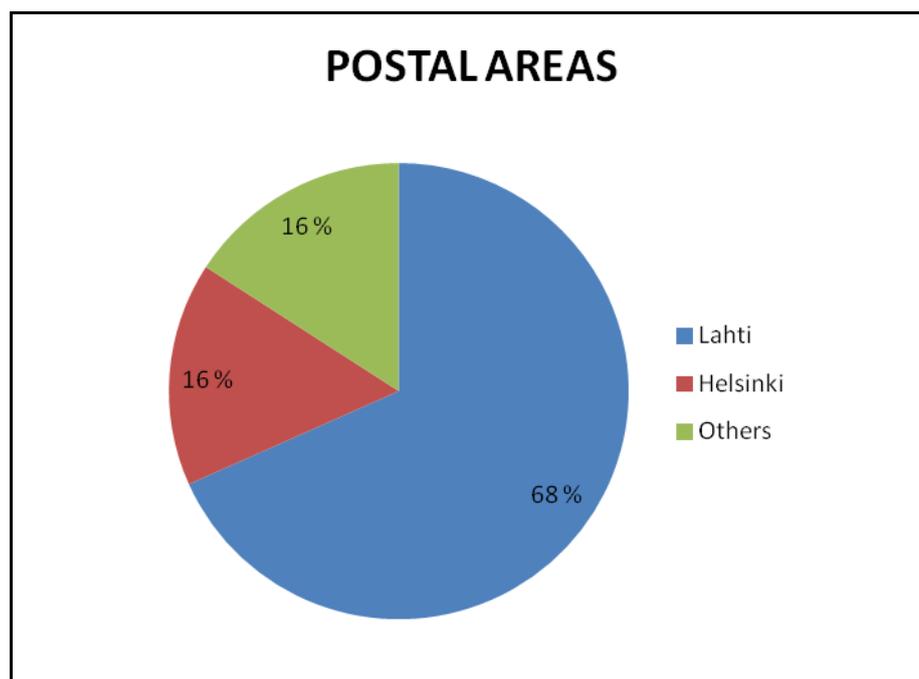
- Gender: male
- Age: 25-34
- Educational level: college of further education/trade or vocational school
- Professional status: employee/workman
- Marital status: single or married

#### 4.1.2. Geographic information

This part examines the geographic background of the respondents. This part consists of postal code of home address, housing in Lahti, arriving at Lahti and housing in Lahti or Jyväskylä during their visit.

Out of 206 respondents, 57,3% lived in Lahti and 42,7% in another city area. When examining the postal codes of home address, one can see that most of the people came from Lahti postal area. In this contrast, as presented in table 6,7% of 179 respondents came from Lahti region, 16% from Helsinki and rest from other parts of Finland. Major part of 140 respondents, who came to Lahti from other cities, came either by car (57,1%) or RV (19,3%). The rest used various transportation methods including trains, busses and bicycles.

TABLE 5. The division of respondents' postal areas (n=179)



Most of the people in Lahti were either city's residents or they arrived from neighbor cities. The event managed to tempt some visitors from Helsinki area and other cities around Finland, but most of them came from Lahti region. From the 205 respondents, 57 used some kind of accommodation during the event.

Most of them were staying in private accommodation. The average visitor information based on the geographical segment is:

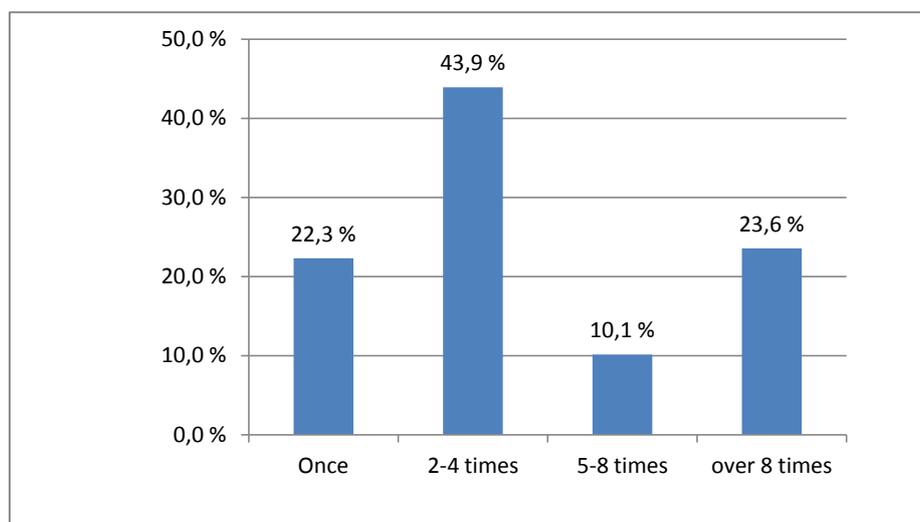
- Postal code of home address: 15xxx-19xxx (Lahti region)
- Lives in Lahti city
- If arrived from elsewhere, came by car
- Doesn't use accommodation in Lahti or Jyväskylä area
- If uses accommodation, uses private lodging and stays 3+ nights.

#### 4.1.3. Previous experience

This question studies the visitors experience in Neste Oil Rally. The target is to find out if the respondent has taken part in Rally Finland before. This question also presents what was the reason why certain people came again to Rally, why they came this time and what has been their first impression.

For the starters, out of 201 respondents, 58,21% have visited in the rally event before. Table 7 represents the ratio about how many times previous visitor has taken part in Rally Finland. As we can see, most respondents have taken part two or four times.

TABLE 6. Number of times respondent has taken part in Rally Finland (n=148)



The reasons for coming to rally-event were asked in the survey in open-ended-questions. The most mentioned reasons are listed below and after the reason a figure of how many respondents mentioned this reason is illustrated in brackets.

- Cars and rally racing (58)
- The whole feeling and atmosphere of the rally event (35)
- Close location of the event (9)
- Famous drivers (7)

The reasons, why people came this time, were more obvious. The major attribute was the location of the event. 43 respondents were there because it was in Lahti or it was so nearby their home and that gave them opportunity to see the event. The rally itself is not so big attribute as it is for those who have taken part in rally before. Other noticeable reasons why people came to this time were:

- Time together with friends, family or relatives (11)
- Arttu Wiskari, pop singer who performed at the harbor area (6)
- Curiosity (4)

The first impression of the respondents was overall good. Most of the responses are positive in some ways. Many respondents enjoyed the atmosphere and were the amount of action that went on in Lahti. There were differences between people who had visited the rally event before and who came to Lahti. Previous visitors emphasized the rally and car racing, whereas the location and curiosity were major attributes for those, who came to Lahti. The average results for previous experience are:

- Respondent has taken part in rally event before
- Those who have taken part before, major part has been 2-4 times
- Cars, rally sport and racing were reasons why people came again

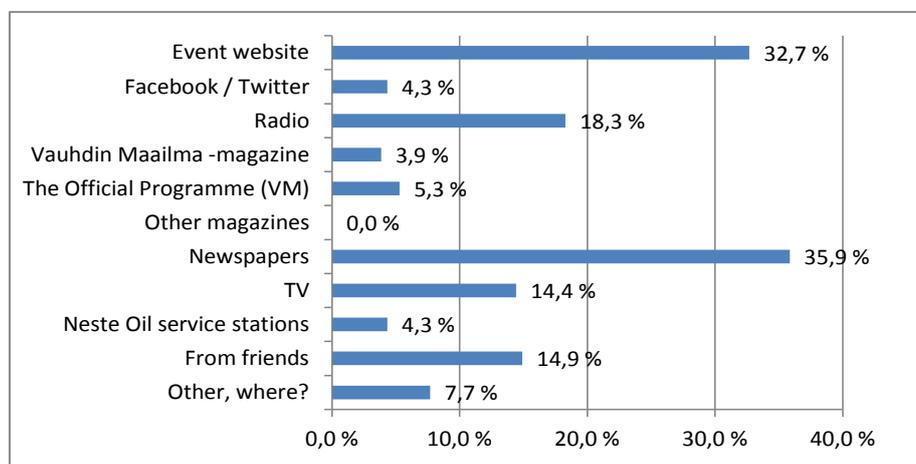
- The close location of the event was major attribute for people to visit the rally this time.
- The first impressions has been good for most of the respondents

#### 4.1.4. Communication and type of admission

This following section examines the questions regarding where the respondents got information about the rally, its services and the tickets. The table 7 represents the sources, where respondents got information about the event. Total percents rise above 100%, because people had a chance to choose more than one source of information. Event website and newspaper were the most popular sources. Radio has surprisingly high value as information source; it is even higher than television or friends.

For acquiring tickets, four places stood out: Neste Oil service station (16,3%), special stage (16,3%), Rally Info of Lahti (18,1%) and other places (21,1%). The high rate of other places for acquiring ticket is partially explained by the fact that many people, who were at the harbor area and did not need a ticket, answered this section. Also many respondents got the ticket from a friend or from workplace. For the quality of the ticket, out of 207 respondents, 39,2% had single ticket or they were at the harbor area, thus did not need a ticket 20,7%

TABLE 7. Sources of information (n=208)



When the respondents were asked about the Rally related events that they were going to participate, out of 204 respondents most of them were only attending the Lahti harbor area (49,5% of respondents) and/or Jokimaa special stage (55,9% of respondents).

The typical response in an average regarding sources of information and tickets could be summarized:

- The main source of information is newspapers or events website
- The ticket were acquired from Lahti rally info
- Majority of respondents use single ticket
- Respondent is going to participate in the Jokimaa special stage and harbor area attractions

#### 4.1.5. Overall opinions

In this section the summary of responses is presented. It consist of thing they were satisfied with, things that they have been unsatisfied with, total grade for the event, rate of recommendation and if respondent will come again next year. The overall opinions were asked in the survey in open-ended-questions.

When asked to list three things that the respondent was satisfied with, overall arrangements in the harbor area, atmosphere and the whole event were major topics. Many people felt that the harbor area was a nice place to host the event and the event was functioned very well. Often people answered simply that everything is fine. Table 8 summarizes the three most satisfactory factors and three most unsatisfactory factors divided in five categories: Lahti spectators altogether as one group, Harbor respondents, Jokimaa Respondents, most willing to recommend respondents (value 5) and other respondents (willingness to recommend value 4 or less). The number inside the brackets represents the represents that how many respondents mentioned these reasons.

TABLE 8. Things respondents were satisfied and unsatisfied with

	<b>Things respondents were satisfied with</b>	<b>Things respondents were unsatisfied with</b>
<b>Lahti overall</b>	Arrangements (28) Atmosphere (14) The event (8)	High prices (11) Lack of toilets, food points etc. (11) Smoking (8)
<b>Harbor</b>	Arrangements (13) Harbor area (13) The event (11)	Parking spaces (8) Guidance (8) Prices (6)
<b>Jokimaa</b>	Atmosphere (13) Arrangements (8) Bus services (6)	Parking spots (14) Smoking (8) Prices (8)
<b>Promoters (Grade 5 recommendation)</b>	Atmosphere (11) Cars (9) The event (8)	Smoking (8) Prices (7) Schedule information (4)
<b>Others (Grade 4 or lower recommendation)</b>	Atmosphere (14) Harbor (10) Arrangements (10)	Lack of toilets, food points etc. (10) Prices (8) Parking (6)

Things that respondents were unsatisfied with are mostly linked to prices of products and services and lack of different services on the area. The high price rate of beverages, lack of toilets and food/refreshment stands were common issue. The bus fares and the area for children under 18 of age were criticized. Respondents were unsatisfied with long waiting ques for the busses and the ticket prices for children.

The other target for small amount of criticism was the area for the underage children. The respondents did not like the idea about limiting one end of the track for the families with small children. Although this arrangement was rejected because of the bad feedback, it was issue for some people.

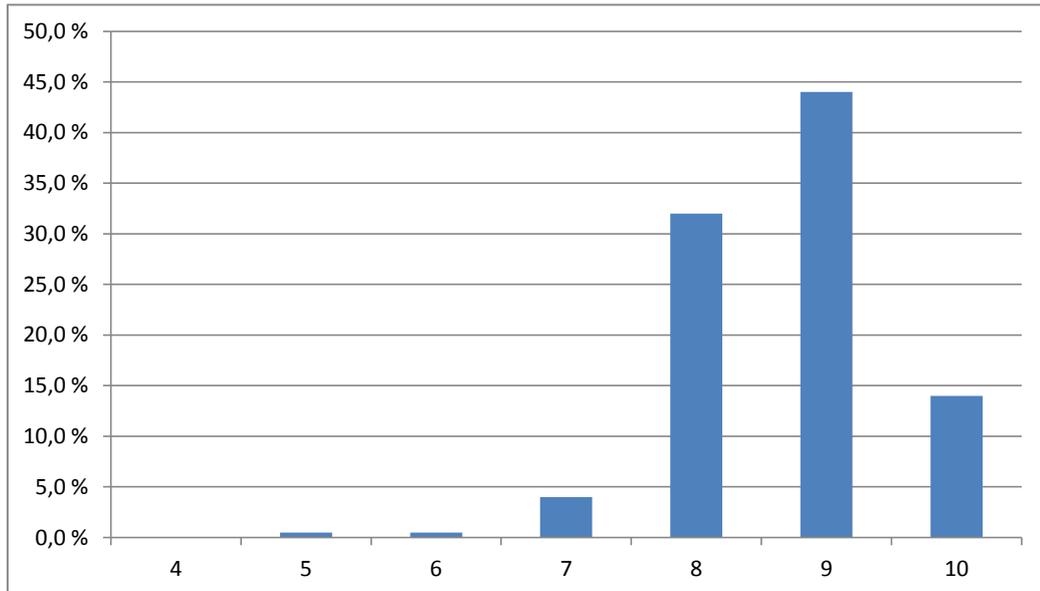
The respondents' willingness to recommend the event to their friends and the overall score of the event have both high rates. As you can see from the table 9, little over 60% would absolutely recommend the event to their friends and a bit over 30% would most likely to recommend the event.

TABLE 9. Willingness to recommend the event (n=211)

	1	2	3	4	5	
Wouldn't recommend	1%	0,5%	6,2%	32,2%	60,2%	Would totally recommend

The respondents were also asked to evaluate the experienced rally event in a scale from 4-10, where number 4 refers to failure and 10 to best possible experience. This scale is used in Finnish primary schools and is very familiar to most Finnish respondents as a scale of evaluation. Table 10 summarizes the given grades.

TABLE 10. Total grade for the event (n=200)



From the respondents, 65,3% would take part in next year's event, only 1,88% wouldn't participate and 32,4% don't know if they are going to attend next time. The summary for respondents overall opinions looks like this:

- Visitors are satisfied with the harbor area, the atmosphere and the whole event
- Visitors are unsatisfied to prices, lack of refreshment stands and the area for families with underage children
- The total grade for the event is 9,0
- Respondent would most likely recommend the rally event for his friends
- Respondent is pretty sure to attend next year

#### 4.1.6. The visitor profile according to averages

After studying the data from various viewpoints, it is now possible to collect the results and create the profile of the Lahti attendee. The presented profile is formed from the averages of every information part.

**Demographics**

- Gender: male
- Age: 25-34
- Educational level: college of further education/trade or vocational school
- Professional status: employee/workman
- Marital status: single or married
- Postal code of home address: 15xxx-19xxx (Lahti region)
- Lives in Lahti city
- If arrived from elsewhere, came by car
- Doesn't use accommodation in Lahti or Jyväskylä area
- If uses accommodation, uses private lodging and stays 3+ nights.

**Previous experience**

- Respondent has taken part in rally event before
- Those who have taken part before, major part has been 2-4 times
- Cars, rally sport and racing were reasons why people came again
- The close location of the event was major attribute for people to visit the rally this time.
- The first impressions have been good for most of the respondents

**Communication and type of admission**

- The main source of information is newspapers or events website
- The ticket were acquired from Lahti rally info
- Majority of respondents use single ticket
- Respondent is going to participate in the Jokimaa special stage and harbor area attractions

**Overall opinions**

- Visitor have been satisfied with the harbor area, the atmosphere and the whole event
- Visitors are unsatisfied to prices, lack of refreshment stands and the area for families with underage children
- The total grade for the event is 9,0
- Respondent would most likely recommend the rally event for his friends
- Respondent is pretty sure to attend next year

## 4.2 Notions between harbor and Jokimaa visitors

When studying the results more, there are some noticeable differences between the respondents in Lahti harbor and Jokimaa special stage. Examining and cross-checking the results between the average profile of Lahti, harbor area and Jokimaa special stage visitors reveal some major issues regarding the customer profiles. These differences give some idea that the visitors in the free of charge event and event with admission fee are two different customer groups. Collected information divided almost equally (Harbor area= 90 respondents and Jokimaa special stage=105 respondents). Table 11 presents differences and other noticeable observing.

TABLE 11. Major notions about differences in customer profiles

	LAHTI OVERALL	HARBOR	JOKIMAA
Gender	69,4% Male	63,3% Male	<b>74,3% Male</b>
Age	<ul style="list-style-type: none"> <li>• 66,8% between 18-44</li> <li>• 9,6% over 59</li> </ul>	<ul style="list-style-type: none"> <li>• <b>15,9% over 59</b></li> <li>• <b>Average age is high</b></li> </ul>	<ul style="list-style-type: none"> <li>• 31,7% between 25-34</li> <li>• Only 5,8% over 59</li> </ul>
Educational level	College of further education/trade or vocational school is the highest education level in all section		
Professional status	Most of the visitors are employee/workman		
What made come this time?	Harbor respondent were more interested the atmosphere and the event and Jokimaa visitors like the rally sport and racing itself		
First impression	Harbor visitors are more satisfied; Jokimaa respondents gave more criticism (prices, parking, guidance...)		
Source of information	The power of radio is surprisingly high both in harbor (16,85%) and Jokimaa (22,33%!) respondents.		
Recommending	Jokimaa visitors were more eager to recommend the event that harbor respondents		

#### 4.2.1. Demographical differences

Demographical background had many big differences between the different groups. The ratio of male compared to female visitors, especially at Jokimaa, indicates clearly that rally is “men’s event” and most of them share same type of demographical background. Jokimaa respondents were 2/3 male and their age is more identifiable than at harbor area, where visitors’ ages were divided more equally. These age differences are presented in tables 12 and 13.

TABLE 12. Harbor age distribution (n=88)

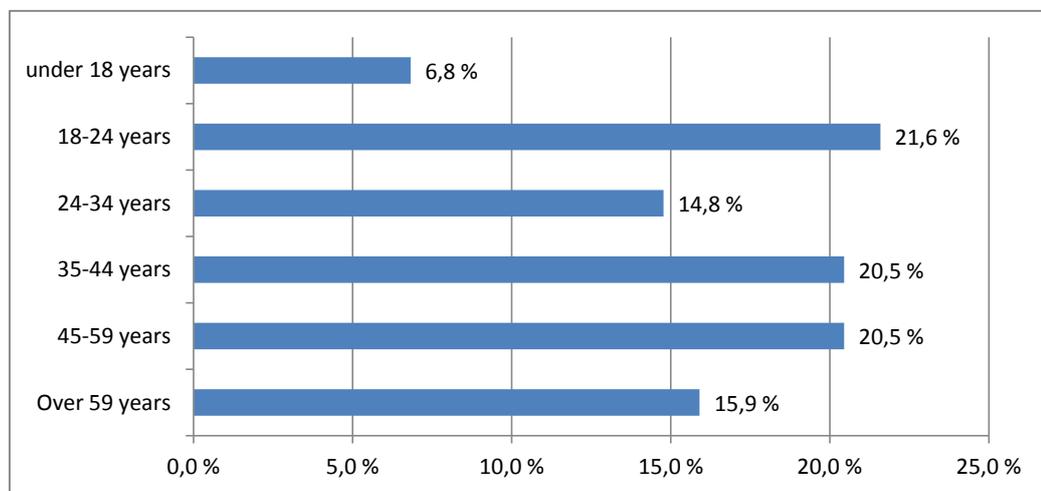
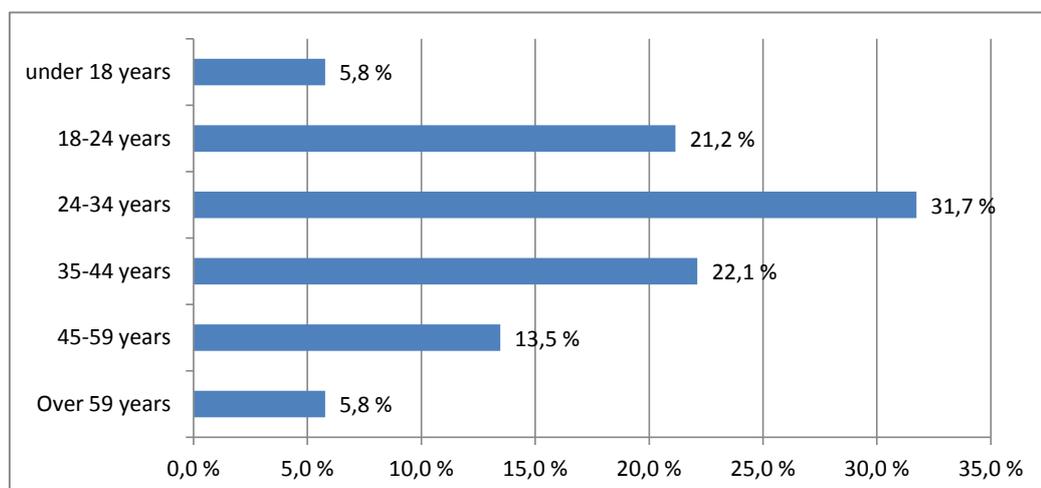


TABLE 13. Jokimaa age distribution (n=104)



When examining the educational background and professional status and adding the respondents age and gender, we can see that the visitors in harbor and Jokimaa have quite different demographical backgrounds. This gives some indications towards the idea although one has idea about the average customer profiles; there might be major differences in customers' profiles, when examined more closely. This also suggests in its own part that rally visitors in the free event and the actual racing stage have relatively different demographical background.

#### **4.2.2. Previous experiences**

The reasons why respondents came this time to rally varied also noticeably between harbor and Jokimaa visitors. The harbor respondents were more interested in the events atmosphere and chance to take part in big scale event. Also the close location and musical performances attracted them. Jokimaa visitors were more interested in the rally. They were more attracted to the cars and car racing than the entertainment in the harbor area. These notions also back-up the differences of visitors; they have different demographical backgrounds and nearly at the same ratio, their reasons to visit the rally event were different.

#### **4.2.3. The source of information and communication**

The most common source of information for harbor visitors was the newspaper and the events website, whereas Jokimaa visitors' use of different sources wasn't so focused; they took advantage of more of different sources. The power of radio for source of information was quite surprising. The fact that it was used more than television or information from friends makes it even more surprising. One reason could be the power of rally radio. YLE, the Finland's public broadcasting company, has its own radio program for rally. The rally radio show runs the whole event and it can be listened both from ordinary radio and from Internet. It has become important source for information on the rally event and might be one reason behind radios popularity in this section. (Ralliradio laajenee perjantaina Lahteen, 2011.)

#### 4.2.4. Willingness to recommend

As we can see from tables 14 and 15, Jokimaa visitors were more willing to recommend the event to their friends than harbor visitors. What makes this notion interesting is that the Jokimaa respondents had more targets of criticism for the event. Whereas the Harbor area respondents were more satisfied with the event and had nothing or very little to criticize, their level of recommendation is lower than Jokimaa visitors.

TABLE 14. Willingness to recommend by Harbor visitors, average 4,4 (n=91)

	1	2	3	4	5	
Wouldn't recommend	0%	0%	10,1%	38,5%	50,6%	Would totally recommend

TABLE 15. Willingness to recommend by Jokimaa visitors, average 4,54 (n=105)

	1	2	3	4	5	
Wouldn't recommend	1,9%	1,0%	2,7%	29,5%	64,8%	Would totally recommend

### 4.3 Differences in recommendation

One important part of analyzing customers is to study their willingness to recommend the event and thus work as free marketing channel for the event. Studying the respondents revealed that there are several noticeable differences between those, who would be the promoters of the event and the rest. For this study, the promoters are ones that gave 5/5 for the willingness to recommend the event and they are compared to those, who gave 4/5 or lower rate. First notion is the high number respondents that gave five for the recommendation question. 60,2% of all the respondents would absolutely recommend the event for their friends. This is a good indicator about the image of the event. With this many people absolutely willing to recommend the event and the low number of people that belong to the zone of indifference; the event has good impression for major part of the visitors.

TABLE 16. Recommendation levels

	<b>Would you recommend this event to your friends?</b>				
	1 (n=2)	2 (n=1)	3 (n=12)	4 (n=68)	5 (n=124)
Male	100%	0%	75%	57,4%	75,8%
Female	0%	100%	25%	42,7%	24,2%

When examining the recommendation profiles, the most important notion is that 67,5% of the promoters have taken part in rally event before, whereas 45,7% of those with lower level of recommendation level have participated in the Rally Finland before. This means that for over half of the people with lower rate of recommendation, this was their first time in rally event. Also 27% of the promoter-level advocates have been in the rally event over eight times. The findings that are presented in table 17 imply that those rally visitors, who have participated in the event before, are more likely to recommend the event to their friends with the highest grade and thus be the promoters.

TABLE 17. Previous participation of respondent

	<b>All respondents</b>	<b>Promoters</b> (Grade 5 recommendation)	<b>Others</b> (Grade 4 or lower recommendation)
Have you previously participated? Yes	58,2%	67,5%	45,7%
Have you previously participated? No	31,3%	19,7%	48,1%
How many times have you participated? Once	22,3%	20%	28,3%
How many times have you participated? 2-4 times	43,9%	41%	47,8%
How many times have you participated? 5-6 times	10,1%	12%	6,5
How many times have you participated? over 8 times	23,6%	27%	17,7%

## 5 CONCLUSION AND FUTURE RESEARCH

### 5.1 Basics for segmentation

Segmenting customers gives a totally new perspective to customers' background and their views towards the organization. As the results show, Neste Oil Rally is very male oriented event and most of the male spectators share the same kind of demographic background. Based on the demographics, one can see that the visitors are mostly average, working class people and that they are interested in car racing, and the higher the professional status of the respondents, the lower the interest is towards rally. The study shows preliminarily that the rally is not so much in favor for those with a higher level of professional status. Most of the people are the average working people with a lower educational level.

The results point out that there are major differences, when it comes to the visitors to the free for all events and special stage with an admission fee. The most important thing is that the Jokimaa respondents were more interest in the rally whereas the harbor visitors just wanted to enjoy the atmosphere and the location close to the event. The harbor visitors also participated more in other events during the rally weekend. This strongly implies that there are two different kinds of visitors to the Neste Oil Rally event: people who enjoy the atmosphere and the side entertainment but are not so fascinated about the racing itself and those, who enjoy the event more from the racing point of view. The study shows preliminary that these two groups have different ways of enjoying the event and more likely, they value different aspects about the event and get their satisfaction from diverse subjects.

## 5.2 Customer satisfaction

The subjects of satisfactions were basically the same between Jokimaa, harbor and overall Lahti visitors. The arrangements and the atmosphere produced most of the satisfaction for the visitors. Harbor visitors were more satisfied to the harbor area whereas Jokimaa visitors enjoyed the bus services. The most noticeable difference rose when studying the satisfaction factors between the recommendation groups. One key satisfaction factor for promoters was the rally and the racing whereas the others were satisfied to harbor area. These notions suggest that the visitors, who are more attached to the event and rally racing rather than just visiting the event, are more likely to recommend the event.

The factors that the visitors were unsatisfied with did not offer anything dramatic. Many times respondent did not even come up anything that he was unsatisfied with because they felt that everything was fine. Things like prices, lack of toilets and parking arrangements were the most common factors that the visitors were unsatisfied with.

## 5.3 Willingness to recommend the event

When studying the willingness of recommend the event, it stands out that the respondents that have previously taken part in a rally are more willing to recommend the event than the ones that take part for the first time. Of the promoters about one third has participated in the event over eight times. These notions point towards the customer loyalty-customer recommendation theory. The more often people have taken part in Rally Finland; the more willing they are to recommend it to their friends.

Referring to the presented model of customer advocacy, customer loyalty and the findings in the research, one can see that the connection between loyal customers and their willingness to recommend the event can be seen in Lahti visitors. 27% of the promoters have taken part in the rally event over eight times.

This means that about one third of Lahti rally visitors are Promoters and they belong to the Bonding group for loyalty. These people have created strong bond to the rally and are eager to recommend the event for their friends and relatives. The rally is not just an entertainment event to them; it has become much more important happening for them and they have created emotional bond to the event. They are not visiting the event for fun or just pass the time.

#### **5.4 CRM implications**

As can be seen from the study results based on the Lahti visitors, Neste Oil Rally seems to have very strong and loyal customers and they seem to share same kind of characteristics. This is important thing to find out so that organizers could start to build efficient customer relationship with these people. As presented the customer relationship model in page 28, this thesis offers the starting blocks for creating relationship models for different customer groups. This study offers lots of material for the customer database: basic customer descriptions, their previous history with rally event, what they have been satisfied-/unsatisfied with for example. The presented material works also for the analysis. The material presents the elements of rally visitors but also analyses the customers and how they differ from each other. The research offers two parts of the customer relationship management model

This material also offers information about how the visitors communicated the event organizers and what are the touch points where visitor are in contact with the event, for example how much more Jokimaa visitors use radio as source of information compared to harbor visitors and where did the people get information about the event. This information gives the rally organizers ideas of the most efficient means to communicate with different customer groups. These findings give strong base for building customer relationship management models for rally visitors.

## 5.5 Future research

When thinking about the future research based on the Lahti results, there are some issues to consider, before making too quick conclusions. First, this study was made for the event that was organized for the first time and it covers only the Lahti respondents. This may affect peoples' views and their attitudes towards the event. Because of the location, the results cannot be generalized to cover the average visitor to the Neste Oil Rally.

Nonetheless, the results show that more studies are needed in order to understand the rally visitors, even in Lahti. The profile of an average Lahti visitor gives some hints about the visitors and their background but more studies are required in order to understand them better. The harbor and Jokimaa visitors should be studied as different groups and separate research forms should be created for them. This would help the organizers to better understand that there are at least two types of visitors to the rally event. By knowing them better and studying their background, loyalty and sources of satisfaction, rally organizers could plan the free and free-based events to meet the needs of these different groups.

This kind of study would be useful for rally visitors in Jyväskylä as well. It would be interesting to see if the same kind of difference appears when studying the visitors to Jyväskylä special stages and Paviljonki headquarters. Because Jyväskylä is the main area of the Neste Oil Rally, it would be important to know if the same pattern would also happen here. This research would give more general ideas about the rally visitors and would help to see if Jyväskylä and Lahti visitors are any different or could they be treated the same way.

Finally, the organizers should consider who the real rally fans are. The author, for example has taken part in Neste Oil Rally five times: once at a special stage and four times at the Paviljonki area and still the author does not consider himself as a rally fan in any ways. Some might regard him as a loyal visitor, but he does not consider himself that way. This thing should not be forgotten when creating the image for the visitors.

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## APPENDICES

### Appendix 1. Lahti questionnaire in English



**Neste Oil Rally Finland 2011 Spectator Survey  
Lahti Remote Service Zone / SSS Jokimaa**

**1. Gender?**

Male

Female

**2. Age?**

please choose ▾

**3. Education?**

Please choose the highest level of education you have acquired from below.

Primary / elementary school

College of further education / Trade or vocational school

Secondary / high school

Technical college

Polytechnic

University

Other, what?

#### 4. Professional status?

please choose

#### 5. Marital status?

please choose

#### 6. Respondent's nationality?

Please write down your nationality to open field below!

#### 7. Do you live in Lahti?

NB! If you live in Lahti, please move on to question number 9.2 after answering this one!

Yes

No

#### 8. How did you come to Lahti?

By car

By RV / camper van

By motorbike

By bus

By train

Other, what?

#### 9. Accommodation during Neste Oil Rally Finland

You can choose one or more of the alternatives. Please specify the number of nights spent at each accommodation!

	1	2	3 +
	night	nights	nights
<input type="checkbox"/> I do not use any accommodation services (outside of home) during the event	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>9.1 Are you staying in the Lahti area during the event?</b>			
<input type="checkbox"/> At a hotel	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> At a motel	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> In private accommodation	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> At a campsite	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> In an RV / camper van or caravan	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Other, what? <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> I am not staying in the Lahti area during the event	<input type="text"/>	<input type="text"/>	<input type="text"/>

**9.2 Are you staying in the Jyväskylä area during the event?**

- At a hotel
- At a motel
- In private accommodation
- At a campsite
- In an RV / camper van or caravan
- Other, what?
- I am not staying in the Jyväskylä area during the event

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. Have you previously taken part in Rally Finland?**

If you have not taken part in Rally Finland previously, please move on to question number 13 after answering this one!

- Yes
- No

**11. How many times have you been at Rally Finland?**

- Once
- 2-4 times
- 5-8 times
- over 8 times

**12. What makes you come back to the event? Please name 1-3 things.**

Please move on to question number 15 after answering this one!

1.

2.

3.

**13. What made you come to Neste Oil Rally Finland this year?**

**14. What are your first impressions of the event?**

### 15. Where did you find information about the event?

Please choose 2 alternatives from the list below!

- |   |  |
|---|--|
| <input type="checkbox"/> Event website                      | <input type="checkbox"/> Facebook / Twitter        |
| <input type="checkbox"/> Radio                              | <input type="checkbox"/> Vauhdin Maailma -magazine |
| <input type="checkbox"/> The Official Programme (VM)        | <input type="checkbox"/> Other magazines           |
| <input type="checkbox"/> Newspapers                         | <input type="checkbox"/> TV                        |
| <input type="checkbox"/> Neste Oil service stations         | <input type="checkbox"/> From friends              |
| <input type="checkbox"/> Other, where? <input type="text"/> |  |

### 16. Where did you get your ticket?

- |  |  |
|--|--|
| <input type="radio"/> Neste Oil service station          | <input type="radio"/> Lippupalvelu -box office                     |
| <input type="radio"/> Special stage                      | <input type="radio"/> I'm a corporate guest                        |
| <input type="radio"/> Event website                      | <input type="radio"/> Rally Into of Lahti                          |
| <input type="radio"/> Jyväskylän matkailu -travel agent  | <input type="radio"/> Neste Oil Rally Finland box office Jyväskylä |
| <input type="radio"/> Other, where? <input type="text"/> |  |

### 17. What kind of a ticket do you have?

- |  |   |
|--|---|
| <input type="radio"/> Rally Pass             | <input type="radio"/> Biker's Pass      |
| <input type="radio"/> Single ticket          | <input type="radio"/> Mobile ticket     |
| <input type="radio"/> VIP ticket             | <input type="radio"/> Some other ticket |
| <input type="radio"/> I do not have a ticket |   |

### 18. Which related events you take part in during the rally?

You can choose more than one alternative!

- |   |  |
|---|--|
| <input type="checkbox"/> Thursday's start ceremonies                  | <input type="checkbox"/> Thursday's Special Stages                           |
| <input type="checkbox"/> Friday's Special Stages                      | <input type="checkbox"/> Events in Lahti harbour (Remote Service + Historic) |
| <input type="checkbox"/> Jokimaa Super Special Stage in Lahti         | <input type="checkbox"/> Saturday's Special Stages                           |
| <input type="checkbox"/> Events in Jyväskylä city centre (Paviljonki) | <input type="checkbox"/> Jyväskylä's Saturday evening (Podium ceremonies)    |

### 19. Please name 1-3 things about the event that you have been happy with.

1.
2.
3.

### 20. Please name 1-3 things about the event you have been unhappy with.

1.
2.
3.

### 21. Based on your experiences, how would you grade this event on a scale of 4 to 10?



### 22. Would you recommend this event to your friends?



### 23. Are you planning to come next year again?

- Yes  
 No  
 Don't know



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## Appendix 2. Lahti questionnaire in Finnish



**Neste Oil Rally 2011 Kävijäkysely  
Lahti satama / SSS Jokimaa**

**1. Sukupuoli?**

Mies

Nainen

**2. Ikä?**

**3. Koulutus?**

Valitse yllä suorittamanne koulutustasoa alla olevista vaihtoehdoista.

Kansakoulu / Peruskoulu

Ammattikoulu

Lukio

Ammattopisto

Ammattikorkeakoulu

Yliopisto

Muu, mikä?

#### 4. Ammattiasema?

#### 5. Siviilisääty?

#### 6. Kotiosoitteen postinumero?

Kirjatkaa postinumero avoimeen kenttään, esim. 15100!

#### 7. Asutteko Lahdessa?

HUOM! Mikäli asutte Lahdessa, oikaa hyvä ja siirtykää tämän kysymyksen jälkeen kysymykseen nro 9.2!

Kyllä

En

#### 8. Miten saavuitte Lahteen?

Henkilöautolla

Matkailuautolla

Moottoripyörällä

Linja-autolla

Junalla

Muulla tavalla, miten?

#### 9. Majoittuminen Neste Oil Ralli -tapahtuman aikana?

Voitte haluessanne valita useamman eri vastausvaihtoehdon. Huomautkaa merkittä myös yöpymisten määrä vastauksenne perään!

	1	2	3+
	yö	yötä	yötä
<input type="checkbox"/> En käytä kodin ulkopuolista majoitusta tapahtuman aikana	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>9.1 Majoituttako Lahden seudulla tapahtuman aikana?</b>			
<input type="checkbox"/> Hotellissa	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Motellissa	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Yksityismajoituksessa	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Leirintä-alueella	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Matkailuautossa tai -vaunussa	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> Jossain muussa, missä? <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="checkbox"/> En majoitu Lahden seudulla tapahtuman aikana	<input type="text"/>	<input type="text"/>	<input type="text"/>

**9.2 Majoitutekko Jyväskylän seudulla tapahtuman aikana?**

<input type="checkbox"/>	Hotellissa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Motellissa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Yksityismajoituksessa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Leirintä-alueella	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Matkailuautossa tai -vaunussa			
<input type="checkbox"/>	Jossain muussa, missä? <input type="text"/>			
<input type="checkbox"/>	En majoitu Jyväskylän seudulla tapahtuman aikana			

**10. Oletteko aiemmin osallistuneet Suomen MM-ralliin?**

Mikäli ette ole aiemmin osallistuneet Suomen MM-ralliin, olkaa hyvä ja siirtykää tämän kysymyksen jälkeen kysymykseen nro 13.

Kyllä  En

**11. Kuinka monta kertaa aiemmin olette osallistuneet Suomen MM-ralliin?**

1 kerran

2-4 kertaa

5-8 kertaa

yli 8 kertaa

**12. Mikä saa teidät tulemaan Neste Oil Ralliin uudestaan? Mainitkaa 1-3 seikkaa.**

Olkaa hyvä ja siirtykää tämän kysymyksen jälkeen kysymykseen nro. 15!

1.

2.

3.

**13. Mikä sai teidät tällä kertaa tulemaan Neste Oil Ralliin?**

**14. Mikä on ollut ensivaikutelmanne tapahtumasta?**

### 15. Mitä kautta saitte tietoa tapahtumasta?

Valitkaa 2 eri tiedotuskanavaa alla olevista vaihtoehdoista!

<input type="checkbox"/> Tapahtuman verkkosivulla	<input type="checkbox"/> Facebookista / Twitteristä
<input type="checkbox"/> Radiosta	<input type="checkbox"/> Vauhdin Maailmasta
<input type="checkbox"/> VM Katsojaoppaasta	<input type="checkbox"/> Muista aikakauslehdistä
<input type="checkbox"/> Sanomalehdistä	<input type="checkbox"/> Televisiosta
<input type="checkbox"/> Neste Oil -liikenneasemilta	<input type="checkbox"/> Tutulla
<input type="checkbox"/> Muualla, mistä? <input type="text"/>	

### 16. Mitä kautta hankitte pääsylipun tapahtumaan?

<input type="radio"/> Neste Oil -liikenneasemalta	<input type="radio"/> Lippupalvelusta
<input type="radio"/> Erikoiskokeelta	<input type="radio"/> Yritysvieras
<input type="radio"/> Tapahtuman verkkosivulla	<input type="radio"/> Lahden ralli-infosta
<input type="radio"/> Jyväskylän matkailu -matkatoimistosta	<input type="radio"/> Jyväskylän lippupisteestä
<input type="radio"/> Muualla, mistä? <input type="text"/>	

### 17. Millaista lippua käytätte tapahtuman aikana?

<input type="radio"/> Rallipassi	<input type="radio"/> Biker's Pass
<input type="radio"/> Kertalippu	<input type="radio"/> Mobililippu
<input type="radio"/> VIP-lippu	<input type="radio"/> Jokin muu lippu
<input type="radio"/> En omista lainkaan lippua	

### 18. Mihin eri tapahtumiin osallistutte rallitapahtuman aikana?

Voitte valita useamman eri vastausvaihtoehdon!

<input type="checkbox"/> Torstain lähtöseremoniat	<input type="checkbox"/> Torstain erikoiskokeet
<input type="checkbox"/> Perjantain erikoiskokeet	<input type="checkbox"/> Lahdessa sataman tapahtumat (etähuolto + historic)
<input type="checkbox"/> Lahdessa Jokimaan supererikoiskokeelle	<input type="checkbox"/> Lauantain erikoiskokeet
<input type="checkbox"/> Jyväskylän kaupunkitapahtumat (Paviljoni)	<input type="checkbox"/> Jyväskylän lauantai-iltia (palkintojenjako)

### 19. Mainitkaa 1-3 asiaa tapahtumasta, joihin olette olleet tyytyväisiä?

1.

2.

3.

### 20. Mainitkaa 1-3 asiaa tapahtumasta, joihin olette olleet tyytymättömiä?

1.

2.

3.

### 21. Minkä kouluarvosanan antaisitte kokemustenne perusteella tapahtumalle?

4  5  6  7  8  9  10

### 22. Suositteletko tapahtumaa ystävilleesi?

En missään tapauksessa  1  2  3  4  5 Ehdottomasti

### 23. Aiotteko osallistua tapahtumaan myös ensi vuonna?

Kyllä

En

En osaa sanoa



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