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NOT A LAZY HOLIDAY

Winter Vacationers' Satisfaction with Pajulahti Sports Institute

Thesis

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**ABSTRACT
TIIVISTELMÄ**

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ABSTRACT

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<p>The commissioner of this thesis was Pajulahti Sports Institute which is located in Nastola and the working life instructor was Lasse Mikkelsson who is the managing director and principal in Pajulahti. The aim of this thesis was to find out how satisfied winter vacationers are with the services offered in Pajulahti Sports Institute. The purposes of the objectives that were supporting the main goal were to find out sport consumer behaviour, customer satisfaction and user profiles, purchasing demeanor and customers' opinions of their vacation.</p> <p>A quantitative questionnaire survey was used in this thesis and it was conducted on 19–21 February 2013. The data collection was made in the lobby of the Pajulahti reception building during lunch and dinner times. Respondents got a drinking bottle as a gratitude for participating in this questionnaire. Totally 168 responses were received and that was 44 % of the total amount of vacationers on that time in Pajulahti. The questionnaire was available only in Finnish since there was no need for other languages.</p> <p>The gained results showed that females were more willing to take part in this research than men, and the children aged 10-15 were the biggest respondent group. The most common duration for staying was from 17th to 22nd February. Dormitory-typed rooms with full board were the most popular type of accommodation since Pajulahti had those rooms the most. Among all activities, men's favourite activity was ball games and women liked gymnastic exercises the most. The most disliked activity was difficult to be named and those answers were divided into different activities. In overall, people were satisfied with their holiday in Pajulahti but still there were things that could be done better in the services of accommodation, activities and catering. When asked would the respondents come again for a winter holiday to Pajulahti, 88% answered 'probably' and almost all respondents graded their vacation as excellent or good. Those things could be seen as a sign that Pajulahti has succeeded very well in creating a sporty winter holiday for their customers.</p>		
Key words Customer satisfaction, quantitative research, sport consumer, sports institute, sports tourism		

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<p>Tämän opinnäytetyön toimeksiantajana toimi Liikuntakeskus Pajulahti, joka sijaitsee Nastolassa ja työelämänohjaajana toimi Lasse Mikkelsso, joka on Pajulahden toimitusjohtaja ja rehtori. Tämän opinnäytetyön aiheena oli selvittää, kuinka tyytyväisiä talvilomalaiset ovat tarjottuja palveluita kohtaan Liikuntakeskus Pajulahdessa. Työn aihetta tukevien tavoitteiden tarkoituksena oli selvittää urheilukuluttajan käyttäytymistä, asiakastyytyväisyyttä ja käyttäjäprofiileita, ostokäyttäytymistä sekä asiakkaiden mielipiteitä heidän lomastaan.</p> <p>Tässä opinnäytetyössä käytettiin kvantitatiivista kyselytutkimusta ja se toteutettiin kolmen päivän aikana 19.–21.2.2013. Tiedonkeruu tehtiin Pajulahden vastaanottorakennuksen aulassa lounas- ja päivällisaikaan. Vastaajat saivat juomapullon kiitokseksi osallistumisesta kyselytutkimukseen. Yhteensä 168 vastausta saatiin ja se oli 44 % lomailijoiden kokonaismäärästä siihen aikaan Pajulahdessa. Kysely oli saatavilla vain suomenkielellä, sillä muille kielille ei ollut tarvetta.</p> <p>Saadut tulokset osoittivat, että naiset olivat miehiä innokkaampia osallistumaan tähän tutkimukseen ja 10–15-vuotiaat lapset olivat suurin vastaajaryhmä. Tyypillisin majoittumisen kesto oli 17.–22.2. Opistotasoiset huoneet täysihoidolla olivat suosituin majoittumismuoto, sillä Pajulahdessa oli niitä huoneita eniten. Kaikista aktiviteeteista paras oli miesten mielestä pallopelit ja naiset pitivät eniten jumpista. Vähiten pidettyjä aktiviteetteja oli vaikea nimetä ja vastaukset jakautuivat monen eri aktiviteetin kesken. Kokonaisuudessaan ihmiset olivat tyytyväisiä lomaansa Pajulahdessa mutta silti oli joitakin asioita, joita olisi voinut tehdä paremmin aktiviteetti-, majoitus- ja ravintolapalveluiden suhteen. Vastaajilta kysyttäessä, tulisivatko he uudelleen talvilomalle Pajulahteen, 88% vastasi "todennäköisesti" ja lähes kaikki vastaajat arvostelivat heidän lomansa arvosanoilla erinomainen tai hyvä. Nuo asiat voitiin nähdä merkinä siitä, että Pajulahti oli onnistunut erittäin hyvin luomaan urheilullisen talviloman asiakkailleen.</p>		
Asiasanat Asiakastyytyväisyys, kvantitatiivinen tutkimus, urheilukuluttaja, urheilumatkailu, urheiluopisto		

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1 INTRODUCTION

Imagine getting a professional education related to sports, good sleeps in a cozy room, delicious and healthy meals in a restaurant and high quality premises for free time sports activities. All these elements are combined by 11 sports institutes; places in Finland which cannot be found anywhere else in the world. Sports institutes are forming a unique concept that is integrating free erudition work into the perfect circumstances of top-level sports training, without forgetting their accommodation and catering services.

Sports institutes are nowadays part of the sports as well as the tourism industry. Sport has belonged to the tourism branch long time; the roots are dated to ancient Greece and its Olympic Games. (Goldblatt, Graham & Neirotti 2001, 5.) Today, sports tourism has increased its interest among people when they have started to intrigue their own wellness. In this point, sports institutes have stepped forward as being destinations for sporty people who are seeking a place for their holiday.

Pajulahti Sports Institute, located in Nastola, is one of the 11 sports institutes in Finland. The managing director and principal of Pajulahti, Lasse Mikkelsen, is the working life instructor of this thesis. Pajulahti ended up as the commissioner because it attracts the writer's interest with their versatile activity offerings and their operations amongst top-level sports. Since Pajulahti is organizing different sporting holidays around the year it is good to know how satisfied their customers are. This thesis is constructed around the research problem; how satisfied are winter vacationers with their holiday in Pajulahti? The research problem is delimited by the discussion of the writer and the commissioner and those discussions led to the research problem. The data collection of this research is being conducted during three days in week 8 in February, and the target group that is consisting of 379 people, is chosen because that amount of people is sufficient for the purpose of this thesis.

The limitations that this research is having are that the data collection is happening only during three days and it might not reach all the vacationers in Pajulahti. Also

the gained results cannot be generalized to present all the winter vacationers in Pajulahti since it covers only the opinions and satisfaction of people in week 8. However, the concepts of all the winter vacation weeks are quite similar so in that way from the results of this research can be seen an overview of the vacationers' satisfaction.

The aim of this thesis is to answer to the research problem and find out how satisfied winter vacationers are with their holiday in Pajulahti Sports Institute in week 8. The aim is divided into four objectives: sports consumer behaviour, customer satisfaction and user profile, purchasing demeanor and customers' opinions of their vacation. All these objectives are supporting the aim of this thesis. In order to be able to understand the satisfaction of sports institutes' customers it is important to get familiarized with sports tourism and its deeper subtype – sports institute.

This thesis is including theory parts about sports tourism since that is the base of the sports institute concept, even though those institutes are not originally targeted into tourism use but they have been growing to be able to serve also that sector. Sports tourism is an interesting topic because it is all the time growing field of tourism and it is offering wide range of different varieties. Sports and tourism are also attracting personally the writer of this thesis, and it is fascinating that these topics can be combined together in this thesis.

Other chapters are focusing on the understanding of the consumers in the sports point of view by looking at the external and internal factors that are affecting to the sports consumer buying process, without forgetting the reasons why people consume sports products. Since the research part of this thesis is centralizing the satisfaction of winter vacationers it is clear to open with the theory of customer satisfaction to be able to comprehend what it really means and how it can be measured.

After learning the basic theory of the customer and his/her behaviour and satisfaction methods it is logical to move forward to the implementation of the research that includes the planning of the conducted research, research methods,

theory of reliability and validity, and the questionnaire design. Then the next chapter is presenting the research results with an analysis from the user profile to the satisfaction and total grade of the vacation in Pajulahti. The last chapter in this thesis is the conclusion part that is pulling together all the results and at the same time analyzing the reliability and validity of this thesis and giving improvement suggestions.

2 SPORTS TOURISM

Tourism is a part of an industry that is part of our world. Sports tourism is a combination of sport and tourism. It is a sector of tourism that is fast-growing and has become its own, wide industry. Natural resources are one reason for the evolution of sports tourism. Sports tourism is a business that is worth billions of dollars and generates investors, media and politicians not to mention people working in the tourism industry and tourists themselves. (Department of Tourism in Philippines 2010; Ehsani, Fieroozjah & Koozechian 2011.)

2.1 The concept of sports tourism

Sports tourism is difficult to be defined and the definition is depending on the angle, but one definition is the following:

All forms of active and passive involvement in sporting activity, participated in casually or in an organized way of noncommercial or business/commercial reasons, that necessitate travel away from home and work locality (De Knop & Standeven 1999, 12).

Definitions vary and depend on how big a role the sport has in the trip. The concept of sports tourism is wide and is covering trips where the sport is a secondary component but also trips whose main purpose is to do sports.

It can be also said that sports tourism is tourism that includes a participation in a sports activity. The type of sports activity can be an event or a competition and the role of the participant can be either active, which means doing some sports by oneself, or passive, which means being in the audience and watching when others are doing sports. (Commonwealth Dep. of Ind. 2000.)

Sports tourism can be divided into two categories depending on the distance and duration of the trip. Sports tourism can either be domestic or international. The definitions for these two vary in different countries and, for example, in Australia

the domestic trip means a trip related to sports that is over 40 kilometers away including at least one stay away from home. International sports tourism means a trip to Australia and the aim is to take part in a sporting activity actively or passively. (Commonwealth Dep. of Ind. 2000.)

A sports tourist can be either active or passive. Active sports tourists can be divided into two categories: people who take part in sports activity holidays, and people taking part in holiday sports activities. In a sports activity holiday trip the main purpose is sports, whereas in holiday sports activities the sport comes as second. Sports activity holidays have two categories: a holiday where only one sports activity is the purpose of the trip, and a holiday where the purpose of the trip is to take part in several sports activities. Holiday sports activities can be divided into two categories: incidental participation (usually on holiday e.g. beach football) and private/independent activity on holiday (e.g. playing mini-golf, running). The passive tourist also has two categories: the casual observer (e.g. being in the audience in a sports event), and the connoisseur (e.g. visits in sports museums). (De Knop & Standeven 1999, 12–14.)

According to Hudson, sports tourism can be divided into five categories: attractions, cruises, events, resorts and tours. Attractions are places such as destinations where the tourist can go and see or experience things that are related to sports. Both human-made and natural can be counted as attractions. Examples of human-made attractions are stadiums, museums, theme parks related to sports and sports stores. Natural attractions can be, for example, parks and mountains. (Hudson 2003, 3-4.)

The second category of sports tourism is cruises. It means all cruise trips that are including sport or sports activities in their market strategies. On a ship there can be a special program related to sports, or some sports activities. But it does not always mean that the sports activity is offered on a cruise ship. It can be transportation to places where sports tourists can play badminton or swim. There are also cruise-and-drive programs, which means private transportation to a destination related to sports. The use of water vehicles for e.g. sailing or jet skiing, is a prominent scope in the cruise category. (Hudson 2003, 7.)

In the third category, events, there are a large amount of people visiting a sports attraction or are watching attraction depending of the type of the sports event. Sports tourism events can also attract media from outside of the area and persons related to sports, like coaches. Examples of sports events are the Olympic Games or World Cups. (Hudson 2003, 7.)

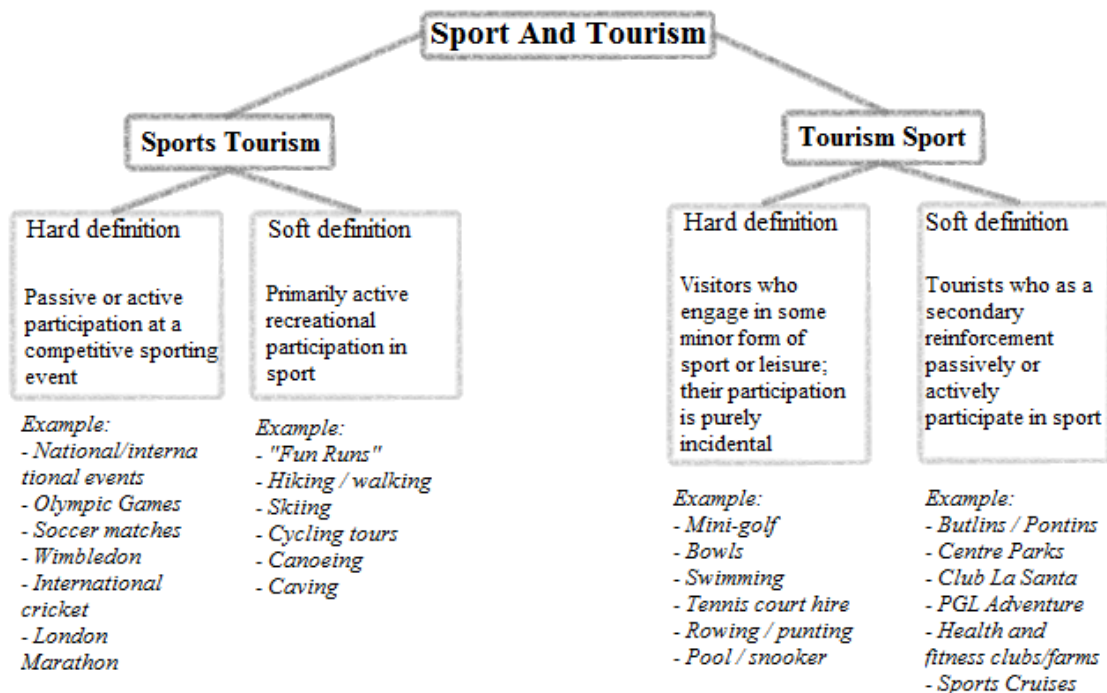
Resorts, which are the fourth category, can be defined as well-designed resort complexes where the main focus and marketing strategy is in sports or health. In most cases the standards of facilities and services are high. For some countries the sports resort tourism is one of the head industries. Sports camps are also a part of sports resort tourism. Sports camps are managed in universities, resorts or in the nature and are offering effective sports training lessons. Some of the camps have specialized in traditional sports (football etc.) and some of them have more adventurous (rock-climbing etc.) sports. Adults have been interested in fantasy sports camps more than ordinary sports camps. In fantasy sports camps people can exercise with a famous sports star or with a famous coach. (Hudson 2003, 4-6.)

Tours are the fifth category of sports tourism. Tour sports tourism means that the tour includes a sports event, facility or destination that the customer is interested in. The sport tour can be ready-organized or be self-guided depending on the tour type. The tours can include transportation, accommodation and tickets to some sports event or fan meetings with sports stars. Sports tours can also be visits to museums or places related to sports. (Hudson 2003, 7-8.)

2.2 The differences between sports tourism and tourism sport

According to Gammon and Robinson, sport and tourism can be divided into sports tourism and tourism sport. Both of them have a hard and soft definition as we can see from the graph below (GRAPH 1.). Sports tourism means people who actively or passively take part in a sport that is competitive (hard definition) or leisure (soft definition), and the motivation to travel is sport. Like the graph shows, the examples of hard definition sports tourism are the Olympic Games and Wimbledon

tennis tournament. The examples of soft definition sports tourism are hiking, skiing and canoeing. (Gammon & Robinson 1997.)



Note that there will be tourists and sport enthusiasts that will be affected by Sport and Tourism events and issues, but who do not directly qualify within the model.

GRAPH 1. Definitions of sports tourism and tourism sport (adapted from Gammon & Robinson, 1997)

In tourism sport, the hard definition says that the sport element is an ancillary part of the holiday but the tourists expect to have sports in their holiday in some way. For example, by swimming or playing snooker. In the soft definition, tourists have sport in their holiday only in a minor way. They can incidentally watch when others are doing sports or do sports themselves without planning that beforehand. Sport is not the motivation for travelling but the holiday can have that element incidentally. (Gammon & Robinson, 1997.)

2.3 The history of sports tourism

The roots of sports tourism are coming from China, Egypt and Greece. Homer's Iliad which is the first report of sport, is telling that in past times athletic

competitions were part of big festivals, for example funeral games. Wall paintings from caves that have been found indicate that women and men have always been interested in leisure, where part of special events or celebration. (Goldblatt et al. 2001, 5.)

Ancient Olympic Games, the famous Greek sports festival, is an important part in sport and the sports tourism history. In the past, the Olympic Games had a duration of five days and were organized every four years, as it is also today but they last longer. While the Greeks were having Olympic Games, the bath culture in Rome brought tourists to bathe in natural mineral springs. (De Knop & Standeven 1999, 14-15.)

In the nineteenth century the industrial revolution meant much for the development of the sport and tourism industry. Sports tourism spread from older countries, which were located mainly in Europe, to new areas, like to Australia and Canada but also to Africa. Transportation was developed and society urbanized so that working people started to look for relaxation and entertainment and sport was an important part of this. Increased transportation offered possibilities to travel even farther. Sport became an increasingly important part of the culture and when people were travelling, at the same time they spread their sports habits to new environments. (De Knop & Standeven 1999, 18-15.)

2.4 The current situation and future aspects

Today there is a wide scale of opportunities in sports tourism and the progress is moving towards becoming more professional because of the big number of sport tourism companies. In the leisure sector, sport is the biggest industry whereas tourism is the biggest industry worldwide (Department of Tourism in Philippines 2010).

There is not any trustable data of the sports tourism markets and its size but the trend of this sector of tourism is increasing. One reason for the increasing interest

towards sports tourism, is that currently there are opportunities for sports tourism more than ever before. The markets are now wider and offering possibilities for new professionals in this field. Also the society trends – for example interest in one's own health and wellness – are increasing people's interest towards sports as a part of leisure time and tourism. (Walmsley 2008.)

For the future there is a need for special know-how and talent and also a profiling of the sports tourism industry and the customers. There is a demand for specialists who have experience of this sector so that the knowledge of this branch can be developed. The tourism industry and academic institutions have to co-operate so that future and present goals can be reached with the help of trained professionals in both industries – sport and tourism. The industry needs to be improved to answer the demand of sports tourists that are specialized and to create the frames for sports tourism. (Robinson 2012.)

Big tourism destinations are creating concepts that revolve around sports that are a pleasure for tourists. Destinations are trying to find things that make them unique and are separating them from their competitors. Major destinations do not focus only on domestic sports tourists, but also international markets to attract all potential customers who are interested in nature or interactive holidays. (Department of Tourism in Philippines 2010.)

As it has been mentioned before in this report, the interest of own wellness is increasing. The sun that has been the main thing in conducted tours is no longer enough for people who are more and more willing to have some activities for their holidays. This trend can be seen also in Finland where sports institutes have been developed to a multipurpose centers of sports, and vacation and free time centers that can be reached by anyone who likes to move. Therefore it can be said that sports institutes are tourist centers in their own way since the tourism is not the main purpose of their operations. In the next chapters this unique concept of Finland will be presented more specifically. (Vesterinen & Vuoristo 2009, 230.)

3 SPORTS INSTITUTES

Sports institutes are education institutions that are specialized in sports. They are organizing versatile education in free erudition work, vocational basic- and supplemental education. However, the main mental core is in free erudition work. (Hako 2010, 13.)

Sports institutes are a unique concept that exists only in Finland. In other countries there are same educational tasks to be done but those tasks are not implemented in the one and same learning institution as it is done in Finland. The benefit of this Finnish system is that it is possible to maintain sports institute networks with high-quality premises and professional personnel, even though Finland is wide and sparsely populated. (Hako 2010, 13.)

In this chapter the whole concept of sports institutes will be presented by starting with the history, then taking a view on all sports institutes in Finland. Also the Association of Sports Institutes in Finland will be shortly introduced as well as the future prospects and challenges of sports institutes.

3.1 The history of sports institutes in Finland

In Finland there are 11 nationwide institutes that are specialized in sports education, and also three regional educational centers of sports. The historical roots of sports institutes are placed at the end of the 19th century when sports club activities started to develop. After the independence, inter alia committees began to form plans in order to improve the sport life in Finland. Typically sports were chiefly connected to the need of military education. The necessity and significance of sports education were seen already on that time because on the 30th January 1919 the government was set to form a proposal of establishing gymnastics- and sports institutes. The sports institute committee, that was led by Ivar Wilskman, suggested in a report dated on 5th October 1920, an establishment of an institution

that would answer the demand of men's and boys' gymnastics, sports, plays and the leaders of scouts. (Hako 2010, 13.)

In practice, the main steps towards sports institution activity were taken in a women's sports activity. The first sports institution in Finland is Varala Sports Institute that was established in 1909 to the demand of women's gymnastics and sports education. Many times, sport organizations have been behind the origin when establishing sports institutes. From the very beginning the role of funding the sports institutions was central. At first sports institutes got discretionary government supports that were granted by the sports board. Later, in 1938 an act that allowed government funding to sports institutes from workers' institute's support came into effect. The Sports Institute of Finland, in other words Vierumäki Sports Institute, was the first that was taken to this funding sphere. (Hako 2010, 13-14.)

TABLE 1. The progress of the number of sports institutes in 1910-2010 (adapted from Hako 2010, 14)

Year	Number of institutes operating	Institutes in the sphere of government funding
1910	1	-
1920	2	-
1930	4	-
1940	5	1
1950	9	2
1960	10	2
1970	11	5
1980	12	9
1990	12	12
2000	11	11
2010	11	11

From the table (TABLE 1) above the progress of the number of sports institutes from 1910 to 2010 can be seen, and also how many of them have been in the sphere of government funding. For example in 1940, there were five institutes operating but still only one of them got the funding from the government. The era of the funding – that can be seen from the table – were experienced in 1992 when the old sports institute act was abrogated and a new act about sports training centers that are in the sphere of government funding, was decreed. The main reformation was experienced in the transition to the current computational governmental grant system and then quorum was transferred to the institutions in most cases. (Hako 2010, 14.)

Since 1999 sports institutes have been working under the act of liberal adult education. Sports institutes have been growing fast which can be seen in the increasing number of students and the changes in educational contents. Liberal adult education is still the main task of sports institutes even though its share has been decreased because of the vocational education. Nowadays people are participating in sports institutes' courses of liberal adult education nearly 140 000 times a year. Based on the student profile clarification made in 2005, 56% of the people who participated in liberal adult education were men, but women's portion has increased slowly over the years. (Hako 2010, 14-16.)

According to the act of liberal adult education, sports education centers are boarding schools or regional academies that give full-day education. Their task is to organize an education that promotes physical exercise, wellness and health of the entire population and education that serves organization-, sports club- and coaching activities. Since their establishment, sports institutes have been co-operating with sports clubs and sports organizations in organizing an education that they need, such as athletes' coaching courses. (Hako 2010, 15-16.)

3.2 Sports institutes in Finland

Like it was said before, there are 11 sports institutes in Finland that are located around the country. Sports institutes' training centers are know-how centers that

are focused on specific sport activities and their main task is to develop Finnish top-level sport. Training centers of six sports institutes have got a special mission and nationwide status from the Ministry of Education and Culture. General development task in top-level sport has been given to Kuortane Sports Institute, Pajulahti Sports Institute and the Sports Institute of Finland. There is also a development task for specific sport activity and it has been given to Vuokatti Sports Institute (snow sports), Lappi Sports Institute (certain snow sports) and Eerikkilä Sports Institute (football). (Urheiluopistojen yhdistys ry, 2013a.)

3.2.1 The Association of Sports Institutes

The Association of Sports Institutes is an umbrella organization of Finland's sports institutes and it takes care of the trusteeship, develops the operations and coordinates the common issues. The office is located in Tampere and the members are consisting of 11 sports institutes. The association was established in 1988 in order to control the joint projects, give statements in the role of representative to nationwide development projects of education and sports, and take care of the societal task of sports. It is also encouraging the co-operation and interaction between different sports institutes. The network of sports institutes was born to answer the need of a compact and strong co-operation so that common targets would be achieved appropriately. (Urheiluopistojen Yhdistys ry 2013b; Urheiluopistojen Yhdistys ry 2013c.)

3.2.2 Pajulahti Sports Institute

Pajulahti Sports Institute is an education-, training- and health sports centre that is located in Nastola, 20 kilometers from the city of Lahti. From the graph (GRAPH 2) below an aerial view of Pajulahti can be seen. Pajulahti was established on the 21st May 1929. The building where it was established was built by The Finnish Workers' Sports Federation (TUL) union's women commission for a home of women's gymnastics and sports. Today the aim of Pajulahti is to increase people's health by the meaning of sports, organize high-quality education in sports, and

offer top circumstances and know-how in sports training. That aim is being carried out without forgetting to respect the nature and implementing sustainable development. Their vision is to become an education-, coaching-, and health center that fulfills the standards of the international level. (Hako 2010, 79, 95; Pajulahti 2012a.)

Today Pajulahti is giving vocational physical education, education in sports, basic examination in masseur and education in coaching. They are offering also Valkku –education which is meant for those who need special support in their studies because of the disability or disease. At the moment, Pajulahti is the only sports institute in Finland that is also a vocational school in sports. (Hako 2010, 79; Pajulahti 2013c; Pajulahti 2013d; Pajulahti 2013e.)



GRAPH 2. An aerial view of Pajulahti Sports Institute (adapted from Pajulahti, 2012b. Permission given by Lasse Mikkelsen, February 2013.)

Pajulahti has several kinds of accommodation alternatives for all needs in smoke-free premises. In total they have about 450 bed places (almost 700 bed places with extra beds). Pajulahti has 120 dormitory type rooms where the room size varies from 1-person rooms, to 8-person rooms. Additionally they also have three hotels: Hopeapaju, Kangaspaju and Rantapaju which comprises totally of 52 rooms. Ten of the rooms also have a sauna which has an important role in the Finnish culture. Not forgetting that Pajulahti has three lakeside saunas, and two saunas in the gym and swimming hall. (Pajulahti 2010.)

Sports facilities in Pajulahti are of high standard and are enabling goal-oriented training. Pajulahti-Hall is offering training opportunities in track and field and

football by having a football field, running track and straight, jumping and throwing places and a modern gym. For football Pajulahti also has grass fields outside (2 full-sized fields and one heated and alight turf). They have likewise full-sized track and field facilities outside as well as tennis courts. (Pajulahti 2010.)

Pajulahti is having good premises also for swimmers by offering four lanes in a 25 meter-long swimming pool in their swimming hall that has a small recreation pool and a small wading pool for children, too. The ice rink hall with one rink has good training conditions for ice-hockey players and figure skaters. Pajulahti has not forgotten indoor sports and therefore they have a ball game hall, combat sports arena, gymnastics hall, sports hall and squash courts. For the friends of beachvolley, frisbeegolf, minigolf and paddling, Pajulahti is offering premises also for those activities as well as well-groomed outdoor recreation facilities for joggers and skiers. (Pajulahti 2010.)

Pajulahti Sports Institute has one buffet restaurant called Iso-Kukkanen that has a capacity for 120-200 persons. It is offering breakfast, lunch and dinner to all visitors and for groups too. Besides Iso-Kukkanen, Pajulahti also has a cafeteria, two cabinets for 30-40 persons, a students' dining room and a fireplace room where food will be served. For meetings Pajulahti has over 20 different sized lecture-, meeting and group work premises. Their auditorium has a capacity for 100 persons and their sports hall with the meeting facilities has seats for 350 persons. (Pajulahti 2010.)

Besides sport facilities, Pajulahti is also offering testing services to their customers. They have athlete testing, which includes resistance- and power-speed tests just to mention a few. For exercisers they offer, for example, body age tests, body composition measurements, walking tests and muscular strength tests. In their laboratory customers can, for example, take basic blood count and determine their training lactic acid. (Pajulahti 2010.)

3.2.3 Other sports institutes in Finland

Like it has been said before, there are 10 sports institutes in Finland, in addition to Pajulahti. From the picture below (GRAPH 3) all of them can be seen as well as their locations. This subchapter shortly presents all of them, by starting from the northernmost part of Finland.

Lappi Sports Institute is located in Rovaniemi and it is the northernmost of all sports institutes. It is part of the Lapland's Sports Academy whose main goal is to combine athletes' successful studying and training together. Education that Lappi is organizing includes, for example, schooling in physical education instruction and basic examination in dancing. Lappi has a sports hall that has premises for gym, gymnastics, judo, jumping, running, throwing and weightlifting. For accommodation needs Lappi has vacation apartments, hotel rooms and dormitory-rooms. (Santasport 2013a; Santasport 2013b; Santasport 2013c.)



GRAPH 3. Sports institutes in Finland (adapted from Urheiluopistojen Yhdistys ry 2013d. Permission given by Nina Luukkainen, February 2013.)

Vuokatti Sports Institute is a valued education center for sports and especially focused on snow sports. It is also foremost the activity center of cross-country skiing. Vuokatti Sports Institute, as its name says, is located in Vuokatti, and it offers an education for example in physical education instruction, sport masseur, coaching and skiing teaching. They have high-quality sports premises, like a ball hall, a gym, an ice rink hall and a swimming hall. Vuokatti has different kinds of accommodation premises, such as hotel rooms, vacation apartments and row houses. (Vuokattisport 2013a; Vuokattisport 2013b; Vuokattisport 2013c.)

Kuortane Sports Institute is located in southern Ostrobothnia in a small town called Kuortane. Schooling in physical education instruction and masseur are a few examples of the education possibilities in Kuortane. There are many supplies of sports premises in Kuortane, for example a bowling hall, a golf hall, an indoor ice rink, a sports hall and a swimming hall. Kuortane Sports Institute can accommodate their customers in apartments with saunas, in hotel rooms, row houses and hostel-type rooms. (Kuortaneen Urheiluopisto 2013a; Kuortaneen Urheiluopisto 2013b; Kuortaneen Urheiluopisto 2013c.)

Tanhuvaara Sports Institute – a modern and active sports centre – is situated in Savonlinna. Schooling in physical education instruction, basic examination in coaching and sports can be studied in Tanhuvaara. Tanhuvaara has versatile premises for sports, like full-sized track and field arena, hall for gymnastics, indoor exercising hall, and tennis and football fields. Accommodation facilities are of good basic level and are offering good staying in Tanhuvaara. There are also dormitory-type rooms for cheaper accommodation needs. (Tanhuvaara 2013a; Tanhuvaara 2013b; Tanhuvaara 2013c; Tanhuvaara 2013d; Tanhuvaara 2013e; Tanhuvaara 2013f.)

Varala Sports Institute is located in Tampere. In Varala people can participate for example in educations in schooling in physical education instruction, education in coaching or pool master education. Sports premises, like gymnastic halls, gym, martial hall and sport halls, are offering good possibilities for high-quality training. Varala mainly has two person's rooms for accommodation purposes in three

different buildings. (Varalan Urheiluopisto 2013a; Varalan Urheiluopisto 2013b; Varalan Urheiluopisto 2013c.)

Vierumäki Sports Institute alias Sports Institute of Finland is situated in Vierumäki. They are organizing an education for example in schooling in physical education instruction, education in coaching, and degree programme in sports and leisure management. Vierumäki offers a large variety of sports premises, for example a ball hall, a bowling hall, a golf course, a hiking stable, an indoor ice rink, a sports arena, a sports hall and a swimming hall. Vierumäki offers accommodation in different levels: for example in hotel rooms, villas but also in dormitory-type rooms. (Vierumäki 2013a; Vierumäki 2013b; Vierumäki 2013c.)

Eerikkilä Sports Institute in Tammela is organizing an education in sports, nature and health sector. They are also arranging different kinds of hobby courses, sport clubs and physical examinations. Football hall, sports hall, gym, tennis courts and swimming hall are a few examples of the sports premises in Eerikkilä. Hotel rooms, apartments and shared apartments are only a few examples of the accommodation types that Eerikkilä is offering. (Eerikkilän Urheiluopisto 2013a; Eerikkilän Urheiluopisto 2013b; Eerikkilän Urheiluopisto 2013c.)

Kisakallio Sports Institute is located in Lohja. Education that Kisakallio offers includes inter alia schooling in physical education instruction and education in coaching. Kisakallio has good supplies of sports premises, such as ball- and tennis hall, gym, gymnastics hall, indoor ice rink, training hall and curling race. They have different kinds of accommodation services, such as apartment hotel and dormitory-typed rooms. (Kisakallion Urheiluopisto 2013a; Kisakallion Urheiluopisto 2013b; Kisakallion Urheiluopisto 2013c.)

Solvalla Sports Institute is in Espoo, near the national park Nuuksio and it is organizing an education in physical education instruction and masseur. They are also organizing shorter fitness and sports courses and camps for different target groups. They have sports premises such as a football field, gym, gymnastics hall and sports hall. It is also possible to accommodate in Solvalla. (Solvalla – Folkhälsan Utbildning 2012a; Solvalla – Folkhälsan Utbildning 2012b.)

Kisakeskus Sports Institute is the last sports institute to be presented and it is the southernmost and situated in Raasepori. Kisakeskus is offering an education in coaching, sports and seasonal yoga. For sporting purposes Kisakeskus has premises, like ball hall, climbing wall, football field, frisbee golf race, gym and sports hall. Kisakeskus has a very wide range of accommodation alternatives, for example a log house and –cabins, row houses and rooms also in the main building. (Urheiluopisto Kisakeskus 2013a; Urheiluopisto Kisakeskus 2013b; Urheiluopisto Kisakeskus 2013c.)

3.3 Future challenges for sports institutes

By education politics, sports institutes are enhancing goals in physical education politics in Finland. The demand for sports has been growing due to familiarization with the effects of sports. The demand for sports is also increasing the supplies of education. Besides being learning institutions, sports institutes are also know-how centers of sports and physical education that can enhance in many ways the development of sports in Finland. Even now sports institutes are working for sport-alliances as nationwide training centers of top-level sport that are offering different ancillary services for sport coaching, for example testing and analyzing the development of an athlete. In recent years the development work of sports that enhance the health of population has become more and more important. That development work can be carried out together with employers and insurance companies. (Hako 2010, 19-20.)

One challenge for the future is to guarantee the equality in sports education that is directed to the whole population. Along with the polarization of society, the differences in health behaviour are growing. Highly trained and affluent persons are taking care of their wellness whereas low-trained and less-affluent persons might have more easily some problems. In sports institutes' point of view the equality means drawing the attention to population groups that are underrepresented in the liberal adult education and who do not exercise enough for their health. (Hako 2010, 20-21.)

The growing demand for quality, economic efficiency and effectiveness are requiring even more from the sports institutes in the future. Sports institutes are learning institutions whose strengths are strong knowledge in sports education but in the field of education they are quite small operators. One main thing is the mutual co-operation between sports institutes to reach synergy benefits in administration, economy and in the planning and development of the education. Through the co-operation small sports institutes could offer the same internationality, know-how and quality as big learning institutions. They can even be better places by offering personal care to the students. (Hako 2010, 20-21.)

4 UNDERSTANDING THE SPORTS CONSUMER

Every consumer is different and their demands can vary a lot. They do not have the same attitudes, beliefs, perceptions or motivations. In order to be able to give right service to the consumer it is crucial to know the consumer's needs and motives, and the decision procedure. (Cooper, Fletcher, Fyall, Gilbert & Wanhill 2008, 43-45.) Understanding the consumer is an important thing if a company wants to reach success. The issues that are being handled in this chapter are consumer behaviour – especially sports consumer behaviour – and customer satisfaction. Without realizing those things it is easier to make a mistake in business and lose a good customer relationship.

The tourism-consumer-decision process can be seen as a system that is consisting of four parts. The first one is the energizers of demand, which means the motivation that made the tourist make the decision of choosing the attraction or the vacation. The second part is the effectors of demand, which means the things that have affected to the consumer's decision process, such as marketing. Roles and the decision-making process is the third part of this system. It emphasizes the role of family and relatives in the decision-process making. The last part is the determinants of demand, which means that the demand is affected by economical, sociological and psychological factors. (Cooper et al. 2008, 43-45.)

4.1 Sports consumer behaviour

Sports consumer behaviour means the performance that consumers are showing by searching, booking, purchasing, consuming and evaluating products and services that they are expecting to be satisfying their demands and wishes. In overall there are two main types of sports consumers. The personal consumer' is the first one and it represents an individual who is buying goods and services for private use. An example of this can be a family who buys a one-week holiday in some sports resort. The second type is the organizational consumer who represents a business or industry and buys goods and services for the use of the

organization. A sports team that is buying new equipments for the team use is an example of an organizational consumer. (Hunter & Schwarz 2008, 90.)

The following two subchapters are describing more deeply what internal and external factors are, and how they are influencing the sports consumer's buying behaviour. After those, reasons for consuming sports will be presented and it opens the reasons why people consume sports.

4.1.1 Internal factors

The self-image of the sports consumers is affecting their sport-consuming behaviour. The self-image is consisting of the 'ideal self' of the consumer, 'perceived self' in the meaning of what the consumers thinks they are in the others' point of view, and 'reference group self,' which means how the consumers interplays with their interest group. Also an important factor is on what age level the consumers are in their life. (Hunter & Schwarz 2008, 90-91.)

In addition to personality also the learning process of the consumer is affecting the buying behaviour. It is crucial to know how the sports consumer is learning because then the sport product marketing can be targeted to all potential consumers. Some peoples' learning process follows the route: learn → feel → do, which means that at first there is an interest towards e.g. basketball, then the consumer starts to find out how to play it and then becomes a fan. The second way of learning is the following feel → do → learn –route, meaning that first the consumer and is developing an attitude towards the product of sport, then consuming it and learning about it. The third learning way is based on the route: do → feel → learn, which is reverse with the first one. In this way the consumer learns while consuming the product and if it is satisfying the consumer, he/she will learn more about it. The consumer needs to be taught from where he/she can buy the sport product, how to use it correctly and also how to continue using it. (Hunter & Schwarz 2008, 92.)

The sport-consumer-motivation process is also an important element when thinking of internal factors that are influencing sport-consumer-buying behaviour. Motivation is the effect that starts the mood to satisfy needs and wants. In the context of a sports consumer the motivation can be the willingness of improving health and fitness, performance or simply just for fun. For a sports consumer the motivation involves also drive and tension. The drive can be described as a willingness to carry out the mission, and tension can be seen as a spiritual or sentimental stress. These are linked together when the consumer is having a need or want and they experience stress of how they are going to satisfy the need or want. Then the consumer is creating a plan to fulfill the need and that plan is affected by the consumer's own nature and process of learning. It is hoped that the result of the behaviour leads to the satisfaction of fulfilling the need or want. Finally, the consumer is satisfied and the tension level is decreased. (Hunter & Schwarz 2008, 94.)

Attitudes and perceptions are also influencing the buying process. If the sports consumer is having a negative attitude towards the sport product it is difficult to make him/her consuming it. People do not like the same things and they have different reasons for that. Sport consumer perceptions (attitudes, values, needs etc.) can be found out by collecting, evaluating, expounding and scanning. Sports consumers are selecting sport products based on their perception gained by any of their five senses; usually via hearing or sight. There are three elements that are formatting perceptions: feelings, images and sensation. (Hunter & Schwarz 2008, 95-97.)

4.1.2 External factors

The first external factor that is affecting the sport consumer is buying behaviour is culture. It includes approaches, beliefs, demeanors and valuations that are epitomizing of how the society is functioning. In the behaviour of the sports consumer, culture in most cases controls the stage to which marketing endeavors are accredited. Culture can be "learned" in four different ways, and the first one is 'formal learning'. It means that the learning is happening usually in the classroom

and it is highly parsed. Correspondingly, 'informal learning' signifies independent way of learning and the learner is responsible for the learning process. The third style is 'incidental learning' where the learning is an outcome of the activity that the person is taking part in, like accomplishing a task. The last way of learning is 'technical learning' and it is combining education and training. (Hunter & Schwarz 2008, 99-100.)

Subculture means inter alia age, gender, geographical region, nationality and social class. Divers groups of consumers have different needs and wants that motivate the development of products and services, but also how they are being offered. The third external factor is cross-culture that can be used to describe the mix of different cultures. Thanks to modern transportation networks, people from all over the world can be in contact with each other, move to another country and in this way cultures get mixed. This phenomenon requires sport marketers to understand different cultures but also how the acculturation is affecting the way of consuming. (Hunter & Schwarz 2008, 100-101.)

Social setting is the fourth external factor in the meaning of a reference group (formed by two or more people), where all the people in the unit are sharing congruent attitudes, values and persuasions. Reference groups can be divided into four categories: normative-, comparative-, multiple- and indirect reference groups. Normative represents the groups that individuals keep as an example of how to behave. Comparative are groups that individuals are comparing their own behaviour to. Multiple groups means that an individual can belong to more than just one reference group. The last one, indirect groups are either individuals or groups that the individual is identifying with without a direct contact. (Hunter & Schwarz 2008, 101-102.)

4.2 Reasons for consuming sports

There are many personalized and environmental factors that are having an impact on the consumer behaviour. The reasons for that behaviour can be divided into three elements: socialization, attendance and commitment. Socialization can be

seen as a process in where individuals are gaining opinions, values and behaviour that is suitable to members of specific culture. In the culture of sports, sport marketers tend to pay attention to the process by which individuals are improving and connecting abilities, know-how, attitudes, and materials that are necessary in performing the roles of sport. (Hunter & Schwarz 2008, 107.)

Socialization in sports requires some type of attendance which can be qualified as generating a tight connection with something. Attendance can be divided into three parts. The first is 'affective', which means approaches and emotions that are targeted towards sport activities, like happiness when winning a basketball match. 'Behavioural' is the second part and it means the behaviour or responses that are related to the internal and external stimulation that sports are providing, for example encouraging the favourite ice-hockey team during the tough game. The last part, 'cognitive', can be defined as a knowledge acquiring process concerning a sports activity. It includes for example, the information search from the internet and asking sport-related questions to a person who is familiar with that exact sport. (Hunter & Schwarz 2008, 107.)

Commitment is a process where an individual is on an emotional level or mentally obligated to a course of action. In a sport context it is connected to frequency, length and the intensity of participation in sports. Sport marketers are utilizing that commitment when they are marketing their services. They are offering good bids and benefits to a new consumer while they are pleasing their old consumers by offering special benefits only for them. The more the consumer is committing to the sport product, the more durable and productive the customer relationship is for both parties. (Hunter & Schwarz 2008, 24, 107.)

5 CUSTOMER SATISFACTION

Different definitions of customer satisfaction can be found from books that are talking about the issue. The definition that is being used in this thesis is the following one: "Customer satisfaction is a measure of how your organization's total product performs in relation to a set of customers requirements" (Alexander & Hill 2006, 2). That definition summarizes and explains quite well what customer satisfaction is all about; how the product is answering to the customer's demand.

Customer satisfaction can involve different variables, like costs, obedience, loyalty and professionalism. Product quality is quite often the function of the product, appearance, approach of the salesperson, salesperson's knowledge and the preference. The company is able to control these characteristics if they have enough resources. Still, these things are not the biggest factors in the customers' satisfaction: perception is the thing that cannot be fully controlled by a company. There might not be any facts and reality behind the perception but still it is a fact in the customer's point of view and it needs to be taken seriously. It is possible that two different customers are seeing the same product very differently. The reasons for that might be the time of the day, stress level or simply the expectation towards the product. (Cochran 2003, 1-2.)

5.1 Tools for measuring customer satisfaction

Measuring customer satisfaction is an important thing in order to keep the customers. There are different methods of measuring satisfaction, like questionnaires made by mail or email, phone surveys and focus groups (Goldstein 2010, 8). According to Alexander and Hill, the three major survey types are personal and telephone interviews, and self-completion questionnaires (Alexander & Hill 2000, 101). The advantages and disadvantages of these three survey types will be presented next more specifically.

Personal interview is a measure method that can be implemented in the street, in the homes of people or in the premises of the interviewer. The advantages of this measuring method are, for instance, that in this way the respondents can be fully understood by the interviewer, visual prompts can be used to help the respondent understand the question. Also complicated questions can be made in personal interviews and random samples can be taken for interviews at home or in an office. The disadvantages are for example high expenses and the need of trained interviewers, and difficulties when drawing personal or delicate questions. (Alexander & Hill 2006, 102.)

Telephone interview means that the interview is being made over the telephone and its advantage is that it is a quick way to collect the data with low costs. Both parties can communicate with each other and make explanations possible. Because it is a telephone interview it can be executed despite the distance. Disadvantages that this method has are, for example, short interviews and that the questions need to be simple and easy to carry out, the interview needs to be interesting so that the respondent's concentration is maintained in the interview. The lack of visual aids can also be counted as a disadvantage. (Alexander & Hill 2006, 104.)

Self-completion questionnaire is a low-cost way to measure customer satisfaction because an interviewer is not needed since the respondents can fill the questionnaire themselves. Other advantages that this method has are full anonymity to the respondent when no name is required and that might increase the willingness of people of taking part in the research. Also the distance is not being seen as a disadvantage since there are many ways to execute the data collection by using for example fax or email. Self-completion questionnaires can also be distributed in various manners (e.g. door-to-door, using the sales force). (Alexander & Hill 2006, 104-105.)

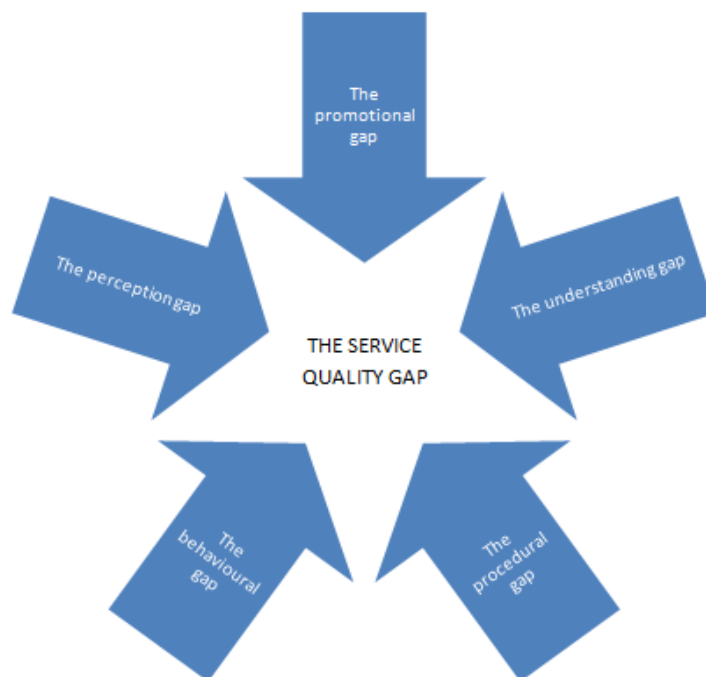
Like other previous presented methods, self-completion questionnaires are also having disadvantages. Usually questionnaires need to be short so that respondents can quickly fill them in and that is why questions need to be simple. The response rate is sometimes quite low in this method, especially when there is

no representative present in the data collection situation. One negative affecting factor in self-completion questionnaires is that at times people are tending to answer it in a rush so that the reliability of the answers may not be so high.

(Alexander & Hill 2006, 105-106.)

5.2 Satisfaction gaps

To measure the reason for the decreasing amount of customers, there is a theory of 'satisfaction gaps'. The final gap is usually the consequence of one of five earlier gaps: promotional, understanding, procedural, behavioural and perception. In the graph below (GRAPH 3) these gaps can be seen and the customer satisfaction can be divided into five parts. (Alexander & Hill 2006, 5-6.)



GRAPH 4. Satisfaction gaps (adapted from Alexander & Hill 2006, 6)

The first gap (GRAPH 4) is the promotional gap, which means how different the service is from the standard that is received from the delivery. The second gap is the understanding gap that the perceptions of the managers are incorrect when comparing them with the expectations of the customers. The third one is the procedural gap, and it means that the expectations of customers are not

transferred in suitable operating systems. The fourth gap is the behavioural gap, meaning that the delivered service is different from the description of the received service. The last gap is the perception gap that means that the service level that the customer is observing is different from the one that is being provided. All these five gaps are creating the service quality gap that explains customers' expectation and perception differences towards the received service. (Alexander & Hill 2006, 6.)

This theory can be used in this thesis also when the winter vacationers' satisfaction will be analyzed and discussed further in this report. It describes the factors that are influencing the satisfaction and which components the satisfaction is consisting of.

5.3 Customer retention and loyalty

Customer retention and loyalty are important factors that are taken into account also in the questionnaire that is made for the vacationers by asking them if they are coming again for a winter vacation to Pajulahti. It is essential to create a long lasting relationship with the customer and make sure that the customer continues using the product that is being offered. It is obvious that every manqué customer means a loss of money. In this subchapter, customer retention and loyalty are being described to be able to understand what are the benefits of keeping the customer and what factors are affecting customer loyalty.

Customer retention means keeping the current customers. The retention is closely related to customer satisfaction because if the customer is not satisfied with the received products and services, he/she will no longer be the customer of that company if it is possible to change the service producer. Customer retention is important to the companies because it is more profitable to keep the current customers and make them satisfied. In that way the customers may pay even more if the product or service is perfectly tailored for them. (Alexander & Hill 2006, 9, 11.)

Customer loyalty can be seen as a result of coherent favorable emotional experience, satisfaction that is based on satisfaction of physical attribute and a value that is perceived from experience (includes product or service). Customer loyalty needs an emotional bond between the consumer and the service provider. If there is no bond then it is easier for the consumer to leave that service provider in the case of dissatisfaction. (Beyond Philosophy 2013.)

According to Alexander and Hill, loyalty can be divided into six different levels. 'Suspects' are the ones who do not know about the offered product or they do not have any desire to buy it. 'Prospects' are potential consumers who are interested in the company but not yet a customer. The third loyalty level is customers in the meaning of 'one-off buyer' of the product without real feelings of affinity towards the company. 'Clients' are consumers that think positively of the company but are supporting them passively, in addition to purchasing. 'Advocates' is the fifth level and is representing clients that are recommending the company forward and in that way doing active supporting. The last level is 'partners' which means that the customer and company are in partnership which benefits both parties. (Alexander & Hill 2006, 16.)

6 IMPLEMENTATION OF THE RESEARCH

This part of the thesis is focusing on the goals and targets of the research and research methods' theory. Also the theory of reliability and validity will be presented. The last subchapter is the questionnaire design and data collection which introduces the questionnaire that is being used in this research and also how the data is collected in this thesis.

6.1 Goals and target group

The goal of this thesis research is to find out how satisfied winter vacationers' are with their sport holiday in Pajulahti Sports Institute. The aim is divided into four objectives: sport consumer behaviour, customer satisfaction and user profile, purchasing demeanor and customers' opinions of their vacation. All these factors are supporting in reaching the main goal.

The target group for the research is winter vacationers that are coming to Pajulahti Sports Institute in week 8. The size of the target group is 379 persons. Among the target group there are adults and children. The duration for vacationers' stay can be from 3 days to 6 days depending on their own wishes. They can accommodate in dormitory rooms, basic hotel rooms or in hotel rooms which have own sauna. The price is formed depending on the type of accommodation and also if the customers want to have half-board or full-board. There are some discounts for customers that are members of a trade union.

Every day there is a wide scale of different sports activities that the customers can freely join. Pajulahti is offering 'vimpulaparkki' for children who are too young to participate in sports activities and instead of that they are crafting or playing in the playroom while their family is doing sports. There are separate sports activities for adults and for young people, but if there are no interesting activity in young peoples' program, they can also join the adults' activities in case there is room for them.

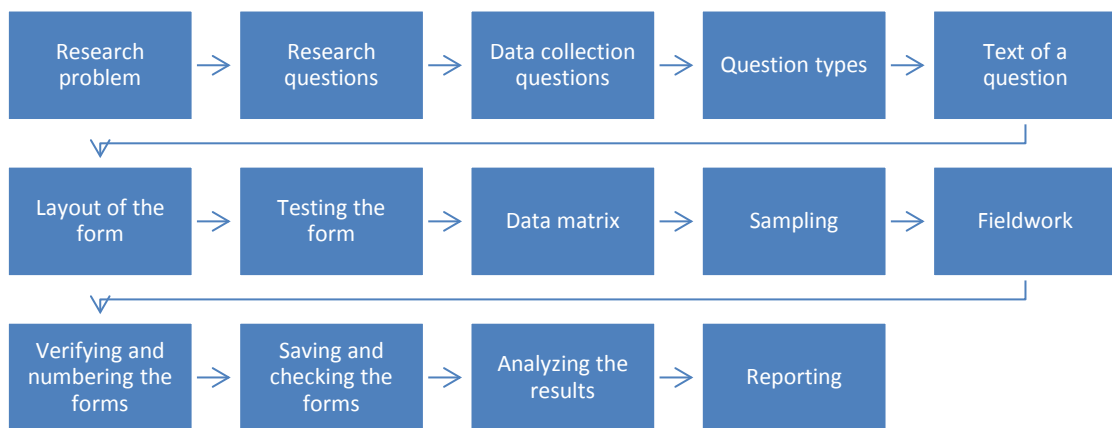
6.2 Research methods

There are two types of research: qualitative and quantitative. Qualitative research can be divided into seven data collection methods according to Veal. Those methods are: biographical methods, ethnography, in-depth interviews, group interviews or focus groups, participant observation and textual analysis. Quantitative research – which is going to be used in this thesis – has three different methods, such as, questionnaires, interviews and systematical observation. Vilkkä has also mentioned a method that uses other registers or statistics which are not collected by the researcher. (Veal 2006, 197; Vilkkä 2007, 27-30.)

The choice of the research method depends on the examined phenomenon. If the phenomenon is new without any previous research data or theories, then qualitative method is being used. With qualitative research a phenomenon will be clarified, from which factors it consists of, and how these factors are interacting with each other. It can be said that the basis of every research is being made with the qualitative research method. Quantitative research method requires knowledge of the phenomenon, in other words, what factors are affecting it. Knowing the factors is a prerequisite because it is impossible to measure anything without knowing what to measure. Quantitative research is mainly measuring the variables, calculating the interaction between them and doing a quantitative calculation of the presence of the factors. (Kananen 2011, 12.)

Quantitative research means that the research is based on amounts so that is the reason why the observation unit needs to be wide. With too small an observation unit the research is not so reliable. The indicators that are being used are quantitative and the collected data is being processed with statistical methods. The main idea in quantitative research is positivism which is emphasizing the reasoning of the data, reliability, objectivity and unambiguousness. It is based on the measurement of which the goal is to produce justifiable, trustable and generalized information. Positivism's aim is to reach an absolute and objective truth. (Kananen 2011, 17-18.)

Quantitative research can be made only when the researchable phenomenon has become accurate enough, and that can be done with the help of qualitative research. The phenomenon has to be defined well so that it can be measured by quantitative research methods. Quantitative research requires that the data is consisting of numbers which are to be used to find out frequencies of the phenomenon. (Kananen 2011, 18-19.)



GRAPH 5. The stages in quantitative research (adapted from Kananen 2011, 20)

In the graph above (GRAPH 6) the stages of quantitative research can be seen. The first step in the process is the research problem to which an answer or solution is sought. The problem is being resolved with knowledge. When the needed knowledge is defined, the next stage is to solve where the needed information is being collected and how. Every stage is affecting the next one, and research theory is the base for the whole process. (Kananen 2011, 20-21.)

Research questions are formulated from the research problem. The questions are solving the problem. In the base of quantitative research there is a pre-understanding of the theories and models about the research study. In addition, more detailed help questions are needed to collect the information in aid of actual research questions. The questions are kind of meters that are explaining the phenomenon that is being investigated. Question text is being considered precisely in order to avoid misunderstandings. Also the layout of the form needs to be taken into consideration. It should be respondent-friendly and attractive, not forgetting the form-ergonomic. (Kananen 2011, 21-22.)

The seventh stage (GRAPH 5) is testing the form so that every question is understandable and cannot be comprised wrong. Sometimes the researcher has been focused so deeply on the research that he/she has become blind to own mistakes. After checking the form, all the needed corrections are being done. (Kananen 2011, 22.)

When designing the form, the demand of the data matrix has to be taken into consideration. The data matrix means the base of the database where all the received results are being inputted. All the question alternatives are not always conforming to the data system, which is important to be remembered already at this stage. The sampling is the ninth stage in the research process (GRAPH 5) and it means how the data is being collected. After deciding the population and amount of sampling it is time to do the fieldwork from where the data is being collected. When the fieldwork is done, the forms will be verified and numbered and then inputted to the data matrix. (Kananen 2011, 22.)

Saving and checking the forms will be done before the analyzing of the results starts. All possible mistakes in a typo or non-permitted variables performing in the data matrix will be checked. If the observation data is having mistakes that are performing at this stage only as non-permitted values of the variables, corrections will be made. After that, necessary computer runs can be carried out and the writing of the report can be started. (Kananen 2011, 22.)

6.3 Research reliability and validity

Every thesis should have a so-called reliability analysis. It should be taken into consideration already when planning the thesis. If research methods, meters and sampling have been done without paying attention to reliability and validity, the trustworthiness is low. However, the purpose of the research is to provide as reliable and valid information as possible. Validity means that right things are being researched in the research problem's point of view, and reliability means the persistence of the research results. Both of them have several subdivisions that are going to be presented next. (Kananen 2011, 118-119.)

As is said above, reliability means that the results of the research are persistent and therefore the same results will be received when repeating the research. The used meter will provide the same results at a different measurement time and the received results are not coincidental. The reliability of the meter can be high so it always provides the same result, but still the meter can be wrong. Reliability does not guarantee validity. Two components can be separated from reliability: stability and consistency. The meter can be valid and have a high reliability but the phenomenon is changing over time. Stability is measuring how the meter has been consistent over time and it can be increased by executing measurements temporally and successively. Low stability can be caused by real changes in the phenomenon and not the unstable meter. (Kananen 2011, 119-120.)

Consistency means that the components of the meter are measuring the same thing. The results of the measurements should be the same even though it is being measured with two different meters. It can also be made inversely. In a questionnaire research this thing means that the same thing is being measured with two different questions where the counterparts of the variable's properties are being used. The high correlation between two opposing – that are measuring the same allegation – is indicating the high reliability of the measurements. The reliability of this thesis can be verified by repeating the phases of this research because all the used phases are documented precisely. Still, it is not reasonable to repeat the measurement in order to show the reliability of this research only for the purpose of this thesis. (Kananen 2011, 120.)

Validity means the competence of the meter so that is it measuring the right thing that is should be measuring, and how accurate the meter is. The validity is being ensured by using the right research method and the right meter. Evaluating the quality of validity is more difficult than the evaluation of reliability. Validity can be divided into seven different subtypes: internal-, face-, external-, content-, predictive-, construct- and criterion validity. In this thesis the focus in validity analysis is on internal and external validity, and for that reason only those two factors are presented in more detail. (Kananen 2011, 121.)

Internal validity means the right causal connection so that the X is caused by Y. It represents the systematic reliability of the research process which is different from the previous described reliability. The evaluation of the internal validity is almost impossible but it can be increased by deleting factors that are reducing the internal validity. For example by documenting the research process precisely and by determining and leading the concept minutely, willingly by basing it on theory.

External validity is related to the generalization of the received results. Generalization is in order if the sample corresponds to the population. The evaluation of the external validity is easy but it requires that the variables of the structure of the population is available so that the comparison with the sample is possible. In this thesis the valid evaluation will be done by comparing the amount of data with the total number of customers in Pajulahti under the conclusions. (Kananen 2011, 121-122.)

6.4 Data collection and questionnaire design

As was mentioned before, the data will be collected from the winter vacationers that are spending their holiday in Pajulahti Sports Institute in week 8. The research method that is being used is questionnaire. The vacationers can answer the questionnaire from Tuesday 19th to Thursday 21st February. The questionnaire is in paper form and vacationers are able to fill it in, in the lobby of the main building, near the restaurant. On Tuesday the data will be collected during the lunch break, on Wednesday during the lunch and dinner breaks, and on Thursday during the lunch break. Each respondent will get a Pajulahti drinking bottle as a gratitude for taking part in the survey. Drinking bottles are given to the 200 first respondents but it is possible to get some extra bottles in case that amount is not enough.

In the beginning when the planning of the questionnaire started it was important to focus on the research problem and think about what kinds of questions would help to find the answer to that problem. Since the problem is how satisfied winter vacationers' are with their holiday in Pajulahti Sports Institute in week 8, the questions are made from the areas that are affecting the customer satisfaction in

Pajulahti. It was decided that those areas are accommodation, activities and catering services because during the vacation the customers are accommodating a couple of nights there, eating in the restaurant and participating in the activities.

The questionnaire consists of 12 questions from which three questions are open-ended, and the rest are closed-ended questions. The first four questions are determining the basic information of the respondent such as age, gender, duration of the vacation and accommodation type. Then the three following questions are asking about the satisfaction with the accommodation and restaurant services, and activities to map out the satisfaction with all those elements that are affecting the contentment. The following questions are asking about favourite and least-favourite activities in Pajulahti because those sports activities are the main thing in the vacation and are affecting the satisfaction a lot. Since there is a wide range of activities offered during the week, no activities are listed in the questionnaire, instead the respondents are asked to write their answers themselves.

The last three questions are summing up the satisfaction with the holiday as a whole. Respondents are asked to give a total grade for the holiday and evaluate whether they are coming back to Pajulahti for their winter vacation. At the end there is a free space for open feedback for everything related to Pajulahti and the holiday. These questions are the final decision of the people's satisfaction with their holiday after they have thought about their satisfaction with different elements that are affecting the whole picture of their stay in Pajulahti. In the open feedback people are allowed to justify their opinions and explain why they are, or why they are not satisfied.

As the research problem and the purpose of the questionnaire are handling the satisfaction of winter vacationers, the results are also helping Pajulahti to develop its services. This is mentioned in the introduction of the satisfaction questionnaire with the background information of the survey and the people behind it. The text is meant to be short in order to infuse trust to the respondents but also increase the willingness of answering this questionnaire by promising the drinking bottle.

7 RESULTS AND ANALYSIS

This chapter is the most important part in this thesis since it presents the received results without forgetting a sharp analysis. Like it is already mentioned before, the research problem is how satisfied winter vacationers' are with their holiday in Pajulahti Sports Institute in week 8. The answer for this question is being found out by asking vacationers' opinions about the offered activities, accommodation and catering services. In total 168 replies were collected during the three days spent in Pajulahti and that result is 44% of the total amount of the vacationers which was 379 people.

7.1 User profile

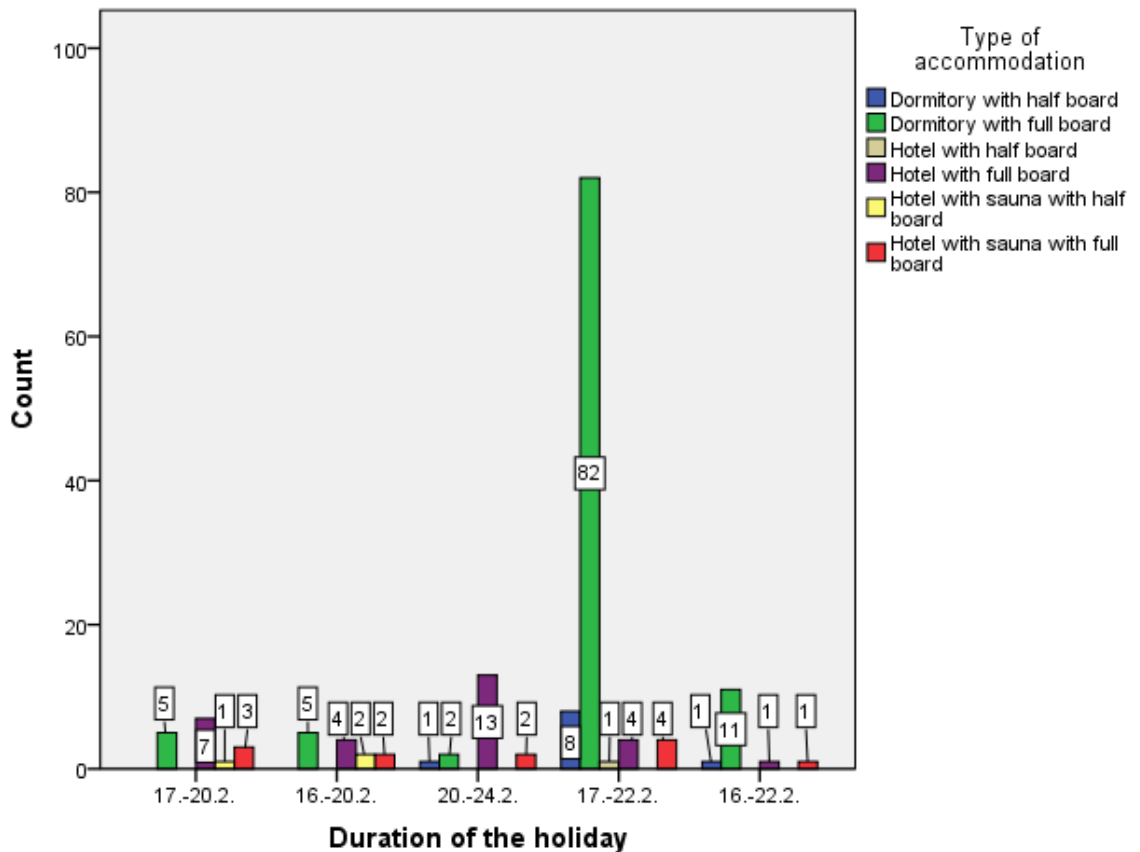
As it can be seen from the table below (TABLE 2), there were in total 95 women respondents and 73 men respondents participating in this customer satisfaction questionnaire. During the data collection it could be seen that men are not so interested in taking part in this kind of questionnaire and give their feedback even though they could get the drinking bottle. From the table it can also be seen, that the 10-15-year-old children were the ones most actively participating in the questionnaire with 65 respondents. The least active age groups in this questionnaire were 26-35 and 56-65-year-old people since only six persons were taking part in this survey from both age groups.

TABLE 2. Age distribution of respondents

	Age							Total
	10-15	16-25	26-35	36-45	46-55	56-65	66 or older	
Gender Male	32	4	1	15	12	3	6	73
Female	33	6	5	30	12	3	6	95
Total	65	10	6	45	24	6	12	168

7.2 Purchasing demeanor

The third question in the questionnaire is asking about the duration of the holiday and there are five different date alternatives given. The duration varies from three to six days so that the earliest vacation of the target group is starting on the 16th and the latest vacation is starting on the 20th of February. When it comes to the results, in total three people left the question blank and did not answer it. Among 165 people the most typical duration of the holiday is from 17th to 22nd when 100 people (60.2%) chose that alternative. The rest four alternatives got almost the same amount of answers but that five days duration was the most popular length of the vacation.



GRAPH 6. Type of accommodation

The next question asked was about the accommodation type by giving six different answering alternatives: dormitory-, hotel room- or hotel room with

sauna – accommodation. From the graph above (GRAPH 6) the received results can be seen. During 17th -20th the most popular accommodation type is hotel with the full board when seven people named that as their accommodation type. Full-board dormitory were almost in the same level when five people answered that. During the 16th to 20th full-board dormitory (5 responses) and hotel (4 responses) were nearly equally popular. Just as graph 6 is showing, people who stayed from 20th to 24th period accommodated mostly in full-board hotel level when 13 people named that as their type of accommodation.

On the 17th-22nd people accommodated the most in dormitory-typed rooms with full board, when 82 persons marked that as their room type. In the last staying period from the 16th to 22nd, people accommodated the most in full-board dormitory since 11 people responded that type. It needs to be taken into consideration that in total eight people did not answer this accommodation type -question at all. The high amount of dormitory-typed accommodation answers can be explained with the fact that in Pajulahti there are more rooms in dormitory level (120 rooms) than in hotel level (52 rooms) (Pajulahti 2010). 146 of 160 people chose full-board instead of half board and the half board were chosen mostly by the people who were accommodated in dormitory-typed rooms.

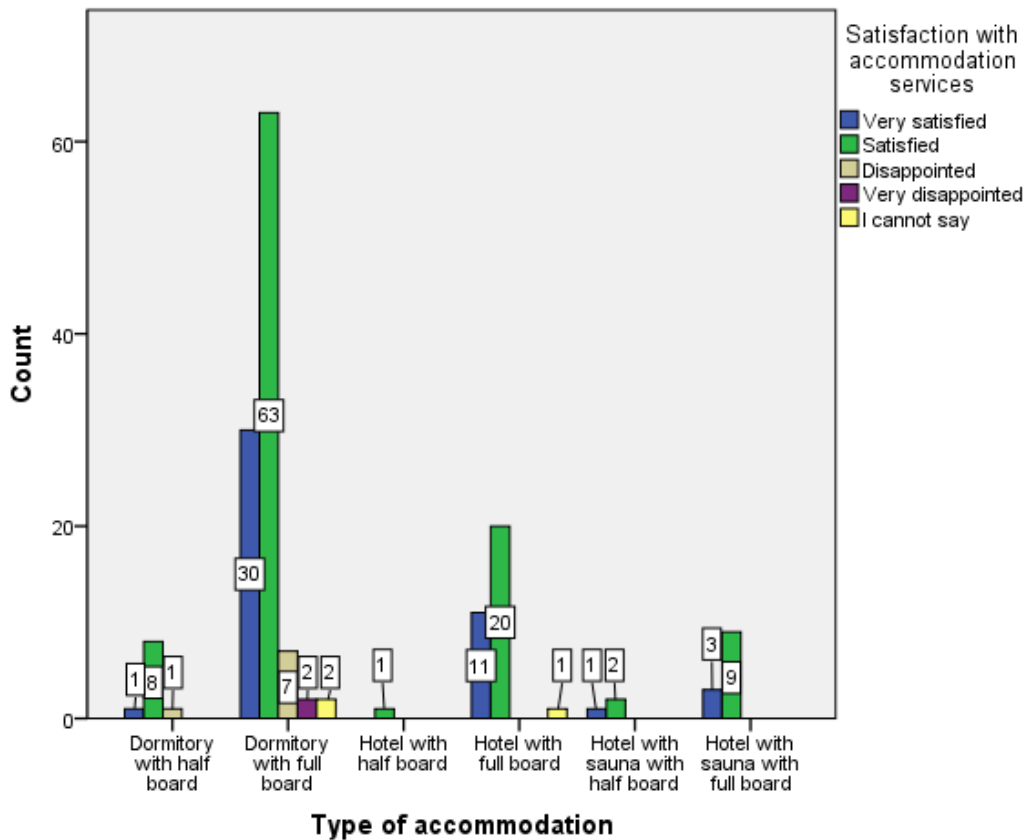
7.3 Satisfaction and opinions

The fifth question of the questionnaire is asking about the satisfaction with accommodation services. From the table below (TABLE 3) the received results can be seen. In total 167 people answered this question, which means that one person left this question empty. The results are showing that most of the people are satisfied with the accommodation services in Pajulahti when 63.5% of all respondents replied that alternative. 47 people are very satisfied and only 11 people are disappointed or very disappointed with their accommodation in Pajulahti. Three people could not say their opinions about the accommodation.

TABLE 3. Satisfaction with accommodation services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	47	28.0	28.1	28.1
	Satisfied	106	63.1	63.5	91.6
	Disappointed	9	5.4	5.4	97.0
	Very disappointed	2	1.2	1.2	98.2
	I cannot say	3	1.8	1.8	100.0
	Total	167	99.4	100.0	
Missing	99	1	.6		
Total		168	100.0		

In Pajulahti's point of view it is a good sign that people are satisfied with their accommodation since 91.6% of all the respondents are satisfied. From the graph below (GRAPH 7) it can be seen that respondents that were staying in dormitory-typed rooms with full board are the most satisfied, since 63 people thought like that.



GRAPH 7. Satisfaction with accommodation services

People were quite actively motivating their opinions in the free feedback –question and those arguments can be found under the open-ended answers –subtitle. Most of the open feedback about the accommodation concerns the dormitory-typed rooms since they are of lower standard when comparing to hotel rooms that got only very satisfied or satisfied responses in the satisfaction question.

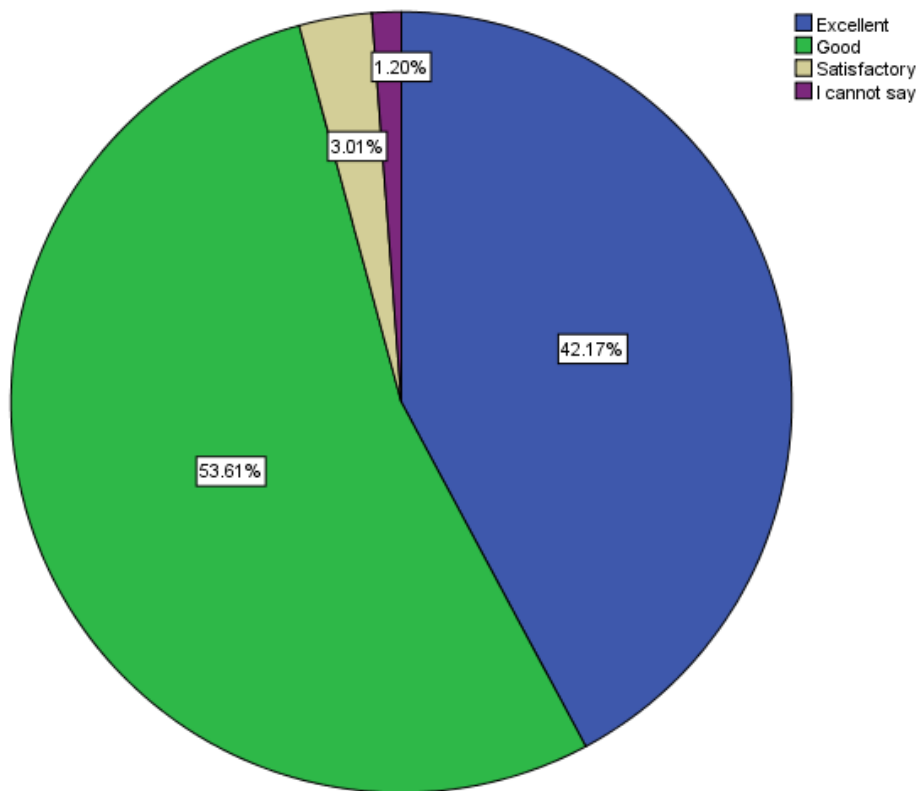
The sixth question is asking about the satisfaction with catering services in Pajulahti in the meaning of the services received in the restaurant. The same answer alternatives are given as in the previous question. In total, 90 people were thinking that they are very satisfied with the catering services in Pajulahti. That amount is 54.5% of all respondents since 165 people were answering this question. Children aged 10-15 were the most satisfied age group but they were also the biggest responding group. In the aggregate, vacationers were satisfied with the catering services when only two persons were disappointed and no one was very disappointed. Altogether there were 161 satisfied respondents when two persons could not say their opinions. It can be said that based on this question, Pajulahti has been successful with their catering services.

Customers' satisfaction with offered activities is asked in the seventh question. In the table below (TABLE 4) it can be seen how satisfied all respondents are since only two people answered that they are disappointed and six people could not answer. The total amount of respondents in this question is 165 so that three of the respondents did not answer this question at all. Altogether 89 people were very satisfied with the activities offered in Pajulahti, and that is 53.93% of the total response rate.

According to this question and the received answers, it is clear that people were satisfied and they liked the offered activities in Pajulahti. None of them said that they are very disappointed even though that option is also available in the questionnaire. The satisfaction can also be seen in the open feedback since there are many positive comments about the activities and the instructors that were guiding and teaching the customers.

TABLE 4. Satisfaction with activities

		Satisfaction with activities				Total
		Very satisfied	Satisfied	Disappointed	I cannot say	
Age	10-15	30	30	0	3	63
	16-25	2	8	0	0	10
	26-35	2	4	0	0	6
	36-45	32	12	0	0	44
	46-55	15	8	1	0	24
	56-65	1	5	0	0	6
	66 or older	7	5	0	0	12
Total		89	72	1	3	165



GRAPH 8. Total grade of the holiday

From the graph above (GRAPH 8) the total grades that the vacationers have given to Pajulahti about the holiday can be seen. In the question there are five different alternatives given from 'excellent' to 'bad' and 'I cannot say'. Two of the respondents passed this question without answering. It is positively surprising

that no one grade their holiday as 'bad'. Over half (53.61%) of the respondents graded their holiday as 'good' and 42.17% thought that their holiday was 'excellent'. A rather small amount of people determined their holiday as 'satisfactory' as well as there were 1.20% of the respondents that could not say their opinions. In overall Pajulahti got very good grades even though not all the previously presented elements got that good an evaluation.

The last question that has structured answering alternatives is asking would the respondent come again for their winter holiday to Pajulahti. In the table below (TABLE 5) it can be seen that one respondent has not answered this question for some reason. Among 167 respondents, 59 are saying that they are 'very probably' coming again to Pajulahti and it is 35.33% of all respondents. 88 people are answering that 'probably' they are coming again so it can be stated that altogether 147 of 167 respondents are willing to come again for a winter holiday to Pajulahti when only six people keep that as 'unlikely'. These answers are showing that people are quite satisfied with their vacation since otherwise they would not answer this question in this way. It is obvious that if people are satisfied with their holiday they usually do not want to come back again to the destination where that holiday was situated.

TABLE 5. Would customers come again for a winter holiday to Pajulahti

		Would you come again for a winter holiday to Pajulahti					Total
		Very probably	Probably	Unlikely	Very unlikely	I cannot say	
Age	10-15	24	30	1	0	9	64
	16-25	2	5	0	1	2	10
	26-35	2	4	0	0	0	6
	36-45	20	24	0	0	1	45
	46-55	6	15	2	0	1	24
	56-65	1	3	1	0	1	6
	66 or older	4	7	1	0	0	12
Total		59	88	5	1	14	167

7.4 Open-ended answers

Like it has previously been presented in this thesis there are three open-ended questions in the questionnaire that is being conducted in this thesis research. In this sub-chapter the answers that were received from those questions will be gone through by starting from the favourite and least-favourite sport activity -questions and then moving to open feedback.

Altogether 70 men and 85 women answered to the question “What activity did you like the most?” The favourite sports activity among all men is ball games (got 18 answers) that includes games such as football, floor ball, special games, team games, tennis and volley ball. Also the activities that are being organized in the ice rink hall are popular, when nine respondents chose ice activities as the best. Altogether six men like all the offered sports activities. Men are usually more interested in ball games than women since men like sports that include high speed and heated situations.

The favourite sports activity among women is clearly gymnastic exercises since it got 15 responses, and the second favourite is swimming (11 responses). Swimming is the most popular among 10-15-year-old children. Six women answered that they like all the activities that are offered in Pajulahti. In total 36 different sports activities are mentioned in the women’s questionnaire papers, and 35 in the men’s papers. Women are often seeking peaceful and slow sports exercises where they do not need to form any team and they can perform individually. That might explain why gymnastic exercises and swimming are so popular among women. Pajulahti is also offering a wide range of different kinds of gymnastic exercises and swimming in various forms, like family swimming and water romps for children.

In total 30 men and 43 women answered to the question “What activity did you disliked the most?” This question seemed to be more difficult to answer than the favourite activity, and in Pajulahti’s point of view it is a good sign that people do not have so many bad things to say about the activities. The least-favourite sport

activity among men is gymnastic exercises when four men answered that activity. In overall, the men's opinions are divided in to 18 different activities so that it is difficult to say truthfully what is really the most disliked activity because the answering level in this question is not so high. Women's response rate in this question is also quite low. Their least-favourite sports activities are ball games (five answers) and gym (four answers). Based on this question it can be said that Pajulahti has succeeded with their activity offerings since people find it difficult to name any activity as their least-favourite. Of course it is difficult to satisfy all people but it is good that all of them can find at least a couple of activities that they really like.

From the table below (TABLE 6) it can be seen that altogether 90 of 168 people answered the last question of the questionnaire which is "Your suggestions for the development of winter vacation and the services in Pajulahti?" The variety of the answers is quite wide since those are handling the accommodation-, activity- and catering services but also the overall feedback of Pajulahti and winter vacation. The text below will summarize the received feedback, one service sector at a time.

TABLE 6. Number of answers regarding suggestions for the development of winter vacation and the services in Pajulahti

	AGE							
	10-15	16-25	26-35	36-45	46-55	56-65	66 or older	TOTAL
Female	14	3	4	19	8	3	3	54
Male	7	3	0	10	8	3	5	36

Pajulahti got quite much negative feedback about their accommodation services. Customers complained about the cleanliness of the bed sheets, dishes and rooms. Some of them also wished to have room cleaning every day to get new towels and empty trash bins in the toilet. They also hoped to get more hotel rooms and bigger room sizes. There were also mentioned some things that should be fixed in the rooms, for example stinking toilet, broken television, closets' handles are missing and overall fixing in accommodation premises. One important thing that was

mentioned was a wish of not to accommodate the students of the institute in the same place as customers because it causes a lot of noise and clutter.

Activities got a huge amount of good feedback, particularly because of the wide variety of different activities. Of course there are always some people who would like to have even more activities or some good activity is missing. One activity wish that in specific was gathered from the feedback was the suggestion of a downhill skiing trip to the nearby located Messilä ski resort. Constructive criticism Pajulahti got about the info board of the activities in the lobby because it is unclear to read and it is not including any kind of description of the activities. There is also an overlapping of the activities because there are so many activities running at the same time. Parents are hoping that the starting time of adults' activities would be a little bit postponed because now they do not have enough time to take their children to children's activities before their own adult activity starts.

Catering services also got some feedback and especially customers are hoping to have some kind of supper because it is not included in the full board. There are also wishes of gluten-free bread to be served without request, better hygiene and arrangements in dishes returning pitch, and more organized meal times to avoid the rush in the restaurant, and guarantee seats for all family-members at the same table. A better variety of food is also one suggested thing in the meaning of breakfast food supply which is said to be too one-sided.

In overall regarding feedback, people are wishing that the sports instructors should have similar clothes so that they could be recognized more easily. There could also be an instructor in the girls' dressing room because some of the children are not able to get along without a guiding adult. Pajulahti got positive comments for example about their lakeside sauna, nice hotel rooms, professional sports instructors and a very good vacation concept.

8 CONCLUSIONS

The goal for this thesis was to find out how satisfied the winter vacationers are with their holiday in Pajulahti Sports Institute. All in all, the goal was reached quite well since the results were showing that people are satisfied with their holiday even though there were dissatisfying things also. A high rate of people were answering that they would like to come again for a winter holiday to Pajulahti and they were also grading their holiday as good or excellent. It is clear there are always some little things that are not functioning properly but despite those factors Pajulahti succeeded well when looking at the received results which were presented in the previous chapter. I can easily see that they are really focusing on their customers and putting efforts to ensure their wellbeing and comfort so that people can just enjoy their holiday and try different sport activities under professional guidance.

The chosen research method for this thesis was questionnaire that belongs to the quantitative research methods and it was conducted in February during three days that I spent in Pajulahti. The data was collected by giving the questionnaire personally to each vacationer. I think that the questionnaire was the best method in this case since the target group was so big that it would have been too difficult to interview all of them or at least half of the group. There are some things in the questionnaire that could have been done better or at least taken into consideration whenever I am doing a similar satisfaction questionnaire in the future.

In the questionnaire there are questions about the form of accommodation, favourite and least-favourite activities were considered to be difficult because some of the children did not understand what the word "activity" means and they did not know their accommodation type. These things were solved by explaining the words and asking where in Pajulahti the children are living. Still, the activity - word would be replaced by some easier and more describing word. These questions are also difficult to analyze because of the huge variety of the answers since these are open-ended questions. However, the list of activities would have

been too long to be written into the questionnaire so that in this case, the open-ended question type is the best alternative.

Questions from five to seven should have had some alternative between response options 'satisfied' and 'disappointed'. Some of the respondents wondered that what alternatives they should cross if they are satisfied but a little bit disappointed with something. Question number 11 ("Would you come again for a winter holiday to Pajulahti?") would have some kind of alternative between response options 'probably' and 'unlikely'. 'Maybe' would have been good for that situation. All in all, except these previously mentioned things, the questionnaire is good and the suggestions for improvement are concerning only a few minor things.

As mentioned before, the data was collected during three days in Pajulahti near to the restaurant in a lobby. The data collection took place during the lunch and dinner times when most of the people went to eat after their activities. The data could have been collected even more actively even though people were caught up to participate in the questionnaire while they were walking through the lobby. Also there should have been more promotion in the activity places even though the promotion was made every day. The total sample size remained below the goal (200 responses) that was decided with the commissioner and for that reason the data collection could have been even more energetic with more inspirational promotion.

Since the total sample size was under half of the total target group (379 people) it decreases the external validity of this thesis. These received results cannot be totally generalized to be presenting the whole group of vacationers that were staying in Pajulahti, but the results are a good source of feedback and ideas for Pajulahti to develop their winter vacation concept. The internal validity of this research is difficult to be evaluated but the decreasing elements can be removed since I have documented the whole research process from the questionnaire design to the data collection and the received results. When it comes to the reliability, it can be said to be good because the research can be repeated on the other winter vacation weeks as the basic concept of all the weeks are the same as

well as the activities, although there are some differences with the activity offerings.

The challenge that was faced during this thesis process was firstly the lack of suitable theory written about sports tourism. In the beginning it took so much time to find accurate theory that suited this thesis and as new as possible. Still, some used references are from the 20th century because only those were giving the information and theory base that this thesis needed. Other theoretical material was quite easy to find and the next difficulties were faced when thinking from what elements the theoretical background is consisting. I really learnt how important it is to read and study the material that is related to the topic since without reading any theory of research process and research methods I would not have been able to do the questionnaire or implement the whole research.

Like I mentioned before, there are things that I would have done differently if I would do this research again. However, I still think that I succeeded quite well with this research and I did not make any big mistakes even though I am disappointed with the amount of data since it does not represent even half of the target group. Still, I think that this is useful for my commissioner and they will benefit from this research though I did not reach the goal of responses. Anyway, I like my thesis topic a lot and I hope that it can be seen from this report. This whole process was very teaching and emotive, very much the crown of my studies.

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ASIAKASTYYTYVÄISYYSKYSELY

Tämän kyselyn tavoitteena on kartoittaa tyytyväisyyttänne Pajulahden järjestämää hiihtolomaa kohtaan sekä kehittää tarjottuja palveluita. Kysely on osa Centria amk:n opiskelijan opinnäytetyötä ja vastaustanne arvostetaan suuresti. Kiitoksena kyselyyn osallistumisesta jokainen vastaaja saa juomapullon. Saadut vastaukset käsitellään koko tutkimuksen ajan luottamuksellisesti siten, että vastaajien henkilötiedot pysyvät salassa. Vastaukset merkitään rastittamalla sopivin vastausvaihtoehto. Kyselyyn vastaaminen kestää noin 5 minuuttia.

Lisätietoja antavat:

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1. Sukupuolenne on

1 Mies 2 Nainen

2. Ikänne on

1 10–15 2 16–25 3 26–35 4 36–45
 5 46–55 6 56–65 7 66 tai yli

3. Hiihtolomanne kesto on

1 17.–20.2. (3 vuorokautta)
 2 16.–20.2. (4 vuorokautta)
 3 20.–24.2. (4 vuorokautta)
 4 17.–22.2. (5 vuorokautta)
 5 16.–22.2. (6 vuorokautta)

KÄÄNNÄ



4. Asumismuotonne on

- | | |
|--|--|
| 1 <input type="checkbox"/> Opistotaso puolihoitolla | 2 <input type="checkbox"/> Opistotaso täysihoidolla |
| 3 <input type="checkbox"/> Hotellitaso puolihoitolla | 4 <input type="checkbox"/> Hotellitaso täysihoidolla |
| 5 <input type="checkbox"/> Saunallinen hotellitaso puolihoitolla | 6 <input type="checkbox"/> Saunallinen hotellitaso täysihoidolla |

5. Kuinka tyytyväinen olette hiihtolomanne majoituspalveluihin?

- 1 Erittäin tyytyväinen
- 2 Tyytyväinen
- 3 Pettynyt
- 4 Erittäin pettynyt
- 5 En osaa sanoa

6. Kuinka tyytyväinen olette hiihtolomanne ravintolapalveluihin?

- 1 Erittäin tyytyväinen
- 2 Tyytyväinen
- 3 Pettynyt
- 4 Erittäin pettynyt
- 5 En osaa sanoa

7. Kuinka tyytyväinen olette hiihtolomallanne tarjottuihin aktiviteetteihin?

- 1 Erittäin tyytyväinen
- 2 Tyytyväinen
- 3 Pettynyt
- 4 Erittäin pettynyt
- 5 En osaa sanoa



8. Mistä aktiviteetistä piditte *eniten*?

9. Mistä aktiviteetistä piditte *vähiten*?

10. Mikä on kokonaisarvosana hiihtolomastanne Pajulahdessa?

- 1 Erinomainen
- 2 Hyvä
- 3 Tyydyttävä
- 4 Huono
- 5 En osaa sanoa

11. Tulisitteko vielä uudelleen hiihtolomalle Pajulahteen?

- 1 Erittäin todennäköisesti
- 2 Todennäköisesti
- 3 Epätodennäköisesti
- 4 Erittäin epätodennäköisesti
- 5 En osaa sanoa

12. Ehdotuksianne hiihtoloman ja Pajulahden palveluiden kehittämistä varten:

Kiitos osallistumisestanne!