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MAINTAINING CUSTOMER LOYALTY

Developing services at Health Club Hukka

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ABSTRACT

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In the growing markets of today and excess variety of choice to customers, it is significant to companies to know how to maintain their clientele. The purpose of this thesis was to identify the key elements of customer loyalty. The case company Liikuntakeskus Hukka is a large and popular health club situated in Oulu, Finland. The health club wishes to develop its services in order to maintain the number of the existing male members with improved service. The initial interest towards this case company began with the author but the subject for the thesis was suggested by the case company as important and current information to the company could be gathered from the research.

The objective was to approach both existing and former male members to determine the reasons why they joined the health club; which needs were or were not satisfied; most and least important factors at the health club among the facilities, and sports and healthcare possibilities; and what were the main causes to resign the contract. According to the researched data, different segments were identified in the male members and conclusions on how to serve these segments better were drawn. This thesis aimed to explain the importance of customer service and customer satisfaction to customer loyalty of a business, as well as considering the theories of consumer behaviour and customer relationship management.

Quantitative research was used in the empirical part to gather enough data for reliable results in the form of a multiple-choice questionnaire sent by e-mail. Mainly closed questions were used to gain comparable answer with a few open-ended questions for receiving more precise feedback for the client company. Discussion of the theoretical part was based on printed and online publications.

The results were analysed and managerial implications were suggested to the case company in accordance with results. The main segments in male members were identified, and the strongest aspects and the key weaknesses of the health club were recognised by the survey. Health Club Hukka has a strong customer base of members since many years that are very loyal to the club mainly because of the variety of services offered and the atmosphere shared with friends.

Keywords: Customer loyalty, customer service, customer loyalty programme, health club

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1 INTRODUCTION

This thesis was executed for service development purposes to the client company. The client, Liikuntakeskus Hukka, is a health club that wished to concentrate specifically on their male customers as they represent a smaller percentage of all customers (Rounaja 21.1.2014, interview). The purpose of the research is to determine the reasons for satisfaction and dissatisfaction that create loyalty or disloyalty in male customers in Health Club Hukka. This research will give important information to the client company on its male members, and the research aims to categorise them into different segments to better understand what type of customers Hukka has and what is important to them. According to the findings, the company can develop its current services to maintain loyalty among the existing customers.

The theoretical foundation is based mainly on customer loyalty but substantial focus is also given to customer satisfaction and customer service as they are of great influence in creating loyalty. Consumer behaviour and customer relationship management are also viewed to get better understanding of customers and the importance of maintaining existing customer relationships. Customer loyalty, however, seemed like the most interesting approach for the research as the research problem is to determine why male customers join, stay or resign the health club, not only focusing on the satisfaction of current services.

The research questions are:

- What are the different segments in current male members in Health Club Hukka?
 - What do these segments value in the services of Health Club Hukka?
- Why have the former male members resigned their contract?

Empirical part was executed as a quantitative research. Multiple-choice questionnaires were sent by e-mail to current and former male members. The survey consists mainly of closed questions to gain enough comparable answers but a few open-ended questions are added, as well, to present more precise feedback to the client. Results are analysed and development proposals are presented in the conclusions according to the data acquired.

Some of the information on the health club Hukka is based on author's own observations and experiences in Hukka as a customer and a part-time worker in the same premises.

The case company for this thesis is Liikuntakeskus Hukka which is a big health club situated in Oulu, Finland. It is a family business and was founded originally in 1976 offering courts for ball games. Since 2004, Hukka has offered services under the title of a health club. The club was visited over 400 000 times in 2013. (Liikuntakeskus Hukka 2013a, date of retrieval 10.2.2014.) Hukka offers many types of different sports and fitness services and facilities as well as some other health and lifestyle services in the same premises (Liikuntakeskus Hukka 2013b, date of retrieval: 10.2.2014).

Several different researches have already been carried out to Liikuntakeskus Hukka but not specifically only to the male customers. Hukka has implemented numerous renovations and redecorations in its premises and show strong will to develop and serve its customers well by creating a visit to the health club an experience.

2 CUSTOMER RELATIONSHIPS

This chapter explains the core theories around the concept of a customer and the relationship between a customer and a company. The theory part starts with consumer behaviour theory relevant to the client company of the thesis; what are consumers and what is their action based on? Next, the concept of how to create happy customers is discussed through customer relationship management, customer satisfaction, and customer service theories. Finally, customer loyalty is defined and how it can be created. In the end of the chapter, there is a brief summary of the theoretical framework of the thesis.

2.1 Different aspects affecting consumer behaviour

The meaning of consumer behaviour can be understood from several points of view. Firstly, it is human behaviour in terms of how to purchase a product or service. It can be seen as a process, starting from the consumer's need for a product or a service, through the decision-making on whether to fulfil that need, what to buy, where, how, which brand. Nevertheless, it is not as simple as that because many different aspects influence those decisions. The aspects influencing consumer's behaviour can be divided into internal and external variables. Internal variables are individual for each customer. These internal variables are further described as personal and psychological features, such as age, occupation, motivation, attitudes and values, for example. External variables, however, do not come from within the consumer, but have an effect on the behaviour. These factors are culture, family, role and status, for example. (Kumra 2007, 2,13.) However, it cannot be expected that everybody in the same age group, for instance, have the same buying behaviour. This reflects the versatility of consumer behaviour. (McDonald 2012, 11.)

In order to understand your customers better and offer them what they actually want and need is to segment markets. Segmentation means that customers are categorised in different groups with different wants, needs and behaviour, typical for each group. This way, a company can know which type of customers they have, to serve each of these segments better. (Kumra 2007, 2, 297.) By understanding these segments and their behaviour, the company can detect how each segment affects the company (Szwarc 2005, 27). In this thesis the segmentation concentrates only on existing male customers. It is the purpose to find out what types of male members Hukka

has, which categories they represent, which aspects are the most important ones to these segments. That way Hukka can decide whether they want to concentrate on several segments with their specific needs or the largest one with satisfying the general needs for this segment to maintain their loyalty.

As consumer buying behaviour is combined of several reasons resulting in the purchase of goods or services, it is essential to identify those reasons generating loyalty to make a consumer buy the same product or service repeatedly. In addition to all other criteria mentioned before, one's personal feelings and other psychological conceptions are also valid in making buying decisions. These can be caused by others' recommendations or bad comments, marketing, the image of the product or company suiting one's lifestyle. One personal feeling that can create loyalty is the feeling of belonging. (Jansson-Boyd 2010, 143.) At Hukka, the atmosphere, the social encounters, friends, and the cosiness of the facilities are the key factors in creating feeling of belonging among customers.

2.2 Learning to know customers through customer relationship management

Customer relationship management is often abbreviated as CRM, and this shortening will be used in this chapter, as well.

CRM has become of great importance and value to companies nowadays. Customers are overloaded with choice, option, and variety while their own expectations change and grow higher according to more variable supply. Companies are thus challenged to maintain their existing customers and minimizing the customer deficit by concentrating on CRM. The goal of CRM should be building long-lasting and valuable relationships with customers to maximise the gain for the company from it. In order to do so, customer should be placed as a top priority for the company and serve right things for the right segment at a right time. (Raab, Ajami, Gargeya, Goddard 2008, 6-7.)

Roberts-Phelps (2001, 2) defines CRM as: "In its simplest form it is an attitude, a mindset, a value that you place on your business and its relationship with its customers". CRM regards every customer as an individual with different buying behaviour. If this behaviour is taken into consideration, it can develop customer loyalty among customer and thus, customer value to your

company. Customer value is seen as the economical value that customer brings to the company. (Roberts-Phelps 2001, 2-4; Kumar & Reinartz 2006, 5.)

Another important term is customer lifetime value (CLV). It is the economical value that a customer is providing the company with over a period of time. CRM consists of collecting and analysing data on the customers. This data is used for learning about the companies' customers and understanding their needs. Managing all this information well will result in prolonging the lifetime value of a customer in order to keep the customers coming back to your company as long as possible and thus, bringing you more profits.

Customer relationship management can be divided into different tasks: customer acquisition, customer retention, customer churn, and customer win-back. Customer acquisition means finding and gaining the customer which is obviously the beginning for any company. Customer retention means maintaining the relationships with customers. Customer churn defines the managing of current customers who are leaving or could be possibly leaving the company. Customer win-back is the final stage and according to its name its purpose is to regain the lost customers.

Customer databases provide an important tool to follow up on the customer relationships. These databases enable the company to understand what type of customers they have and what do these customers need and want. It is also a smart way to observe customer behaviour and realise on time if customer is not returning and attempt to detect the reasons. Aided by these databases and knowing how the customer is, it would be possible to still win back the customer and prolong loyalty when the company offers the client exactly what he needs to make him satisfied. (Kumar & Petersen 2012, 2-5.) Hukka has developed systems for following their customer data. They follow each customer's purpose to visit the gym and the frequency by signing in with a card.

Customer relationship management has also other effects than generating customer value. CRM causes customer satisfaction and customer retention which can lead to customer loyalty. While company learns about its customers, produces and improves its products or services according to the customers' needs, it will bring satisfaction for the customer finding exactly what was needed and wanted with a good quality and price. Happy customers are more likely to purchase from the same company again and bring new customers while spreading the news of good experience. (Raab et al. 2008, 10-11.)

2.2.1 Importance of good customer service

Good customer service is about giving your customer everything they need and making them happy: a happy customer is always promotion on your company (Gerson 1998, 3-4).

Company employees are often the first and only physical human encounter between the customer and the company, thus can have an effect on customer satisfaction. Szwarc (2005, 13) argues that it is important for the company to treat its employees well to ensure the employees' positive attitude and behaviour in their customer service. Employees who are happy in their work promote the company with their attitude and with better work motivation (Szwarc 2005, 13; Gerson 1998, 4). So on the contrary, unhappy employees might cause customer deficit by their lack of enthusiasm leading to poor customer service and customer dissatisfaction as a result.

Great customer service that makes the customer satisfied is one of those reasons which makes the customer return to the company. Dissatisfied customers will either never return, or they can give the company a chance by complaining about a subject that dissatisfied them. Managing these complaints well should be vital part of customer service as it is a chance for retaining the customer. (Barlow & Moller 2008, 17, 20.) Gerson introduces the efforts of proactive and reactive customer service. Proactive customer service is a plan on the service, already in use, serving customers in the best possible way before anything to complain about has even occurred. Reactive customer service means reacting only to customer complaints, after something has already happened. (1998, 37-38.) Regarding the case company as an example, if a customer complains about an untidy toilet, for example, the customer should be reassured that a cleaner will be notified about the situation and apologise for the inconvenience and thank them for informing the staff. However, the proactive, more efficient way ensuring your customers happiness should be a clear strategy of maintaining the tidiness at all times.

Main aspects to remember in serving customers well are accessibility and human contact. Customers want to be treated personally as individuals. Communication should be performed with certainty and clarity. Empathy towards the customer should be shown, especially when dealing with complaints. Customer should have a feeling that their feedback is taken seriously and feeling confident that actions will be taken. (Goodman 2009, 35-39.)

The health club Hukka already has an existing feedback system and customers complain easily or give feedback either on paper or directly to the staff. In the author's opinion, this can be explained by already existing good quality in Hukka; as customers are used to good quality in this health club, they react to changes rapidly. The complaints are also received in a friendly way and actions are always taken. Also Goodman follows this idea: not-complaining customers probably think the complaint will have no effect. He explains that customers who do not complain are 20 to 40 percent less loyal than customers who are satisfied or complain and see the results. (2009, 17.)

Customer service should be seen as more than just employee serving the customer. It has to be deeper, customer-based, resulting in customer satisfaction. Customer satisfaction is the only factor that evaluates customer service as no one but the customer can say if the service was good based on if the customer is satisfied or not. (Dru 2000, 48.)

2.2.2 Customer satisfaction as a priority

Customer satisfaction is “ - an evaluative judgement made by the customer who has purchased or consumed a particular offer” (Ekström 2010, 286). The term has had several interpretations in the past as it used to be thought simply as how customer's expectations were met in the real life. Nowadays it is seen more complex with several other facts affecting to it. It is more focused on the customer rather than the product; customers own personal views such as attitudes and emotions affect their evaluation process of a purchased product or service. In addition, everybody is different and every customer will evaluate the same product in a different way based on their own knowledge and expectations. (Ekström 2010, 286-287.)

The view on customer satisfaction has changed a lot since 1950's when retaining a customer was a small concern. Economical recessions in the following decades forced directors of companies to pay closer attention to the importance of customer. It was realised that finding and maintaining new customers was more expensive than maintaining already existing customers. Therefore, greater effort was initiated to learn about the customers' wants and needs, and the attitude towards customer service changed to create better customer satisfaction. (Szwarc 2005, 6-10.)

Goodman proposes the concept of “do it right the first time”. By this he suggests that a company should be up to date at all times on their customers and the level of their services to prevent any mistakes from happening. Company should know their customers, know what they want, set high expectations for them through marketing and meet those expectations of serving their customers the best they can. (2009, 25.) Value added service can greatly affect customer satisfaction, as well. Value added service means the company offers more than what the customer paid or is waiting for. (Gerson 1998, 42.)

2.3 Customer loyalty and customer loyalty programmes

“The only way to create long-term customer loyalty is to establish a true relationship with your customers which is based not on financial incentives, but on emotion, trust and partnership” (Butscher 2002, 3).

Ekström explains customer loyalty cannot be defined in only one meaning. It is a combination of aspects that explains the relationship with a customer and the customer’s object of interest over time. Customer loyalty can be divided into two dimensions which are loyal behaviour and loyal mentality. (2010, 291.)

Loyal behaviour refers to action of the customer. That behaviour is categorised into five different types of behaviour that explain the different views on customer loyalty: duration, frequency, volume, depth, and customer share. They can range from low to high level, and the high level usually indicates customer loyalty. (Ekström 2010, 292.) These behavioural terms will be explained with practical examples from the client company’s point of view. *Duration* means the length of being a customer to a company. In Hukka the duration can be seen, for example, as how long a customer has been a member in the health club. *Frequency* refers to the number of purchases customer makes, or number of visits the customer makes into the company. In Hukka, it can mean how many times the customer visits the health club in a period of time. *Volume* expresses the level of activity, how many products the customer consumes. For instance, in Hukka, the volume can refer to the consumption of units of time, how long does the customer stay to do exercise. *Depth* means the number of different products the customer purchases. In Hukka, the depth of behaviour of a customer could be seen as how many different activities the customer participates in when visiting the health club, or how many different

services the customer uses. *The customer share* shows how much one customer directs his or her consumption to one particular company compared to other similar ones in a certain time period. To give an example in the health club, how much the customer of Hukka uses other health club or fitness services outside in a period of time? (Ekström 2010, 291-293.) The questionnaire to the health club Hukka was partially composed based on the idea to determine these different types of loyal behaviour in the male members.

Loyal mentality is an aspect in customer loyalty which is difficult to measure as it occurs in customers mind; in feelings, thoughts, and fantasies, for example. Mentality aspects are further divided into attitude, commitment, preferences, involvement and intentions. *Attitude* is described as person's relatively steady opinion on something over a period of time. *Commitment* measures how much a customer is willing to work for the relationship with the specific company. For instance, a member of the health club wants to stay as a member of the club but in the case of price change or customer moving increasing the distance, how much or how long a customer will tolerate before changing into another company? The term *preferences* mean simply how much a customer prefers one company over another in a certain period of time. *Involvement* refers to the personal importance of a certain element in the company or a product for the customer. *Intentions* are one of the most common factors of specifying loyalty in a customer. Intentions are related to the customer's behaviour in the future, which is regarded as a popular indicator of loyalty. What is the probability that customer comes back in the future in customer's own opinion? (Ekström 2010, 293-295.) The elements of attitude, involvement and intentions in customer loyalty were regarded important by the author, as well, to examine the opinions of members on Hukka, to learn what do the customers value personally, and the probable behaviour in the future regarding the membership in the health club. These subjects were particularly considered while composing the questionnaire.

These different dimensions of loyal behaviour and loyal mentality can be combined into a loyalty matrix to describe different types of potential customers (Ekström 2010, 295). The table below categorises the customers according the level of their mental and behavioural loyalty.

	Latent loyals	True loyals
Loyal mentality	Non-loyals	False loyals
	Loyal behaviour	

FIGURE 1. Two main dimensions of loyalty (Ekström 2010, 295)

The non-loyals in the bottom corner are the group of customers with the lowest loyal mentality and the lowest loyal behaviour. They have neither intentions nor consistent behaviour towards one specific company but nevertheless, with good strategy, they can be relocated in the matrix. The latent loyals are the group presenting customers with high mental loyalty and low behavioural loyalty. These customers have positive feelings and attitude for the company but generate no constant action towards the company for different reasons. These customers of latent loyals group should be paid attention to because they can be prospective new customers as they already possess a good mental relationship with the company. False loyals, on the other hand, have high level of loyal behaviour but low level of loyal mentality. This means they visit the company a lot but do not regard the company significantly important to them. False loyals are often customers with fewer options for choosing which company to do their purchasing at. Lastly, the true loyals are customers with both high mental and high behavioural loyalty. They are seen as actual loyal customers as they have built a relationship with the company in their mind and act on it. They like the company, they prefer it to others, and intend to continue their relationship. They are customers of the company for a long time, they visit the company frequently, and make enough different types of purchases. (Ekström 2010, 295-296)

It is sometimes misleadingly generalised that customer satisfaction is the only cause for customer loyalty. Nonetheless, as much as customer satisfaction can increase some aspects of behaviour towards the company, it definitely does not guarantee loyalty. That is why a company should realise that not only action towards promoting customer satisfaction will promise them with loyal customers, but a wider perspective should be used with the help of loyalty dimensions explained before, for instance. (Ekström 2010, 297-298.)

Benchmarking is seen as one of the popular ways for a company to measure its customers' satisfaction and loyalty. Benchmarking is comparing company's performance with a standard or with other similar companies. (Szwarc 2005, 21.) It is a great way of learning more from others, no company is ever perfect but needs to develop and change constantly reacting to changes around the company. In order to start benchmarking, clear goals should be decided on, what is wanted to be analysed and improved in the performance of the company. Xerox, a real life example, showed with its own experience how important benchmarking was and introduced the concept to the rest of the world in the late 1970's. Japanese Canon had brought a new copier on the market for significantly smaller price than the one of Xerox. Xerox imagined Canon is selling its copiers for cheap price to gain better position in the markets but it was finally proved that the Japanese company was more efficient so was saving on costs of producing the copiers. Consequently Xerox decided to learn from Canon and perform changes in the former techniques. This allowed Xerox to decrease its production costs by half and improve sales. (Patterson, Keppler & Mapson 1995, 7-11)

A useful method urging customers to stay loyal with one company among all competitors is loyalty programmes. Customer loyalty programmes are created to form relationships with customers and convert those relationships into long-lasting ones. The programmes can also bring new customers. New customers can be attracted by the benefits the loyalty programme offers to its members, or they can also be convinced to join through their friends and the effective word-of-mouth advertising. (Butscher 2002, 39-40.)

Value-oriented loyalty programmes are organized and managed by companies to offer special elements to their customers who are part of these programmes. Loyalty programmes give offers, reductions and other valuable benefits in order to increase loyalty. These benefits can be financial or non-financial, and especially the soft (non-financial) benefits aim primarily creating an emotional relationship with the customer, which is important for producing long-term loyalty. Improved loyalty, as customers are returning to the same company, increases the company's profits and helps to develop customer relationship and the communication with customers. There are two different types of loyalty programmes: limited and open programmes. Limited programmes consist mainly of members as one has to normally apply and pay a fee. Open programmes are freer and anyone can join without special requirements. (Butscher 2002, 4-7.)



FIGURE 2. Main goals of customer loyalty programmes (Butscher 2002, 39).

Figure 2 states the primary goals of customer loyalty programmes, which are to win new customers, build a strong database of your customers, support other company departments, create communication opportunities and finally, create customer loyalty. All these factors will help to produce increase in revenue, profit and market share. Customer database is essential in creating customer loyalty programmes in order to collect up-to-date data of the company's customers to be able to serve them better and more personally. This database is a fundamental foundation for successful marketing as well, which is one of the goals of loyalty programmes in supporting other company departments. Customer loyalty programmes have the benefit of gathering customer data the easiest way and automatically only the interested customers join when it comes to joining the programme by registering and paying a possible membership fee. Customers most probably would not bother themselves through all that trouble if they are not sincerely interested. This way company is able to focus only on actual potential customers. Creating communication opportunities means finding better and more personalised ways of communication with the member instead of mass communication. (Butscher 2002, 39-41.)

Nowadays there are numerous loyalty programmes offered by companies. In Finland, almost each supermarket chain, clothing, rental and any other special product shops offer their own loyalty programme. Hukka possesses a loyalty programme, as well. It offers a membership to the health club in exchange for a fee so it can be called a limited loyalty programme. This

membership awards the customer with benefits, both financial and non-financial, such as participation in all classes, use of all equipment, saunas, child day care during time of exercising, free coffee in the café, reductions with co-operating companies, and special events like Christmas parties, for example (Liikuntakeskus Hukka 2013c, date of retrieval: 21.2.2014). Other customers can still visit the health club without previously mentioned benefits; however, the club clearly focuses on creating a primary group of actual members.

Before joining the loyalty programme the customer will compare the investment from his side, money, effort, commitment, for example, to what he would be gaining from the programme. These gains can be benefits, financial advantages, such as discounts and offers, exclusive treatment compared to “normal” customers, and the status of a member. The value of benefits in the customer loyalty programmes offered to members has to have value to the customer, as well. Customer has to see it as important and relevant, not just from the company’s perspective, and so tempting that he wants to be part of the programme because of the benefit. It is useful to consider also the fact that the benefits should be something that will make the member stay within the loyalty programme and not change to the competitor when they have a slightly more affordable offer. The benefits can be soft and hard. Company has to offer a mix of these two as they are not beneficial alone. Hard benefits are normally the financial ones, giving discounts and offers. Hard benefits are the ones to attract the customer towards the loyalty programme but are not the ones to result permanently in customer retention. Soft benefits are the intangible ones, such as value-added service, special treatment and rewarding. These benefits can create retention among members but are not mainly the ones to raise initial interest among customers. (Butscher 2002, 53-58.)

Customer loyalty programmes do not guarantee instant success. They take time, and while collecting data on its members and using that data to know what to sell to whom, customer loyalty gets created.

2.4 Summary of the main elements of theoretical part

The summary of the whole theoretical framework could be summarised in one word: customer. Customer is the most essential part for creating customer loyalty. Companies need to place customer as the highest priority for maintaining their clientele, and learn about them and their

wants, needs, expectations and problems. This could be done by segmenting. Understanding these segments will help to produce and offer the exact products and services that certain segments are searching for on an exact period of time. Customers who are satisfied with good service and the quality they are being offered are most likely to return and choose the same company over other competitor companies. The act of satisfied customer returning to the same company to purchase goods and services can be called customer loyalty. Customer relationship management is one of the key points with customer loyalty programmes in maintaining the customer loyalty.

3 EMPIRICAL PART

The purpose of this chapter is to explain the process of the research implemented for this thesis. More specific information is provided on the client company, the questionnaire composition, and on the ways of analysing the results.

3.1 Health Club Hukka

Health club Hukka has over 4300 members and had over 400 000 visits during last year 2013. It is among the most active group fitness centres in the world according to Les Mills ranking in 2014. (Rounaja 25.4.2014, e-mail message.) The physical space of the club is over 14 000 square meters and includes three different gyms of which one is only meant for women; several courts for playing ball and racquet games such as tennis, squash, table tennis, floor ball and badminton. Hukka has many recently renovated locker rooms, traditional and infrared saunas, all separate for men and women. Hukka offers a big variety of group fitness classes of different levels, including indoor cycling. It is also possible to be assisted by a personal trainer, or an appointment for a professional massage or for beauty services can be reserved. A cafeteria serves the customers drinks, snacks and sports related products. Members of the health club can bring their children to Pikku-Hukka day care centre free of charge for the time the parents are exercising. (Liikuntakeskus Hukka 2013b, date of retrieval: 10.2.2014.)

3.2 Methodology

A research can be conducted as quantitative or qualitative research. Quantitative research, also called as statistical research, concentrate on obtaining data of a bigger quantity than in qualitative research. In practice, this research method is often used in questionnaires with pre-coded closed questions. Results of quantitative research can be measured in numerical methods such as percentages and can be illustrated with graphs to make comparisons. (Glenn 2010, 96.)

Qualitative research aims to understand behaviour and reasons of people. Sample size can be small compared to the quantitative research, and the sample is selected more specifically. In

practice, qualitative research usually comprises of observation, focus groups or in-depth interviews, for example. (Glenn 2010, 96-97; Szwarc 2005, 38.)

Quantitative research method was chosen to implement the empirical part of this thesis as it seemed like the most convenient way of approaching bigger quantity of people in order to gain better validity of response, and gaining possibility to separate and compare results. A questionnaire was composed with mainly structured, pre-coded answers. In addition, a few open-ended questions were used to receive important feedback and proposals which can help the client company in their development plans.

3.3 Questionnaire

Questionnaire is an important part of the survey process, and the final format and questions in it determine if the data acquired will be valid enough to make conclusions of. To begin the survey the research goals need to be defined. (Brace 2008, 7-8.) In this case, the research task was clear and the main themes for questions of the questionnaire were initially designed with the contact person of the health club in order to receive results in areas important to them (Rounaja, 17.1.2014, e-mail message).

There are many stages and people involved in making a survey so several aspects need to be considered before drawing up the questions. Questions need to be clear and unambiguous for *the respondents* to understand and answer without problem; *the client*, health club Hukka, requires questions that will collect accurate data useful for them; and finally *the data processor* which in this case is the author, prefers a questionnaire which will produce unbiased data that can be analysed easily. (Brace 2008, 9-10.)

To receive accurate data from the questionnaire with minimal error, several things should be considered. Possible ambiguity of questions should be paid attention to so that the respondent does not become uncertain with the meaning of the question. The order between or in questions for the questionnaire should be logical, to maintain the respondent's interest and not to interfere decision-making with other questions. The response options should be clear and the respondent should be familiar with the term. The questionnaire should ask the right questions to receive right answers in terms of fulfilling client's objectives. (Brace 2008, 12-13, 15-6; Szwarc 2005, 127-129.)

In this questionnaire the choice of words was considered thoroughly to make sure every word is easily understandable and so that each question asks only one thing so they will be easy to answer to. Questions were classified under different headings to present the theme for each set of questions and thus, clarifying the setting for the questions. Also, the scale of answer options was attempted to conserve simple and similar throughout the questionnaire to avoid confusion.

Important in composing a questionnaire on loyalty is also to determine customers' wants, needs, requirements and expectations, not only satisfaction on current services or products purchased (Gerson 1993, 26). This will allow the company to understand the reasons why customers come and stay, and to focus on those points. The case company, Hukka, wants to develop its services offered to male customers to create loyalty, so in the questionnaire created for the male customers it was attempted to find out, next to satisfaction on current services what is the importance of those services to the customer, what they feel is missing or would need improvement, and if they plan to continue their membership.

As a survey tool the author chose ZEF Solutions. ZEF survey tool was recommended by the client, and a ZEF Solutions representative offered information on the tool and the survey process with ZEF. ZEF survey tool offers a new, different way of making a survey: a two-dimensional graph that can measure two opinions at once. For example, an opinion on quality of a service and the importance of that service to the customer can be measured in the same graph. ZEF is based on Z-scoring which normalises the absolute results by average and deviation. (Ronkainen, Karjalainen, Selkälä, Mertala & Alasaarela 2008, 105-106.) The questions formed with the two dimensional evaluation graph have qualities of both, quantitative and qualitative research (Ronkainen, Mertala & Karjalainen 2008, 24-25).

The sample of the questionnaire was all the male customers, both current members, and former members since two years. They were contacted by e-mail and the survey was accessible to answer for two weeks from 11th to 25th of April in 2014. Hukka has over 4 300 members of which approximately 35 % are men, so the questionnaire was sent to 1 456 current members and 475 former members. The e-mail finally reached 1 333 current members after technical difficulties (such as full e-mail accounts, for example) and 601 members of them opened the e-mail. Of former members the e-mail reached 376 people and 119 opened the e-mail. The survey was pre-tested beforehand on a few workers in Hukka to ascertain the functionality and understandability of the questionnaire, and some small alterations were performed according to suggestions.

3.4 Data analysis

The results of the questionnaire conducted for the male members of the health club Hukka in the spring of 2014 will be analysed in the results chapter. First, the answers of current male members will be explained under the main headings as done in the questionnaire to clarify the theme for each set of questions. Lastly, the answers of the resigned male members of Hukka will be analysed under one subheading as the number of respondents was fairly small and questions directed to resigned members were less than for current members. A few responses from open-ended questions will be discussed but most feedback will be forwarded directly to the client company.

On the ZEF Solutions survey tool it is possible to measure two things at the same time, for example, on the survey for the male members of the Health Club Hukka, the opinions on different subjects were measured on the scales of realisation and importance. This shows immediately the possible point for development points, for example, without having to question and research them separately. The answers are pointed out either on a two or a four field and all gathered responses can be illustrated in absolute or relative values. Relative values mean the real value for a certain choice on the four-field. For instance, if all the answers a respondent is providing are located in the up right field evaluating in rather positive way with small differences, the values are calculated on the full four field according to the average and deviation. (Lahtinen 3.4.2014, discussion.)

4 RESULTS

In this chapter the results will be explained under the main themes of the questionnaire and compared in percentages. Resigned members are analysed separately in the end. In addition, a few figures will be provided to illustrate the responses more clearly. However, the most common points of members' feedback from open questions are analysed more in the next chapter.

The questionnaire received 306 complete responses altogether: 284 responses were from current members and 22 responses from former members. The current members represent a major percentage of all respondents (93 %). Nevertheless, 331 current members opened the questionnaire, of which 293 people started answering the questionnaire resulting 3 % of respondents to abort the survey. All in all, 86 % of all current members who opened the questionnaire completed it, as well. Of former members, 38 people had opened the questionnaire and 30 people began to reply but did not finish, resulting only in 22 responses from former members. This shows only 58 % former male members gave a full response compared to the amount of people who had initially opened the link.

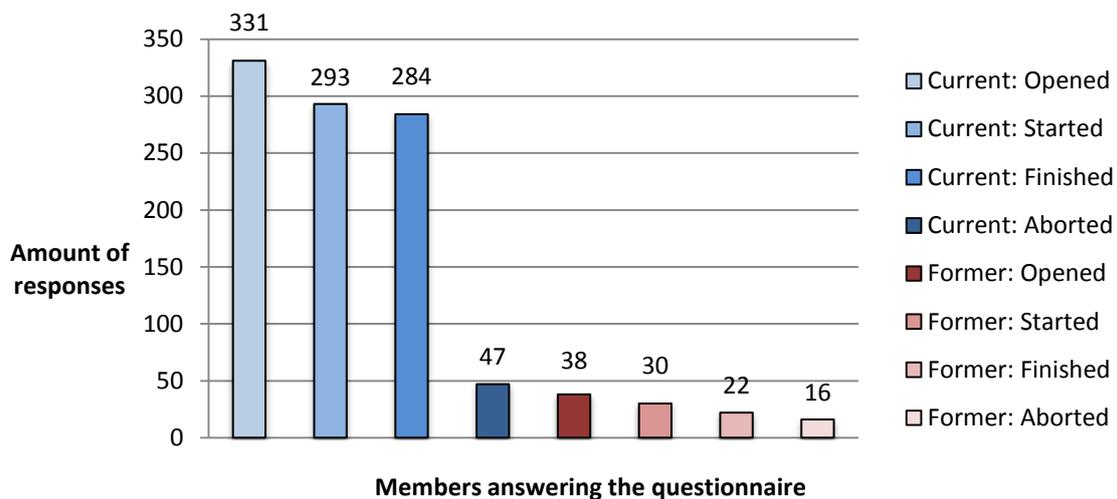


FIGURE 3. The breakdown of respondent activity for the questionnaire

The response rate was 21 % in current members (284 / 1 333 = 0,213...). The values used were of the amounts of members who fully completed the questionnaire and of recipients the e-mail finally reached. The response rate in former members was only 6 % (22 / 376 = 0,058...). Used values were the amount of former members who completed the questionnaire and the amount of recipients who finally received the e-mail.

4.1 Members

Almost half (46 %) of current member respondents belong to the age group of 25 – 34 years with 136 responses. Current members of ages between 35 to 44 years gave 64 responses (22 %), from 45 to 54 years 45 responses (15 %), and members of ages between 15 to 24 years gave 30 responses (10 %). The smallest group of respondents was of ages 55 years and over resulting in 18 responses (6 %)

TABLE 1. Age groups of respondents in current male members of Hukka

Age group	Number of respondents	%
15 - 24 years	30	10
25 - 34 years	136	47
35 - 44 years	64	22
45 - 54 years	45	15
55 years and over	18	6
Total	293	100

Most of the current members of health club Hukka (48 %) have the goal to develop their physical condition, the second and third largest goals were to build muscle (25 %) and stay healthy (15 %). Losing weight was the goal for only 6.9 % of the current male members. Also, 5 % listed other goals such as lifestyle. Rehabilitation was not any of the respondents concern.

The division of the length of membership is quite wide: 25 % of respondents have been current members of the health club for less than six months, 22 % have been members from two to four years, 21 % have been members from one to two years, and 21 % over four years. Only 9 % of

respondents have been members under a year but more than six months. This shows Hukka has a generally big number of new customers but it also has a strong and loyal existing customer base.

The activity of current members is also very high, 81 % of members say they visit the health club several times a week. 7 % of members visit every day but also approximately same amount of members (7 %) visit once a week. A small percentage of 2.5 visit few times a month. The main purpose of their activities in Hukka is principally the gym (59 %), ball and racquet games (24 %) and group fitness (17 %). One respondent answered he had not visited Hukka yet and one explained as the main purpose the massaging chair. The members stay in Hukka during one visit approximately from one two hours. Only 1 % stays less than 45 minutes and 5 % stay over two hours.

4.2 Opinions

The author has selected to analyse the responses by the relative values to indicate better the deviation and the most important factors for customers in the health club. All questions are answered with the same scales: importance on Y axis and performance on X axis. Both axes scale from one to five, number one in importance signifying "not important" and number five signifying "important". On the performance axis number one represents "poor" and number five "good".

The following figures (figure 4 and figure 5) show the four-field on ZEF survey tool and how the mean answers are calculated on the field. The difference between relative and absolute values is visible through these figures. Figure 4 has the responses in absolute mean values, and figure 5 has the relative mean values and these relative values of figure 5 will be the ones analysed.

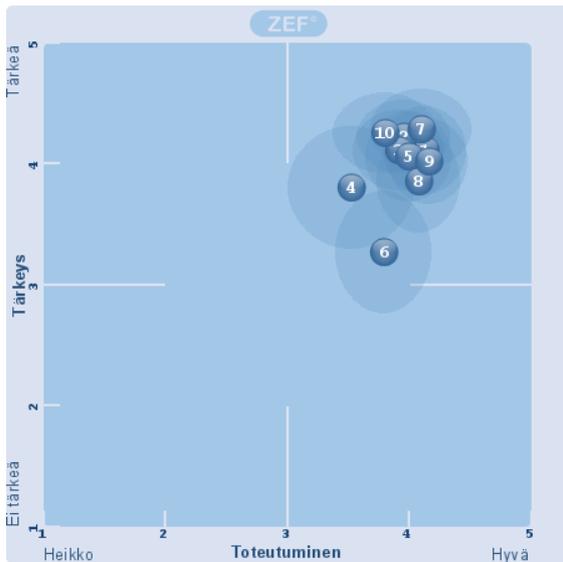


FIGURE 4. Absolute mean values on responses of current male members of Hukka

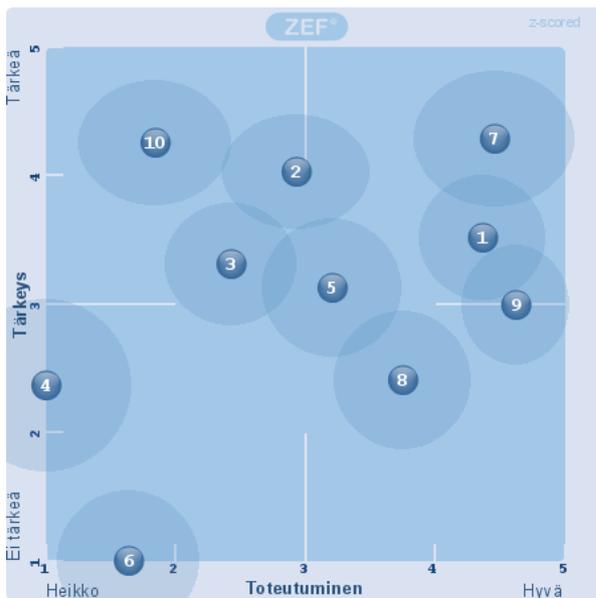


FIGURE 5. Relative mean values on responses of current male members of Hukka

Current male members are content with the staff and customer service in Hukka (point number one). They think it is relatively important (approximately 3,5 on Y axis) and find its performance and realisation is very good (approximately 4,5 on X axis). The tidiness of general areas of health club (point number two) the members find important (4 on Y axis) but realisation is somewhat poor (below value 3 on X axis). The practicality of general areas (point number three) is seen

rather important (over value 3) but the realisation is not strong (below value 3). The availability of ball and racquet fields (point number four) is seen as not specifically important but still more important (approximately 2,5) in regards to the realisation which is poor according to the members (value 1). In addition, 33 people did not answer this question, perhaps because of lack of knowledge for not using these specific services. The cleanliness of gym machines and weights (point number five) are seen to be rather important but is also realised rather well (both approximately values 3). The selection of the café in Hukka is seen as very poor (1,5 on X axis) and not significantly important to customers (1 on Y axis). The members are content with the opening hours of the health club (point number seven) as the mean value is placed on up right field with values of 4,5 on both scales. The members think the atmosphere in Hukka is supporting and motivating (point number eight, scaling four out of five on X axis) but do not think it is very necessary (approximately 2,5). The atmosphere is also seen as very relaxed and cosy (point number nine, scaling 4,5) and quite important, too (3 on Y axis). The cleanliness of toilets, dressing rooms and saunas (point number ten) are seen as very important (approximately 4,5 on Y axis) but the realisation is very poor (2 on X axis).

4.3 Motivation

Motivation supporting factors were researched among company of friends, purchased membership, opening hours, and the cosiness and comfort of the health club. These were measured on a one-dimensional scale of realisation and with the scope from one to five from “disagree” to “agree”. Both figures (figure 6 and figure 7) of absolute and relative mean values will be presented and relative mean values will be analysed for producing clearer differentiation.



FIGURE 6 Absolute mean values on responses of current male members of Hukka

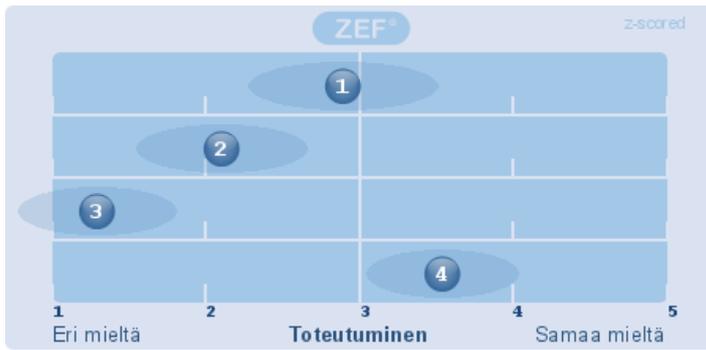


FIGURE 7. Relative mean values on responses of current male members of Hukka

The most important reason for motivating to visit the health club seems to be the premises in general with the cosiness and comfort (point number four, scaling value 3,5). The company of friends seems to motivate to visit the gym rather greatly, too (point number one, scaling approximately value 3). Purchased membership (point number two) and especially opening hours (point number three) are not particularly appealing or relevant factors for the customer to motivate to visit the health club.

Hukka offers several additional services next to the actual sports services and sauna was certainly the one used the most: 83 % of respondents listed it as one of their used services. The café was the next favoured additional service with 69 % of respondents using it. The offers and promotions of co-operating companies were used by 47 % of respondents. Also other services were quite frequently used such as training pass by 18 % of respondents, games and tournaments by 16 % of respondents, the children’s day care centre “Pikku-Hukka” with 14 % of respondents bringing their children there while coming to the health club to exercise, personal trainer used by 10 %, and instructing and training by 7 %.

A considerable amount of feedback and development ideas were received from the current members. The feedback will be forwarded as a whole to the client company and will not be included in the thesis because of anonymousness and ethical reasons towards the company, but some common and useful suggestions and feelings were mentioned. All free feedback in general has a very positive tone; people are satisfied in general but yet have a few ideas. Many commented on the use of space, free weights area seems to be over crowded and even dangerous at times with lot of people and weights being close to each other. However, more equipment appears to be needed. Many wished for men’s locker rooms and saunas to be

cleaner, and sound proofing of the locker room seemed to be important, as well. Noise seems to be bothering also on the gym side with different music and instructing coming from loudspeakers and nearby group exercise halls. Longer opening hours were a wish to several members and many find it as an inconvenience to have to avoid coming to the health club during the “rush hour” from 5 to 8 p.m. As Hukka already has a system to follow the usage of different sports services while entering and signing in, many members suggested the possibility to follow their own usage and visits to the health club themselves. A cold water pool and more massaging chairs gained a lot of support.

4.4 Membership

The probability of continuing one’s membership while the current one finishes was very high. On a relative value scale from one to five, the average was the highest, number five. 280 people responded and nine members skipped the question by saying they are not certain. Reasons why and why not to continue the membership were mainly positive again, members appear to like the atmosphere, the wide selection of services and possibilities at the health club. Negative aspects were principally on the price or distance as reasons not to continue.

Over 80 % of current members do not use the services of any other similar health or sports club. The remaining 20 % explain their need to use other sports facilities mainly if tennis courts are not available or if friends use the services somewhere else.

4.5 Resigned members

30 resigned members started the questionnaire aging principally from 25 to 44 years. The resigned members joined mainly to develop their physical condition (67 % of respondents), or to maintain their health (15 %), to lose weight (11 %), or to build muscle (7 %). Finally almost everybody felt like they succeeded in their goal but remaining four respondent think they did not succeed.

Over half (54 %) of respondents had been a member for one to two years, 23 % had been a member for two to four years and 15 % of respondents had been a member for less than a year

but more than six months. One respondent had had a membership for over four years. Resignation appeared to happen mainly after relatively long membership.

The reasons to join the health club were largely the same as for the current members. Likewise, the reasons to resign were primarily the same as for the reasons of current members not to continue their membership: price (54 %), lack of time (42 %), and distance (29 %). In addition, the selection of gym machines and weights, tidiness, the ball and racquet game courts as well as the level of customer service were listed as reasons to resign. Free feedback and development suggestions were relatively positive, as well. Many of the resigned members appear still to be potential customers in the future because of positive attitude towards Hukka.

The probability to renew a membership at the Health Club Hukka was a three on a relative value scale from one to five. 22 resigned members answered so far and two respondents were uncertain. Almost 70 % of resigned members use services now in other similar health or sports clubs mainly because of price and distance.

Number of respondents of former members was very small. Less enthusiasm to answer from the former members' side was expected and that is why former members were analysed separately. The most important task was to examine the reasons for resigning the health club. Additionally, this allowed clarifying the attitudes of former members towards Hukka, and as small as the response rate was and thus, relatively unreliable, the author felt the positive attitude and possible win-back of former members was unexpected.

5 CONCLUSIONS

Health Club Hukka has a quite large existing loyal customer base in its male members, according to the results compared with loyal behaviour and mentality theories. A vast number of customers have been members since several years already, showing strong duration in their behaviour. Their attitude is positive and hopeful towards the health club. In general, the majority has opinions and suggestions in the purpose of developing Hukka, and as for a big part of the clientele the frequency to visit the health club is high, they are able to identify similar key strengths and weaknesses. Hukka should pay attention to these factors in their development plans for the future as they wish to further improve their strengths and concentrate in correcting the weaknesses. It is important to consider these already existing members as very valuable for the company and make them feel valued and remembered to maintain loyalty among them.

Customers are relatively committed to the health club. They are involved with the health club in such way that some minor negative sides they are willing to ignore. Involvement arises from different elements personally important to member: friends, quality, variety, for instance. However, price and distance seemed to become the most crucial limits for tolerance resulting in customer deficit. The majority of members stay from one to two hours at the health club and several customers use other services, too, provided inside the premises. This shows volume and depth from the loyal behaviour point of view. Current members clearly prefer Health Club Hukka over other similar health or fitness clubs in Oulu but the customer share is anyway slightly dispersed because of friends, rush in Hukka when customers not being able to reserve a time on game courts, for example, or some members do feel like they cannot find everything needed. The most important factor showing customer loyalty in customer mentality is that a major part of members have future intentions to stay as a member for the health club.

The research questions for this thesis were:

- What are the different segments in current male members in Health Club Hukka?
 - What do these segments value in the services of Health Club Hukka?

The male members could be segmented by the usage of different services offered at the health club. There is a clear division of members who mainly use the gym, ball and racquet games, or group activity classes. A great amount of excellent feedback was given on all these different

segments to which Hukka can concentrate on as they wish to improve already existing services. The gym appears to be the most popular purpose of coming to the health club as almost 60 % of current male members principally uses it at the health club. Nevertheless, the gym seemed to be the one with the most weaknesses in its size, safety, variety and amount of equipment because of its great number of visitors. According to resources, there should be changes executed in the gym and free weights area to make it more comfortable and accessible for everybody. In addition, approximately 24 % of current male members come to the health club to participate mainly in the ball and racquet games and 17 % to take part in group activities as shown in the figure 8 below.

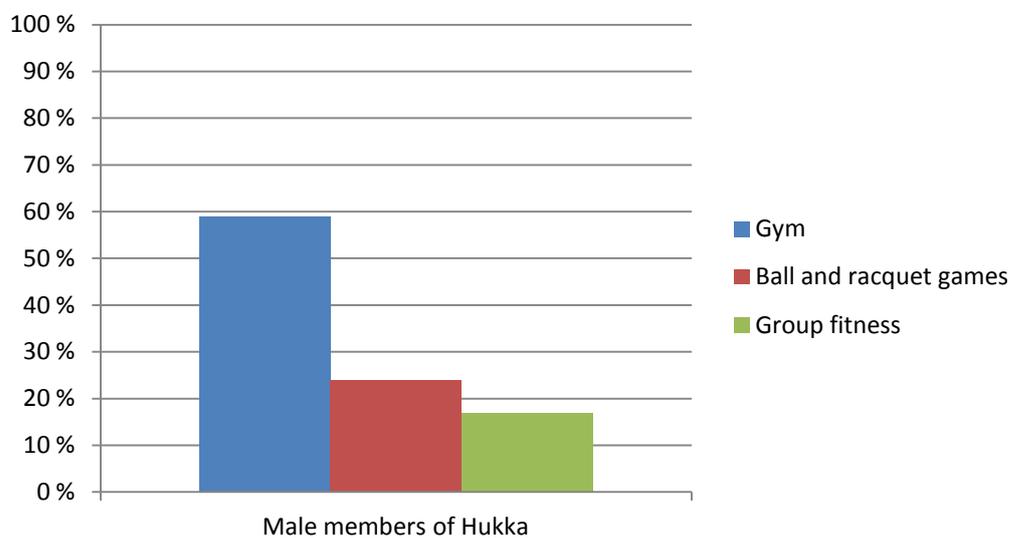


FIGURE 8. Male members of Hukka categorised according to the purpose of visit

However, the segmentation could be done by the main goal of being at the health club. Almost half of respondents are there to develop their physical health and condition but smaller segments also include the ones who want to lose weight, build muscle and stay healthy. As Hukka generally has a lot of possibilities, campaigns and happenings of more general themes suiting everybody, it could be a possibility to highlight something specifically for these other smaller segments, too, to make the clientele more diverse and lower the barrier for some smaller segments to join or stay at the gym.

As all the feedback from the members describe what they would change and want more or want instead, Hukka might even have the chance to create new segments among its current members.

Several pieces of feedback suggested new sports possibilities, new equipment, or more concentration on a certain already existing field. Developing an already existing smaller field into a new, versatile part of the health club, it could grow an entirely new segment with its own new customer base of either already existing customers or of even new ones. These kinds of suggestions were boxing and cold water pool, among others.

The most common targets receiving positive feedback was the variety and good quality of the health club. People with different preferences have a chance to do different types of sports. The staff is generally considered very qualified and customer service receives plenty of positive comments. Customers also value general tidiness all over the facilities, gym machines, locker rooms, toilets and saunas. Most male members visit sauna and they regard it an important additional part of services but feel like it is often untidy, confusing with big, empty and unnecessary rooms between sauna and shower, and sauna was also mentioned several times to be too dark. As customer satisfaction is a major part in creating customer loyalty, it is important to maintain happy customers and make them feel special and heard.

Other research question was concerning the resigned members:

- Why have the former male members resigned their contract?

Former male members resigned the contract for the same reasons as some of the current members who do not plan to continue their membership after the current one finishes. Main reasons were the high price, moving out of the city or somewhere further when the distance grows too long. Many customers also felt like the health club has begun to be too crowded especially in the late afternoons and early evening so for working people there is not always good timing to come visit the club. Other reasons for resigning and joining other sports centres were friends who were not members of Hukka, and the unavailability of ball and racquet game courts in Hukka. Friends and the social interaction appear to be important for a person for doing sports at a health club. Friends and family were also among the biggest reasons for joining the gym and thus seems like the verbal mouth to mouth promotion is effective.

There was still a big positivity to be sensed in the open feedback of resigned members. These people could still be prospective customers and should be considered closely. They have a very good image of Hukka in general and their attitude towards the company is confident. They are seen as the latent loyalists as described before in chapter 2.3: they have a good mental relationship

with the company but no behaviour towards it at the moment. Customer win-back as a part of customer relationship management could be something to consider.

In conclusion, the health club Hukka has very satisfied customers and an already existing loyal customer base that should be taken care of. Feedback should be regarded carefully and the existing customers should be considered as priority as it is always more profitable for a company to maintain its already existing customers rather than searching for new ones. Values of the members have been summarised in the last figure (Figure 9).

	Gym	Ball and racquet games	Group fitness
Valued by each group	<ul style="list-style-type: none"> - Variety - Amount of equipment - Safety - Availability 	<ul style="list-style-type: none"> - Availability - Company of friends - Tournaments - Tidiness 	<ul style="list-style-type: none"> - Amount of choice and times for classes
Valued generally	<ul style="list-style-type: none"> - Cleanliness - Sauna - Men's locker room - Café - Service of staff - Peacefulness - Quality 		

FIGURE 9. Values categorised by different segments of the members of Hukka

6 DISCUSSION

This thesis managed to answer its initial research questions. The purpose was to identify the different segment of male members at the health club Hukka and what do they value at the club that causes them to stay loyal. The principal reasons for resigning were discovered. The strengths and weaknesses were specified by the customers in order to be paid attention to by the health club. The quantitative research with a few qualitative features as an implementation method seems quite suitable for such research. However, the number of responses of all recipients of the questionnaire was rather small and particularly the number of responses from resigned members was not enough, so these could have affected the reliability of the general mean values in the results.

The response rate of the current members was noticeably larger than that of former ones. Motivation might be a considerable reason, those former members who have resigned and have no further interest towards Hukka anymore, most likely did not reply. However, former members who still feel positively about the health club, who are maybe still interested in benefitting from the possible prizes of the lottery, were the most probable respondents. Also it was clear one respondent hold fairly negative thoughts on Hukka, too, and found it important to give feedback on the matter.

The questionnaire had one small mistake for not having a text window to leave a free comment after asking current members what else was their principal goal for being at the health club. 14 people chose that option for an answer but were not able write their comment. This mistake deleted the chance of knowing what other reasons or goals current members might have to make them stay at the health club. All in all, the questionnaires were composed without bigger problems, there were a small percentage of respondents aborting the questionnaire but it did not appear to happen on any specific question. After receiving and analysing the results, the author had some improved ideas on the questionnaire which would have generated better results for comparing against the theory. It would have been important to finish theoretical part completely before preparing and executing the questionnaire.

The client company is able to plan its possible future development plans according to the results and the direct feedback from the members. Different and also smaller segments that have been

identified from the male clientele could be concentrated on with the idea of taking care of current customers and generating loyalty among them by serving them the best possible way.

The schedule was slightly strict and became increasingly tighter towards the end. However, the delay was expected and the schedule was modified according to the changes. The subject was interesting to the author because of its importance to the client company. The client company showed its interest and need for such research which resulted in giving motivation on achieving actual useful results. The importance of the thesis to working life seems to be significant in motivating and staying in the time frame. The process of executing the whole thesis has without a doubt refreshed the author's memory of several areas of studies and has taught how to endure and exploit pressure and stress, as well as receiving the feeling of success after finalising the first big project.

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1.0 Vastaaminen

Ohessa on vastauslomake. Jokainen kappale sisältää joukon kysymyksiä tai väittämiä. Näiden kysymys- tai väittämäjoukkojen vieressä on kysymystyyppin mukainen vastausalue, esim. jana tai nelikenttä.

Janalle ja nelikenttään vastaus merkitään kirjoittamalla kysymyksen numero siihen kohtaan taulua, mikä vastaa mielipidettäsi kyseiseen kysymykseen/väittämään. Vastausvinkki: Etsi ensin sopiva kohta vaakasuunnassa ja vasta tämän jälkeen pystysuunnassa. Monivalintakysymyksessä kysymyksen numero kirjoitetaan valintojen perään. Vapaan tekstipalautteen voit antaa paperin alalaitaan tai kääntöpuolelle. Muista merkitä kysymyksen numero myös vapaapalautetta antaessasi.

2.0 Vastauslomakkeet

3.1 Taustatiedot

Taustatiedot	Vastausalueet:
1. Tervetuloa! 2. Ikä? (Vaihtoehtokysymys) Vaihtoehdot: - 1. 15 - 24 v. - 2. 25 - 34 v. - 3. 35 - 44 v. - 4. 45 - 54 v. - 5. 55 v. tai yli 3. Olen: (Vaihtoehtokysymys) Vaihtoehdot: - 1. Jäsen - 2. Ollut jäsen	

3.2 Asiakkaana Hukassa

<p>Asiakkaana Hukassa</p> <p>1. Pääasiallinen tavoitteesi liikuntakeskuksessa? (Vaihtoehtokysymys) Valitse yksi vaihtoehto, joka parhaiten kuvaa tavoitettasi. Vaihtoehdot: - 1. Painonpudotus - 2. Lihasmassan kasvatus - 3. Yleisen kunnon parantaminen - 4. Terveenä pysyminen - 5. Kuntoutus - 6. Muu, mikä?</p> <p>2. Mikä sai sinut liittymään juuri Hukkaan? (Monivalintakysymys) Valitse kolme tärkeintä kriteeriä Vaihtoehdot: - 1. Ystävien seura - 2. Hukan tilat - 3. Pallo- ja mailapelikenttätarjonta - 4. Tuntitarjonta - 5. Kuntolaite- ja painovalikoima - 6. Viihtyisyys - 7. Sijainti - 8. Aukioloajat - 9. Muu, mikä?</p> <p>3. Kuinka kauan olet ollut yhtäjaksoisesti Liikuntakeskus Hukan jäsen? (Vaihtoehtokysymys) Vaihtoehdot: - 1. Kuukauden tai alle - 2. 2 - 6 kuukautta - 3. 7 - 12 kuukautta - 4. 1 - 2 vuotta - 5. 2 - 4 vuotta - 6. yli 4 vuotta</p> <p>4. Kuinka usein käytät Hukan liikuntapalveluita? (Vaihtoehtokysymys) Valitse yksi vaihtoehto Vaihtoehdot: - 1. Joka päivä - 2. Useamman kerran viikossa - 3. Kerran viikossa - 4. Muutaman kerran kuukaudessa - 5. Kerran kuukaudessa - 6. Harvemmin</p> <p>5. Mitä Liikuntakeskus Hukan palvelua käytät eniten? (Vaihtoehtokysymys) Valitse yksi vaihtoehto</p>	<p>Vastausalueet:</p>
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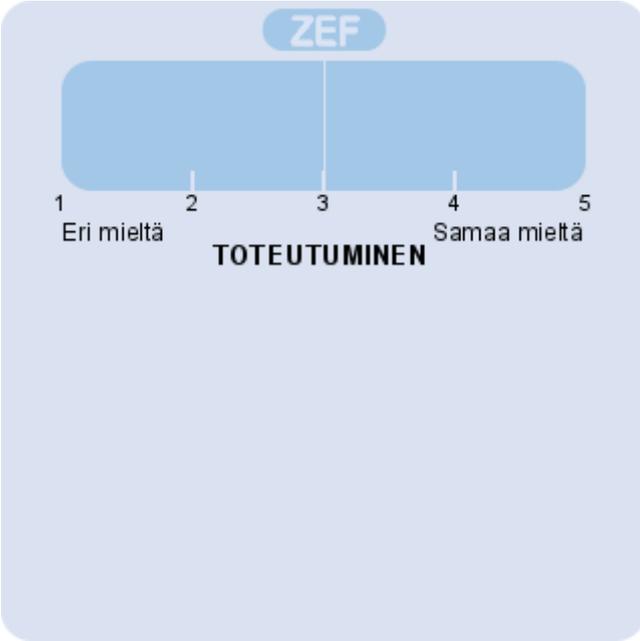
<p>Vaihtoehdot:</p> <ul style="list-style-type: none"> - 1. Kuntosali - 2. Pallo- ja mailapelit - 3. Ryhmäliikunta - 4. Muu, mikä? <p>6. Kuinka kauan käytät Hukan palveluita keskimäärin yhdellä käyntikerralla? (Vaihtoehtokysymys)</p> <p>Valitse yksi vaihtoehto</p> <p>Vaihtoehdot:</p> <ul style="list-style-type: none"> - 1. Alle 45min - 2. 45 min - 1,5 h - 3. 1,5 - 2 h - 4. 2 - 3 h - 5. yli 3h 	
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3.3 Mielenpitoita Hukasta

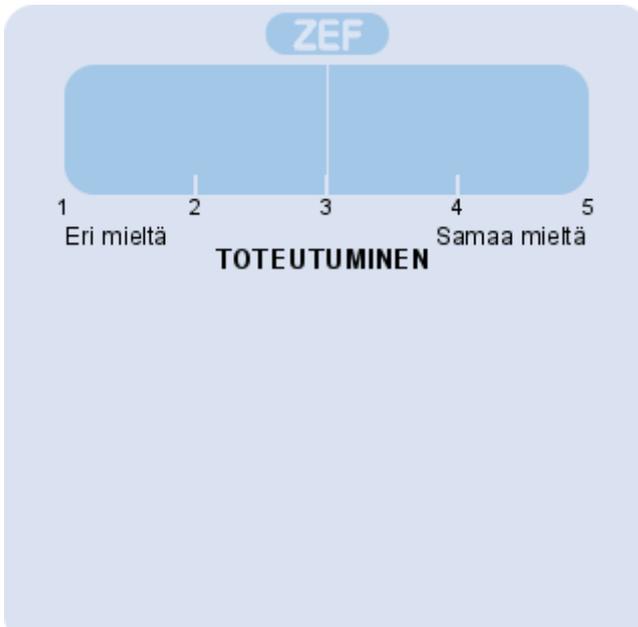
Arvioi mielenpitoesi asian toteutumisen ja tärkeyden suhteen

<p>Mielenpitoita Hukasta</p> <ol style="list-style-type: none"> 1. Henkilökunnan palvelu on mielestäni hyvää (Nelikenntä) 2. Yleiset tilat ovat mielestäni siistit (Nelikenntä) 3. Yleiset tilat ovat mielestäni käytännölliset (Nelikenntä) 4. Maila- ja pallopelikenttien saatavuus on hyvä (Nelikenntä) 5. Kuntolaitteet ja painot ovat mielestäni siistit (Nelikenntä) 6. Kahvilan tarjonta on mielestäni hyvä (Nelikenntä) 7. Aukioloajat vastaavat tarpeitani (Nelikenntä) 8. Tunnelma Hukassa on kannustava (Nelikenntä) 9. Tunnelma Hukassa on rento ja kotoisa (Nelikenntä) 10. Pukuhuoneet, WC:t ja saunat ovat mielestäni siistit (Nelikenntä) 	<p>Vastausalueet:</p> <p>Nelikenntä</p> <p>The grid is a 5x5 matrix. The vertical axis is labeled 'TÄRKEYS' (Importance) with values 1 to 5. The horizontal axis is labeled 'TOTEUTUMINEN' (Fulfillment) with values 1 to 5. The top-left cell (5,1) contains the text 'ZEF'. The bottom-left cell (1,1) contains 'Ei tärkeä' and the bottom-right cell (1,5) contains 'Hyvä'.</p>
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3.4 Motivaatio Hukkaa kohtaan

<p>Motivaatio Hukkaa kohtaan</p> <p>1. Ystävien seura motivoi minua käymään myös Hukassa (Jana)</p> <p>2. Maksettu jäsenyys motivoi minua käymään Hukassa (Jana)</p> <p>3. Aukioloajat ovat motivoivat käymään Hukassa (Jana)</p> <p>4. Tilojen viihtyisyys motivoi minua käymään Hukassa (Jana)</p> <p>5. Merkitse jos käytät seuraavia Hukan tarjoamia lisäpalveluja (Monivalintakysymys)</p> <p>Vaihtoehdot:</p> <ul style="list-style-type: none">- 1. Pikku-Hukka- 2. Kahvila- 3. Personal trainer- 4. Yhteistyökumppanien tarjoukset ja alennukset jäsenkortilla- 5. Opastukset ja valmennukset- 6. Pelit ja turnaukset- 7. Sauna- 8. Treenipassi <p>6. Mitä lisääisit Hukan tarjontaan tai miten kehittäisit jo olemassaolevaa palvelua? (Vapaapalaute)</p>	<p>Vastausalueet:</p> <p>Jana</p>  <p>The image shows a ZEF slider scale. The scale is a horizontal bar with a vertical line in the center, labeled '3'. The left end is labeled '1 Eri mieltä' and the right end is labeled '5 Samaa mieltä'. Below the scale is the word 'TOTEUTUMINEN'. A blue bar is positioned above the scale, starting at 1 and ending at 3. The label 'ZEF' is centered above the bar.</p>
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3.5 Jäsenyys Hukassa

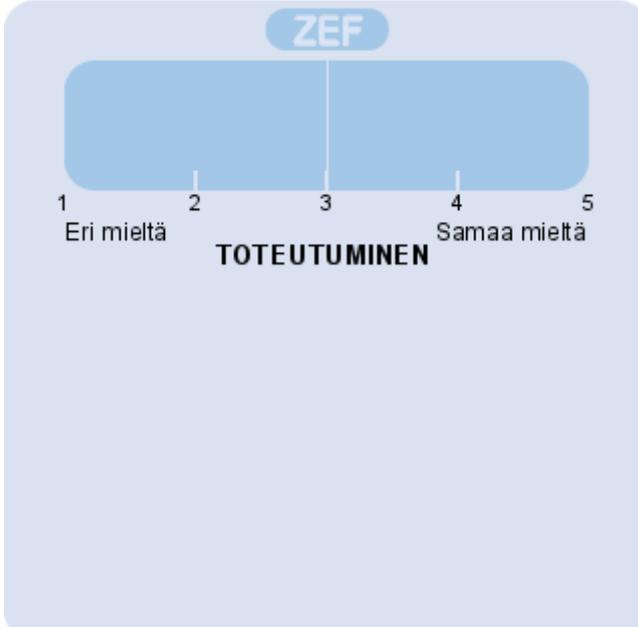
<p>Jäsenyys Hukassa</p> <p>1. Jatkako todennäköisesti jäsenyyttäsi kun tämänhetkinen sopimuksesi päättyy? (Jana)</p> <p>2. Perustele vastauksesi miksi aiot / et aio jatkaa sopimustasi (Vapaapalautte)</p> <p>3. Käytätkö muita liikuntapalveluita muissa vastaavanlaisissa liikunta-/urheilukeskuksissa? (Vaihtoehtokysymys)</p> <p>Vaihtoehdot:</p> <ul style="list-style-type: none">- 1. Kyllä, miksi?- 2. Ei	<p>Vastausalueet:</p> <p>Jana</p>  <p>1 2 3 4 5</p> <p>Eri mieltä Samaa mieltä</p> <p>TOTEUTUMINEN</p>
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3.6 Irtisanoutuneet: Jäsenyys Hukassa

<p>Irtisanoutuneet: Jäsenyys Hukassa</p> <p>1. Pääasiallinen syysi liikuntakeskukseen liittymiseen (Vaihtoehtokysymys) Valitse yksi vaihtoehto, joka parhaiten kuvasi tavoitettasi Vaihtoehdot: - 1. Painonpudotus - 2. Lihaksien kasvatus - 3. Yleisen kunnon parantaminen - 4. Terveystyön ylläpito - 5. Kuntoutus - 6. Muu, mikä?</p> <p>2. Toteutuiko edellämainittu tavoitteesi Liikuntakeskus Hukassa? (Vaihtoehtokysymys) Vaihtoehdot: - 1. Kyllä - 2. Ei</p> <p>3. Mikä sai sinut liittymään juuri Hukkaan? (Monivalintakysymys) Valitse kolme tärkeintä kriteeriä Vaihtoehdot: - 1. Ystävien seura - 2. Hukan tilat - 3. Pallo- ja mailapelikenttä tarjonta - 4. Tuntitarjonta - 5. Kuntolaite- ja painovalikoima - 6. Viihtyisyys - 7. Sijainti - 8. Aukioloajat - 9. Muu, mikä?</p> <p>4. Jäsenyytesi kesto? (Vaihtoehtokysymys) Vaihtoehdot: - 1. Kuukausi tai alle - 2. 2 - 6 kuukautta - 3. 7 - 12 kuukautta - 4. 1 - 2 vuotta - 5. 2 - 4 vuotta - 6. Yli 4 vuotta</p> <p>5. Mitä Liikuntakeskus Hukan palvelua käytit eniten? (Vaihtoehtokysymys) Vaihtoehdot: - 1. Kuntosali - 2. Pallo- ja mailapelit - 3. Ryhmäliikunta - 4. Muu, mikä?</p> <p>6. Jäsenyytesi lopetuksen syy? (Monivalintakysymys) Valitse enintään kolme vaihtoehtoa</p>	<p>Vastausalueet:</p>
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<p>Vaihtoehdot:</p> <ul style="list-style-type: none"> - 1. Hinta - 2. Oma muutto - 3. Ajan puute - 4. Motivaation puute - 5. Tuntitarjonta - 6. Kuntolaite- ja painovalikoima - 7. Pallo- ja mailapelikentät - 8. Hukan tilojen siisteys - 9. Asiakaspalvelun taso - 10. Muu, mikä? 	
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3.7 Irtisanoutuneet: Palaute

<p>Irtisanoutuneet: Palaute</p> <p>1. Mitä jäi puuttumaan kokemuksestasi? Mitä lisäisit tai miten kehittäisit jo olemassaolevaa palvelua? (Vapaapalaute)</p> <p>2. Käytätkö liikuntapalveluita muissa vastaavissa liikunta-/urheilukeskuksissa? (Vaihtoehdokysymys)</p> <p>Vaihtoehdot:</p> <ul style="list-style-type: none"> - 1. Kyllä, miksi? - 2. Ei <p>3. Uusitko todennäköisesti jäsenyytesi tulevaisuudessa? (Jana)</p> <p>4. Perustele vastauksesi sopimukseksi uusimisen todennäköisyyteen? (Vapaapalaute)</p>	<p>Vastausalueet:</p> <p>Jana</p> 
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3.8 Yhteystiedot

<p>Yhteystiedot</p> <p>1. Jätä yhteystietosi osallistuaksesi arvontaan! Palkintona 75 euron edestä Hukkarahaa käytettäväksi Hukan palveluihin ja Kahvila Hukan tuotteisiin!</p>	<p>Vastausalueet:</p>
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