

# NESTE OIL RALLY FINLAND

## VIP Customer Satisfaction and the Customers' Willingness to Recommend the Event

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<p>Abstract</p> <p>The purpose of the thesis is to study customer satisfaction among the VIP-rally customers and to reflect their willingness to recommend the event to others. This thesis also examines the customer satisfaction with different aspects of VIP –services.</p> <p>The research method used for this study is quantitative. The actual fieldwork for the study was conducted during 31.7 –3.8.2013 in Neste Oil Rally Finland 2013 Event. Total number of respondents was 170. The data was collected in several VIP – areas with iPad tablets and printed questionnaires.</p> <p>Seven different respondent groups were compared in order to obtain reliable results. The groups were the following: 'all respondents', 'male', 'female', 'first-timer', 'rally spectator', 'host' and 'guest'. The results show that the VIP-customers were highly satisfied with the event and they were highly willing to recommend their experience during the event to others. The results also show that the VIP-customers were mostly satisfied with the staff's willingness to serve, the cleanliness of the VIP -area and the staff's expertise.</p> <p>As the purpose of this study is to provide Neste Oil Rally Finland organizer AKK motorsport Ltd valid information for further development, the study also reveals some aspects that the VIP –customers might consider as weaknesses. The lavatories, the program in the VIP –area and communication with other guests got the lowest grades from all respondents and thereby these aspects should be taken into consideration in future events.</p>		
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Tiivistelmä  Opinnäytetyön tavoitteena oli selvittää kuinka tyytyväisiä Neste Oil Rally Finlandin VIP-asiakkaat olivat tapahtumaan ja kuinka halukkaita he olivat suosittelemaan tapahtumaa muille. Tutkimuksessa selvitettiin myös, kuinka tyytyväisiä asiakkaat olivat VIP-tapahtuman eri osa-alueisiin.  Tutkimus toteutettiin kvantitatiivisin tutkimusmenetelmin. Tutkimuksen tiedonkeruu suoritettiin Neste Oil Rally Finlandin VIP-alueilla 31.7. – 3.8.2013. Kyselytutkimukseen vastasi yhteensä 170 VIP-asiakasta. Tietoa kerättiin useilla VIP-alueilla iPad-tableteilla ja paperisilla kyselylomakkeilla.  Tutkimuksessa vastaajat on ryhmitelty seitsemään eri ryhmään luotettavien tulosten saamiseksi. Vastaajaryhmät olivat: kaikki vastaajat, miehet, naiset, ensikertalaiset, rallifanit, kutsutut ja kutsutut. Tulosten perusteella VIP-asiakkaat olivat erittäin tyytyväisiä tapahtumaan sekä erittäin halukkaita suosittelemaan VIP-tapahtumaa muille. Tulosten mukaan VIP-asiakkaat olivat tyytyväisimpiä työntekijöiden palveluhalukkuuteen, VIP-alueen siisteyteen sekä työntekijöiden ammattitaitoon koko tapahtuman osalta.  Tutkimuksen tavoitteena oli tuottaa tärkeää tietoa Neste Oil Rally Finlandin järjestäjälle AKK Motorsport Oy:lle tapahtuman jatkokehittämistä varten. Tutkimuksesta selviää ne VIP-tapahtuman osa-alueet, joita VIP-asiakkaat saattavat pitää heikkoutena. VIP-asiakkaiden mielestä puutteita ilmeni WC-tiloissa, VIP-alueen ohjelmassa sekä mahdollisuudesta kommunikoida muiden VIP-vieraiden kanssa, jonka vuoksi niiden kehittäminen tulevaisuudessa tulisi ottaa huomioon.		
Avainsanat (asiasanat) Neste Oil Rally Finland, VIP, Asiakastyytyväisyys, Suosittelemus		
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## Constructs and key concepts

**Neste Oil Rally Finland:** WRC competition which is held every year in the city of Jyväskylä

**WRC:** World Rally Championship

**Rally Spectator:** A person who has participated in Neste Oil Rally Finland event more than once before

**First-timer:** A person who has not participated to Neste Oil Rally Finland event before

**Host:** VIP customer who is in a role of an inviter on the event.

**Guest:** VIP customer who is invited to the event and has not paid for tickets. The guests has been invited to the event by hosts.

**VIP:** A person who has been invited to the rally event for example by companies. VIP (Very Important Person)

# 1 INTRODUCTION

During the Neste Oil Rally Finland 2013, JAMK University of Applied Sciences and Sports Business School Finland organized a survey of rally spectators and VIP-rally customers. The data was gathered at VIP Koukkumaa, Golden VIP Killeri, Golden VIP Kakaristo, and Tommi Mäkinen VIP. The aim of this research was to collect information from attending customers about their satisfaction and their willingness to recommend the VIP services to others. The total number of respondents in this survey was 170.

The data was collected during the WRC Neste Oil Rally Finland 31.7.-2.8.2014. The data collection in VIP –areas was done by a group of six students from JAMK University of applied sciences. The data was collected using both iPad tablets and paper questionnaires. The data was processed using the Webropol survey data system. The statistical data and figures of this thesis has been done using Webropol 2.0 online survey and analytics software.

The popularity of the Neste Oil Rally Finland is no longer the same as it used to be in the 80's and 90's. There is some indications that the annual number of visitors might have dropped significantly. To tackle this possible challenge it is very important to have deeper understanding of customers' expectations, requirements and also post-event satisfaction with the event. Through understanding the customer satisfaction, also the development of the VIP services during the event is possible.

Neste Oil Rally Finland is one of the biggest sporting events of the year in Finland and its economic and social impacts to the city of Jyväskylä are significant. This rally is also considered as one of the most popular and challenging rallies in WRC rally championship calendar, and the history of this event dates back to the 1950's.



## 1.1 Purpose of the Thesis

The purpose of this study is to examine customer satisfaction among the VIP-rally customers and their willingness to recommend the event to others.

Customer satisfaction is the basis of the redevelopment of the event in future.

The purpose of this thesis is to find out the key factors that affect the customer satisfaction. The second purpose is to find the key factors affecting the customers' willingness to recommend the event to others. In this study the respondents will evaluate the several aspects of experienced service from the viewpoint of customer satisfaction.

The pre-hypothesis of this study are:

- Customers are able and willing to evaluate the perceived and experienced customer satisfaction
- Satisfied customers are more willing to recommend the event to the others.
- Dissatisfied customers are not so willing to recommend the event to others, instead they are more likely to share their dissatisfaction to their friends.

The research problems in this thesis are:

- Are the VIP-customers satisfied with their experience in the event and with the different aspects of VIP-services?
- How willing are the VIP-customers to recommend their experience in the event and what are the main motives for recommending?

The other purpose of this study is to provide important information for Neste Oil Rally Finland organizer AKK motorsport Ltd and all the VIP-service organizers as well. Organizers can improve their customer services and find out the possible weaknesses of the event.

## **1.2 Sport Business School Finland**

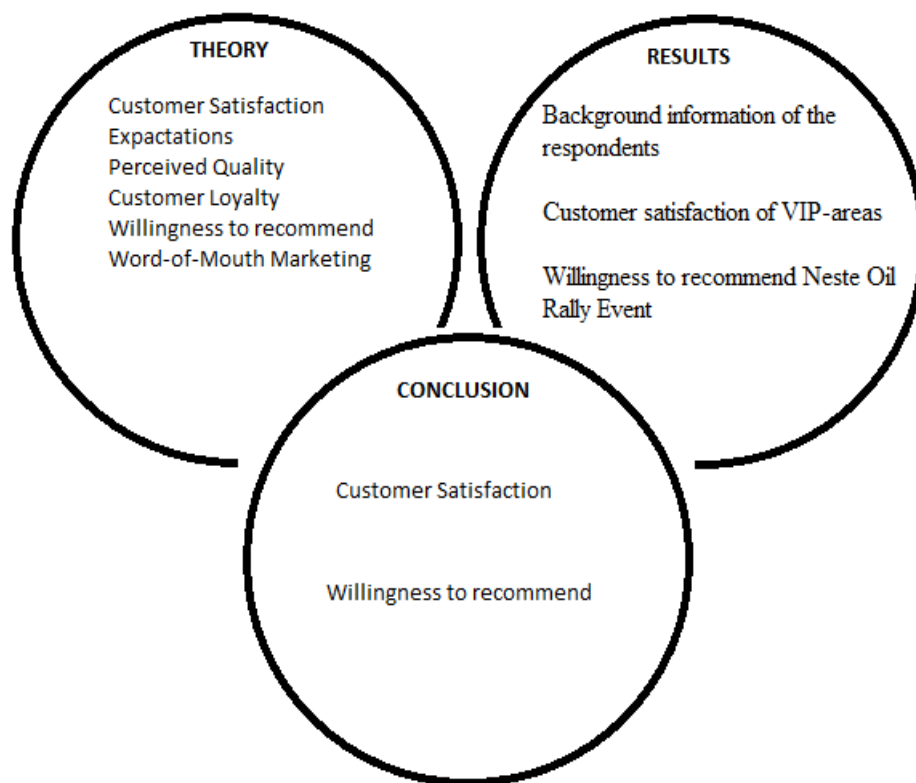
Sport Business School Finland is an educational, research and development concept that has been established by HAAGA-HELIA University of Applied Sciences in Helsinki and JAMK University of Applied Sciences in Jyväskylä. Sport Business School Finland, also known as SBSF, was found in 2011. SBSF offers different programs for Sport Management and Sport Marketing and it offers Bachelor, Master, Short Term and Specialized Study Programs both in Finnish and English. (Sport Business School Finland n.d.)

Sport Business School Finland is a professional intelligence and research service provider. Neste Oil Rally Finland Impact Study is one of the projects done with AKK Sports in 2011, 2012 and 2013. (Sport Business School Finland n.d.)

### 1.3 The structure of the Thesis

The following figure illustrates the structure of this study. The figure consists of three elements that combine the theoretical framework to the results and conclusions.

Firstly, the theoretical framework combines customer satisfaction to customer expectations, perceived quality, customer loyalty and willingness to recommend to word-of-mouth marketing. Secondly, the results summarize the findings according to background information of the respondents to customer satisfaction and willingness to recommend in chosen categories. And thirdly, the conclusion states the importance and validity of the finding to cores of the theoretical framework which are customer satisfaction and customer's willingness to recommend the experienced service.



**Figure 1. Structure of the thesis**

## 2 The History of Neste Oil Rally Finland

In the early days, rally of Finland was known as Hangon ajot (Rally of Hanko), it was a kind of monitoring and qualifying competition for the rally Monte Carlo. Since rally of Hanko in 1951, the rally drivers who had participated in rally Monte Carlo gathered together and agreed that Finland should be an example of that type of car competition. A citizen of Jyväskylä, Mr. Pentti Barckin suggested that they should organize a rally of the same kind in Jyväskylä as in Monte Carlo and they made it the same year in September. (Ralli kansainvälisen mallin mukaan n.d.)

The official organizer of the first rally was the Auto Club of Central Finland District. The rally was named Tuhansien Järvien Ajo (Rally of Thousand Lakes), but it was soon renamed as Jyväskylän Suurajot (1000 Lakes Rally). The rules of the rally were similar to those of Monte Carlo and the Rally of Sweden. The route took the drivers all the way up to the Arctic Circle and back. The rally included two special stages and the length of the route was 1666 kilometers. The winners of the first rally were Arvo Karlsson and Vilho Mattila. A Finnish rally legend was born. (Ralli kansainvälisen mallin mukaan n.d.)

In 1959, the rally received its European Championship status and later on a rally received World Championship status in 1973. 1973 was the year when it was only car manufacturers that competed for the championship. The drivers' World Championship series began in 1979, and the Rally of Thousand Lakes immediately established its place in the rally calendar. The rally got the first main sponsor, Neste Oil, in 1994 and they changed the name of the rally to Neste Oil Rally Finland. (Suurajojen aikakausi n.d.)

In 1997, the responsibility for arranging the rally event was given to AKK Sports Ltd. The name of the rally was changed to Neste Rally. AKK Sports made their aim to develop a clear identification of the rally. The general public

had to understand that the competition had gone through a fundamental change. The new organization has focused on security and event marketing as well as on further raising the level of quality. It was worth it and the public noticed the changes. The same year AKK Sports got the “Award of Excellence”, which was a safety award for outstanding work. This award was granted by the manufacturers in the WRC rally. The following year, the Neste Rally was nominated the best rally event of the year. And a year after they received again an “Award of Excellence” reward as a result of their marketing efforts. This award resulted from the Hippos super special stage construction and the VIP villages. (Uteen aikaan n.d.)

The rally teams considered that the event had raised the commercial and organizational level to a new level after winning the best rally event of the year again in 2002. Neste Rally won the best rally event again in 2003 and 2004. Any other rally event has not been able to do the same. (Uteen aikaan n.d.)

## **2.1 AKK Motorsport and AKK Sports Ltd**

AKK Motorsport Ltd. is a Finnish motorsport organization which represents Finland in FIA (Fédération Internationale de l'Automobile) and one of its main objective is to ensure motorsports in Finland. AKK Motorsports has the rights to organize Neste Oil Rally Finland and it has been organizing it since 1997. (AKK-Motorsport ry n.d.)

AKK Sports Ltd is a marketing company owned by the AKK Motorsport Ltd. The company was founded in 1993 according by the owner's strategy. Increasing membership fees in the future was not sustainable and union needed an instance, which may engage in business and in this way provide economic benefits to its owner. (AKK Sports Oy n.d.)

The biggest project annually of the AKK Sports Ltd is to organize Neste Oil Rally Finland. The company also arranges Rally Cross Championship race in

Finland (Finland RX). Domestic Rally Championship, as well as FINRace series organizer.

### 3 THEORETICAL FRAMEWORK

The theoretical framework of this study includes customer satisfaction, the willingness to recommend the event and word-of-mouth marketing. Because this thesis relates to customer satisfaction in VIP services, it is necessary to explain the role and characteristics of VIP customers as they differentiate from the ordinary customers. Because of the special theme of the thesis, it is also necessary to explain the concept of customer satisfaction particularly in sporting events.

#### 3.1 VIP Customers

VIP customers can be determined to be the biggest spending customers and these customer are usually long-standing clients who are loyal customers over the years. VIP customers are very important and most desirable customers for businesses, most likely because of the use of money. (Mann 1993, 54.)

In this thesis, a VIP customer is a person who has been invited to the rally event, for example by companies. Typical definition of VIP is Very Important Person. VIP customers are a special group of customers. Most of the VIP customers in Neste Oil Rally Finland are invited to an event (see Figure 7). In this thesis, VIP customers can be divided host and guest customers. Guest is VIP customer who is invited to an event and has not paid for tickets. Host is VIP customer who is in a role of an inviter on the event and has invited the guests to the event. VIP - customers rarely have to pay anything for the services as most of the times VIP customers are invited to the event as a guest. In Neste Oil Rally Finland, the ticket for the guests are most often paid by hosts as they invite the VIP guests to the event.

In the Neste Oil Rally Finland, VIP tickets are far more expensive than ordinary tickets and this usually affects VIP customer expectations towards the event. Expectations may differ if the customer is on the event for the first

time (First-timer) or the customer has participated more than once (Rally Spectator).

### 3.2 Customer Satisfaction

The next chapter represents the key elements of customer satisfaction. According to the model of American customer satisfaction index (ACSI), the key concepts that affect on customer satisfaction are perceived overall quality, customer expectations, perceived value, customer satisfaction, customer loyalty and customer complaints. The previously mentioned key concepts are the ones that creates customer loyalty. (Henning 2009.)

The customer satisfaction can be explained through ACSI - model:

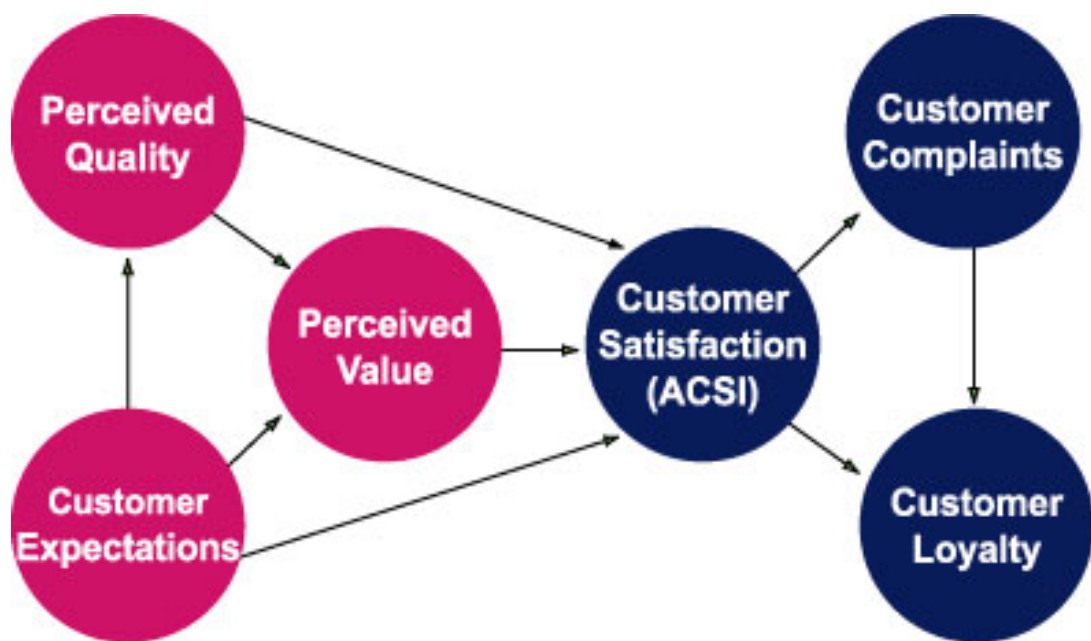


Figure 2. American Customer Satisfaction Index model, ACSI (see original figure Henning 2009)

The American customer satisfaction index model is a cause-and-effect model which indicates for drivers of satisfaction on the left side; customer expectations, perceived quality and perceived value. The customer



satisfaction is in the center and outcomes of the satisfaction on the right side; customer complaints, customer loyalty and customer complaints. (Henning 2009.)

In the next section of the thesis, the every key concepts affecting customer satisfaction is explained. Because this thesis relates to customer satisfaction and their willingness to recommend the event, it is not necessary to consider the customer complaints affecting the customer satisfaction. The research done for the thesis did not include the customer complaints in it, so it is not needed to consider it in the theoretical framework.

### **The Customer Expectations**

Customers' expectations are important part of the customer satisfaction. Grüngör (2007, 13) defines expectation as an expectancy of future consequences that are based on past experiences, current conditions or other sources of information. Expectations may vary from wishes to hopes.

Customers form their expectations in many different ways. Expectations are results from customers' past buying experiences. Customers also form their expectations following their friends' or associates' advice or the marketers' and companies' information and marketing promises towards their products or services. (Kotler et al. 2009, 389.)

Customers may have several different kind of expectations. According to Van Leeuwen (2002, 103–104), these expectations are ideal expectations, expected expectation, minimum tolerable expectations and deserved expectations.

Expectations might have an effect on the perceived performance. When the expectations are high, customers evaluate the perceived performance also higher and if expectations are low, the customers evaluate the perceived performance low. (Van Leeuwen et al. 2002, 105.)

Companies should not set their expectations too high as it might disappoint a customer easier. Also, companies should not set their level of expectations too low as it will not draw customers' attention. Companies should match their level of expectation with their delivering performance to respond in customers' expectations in the best possible way to obtain the best level of customer satisfaction. (Kotler et al. 2009, 389.)

### **Perceived Quality**

Customer satisfaction is highly dependable on product or service quality. Product or service quality can be considered customer-centered as every customer evaluates the quality in a different way. Even though, perceived quality is related straightly to the customer satisfaction, it does not necessarily mean that the higher the quality is, the higher the level of satisfaction will be. Low-quality products can have as satisfied customers as luxury products. Perceived quality is the customer's perception of the overall quality of a product or service and it is seen as customer's opinion of product's ability to fulfill their expectations. Company has delivered quality when its product or service exceeds or meets the expectations of a customer. (Kotler & Keller 2006, 147.)

Perceived quality is a vital element for customers' decision making. Customers will compare the quality of different products with regard to price within a same product category. Perceived quality is related to the reputation of the company that manufactures the product. If the company's reputation is positive and well-known, the customers are more likely to rank their products higher in perceived quality. (Yee, San & Khoon 2011.)

According to Tsiotsou (2005) perceived quality is defined as the customer's opinion about a product's overall excellence or its superiority amongst other products in same product category. Perceived quality differs from product's objective quality. Perceived quality is an assessment that is characterized by a high level of abstraction and refers to a specific consumption model. Objective

quality of product or service is different from perceived quality as it is related to the technical excellence of the product. Objective quality of a product can be measured and verified while perceived quality is experienced differently by every customer.

### **Perceived Value**

According to Roig, Garcia, Tena and Monzonis (2006) customer perceived value is indigenous to the use of the product, which makes it different from personal or organizational values. Perceived value is perceived by customers and it cannot be determined accurately by the company that is selling the product. The consumer is the only one that can rate if the product or service offers value to him or her.

Perceived value is defined as a valuation by the customer of the comparison between the benefits obtained from a product or service and the perceived sacrifices or costs made to obtain the product. (Roig et al. 2006.)

The concept of the customer perceived value can be seen as a construct that is configured by two parts; one of benefits being received by the customer, for example; economic, social and relational benefits and the other of sacrifices made by the customer to obtain the product or service, for example; time, money, effort or risk. The customer perceived value is a result from the personal comparison of the benefits obtained from the product or service and the sacrifices made. Because of it, the perceived value is highly subjective and personal concept and is perceived differently by every customer. (Roig et al. 2006.)

### **Customer Satisfaction**

Satisfaction is customers' feelings whether its pleasure or disappointment depending on how the offering company perform in relation to the buyer's

expectations. Satisfaction is the performance of services or products compared to perceived performance. If the perceived product or service performance is worse than the expected performance, then customer is dissatisfied. If the performance of the service or product matches or exceeds the perceived performance, then the customer is satisfied. (Kotler & Keller 2006, 144.)

If companies' services or products are not equal to a customer's expectations, they are dissatisfied with them. If services or products are equal to customer's expectations they are satisfied with them. When products or services outreach the customer's expectations they are highly satisfied with the company. Customer satisfaction relies on the company's brand image; if the brand image is powerful and positive, the customers are more likely to rank the company's products or services higher as expectation. (Kotler et al. 2009, 389.)

According to Cook (2000, 7) customer satisfaction is vitally important for a company to survive in the markets. It is 5 to 10 times more expensive to persuade new customers as it is to keep the current and satisfied customers. Highly satisfied customers are more likely to recommend company's products and services to other people and satisfied customers are likely to pay higher prices to a supplier they know and trust. Highly satisfied customers rarely change the offering company by price.

### **Customer Satisfaction in Sporting Events**

As mentioned earlier in the study, customer satisfaction with service provider is a major factor which affects organization's profits. If organization can provide high level of service quality, it can increase consumer satisfaction, loyalty and retention. These factors can generate revenue for the organization.

According to Oliver (1999) consumer satisfaction or dissatisfaction is the balance of consumers' feelings of perceived performance of a service versus their expectations. In order to consumer to be satisfied, service quality and

perceived service performance should be greater or matched to consumers' expectations of the service.

According to Shonk (2006) there are some difficulties of assessing consumer perceptions of quality of service they encounter within the sporting event. It might be difficult for a sport spectator to evaluate their experience at a sporting event.

Spectators may have widely varying expectations leading up to an event, there may be tangible cues that cannot be evaluated during the course of the event itself. For example, spectator evaluations of perceived value, quality of entertainment, physical facilities and interactions with event employees such as ushers, ticket takers, concessionaires and merchandisers can only be evaluated during or after the actual even. (Shonk 2006.)

In sporting events there can be seen three different targets of service quality to evaluate. The targets that customers evaluate are (Shonk 2006):

- Core service
- Physical context, such as the physical facilities and equipment in which the service is provided
- The interpersonal interactions during experiencing the service

The core service relates to the performance of the promised service for example basketball or ice hockey match. The physical context of the sporting event is described as the quality of the facilities, their location, the equipment and tools used in the production of the service, the compliments provided to the clients, the accessibility of the facilities and the event's facilities' ease of use. (Shonk 2006.)

According to Yoshida and James (2010), there can be seen two different types of satisfaction levels in sporting events. As seen in Figure 1, the proposed remissions of service and event satisfaction are service quality and

core product quality. The figure shows how sporting event customers constitute their overall satisfaction after experienced the event.

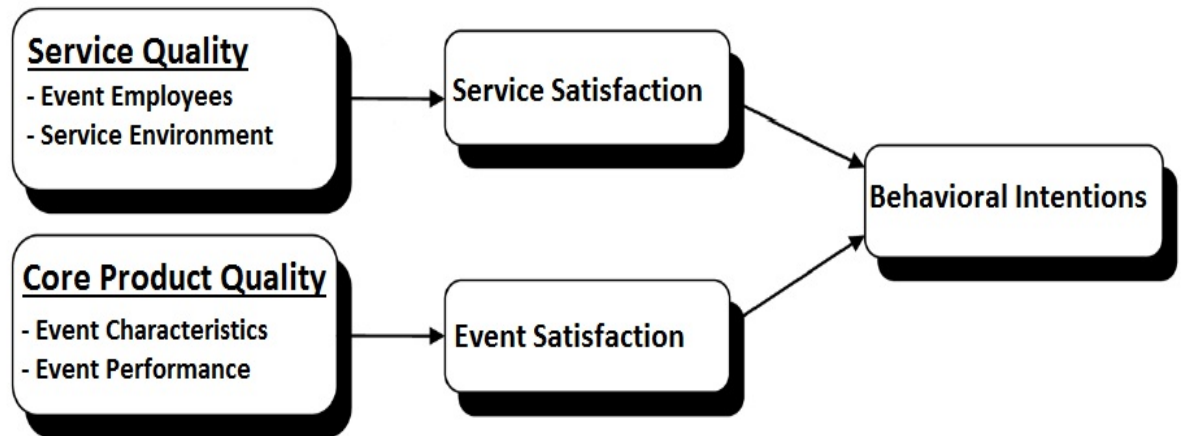


Figure 3. Consumer Satisfaction with an Action Sports Events. (Bennett & Zhang 2007)

### Customer Loyalty

Satisfied customers are absolutely necessary to companies. Satisfied customers are more willing to recommend the company as satisfaction is something they will talk about with their friends and other people. However, a satisfied customer is not always a loyal customer to the company. The difference between a satisfied customer and a loyal customer is that loyal customers are more likely to buy additional products and services from same company they are loyal with. When only satisfied customers might change the company for example by product or service price. (Szwarc 2005, 12.)

According to Szwarcz (2005, 9) highly satisfied customers can be referred as loyal customers. Highly satisfied customers have six times higher loyalty rates for the company than just satisfied customers. Because of this, companies should aim their actions for highly satisfied customers as they are more likely to become long-term and more rewarding customers for the company.

Customers that are highly satisfied are more likely to stay loyal to the company longer and they buy more often. Highly satisfied customers also purchase easier new products when the company presents them to the markets. Highly satisfied customers are more inexpensive to the company than new customers and they are less sensitive to the price of the products or service of the companies they are loyal with. (Kotler & Keller 2006, 145.)

In this thesis, the customer loyalty relies on the number of times the customers have participated on the event. The most loyal customers on Neste Oil Rally Finland, had participated on the event over eight times before. In the Neste Oil Rally Finland, the most loyal customers are more willing to recommend the event than the customers that has not participated in the event before. This will be discussed on the results section more precisely.

### **Measuring Customer Satisfaction**

Companies should measure the customer satisfaction as often as possible because customer satisfaction is one of the most important factors in the customer retention. Customer satisfaction measurement should be done frequently and it should be integrated in the daily basis of a company. Companies should be aware of their customers' level of satisfaction at all times as this way it can react to the changing rates faster. There are a couple of ways to measure customer satisfaction. Periodic surveys are made for tracking customer satisfaction by sending or making a satisfaction questionnaire to customers directly. Periodic surveys can be done a few times a year to track customers' level of satisfaction continuously. (Kotler & Keller 2006, 145-146.)

Another way to measure the level of customer satisfaction (indifferently) is to track the customer loss rate. If a company finds out that some of the customers have stopped buying from them, they should find out why that has happened. Most of the times this is a reflection of poor service or product quality. Companies can also use mystery shoppers to find out what is wrong

with their service or product quality. Mystery shopping means that the company sends a “customer” to do business with them. After purchasing a product or service marketed by a company, a mystery shopper reports the management how they performed in the quality of services. (Kotler & Keller 2006, 146.)

### **3.3 Willingness to Recommend**

The power of customer recommendations is more affordable and effective than any advertising tactics. There are two additional benefits why company should win customer recommendations.

The first reason is that the recommendations encourage customer engagement over the long term. According to the MEC study, customers had 61 % engagement rate among the customers who came to a company through a recommendation. In practice, when a friend recommends a brand, you probably do not want to dislike that brand because this means, your friend is wrong. This is the reason why companies should have a strong word-of-mouth campaigns in their marketing strategy. (Customer Experience Strategy Blog 2010.)

Second reason to establish and sustain word-of-mouth programs: those customers who did come to a company through recommendation are more forgiving of service mistakes. These customers are also more understanding and more flexible when having less good service. Recommendations could be a sort of safety-net for companies, since the customers who find company through positive word-of-mouth are more likely to stay loyal after even bad service. Benefits of customer recommendations is a undeniable, loyal customer who recommends a brand to their friends, and are bringing in new customers. These customers are type of engaged, flexible customers that will sustain company in the long term. These kind of customers are less expensive to the companies and may bring new customers for the company. (Customer Experience Strategy Blog 2010.)



## **Word – of – Mouth Marketing**

“Word-of-mouth (WOM) has been defined as an interpersonal communication of products and services (marketing offering) where the receiver regards the communicator as impartial” (Kotler et al. 2009, 703). Both, positive and negative word of mouth has a substantial impact of company’s fortunes. Studies have shown that companies that earned higher level of word-of-mouth advocacy, had a significant growth in sales.

Word-of-mouth marketing is used by companies to get people talk more favorably about the product and encourage consumers to recommend products or service to one another. People have always recommended products to their friend, but companies can manage this exchanges. Many marketers believe that communication through blogs, social networking sites such as Facebook are far more effective than most of the conventional ads. (Silverman 2001, 9.)

Social media, such as Facebook and Twitter, have become important force in both business-to-consumer and business-to-business marketing. A key aspect of social network is word-of-mouth and the number and nature of conversations and communications between different parties. Companies are becoming more aware of the potential of word-of-mouth and companies can and should manage it. (Kotler et al. 2009, 703.)

Word-of-mouth has focused on interpersonal (face-to-face) influence, but the Internet allows people to talk to each other even if they are in different countries. This is called electronic word-of-mouth (eWOM). Electronic word-of-mouth marketing often has a higher credibility because marketers have not created the information on the Internet and there are no direct commercial interest that interferes with the communication. (Kotler et al. 2009, 125.)

Companies are trying to get a lot of people to buy products. Word-of-mouth is powerful way to make decision faster and easier for consumers and increase the sales. Every marketer know that word-of-mouth is the most powerful force

in the marketplace. According to Silverman (2001, 22), word-of-mouth is thousands of times as powerful as conventional marketing. Everyday people are exposed to different kinds of television ads, print ads, radio, billboards, telemarketers, Internet banners. Usually consumers just get information from these ads and they rarely end up to make purchase-decision. When a friend or a colleague recommend product to a friend, people are more likely to take his recommendation in consideration.

Buzz and Viral marketing are forms of word-of-mouth marketing and some marketers think they both are the most important things in word-of-mouth marketing (Kotler et al. 2009, 703).

### **Viral Marketing**

Viral marketing is a word-of-mouth effect on Internet, sometimes called word-of-mouse, it is advertising message which spreads via Internet from customer to customer. Companies tend to use viral marketing by uploading marketing videos to the Internet sites such as YouTube. It is really difficult to stand out from the millions of videos from the Internet. For example, on YouTube more than 60 000 videos are uploaded every day, that is why, it is important to attract online attention among the target segment. Companies can use their own customers to promote a product or service to prospective customers when they are seeding the campaign materials. Another way is to post campaign materials in diversity of places. Seeding is the key aspect when placing, posting and promoting the campaign materials. It is also important that the seed match the characteristics and interest of the target segment. (Kotler et al. 2009, 130.)

Viral marketing is effective tool to raise brand awareness and it is also a good way to achieve valuable dwell time. This means that the target audience is spending more time watching those marketing videos and the company can get full attention of the customer. This is why viral marketing is so effective,

when compared with most of the traditional media where the consumer spends much less time watching the commercials. (Kotler et al. 2009, 704.)

### **Buzz Marketing**

According to Morrissey (2007) "The buzz marketing is like a virus, it is ideally spread with a predefined target which will relay the message to the people who love surrounding the same products and services that carry the message." Buzz marketing is one form of the word-of-mouth marketing and it creates a buzz around a product, service or event. (Chebli & Gharbi 2013.) Companies reveal information about new products to only a few "knowing" customers in the target audience and these customers are flattered to be one of the few who know. They are willing to recommend the brand to their friends and colleagues. Companies are specifically intended to create one-to-one conversations among the customers to create buzz. (Rouse 2009.)

## 4 RESEARCH IMPLEMENTATION

### 4.1 Conducting the Study

Students collected the data in the four different VIP-areas including VIP Koukkumaa, Golden VIP Killeri, Golden VIP Kakaristo, and Tommi Mäkinen VIP. There were 170 respondents in the survey. The data was collected by using iPad-tablets and printed questionnaires. Questionnaires were in Finnish and English. The data from printed questionnaires were manually entered in the Webropol 2.0 online survey and analytics software. The data from iPad-tablets were restored straight to Webropol program via internet.

The questionnaire was divided in six different sections. The first section was the background information of the respondents. This section included eight questions to collect data of the basic information such as the location of the interview, respondents' gender, age, professional status and how the respondent arrived at the event, their previous participation to the event and their role of the respondents in the event.

The second section of the questionnaire dealt with accommodation, special stages and additional services. The aim of this section was to get information about where and how many nights did the respondents stay in the region of Jyväskylä. The aim of the second question was to get information about how many different special stages did the respondent went to. The final question examined what additional services the respondents used.

In the third part, the aim was to find out information of the customer consumption during the event and where the respondents would have spent the money if they had not participated in the event.

On the fourth section, customers were asked their opinion of image effects of Neste Oil Rally Finland to the city of Jyväskylä and their willingness to recommend the event to others.

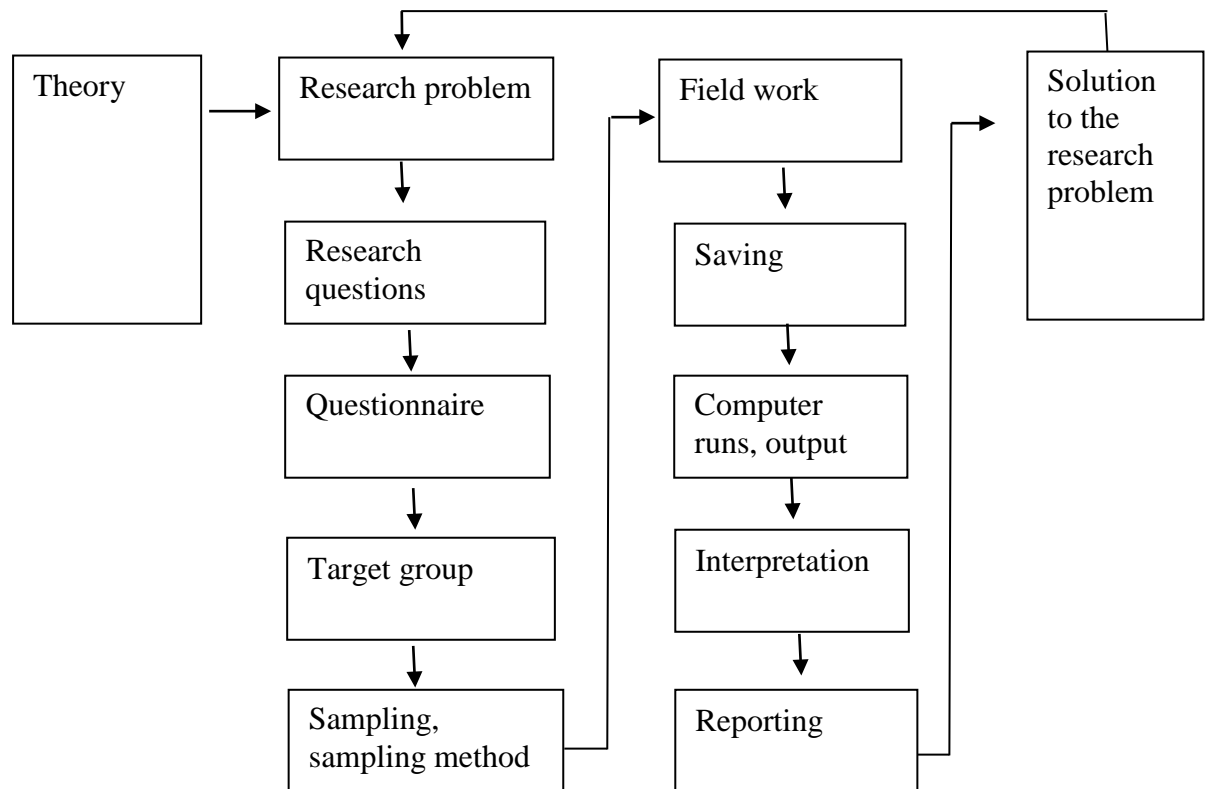
The fifth section was customers' satisfaction of VIP- services. In this section, respondents evaluated the different aspects of VIP-services such as transportation, food, staff, and lavatories and so on. The respondents could choose from 1 to being very dissatisfied to 5 being very satisfied. Last section was open feedback of the best and the worst qualities of Neste Oil Rally Finland and developing ideas of the respondent.

## **4.2 Quantitative Research**

The research method used in this thesis was a quantitative survey, which is the most common method of data collection. Quantitative research is used when the phenomenon is already well-known. Quantitative research requires a knowledge of the phenomenon that is, the factors that influence the phenomenon. Knowledge of the factors is a prerequisite for quantitative research, if it is not known what is measured it is impossible to measure. Quantitative research measures variables in the terms of the interaction between the factors and the occurrence of a quantitative calculation. (Kananen 2011a, 12–14.)

Quantitative research seeks to generalize the phenomenon. This means that the information is gathered of a small group of people with a questionnaire. This small group of people or sample of respondents is required to represent the entire population, which is affected by this phenomenon. Quantitative research requires a sufficient number of observations in order to obtain reliable results and that they would apply to the whole population. (Kananen 2011a, 16–18.)

The figure below shows the structure of the quantitative study:



**Figure 4. Quantitative research: process flowchart (Kananen 2011b, 72)**

### 4.3 Reliability and Validity

Reliability and validity measure the reliability and quality of the study. Both terms means reliability. The purpose is to obtain the most reliable and truthful information. Reliability of the study can be improved by paying attention to the reliability and validity issues. Validity means that the right things are measured and the right things are examined. Reliability refers to the stability of research results.

According to Kananen (2011, 54) Niiniluoto defines the following criteria's can be set to a good measurement:

- Instrument will measure the right things (validity)
- Measurement results are stable and reliable (reliability)
- The object of measurement and its importance (relevance)
- Measurement is to be understood
- Measurement is preferred

### **Reliability**

In quantitative research, reliability stands for the coherence of the research results. Reliability of the research can only be proven by rehearsing the measurement. Nevertheless, reliability cannot always be proven by making new measurements because the phenomenon might change over the time. If the measurement does not vary over the time, the research is stable. The consistency of research means that the research always measures the same thing. Reliability does not guarantee the validity of the study. (Kananen 2011b, 126.)

The same kind of study was conducted in 2011 and 2012 in the Neste Oil Rally Finland. If the results of this study are similar to the earlier studies, this research can be repeated. As an event, the Neste Oil Rally Finland will also be held on a yearly basis in the future. Most of the respondents answered questionnaire by using iPads so human error were minimized. Only a small proportion of the questionnaires were answered using paper versions. The paper questionnaires were entered on Webropol database by a member of the research group. The Webropol program calculates the results of a survey automatically so human errors are rare.

## **Validity**

As mentioned earlier, the validity means that the instrument will measure the right things. The validity is ensured by using the right research method, right measuring instrument and measuring the right things. A good example of measuring instrument is a thermometer, which measures the temperature of the air. Validity can be divided into two different subtypes: external validity and internal validity.

Questions must be directed to the right people who are affected by the phenomenon. VIP-areas are closed areas, this will ensure that the interviewed people are only VIP-customers and outsiders cannot enter into VIP-areas. (Kananen 2011a, 41.)

### **External Validity: generalizability**

The external validity is considered more important than the internal validity, as it is related to the generalizability of the results. Generalizability is correct if the sample population corresponds to the whole population.

Questions must be directed to the right people that are affected by the phenomenon. VIP-areas are closed areas, this will ensure that the interviewed people are only VIP-customers and outsiders cannot enter into VIP-areas. Internal Validity is cause-effect relationship. Internal validity refers to the correct cause-effect relationship. (Kananen 2011a, 41.)



## 5 RESULTS

In this section of the thesis, the results of the VIP – research are considered. The respondents are divided in seven different segments to get a broader and deeper view of the results.

In this study, the “first-timer” means a respondent who has not visited the Neste Oil Rally Finland before and a “rally spectator” means a respondent that has visited Neste Oil Rally Finland at least once before. Host is a respondent, who is in a role of an inviter on the event and a guest is a respondent who is invited to the event and have not paid anything for the tickets in the event. Hosts are the ones, who invite the guests to the event.

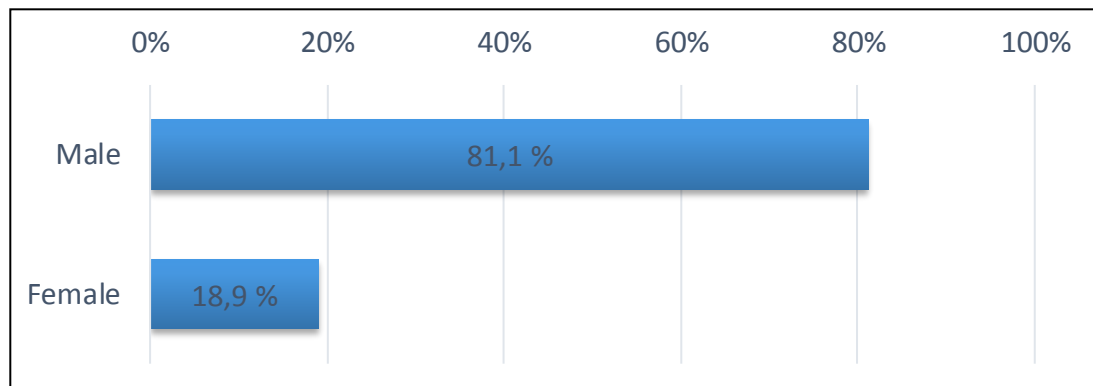
The seven different segments of the respondents:

- All respondents
- Males
- Females
- First timers
- Rally spectators
- Host respondents
- Guest respondents

### 5.1 Background Information of the Respondents

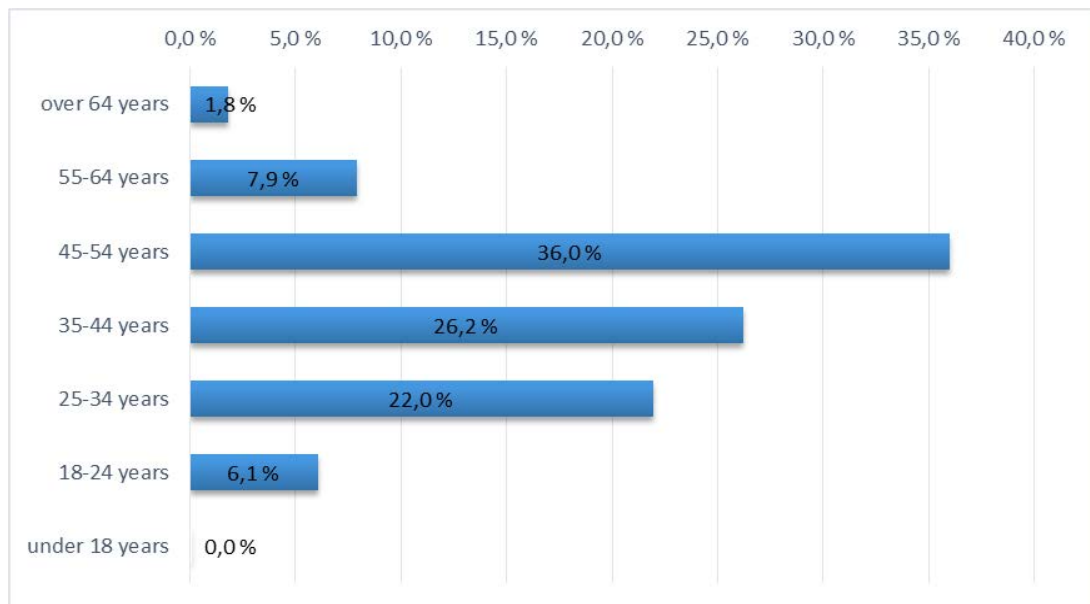
The overall number of respondents in this survey of the VIP areas were 170. In this background information of the respondents it is tried to demonstrate an overall picture of the respondents. The other facts included in the results are

number of visits in Neste Oil Rally Finland, the role of respondents and their professional status.



**Figure 5. Ratio between male and female respondents (N=169)**

As figure 5 shows, the number of male respondents were significantly higher than the number of female respondents in the VIP areas. 81,1 % (137) of the respondents were males and 18,9 % (32) of the respondents were females.

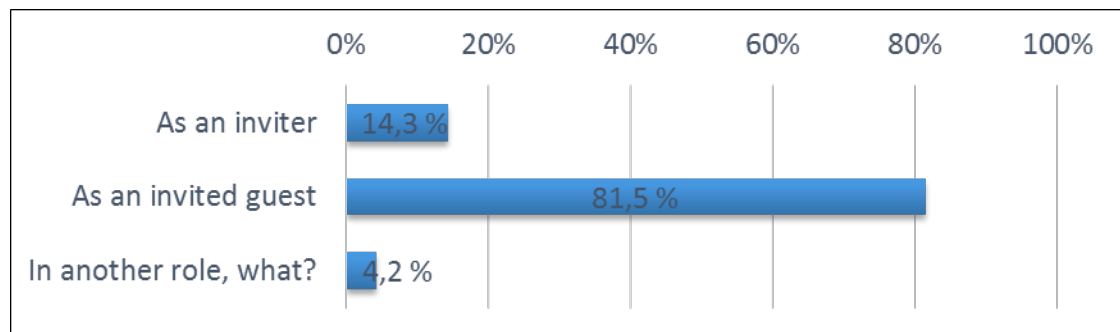


**Figure 6. Age of the customers (N=164)**

Figure 6 shows that over a third (36,0 %) of the VIP customers in Neste Oil Rally Finland are 45 to 54 year - olds and a little over a quarter (26,2 %) are 35 to 44 year-olds. A little over a fifth (22,0 %) of the VIP customers are 25 to 34 year-olds.

The second and third smallest age groups are 18 to 24 years old (6,1 %) and 55 to 65 years old (7,9 %). Smallest age group (1,8 %) of the respondents is over 64 year-olds.

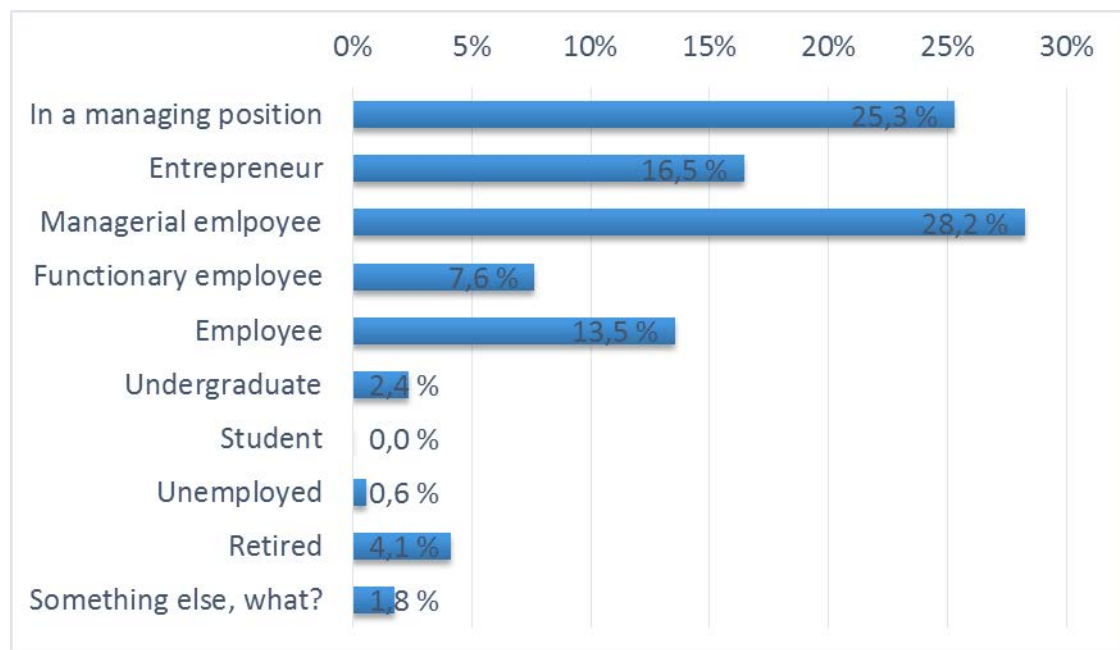
## 5.2 Role of the respondents



**Figure 7. Role of respondents in VIP area (N=168)**

Figure 7 shows that most of the respondents in VIP area are guests that are invited to the event by hosts. Out of the 168 respondents, 137 (81.5 %) are invited to the VIP event as a guest.

Only 24 (14.3 %) out of 168 respondents are hosts (as a role of an inviter). The rest of the respondents (4,2 %) are event staff or guests who have won a ticket to a VIP event of Neste Oil Rally Finland.



**Figure 8. Professional status of the respondents (N=170)**

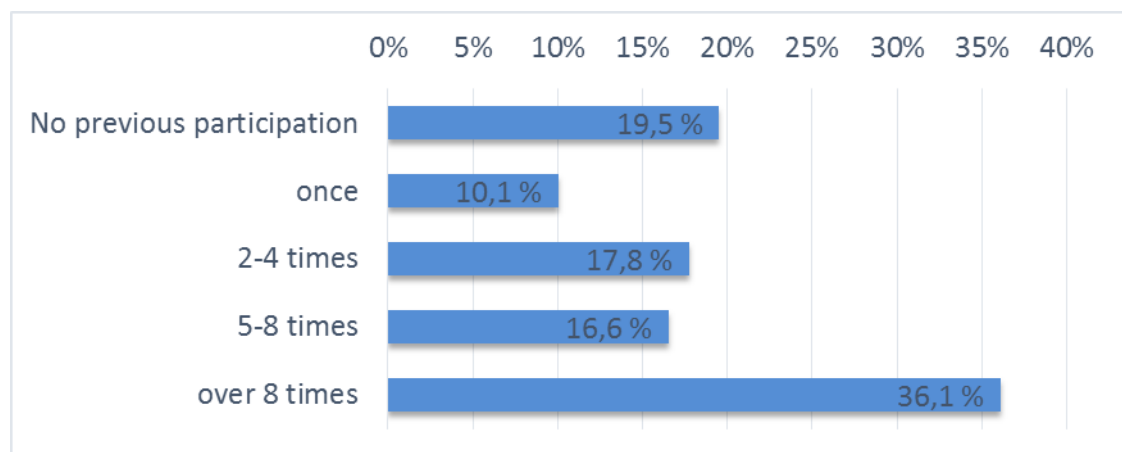
Figure 8 shows that almost a third (28,2 %) of the VIP customers are managerial employees and a quarter (25,3 %) of the VIP customers are in a managing position. The third biggest group of respondents are entrepreneurs (16,5 %) and the fourth largest group is made of employees (13,5 %).

The participation of unemployed people and students were almost non-existent (0,6 %). The high price of the ticket may have an effect on participation to event of unemployed people and students. Other professional statuses (1,8 %) included a helicopter pilot, an expert and the Chief Executive Officer.

### 5.3 Previous participation

In this chapter of the thesis are the results of the previous participation of Neste Oil Rally Finland by VIP customers. The results in this section are divided in five different segments:

- All respondents
- Male and female respondents
- Host and guest respondents

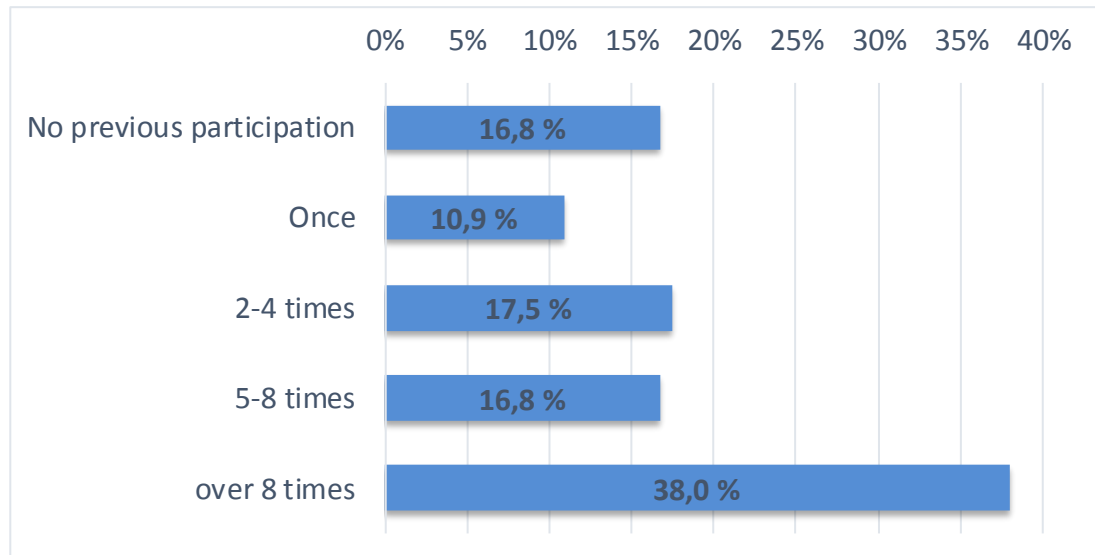


**Figure 9. Previous participation all of the respondents in the Neste Oil Rally Finland (N=169)**

According to figure 9, most of the Neste Oil Rally Finland VIP customers (36,1 %) had attended the event over 8 times before. On the other hand, a fifth of the respondents (19,5 %) had never attended Neste Oil Rally Finland before.

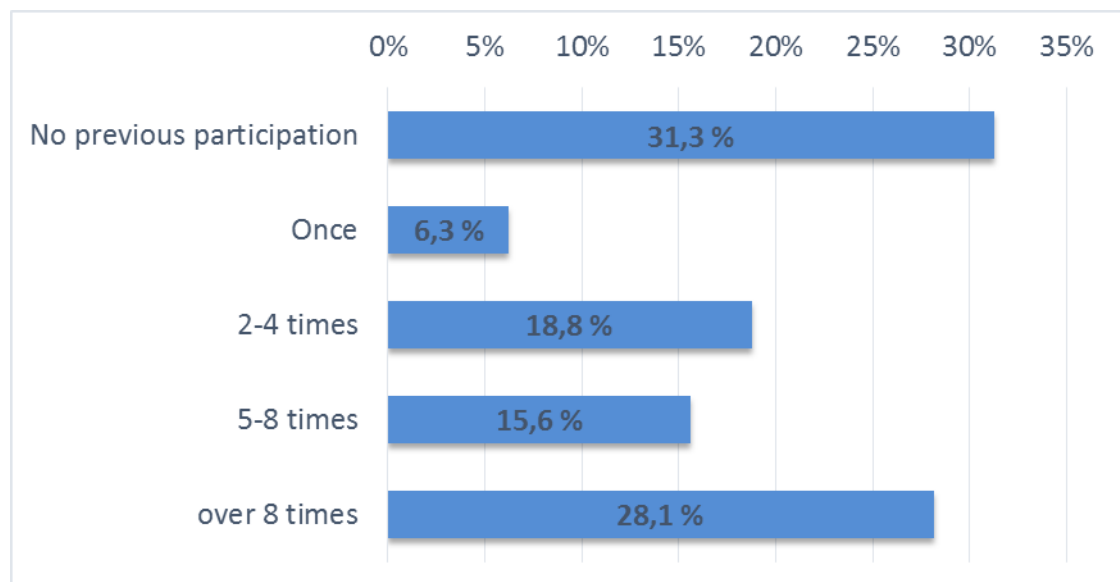
The respondents who had attended the event 2 to 4 times before were the third biggest group (17,8 %) and the respondents who had attended the event 5 to 8 times before were the second smallest group (16,6 %). Only 10,1 % of the respondents had attended Neste Oil Rally Finland only once before.

In this thesis, the customers who had not attended the Neste Oil Rally Finland before, are called first-timers and the ones who had attended more than once before to the event are called rally spectators.



**Figure 10. Previous participation. Male respondents (N=137)**

According to the figure 10, most of the male respondents (38,0 %) had participated more than eight times to the Neste Oil Rally Finland before. The second biggest group (17,5 %) were the males who had participated 2 to 4 times before the event. The third biggest group (16,8 %) of the male respondents were first-timers in the event. Only 10,9 % of the male respondents had participated in this rally event only once before.



**Figure 11. Previous participation. Female respondents (N=32)**

According to figure 11, most of the female respondents (31,3 %) were first-timers in Neste Oil Rally Finland. On the other hand, almost a third (28,1 %) of the female respondents had participated over eight times before to the Neste Oil Rally Finland.

The third biggest group of female respondents were the group with 2 to 4 times participation with a share of 18,8 % and the fourth biggest group with 5 to 8 times participation before with a share of 15,6 %. Only 6,3 % of the female respondents had attended to this rally event only once before.

**Table 1. The differences between male and female respondents in previous participation (N=169)**

<b>N</b>	<b>Male (N=137)</b>	<b>Female (N=32)</b>	<b>All (N=169)</b>
<b>No previous participation</b>	16,8 %	31,3 %	19,50 %
<b>Once</b>	10,9 %	6,3 %	10,10 %
<b>2-4 times</b>	17,5 %	18,8 %	17,80 %
<b>5-8 times</b>	16,8 %	15,6 %	16,60 %
<b>over 8 times</b>	38,0 %	28,1 %	36,10 %



According to table 1, the most significance difference between the male and female respondents is that every third (31,3 %) of the female respondents had never participated in Neste Oil Rally Finland before, while only 16,8 % of the males had not participated in the event before. The most (38,0 %) of the male respondents in VIP area had participated in the event over 8 times before, while 28,1 % of the female respondents had attended the event over 8 times before.

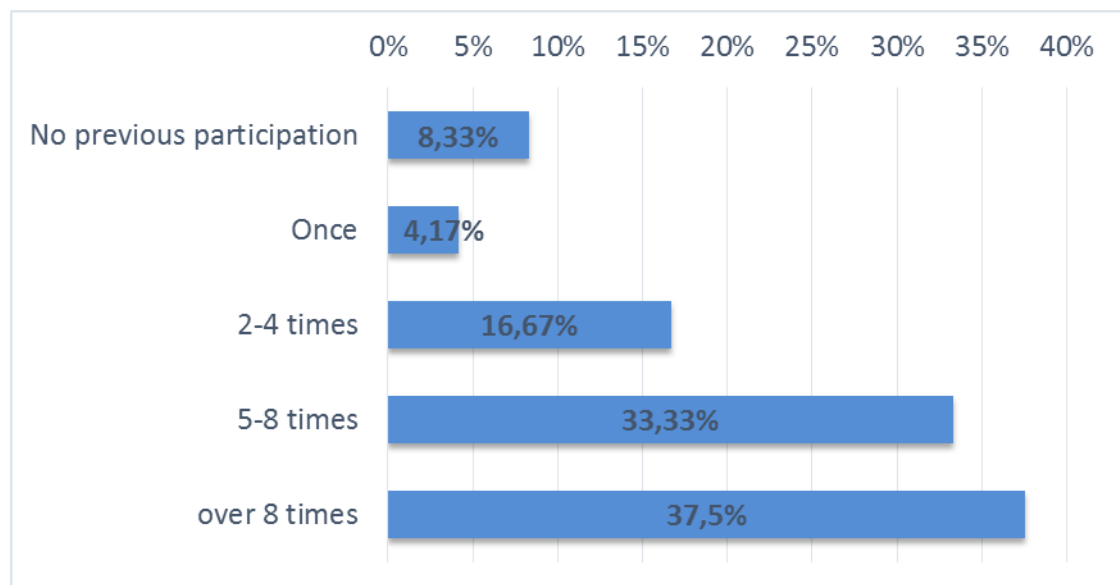
To make the difference between male and female respondents more clear, the segments are now divided in first-timers and rally spectators between the male and female respondents. The first-timers are the ones that have not been in the Neste Oil Rally Finland before and rally spectators are the ones that have been in the event at least once before.

**Table 2. Difference between male and female respondents as a first-timer and rally spectator in the event (N=169)**

<b>N</b>	<b>Male (N=137)</b>	<b>Female (N=32)</b>
<b>First-timer</b>	16,8 %	31,3 %
<b>Rally Spectator</b>	83,2 %	68,8 %
	100,0 %	100,0 %

According to table 2, the difference between the male and female respondents in VIP area is that the most of (83,2 %) the male respondents were rally spectators, which had participated at least once before to the event, while 68,8 % of women were rally spectators. The most significance difference is that every third (31,3 %) of the female respondents were first-timers in Neste Oil Rally Finland while only 16,8 % of male respondents were first-timers in the event.

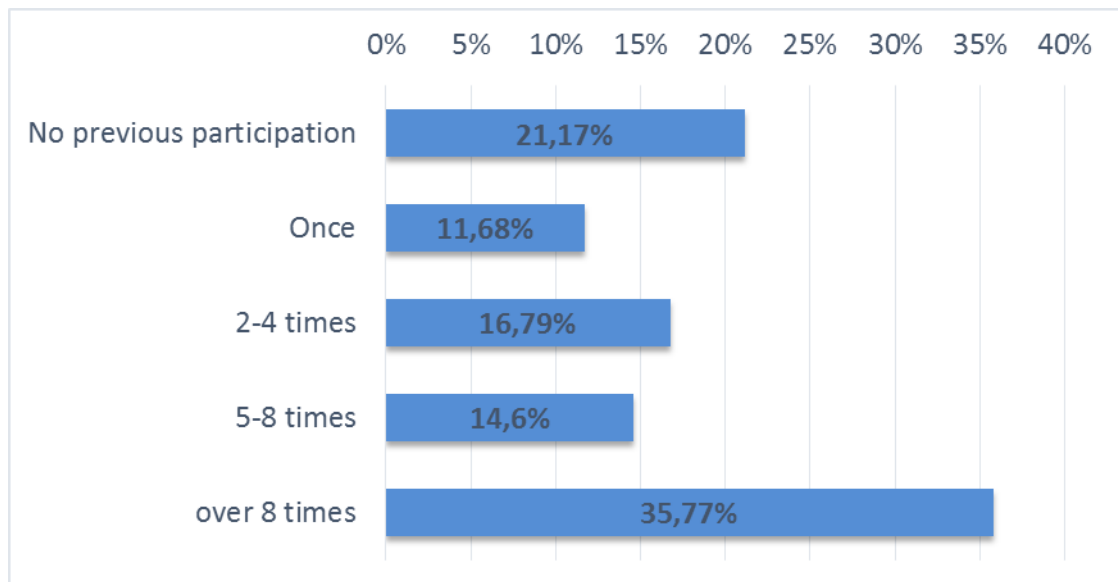
According to the results of previous participation of male and female respondents, it can be said that males are more often rally spectators while females tend to attend the event for the very first time more often.



**Figure 12. Previous participation. As a role of Host respondents (N=24)**

According to figure 12, the most (37,5 %) of the host respondents had participated over 8 times before to the Neste Oil Rally Finland. Every third (33,33 %) of the hosts had participated 5 to 8 times before to the event.

The third biggest group (16,67 %) of the host respondents are the ones that have participated to the event 2 to 4 times before. Only 8,33 % of the hosts were first-timers in the event and 4,17% had attended to the event only once before.



**Figure 13. Previous participation. As a role of Guest respondents (N=137)**

According to figure 13, the most (35,77 %) of the guests in the event had participated to the event more than 8 times before. Every fifth (21,17 %) of the guests were first-timers in the Neste Oil Rally Finland. The third biggest group (16,79 %) of guest respondents were the ones who had participated 2 to 4 times before to the event. 14,6 % of the guest respondents had attended 5 to 8 times before to the event. Only 11,68 % of the guests had participated only once before.

According to the results of previous participation of guest respondents it seems that most of the guests in VIP event are rally spectators as most of them has attended to the event more than once before. A little over a fifth of the guest respondents in VIP area were first-timers.

**Table 3. The differences between host and guest respondents in previous participation (N=161)**

<b>N</b>	<b>Host (N=24)</b>	<b>Guest (N=137)</b>	<b>All (N=161)</b>
<b>No previous participation</b>	8,3 %	21,2 %	19,30 %
<b>Once</b>	4,2 %	11,7 %	10,60 %
<b>2-4 times</b>	16,7 %	16,8 %	14,90 %
<b>5-8 times</b>	33,3 %	14,6 %	17,40 %
<b>over 8 times</b>	37,5 %	35,8 %	36,00 %

As table 3 shows, the most significance difference between the host and guest respondents is that over a fifth (21,2 %) of the VIP guests were first-timers in Neste Oil Rally Finland as in host group the number of first-timers were only 8,3 %.

In this thesis, the most important groups are first-timers and the customers that have participated in the event more than once (rally spectators). The next, the host and guest respondents are examined in first-timer and rally spectator segments.

**Table 4. Difference between host and guest respondents as a first-timer and rally spectator in the event (N=161)**

<b>N</b>	<b>Host (N=24)</b>	<b>Guest (N=137)</b>
<b>First-timer</b>	8,3 %	21,2 %
<b>Rally Spectator</b>	91,7 %	78,8 %
	100,0 %	100,0 %

According to table 4, the most significance difference between the host and guest respondents, is that 91,7 % of hosts were rally spectators while in the guest respondent group the number of rally spectators were 78,8 %.

Over a fifth (21,2 %) of VIP guests were first-timers in the Neste Oil Rally Finland while only 8,3 % of the hosts were first-timers in the event. According to table 4, hosts are more likely to be rally spectators than guests as hosts have participated to the event 12,9 % more often than guest respondents.

## 5.4 Customer Satisfaction of the VIP-areas

This chapter of the thesis presents the results of the customer satisfaction in Neste Oil Rally Finland VIP area. The customers evaluated the following aspects of VIP-services with the scale from 1 to 5. The scale ranges from 1 being very dissatisfied to 5 being very satisfied. In this chapter the results are being divided in seven different segments:

- All respondents
- Males and females
- First-timers and rally spectators
- Host and guest respondents

**Table 5. Customer Satisfaction in VIP services. Average grade**

<b>All Respondents (N=169)</b>	<b>n</b>	<b>Average</b>
Transportation	144	4,4
Reception	158	4,42
Moving to VIP-areas	162	4,21
Food	155	4,23
Beverages	158	4,36
Atmosphere of the VIP-area	159	4,31
Program of the VIP-area	150	3,95
Communication with other guests	154	4,08
Staff expertise	163	4,44
Staff's willingness to serve	163	4,54
Viewing areas	161	4,27
Lavatories	152	3,73
Cleanliness of the VIP-area	156	4,48
Other aspect of evaluation, what?	11	4,18
Average grade of VIP services	168	4,37

As seen in table 5, the respondents were quite satisfied with the event overall. The worst grade as an average was only 3,73 so it can be said that the respondents were highly satisfied with the event as a whole. The respondents were the most satisfied with staff's willingness to recommend with an average grade of 4,54.

According to table 5, the five highest graded satisfaction factors amongst all of the respondents were:

- Staff's willingness to serve (4,54)
- Cleanliness of the VIP area (4,48)
- Staff's expertise (4,44)
- Reception (4,42)
- Transportation (4,40)

And the five lowest graded factors of customer satisfaction in VIP areas were:

- Lavatories (3,73)
- Program of the VIP area (3,95)
- Communication with other guests (4,08)
- Other aspects of the evaluation (4,18)
- Moving to VIP areas (4,21)

The average grade given by all of the respondents were 4,37. According to this average grade given, it can be said all of the respondents in VIP – area were highly satisfied with the event (average grade higher than 4).

To be able to understand the different aspects of customer satisfaction, it is necessary to examine the satisfaction between the different respondent segments. Next, the result are divided in male and female respondents, first-timers and rally spectators and host and guest respondents.

**Table 6. The Customer Satisfaction of VIP area. The Difference between male and female respondents**

<b>Male Respondents (N=136)</b>	<b>n</b>	<b>Average grade</b>
<b>Top three positive aspects</b>		
Cleanliness of the VIP-area	126	4,49
Reception	126	4,48
Transportation	116	4,46
<b>Top three negative aspects</b>		
Program of the VIP-area	122	3,9
Communication with other guests	124	4,05
Lavatories	123	3,71
Average grade of VIP services	136	4,26
<b>Female Respondents (N=28)</b>	<b>n</b>	<b>Average grade</b>
<b>Top three positive aspects</b>		
Staff's willingness to serve	30	4,73
Beverages	29	4,66
Staff expertise	30	4,53
<b>Top three negative aspects</b>		
Program of the VIP-area	27	4,19
Transportation	28	4,14
Lavatories	28	3,82
Average grade of VIP services	28	4,32

The top three aspects of VIP area by male customers were the cleanliness of the VIP area (4,49), reception with an average grade of 4,48 and transportation to the VIP area (4,46). Top three positive aspects of VIP – services by female respondents were staff's willingness to serve (4,73), beverages (4,66) and staff's expertise (4,53). Some (9) of the male respondents evaluated the other aspects of the evaluations relatively high with an average grade of 4,56 (see appendice for the further information). The other aspects of the evaluation consisted of music and other program during the VIP event. Even if the other aspects of the evaluations of male respondents had the highest average grade, it is not in the list of the top three positive aspects as the frequency of the respondents is very low (only 9 out of 136 males responded in that question).

The top three negative aspects of evaluation by male respondents were lavatories (3,71), program of the VIP-area (3,9) and communication with other

guests (4,05). The top three negative aspects of VIP – services by female respondents were lavatories (3,82), transportation to the VIP – area (4,14) and program of the VIP – area (4,19). Two out of 28 females evaluated the other aspects of evaluations as the worst aspect of VIP – services with an average grade of 2,5. Even if the other aspects of evaluation were the worst by average, it is not concluded in the top three negative aspects of female respondents because the frequency of respondents were very low (for further information, see appendices).

The average grade of VIP – services by male respondents were 4,26 and the average grade of VIP – services by female customers were 4,32. According to these results of customer satisfaction in VIP – services by male and female respondents, it can be said that both of the groups were highly satisfied with the event (average grade of VIP services given >4). There are no significant difference between male and female respondents in overall evaluation of VIP – services.

According to the results of customer satisfaction in VIP – services by male and female respondents, it can be said that male and female customers appreciate different things in VIP – event. Females rank staff's expertise and willingness to serve higher as an average than males and males rank reception and cleanliness of VIP – area higher. Both of the groups graded lavatories of VIP – area as one of the top three negative aspects. According to these results, the lavatories of VIP – areas might need improvement in the future events.



**Table 7. The Customer Satisfaction of VIP area. The Difference between first-timer and rally spectator respondents**

<b>First-timer Respondents (N=32)</b>	<b>n</b>	<b>Average grade</b>
<b>Top three positive aspects</b>		
Staff's willingness to serve	32	4,63
Staff expertise	32	4,59
Cleanliness of the VIP-area	31	4,48
<b>Top three negative aspects</b>		
Communication with other guests	31	3,97
Program of the VIP-area	31	3,97
Lavatories	31	3,94
Average grade of VIP services	32	4,31
<b>Rally Spectator Respondents (N=135)</b>	<b>n</b>	<b>Average</b>
<b>Top three positive aspects</b>		
Staff's willingness to serve	130	4,52
Cleanliness of the VIP-area	124	4,48
Reception	126	4,43
<b>Top three negative aspects</b>		
Lavatories	120	3,67
Program of the VIP-area	118	3,95
Communication with other guests	122	4,11
Average grade of VIP services	135	4,26

The top three positive aspects of VIP – services by first-timers were staff's willingness to serve with an average grade of 4,63; staff's expertise (4,59) and cleanliness of the VIP – area with an average grade of 4,48. Rally spectators graded also staff's willingness to serve as the best by average grade of 4,52 and cleanliness of the VIP – area as second best by average grade of 4,48. And the third best grade by rally spectators was given to reception with an average grade of 4,43.

The top three negative aspects of the VIP – services by first-timers were communication with other guests (3,97), program of the VIP – area (3,97) and lavatories with an average grade of 3,94. Rally spectators graded the top three negative aspects of the VIP – services as following: lavatories with an average grade of 3,67; program of the VIP – area (3,95) and communication with other guests (4,11).

The average grade given by first-timers in VIP – area were 4,29 and the overall grade given by rally spectators in VIP – area were 4,25. According to the results of customer satisfaction in VIP – areas by first-timer and rally spectator respondents, there are no significant difference between the satisfaction levels amongst these groups. However, the first-timers were slightly more satisfied with the event than rally spectators. Both of the groups were highly satisfied with the event overall (average grade given was >4).

According to the results of customer satisfaction in VIP – areas by first-timers and rally spectators, it can be said that first-timers and rally spectators both value almost the same aspects as top three positive aspects. Both groups appreciated the staff's willingness to serve and cleanliness of the VIP – area as one of the top three aspects of the VIP – services. The only difference between these groups were that first-timers graded staff's expertise higher as an average than rally spectators and rally spectators graded reception higher as an average. The top three negative aspects of the VIP – services were the same in the both of the groups.

The main difference in the top three negative aspects of the VIP – services, were that the rally spectators graded the negative aspects a little more worse than first-timers. This might be caused by the past experiences by rally spectators as they have been in the event more than once before while first-timers were in the event for the very first time. The past experiences by rally spectators causes that they compare the event for their experiences before, so their evaluation might be more severe than the evaluation of the first-timers. It is easier to satisfy the first-timers as they do not have expectations because of past experiences towards the event.

**Table 8. The Customer Satisfaction of VIP area. The Difference between host and guest respondents**

<b>Host Respondents (N=23)</b>	<b>n</b>	<b>Average grade</b>
<b>Top three positive aspects</b>		
Reception	21	4,62
Transportation	20	4,55
Beverages	21	4,52
<b>Top three negative aspects</b>		
Lavatories	18	3,67
Program of the VIP-area	21	3,81
Communication with other guests	20	4
Average grade of VIP services	23	4,30
<b>Guest Respondents (N=136)</b>	<b>n</b>	<b>Average grade</b>
<b>Top three positive aspects</b>		
Staff's willingness to serve	134	4,57
Cleanliness of the VIP-area	128	4,46
Staff expertise	134	4,45
<b>Top three negative aspects</b>		
Lavatories	125	3,69
Program of the VIP-area	123	3,97
Communication with other guests	127	4,09
Average grade of VIP services	136	4,25

The host respondents' top three positive aspects of the VIP – services were reception (4,62), transportation to the VIP – area (4,55) and beverages with an average grade of 4,52. The top three positive aspects of the VIP –services by guest respondents were staff's willingness to serve (4,57), cleanliness of the VIP – area (4,46) and staff's expertise (4,45).

The top three negative aspects of the host respondents were lavatories (3,67), program of the VIP – area (3,81) and communication with other guests (4,00). And the guest respondents' top three negative aspects were lavatories with an average grade of 3,69; program of the VIP – area (3,97) and communication with other guests (4,09).

The average grade of the VIP – services given by host respondents were 4,34 and by guest respondents the overall grade were 4,25. There were no significant difference between the host and guest respondents in the overall

level of satisfaction of the event. The host respondents were slightly more satisfied with the event than guest respondents.

According to the results of customer satisfaction in VIP – services, the host and guest respondents appreciate different aspects of the event. The hosts graded reception, transportation and beverages as the top three positive aspects, while guests' top three positive aspects were staff's willingness to serve, cleanliness of the VIP – area and staff's expertise.

There were no significant difference between the groups in the top three negative aspects. Both group graded the same aspects of the event as the most negative aspects. The main difference in the top three negative aspect of the groups were that, the host group graded the negative aspects more badly than the guest group.

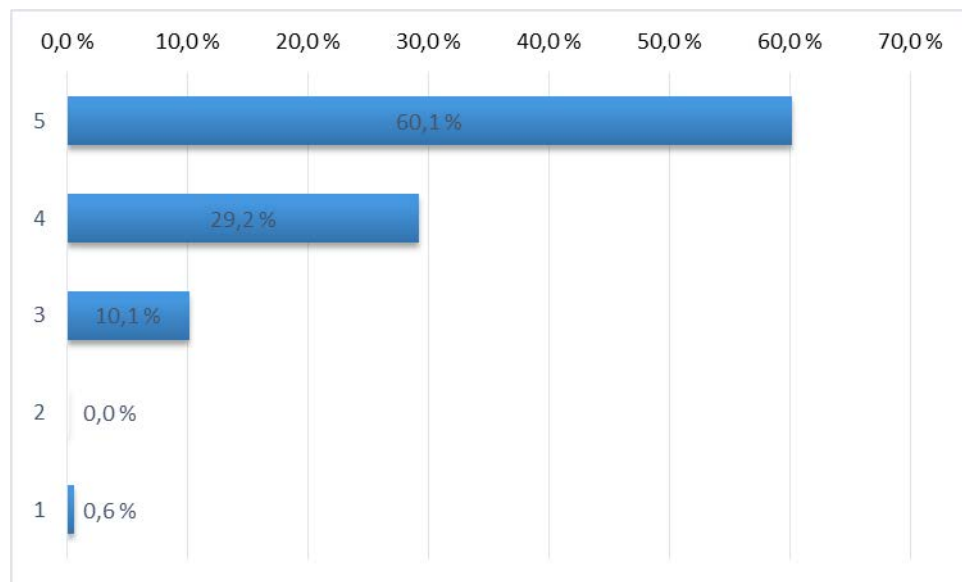
The difference in grading the most negative aspects of the event, might be a cause of that the host group has paid of the event while the guest group has not paid of the event. The host group has paid the tickets by themselves (and for the guests also), which makes them to evaluate the event more severe than the guest group. Everything in the event is free for the guest group, which makes them to evaluate the aspects of the event in more friendly way.

## **5.5 Willingness to Recommend the Neste Oil Rally Finland**

The Neste Oil Rally Finland VIP-customers were asked about their willingness to recommend the event to their friends. The scale to evaluate willingness to recommend ranges from 1, not in any case, to 5, yes absolutely. In this section, the results of the respondents' willingness to recommend is shown and divided in different segments. The results are divided in seven different segments, which are:

- All respondents

- Male and female
- First-timers and rally spectators
- Host and guest respondents



**Figure 14. Willingness to recommend. All respondents (N=168)**

As shown in figure 14, most of the VIP customers (60,1 %) were absolutely willing to recommend the Neste Oil Rally Finland to their friends. Almost a third of the respondents (29,2 %) were highly willing to recommend the Neste Oil Rally Finland to their friends and 10,1 % of the respondents were neutral to the event (grade 3 given). Only 0,6 % of the VIP – respondents were not willing to recommend the event at all.

In the next section of the thesis, the results of the willingness to recommend the event are divided in male and female respondents to gather information of the difference between these two groups.

**Table 9. Willingness to recommend. The differences between male and female respondents (N=167)**

<b>Not in any case</b>	<b>Male (N=135)</b>	<b>Female (N=32)</b>
1	0,7 %	0,0 %
2	0,0 %	0,0 %
3	9,6 %	12,5 %
4	32,6 %	15,6 %
5	57,0 %	71,9 %
Average grade	4,45	4,59

According to table 9, most of the male respondents (57,0 %) were absolutely willing to recommend the Neste Oil Rally Finland to their friends and a third of them (32,6 %) were highly willing to recommend the event. 9,6 % of the males in the event were neutral to the event. Only 0,7 % of the male respondents would not be willing to recommend the event in any case.

The biggest portion (71,9 %) of the female respondents were absolutely willing to recommend the event to their friends and 15,6 % were highly willing to recommend the event. 12,5 % of the females were neutral on recommending the event.

There were no significant difference between the male and female respondents in the average grade given in willingness to recommend the event. Females' average grade was 4,59 while males' average grade given was 4,45.

The most significant difference between the male and female respondents were that the number of female respondents, who would absolutely recommend the event (grade 5 given) to their friends were a lot of higher than the males who would absolutely recommend the event (14,9 % higher). The number of males who would highly recommend the event (grade 4 given) were a lot of higher than women who gave the same grade (17,0 % higher). The women who would not recommend the event to their friends in any case were non-existent.

The next, the results of the first-timer and rally spectator respondents are considered to get a broader view of the level of willingness to recommend the event by VIP – customers.

**Table 10. Willingness to recommend. The differences between first timer and spectator respondents (N=167)**

<b>Not in any case</b>	<b>First timers (N=33)</b>	<b>Rally spectators (N=134)</b>
1	0,0 %	0,8 %
2	0,0 %	0,0 %
3	15,2 %	9,0 %
4	33,3 %	28,4 %
5	51,5 %	61,9 %
Average grade	4,36	4,51

Over a half (51,5 %) of the first-timers were absolutely willing to recommend the event to their friends and a third (33,3 %) were highly willing to recommend the event. 15,2 % of the first-timers were neutral to the event (grade 3 given). The number of the first-timers who would not recommend the event in any case were non-existent.

Almost two thirds (61,9 %) of the rally spectators were absolutely willing to recommend the Neste Oil Rally Finland to their friends and 28,4 % were highly willing to recommend the event. 9,0 % were neutral to the event and only 0,8 % of the rally spectators would not recommend the event in any case.

The rally spectators gave a little higher average grade for the willingness to recommend than the first-timers. The average grade given by rally spectators were 4,51 while in the group of first-timers the average grade was 4,36. Both of the groups would highly or absolutely recommend the event (average grade given higher than 4). According to these results of willingness to recommend the event, it can be said that both of the groups were highly satisfied with the event.

The most significant difference between the first-timers and rally spectators were that the number of rally spectators, who would absolutely recommend the event, were 10,4 % higher than the same number in first-timers.

**Table 11. Willingness to recommend. The differences between host and guest respondents (N=159)**

<b>Not in any case</b>	<b>Host (N=24)</b>	<b>Guest (N=135)</b>
1	0,0 %	0,7 %
2	0,0 %	0,0 %
3	4,2 %	11,1 %
4	41,7 %	27,4 %
5	54,2 %	60,7 %
Average grade	4,5	4,5

Over a half (54,2 %) of the host respondents in VIP – area would absolutely recommend the event to their friends and 41,7 % would highly recommend the event. 4,2 % of the host respondents were neutral to the event. The number of respondents in host group, who would not recommend the event in any case were non-existent.

Almost two thirds (60,7 %) of the guest respondents would absolutely recommend the event to their friends and 27,4 % of the guests would highly recommend the event. A little over a tenth (11,1 %) of the guest respondents were neutral to the event. Only 0,7 % of the guests would not recommend the event in any case.

There is no difference between the host and guest groups' average grade given in willingness to recommend. Both of the groups gave the same (4,5) grade as an average for the willingness to recommend the event. According to this average grade given, the hosts and the guests of Neste Oil Rally Finland were highly satisfied with the event.

The most significant difference between the host and guest groups were that guests had a higher number of respondents who would absolutely recommend



the event, while host's had a higher number of respondents who would highly recommend the event. According to these results of willingness to recommend the event by host and guest respondents, it can be said that the guests were a little more willing to recommend the event than hosts.

## 6 CONCLUSION

### Customer Satisfaction

According to the results of customer satisfaction in VIP area, it can be said that all of the customers were highly satisfied with the event. The average grade given for the different aspects of satisfaction in the VIP area were 4,37, which means that all of the customers were highly satisfied with the event.

All of the respondents graded lavatories, program of the VIP area and communication with other guests as a top three negative aspect of the VIP – event. These three most negative aspects need to be improved by event organizer in the future to maintain or raise the level of satisfaction.

There were some differences between the male and female respondents in the top three positive and negative aspects of the VIP – service. The male respondents appreciated cleanliness, reception and transportation higher, while female respondents appreciated staff's willingness to serve, beverages and staff expertise higher. Both of the groups graded the program of the VIP area as one of the top negative aspects of the event. According to the results, it can be said that the VIP – customers were dissatisfied with the program in the event.

The rally spectators graded the negative aspects of the VIP – event worse than the first-timers. This might be caused by the past experiences by rally spectators as they have been in the event more than once before. As mentioned in the theoretical framework of this thesis, the customers evaluate the product or service by their past experiences and if there are no past experiences, the level of expectation is formed by their friends' or colleagues' word-of-mouth advice. The first-timers were in the event for the very first time, which means that they did not have any pre-experience of the event. As the first-timers had not experienced the event before, their evaluation were not as crucial as rally spectators' evaluation. The level of expectation of rally spectators were higher than first-timers'.

The results of this research show that the host group were not as satisfied as the guest group in the event. The hosts have paid the tickets by themselves, which makes them to evaluate the event in more severe way than the guest group. The guest group has not paid anything on the event, so they evaluate the event in more friendly way. As mentioned in the chapter 3.2. of the thesis, the customer perceived value and quality is a result from the personal comparison of the benefits obtained from the product or service and the sacrifices made. Because the guest group did not make any sacrifices (did not pay anything), their perceived quality and value is higher than the host group's.

### **Willingness to recommend**

According to the results of willingness to recommend the event, most of the VIP customers would be absolutely willing to recommend the event to others. The female respondents were slightly more willing to recommend the event than the male customers. The customers that were in a role of guest in the event were more willing to recommend the event than the host customers. The rally spectators were slightly more willing to recommend the event than the first-timers. As the rally spectators were slightly more willing to recommend the event to other than first-timers, this finding supports the idea of loyal customers mentioned in the chapter 3.2. The rally spectators can be referred as loyal customers as they have participated in the Neste Oil Rally Finland more than once before. As mentioned before in the chapter 3.2. the loyal customers are more willing to recommend the product or service for their friends or colleagues.

The results show that the different kind of customers consider different aspects of their experience important when recommending the event to others. If the customer is highly satisfied with the event, he or she is more willing to recommend the event to others. As mentioned before in the theoretical framework of the thesis, the word-of-mouth marketing is one of the most powerful ways to promote the event or products/services. On the other hand, willingness to recommend also has some risk for the event organizer: If

the most satisfied customers will highly recommend the event for their friends and other people, the expectations of the future customers might raise extremely high. As mentioned in chapter 3.2. of the thesis, the customer is satisfied when the expectations are met or exceed. If the level of customer expectation is set extremely high, it might be hard to satisfy the customer in the future events.

### **The Future Research**

The purpose of this thesis was to provide important information for the Neste Oil Rally Finland organizer AKK Motorsport Ltd and all the other VIP-service organizers as well. By the results shown in this thesis, the organizers can improve their future events.

The results show the most positive and negative aspects of VIP-service provided for the Neste Oil Rally Finland customers. According to these results, the future events can be improved. In the future, the most significant aspects of this study can be developed and researched.

The future research increases the stability of this study, if the results are similar. In the future, the VIP-areas may be researched more as this was the first VIP-study done in the history of Neste Oil Rally Finland. The further research of the VIP-customers might give a deeper understanding of the characteristics of VIP-customers.

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# APPENDICE

## Appendix 1. Questionnaire in Neste Oil Rally Finland 2013



### Neste Oil Rally 2013 EVENT IMPACT STUDY The VIP guests

#### BACKGROUND INFORMATION

##### 1. The location of the interview

- ☐ VIP Koukunmaa
- ☐ Golden VIP Killeri
- ☐ Golden VIP Kakaristo
- ☐ Other VIP

##### 2. Gender

- ☐ Male
- ☐ Female

##### 3. Age

Please choose ▼

##### 4. Professional status?

- ☐ In a managing position
- ☐ Entrepreneur

- ☐ Managerial employee
- ☐ Functionary employee
- ☐ Employee
- ☐ Undergraduate
- ☐ Student
- ☐ Unemployed
- ☐ Retired
- ☐ Something else, what?

5. How did you come to the Neste Oil Rally event?

- ☐ By car
- ☐ By RV
- ☐ By motorbike
- ☐ By bus
- ☐ By train
- ☐ By plane
- ☐ By something else, what?

6. The postal code of your home address?

In case you don't live in Finland, please write down your country of residence and your home town.

7. How many times before have you attended Neste Oil Rally Finland?

- ☐ I have not attended the Rally before
- ☐ Once
- ☐ 2-4 times
- ☐ 5-8 times
- ☐ over 8 times

8. Did you visit the VIP ceremony / the VIP area....?

- ☐ As an inviter
- ☐ As an invited guest
- ☐ In another role, what?



## ACCOMMODATION, SPECIAL STAGES AND ADDITIONAL SERVICES

Jyväskylän region = Municipalities of Hankasalmi, Jyväskylä, Laukaa, Muurame, Petäjävesi, Toivakka and Uurainen

9. Where and how many nights will you stay in the Jyväskylä region during the Rally event (July 31st - August 4th, 2013)?

Please indicate your choice of accommodation and the number of nights you will stay there. You can choose several alternatives.

- |   |  |
|---|--|
| <input type="checkbox"/> At home / I don't need any accommodation | -  |
| <input type="checkbox"/> At a hotel                               | <input type="text"/> nights at a hotel                         |
| <input type="checkbox"/> In a rental cabin                        | <input type="text"/> nights in a rental cabin                  |
| <input type="checkbox"/> In a rental apartment                    | <input type="text"/> nights in a rental apartment              |
| <input type="checkbox"/> At a friends' house                      | <input type="text"/> nights at a friends' house                |
| <input type="checkbox"/> In an RV/ in a trailer / in a tent       | <input type="text"/> nights in an RV/ in a trailer / in a tent |
| <input type="checkbox"/> In a private holiday apartment           | <input type="text"/> nights in a private holiday apartment     |

10. How many different special stages are you going to see during this Rally? \*

Please choose from the dropdown menu the amount of how many different special stages you are going to see during the Rally event including the Ruuhimäki Qualifying. Please notice that special stages that are driven twice are considered as separate special stages.

2

11. Please indicate which of the following additional services you are going to use during the Neste Oil Rally 2013 event (July 31st - August 4th).

You can choose several alternatives.

- ☐ Partner Lounge Paviljonki (Wednesday-Sunday)
- ☐ Golden VIP Koukunmaa, Thursday 1.8.
- ☐ Golden VIP Killeri, Thursday 1.8.
- ☐ Golden VIP Killeri, Friday 2.8.
- ☐ VIP Mökkiperä 1 or 2, Friday 2.8.
- ☐ Golden VIP Kakaristo 1 or 2, Saturday 3.8.
- ☐ VIP Kakaristo 2, Saturday 3.8.
- ☐ Exclusive VIP "Tallin ylinen" 1 or 2, Saturday 3.8.
- ☐ Exclusive VIP "Navetta ja Nyppy" 1 or 2, Saturday 3.8.

- ☐ Other VIP-services, what?
- ☐ Services in the Paviljonki Service park
- ☐ Services in the main pedestrian street in Jyväskylä
- ☐ Other travel services in the Jyväskylä region, what?
- ☐ Other services, what?

## CONSUMPTION DURING THE EVENT

Please estimate your consumption of money during the Rally event (July 31st - August 4th).

### 12. Please estimate how much money you are going to spend on the following things during Neste Oil Rally (in Euros, €).

Please estimate your personal consumption of money during the event. In case you won't be using any money on the subject in question, please mark the number 0 (zero) to the open field.

- |  |                      |                                       |
|--|----------------------|---------------------------------------|
| Food   | <input type="text"/> | <input type="checkbox"/> I don't know |
| Beverages  | <input type="text"/> | <input type="checkbox"/> I don't know |
| Rally passes and entrance tickets                | <input type="text"/> | <input type="checkbox"/> I don't know |
| Accommodation costs                              | <input type="text"/> | <input type="checkbox"/> I don't know |
| Fuel costs                                       | <input type="text"/> | <input type="checkbox"/> I don't know |
| Transport costs (taxi, bus tickets etc.)         | <input type="text"/> | <input type="checkbox"/> I don't know |
| Official fan products                            | <input type="text"/> | <input type="checkbox"/> I don't know |
| Other purchases (clothes, souvenirs etc.)        | <input type="text"/> | <input type="checkbox"/> I don't know |
| Other services (entertainment, sightseeing etc.) | <input type="text"/> | <input type="checkbox"/> I don't know |

### 13 What kind of use would you have had for the previously mentioned funds if you wouldn't have attended the Neste Oil Rally event?


## IMAGE EFFECTS

14. In your opinion, how the Neste Oil Rally event affects the image of the city of Jyväskylä?

SCALE: -3 = Very negatively... 0 = No effect... 3 = Very positively...

	-3	-2	-1	0	1	2	3
As a domestic travel destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As an international travel destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As the organizing city of public events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a place to live in	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a location for business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. In your opinion, how important is it that Jyväskylä continues to host Neste Oil Rally Finland also in the future?

SCALE: 1 = Not Important at all... 5 = Very Important...

	1	2	3	4	5	
Not important at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Important

16. Would you recommend taking part to the Neste Oil Rally event to your friends?

	1	2	3	4	5	
Not in any case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Yes, absolutely

### SATISFACTION OF VIP-SERVICES

17. How would you evaluate the following aspects of VIP-services?

	1= Very dissatisfied	2= Quite dissatisfied	3= No opinion	4= Quite satisfied	5= Very satisfied	I don't know
Transportation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reception	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moving to VIP-areas	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Beverages	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Atmosphere of the VIP-area	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program of the VIP-area	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with other guests	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff's expertise	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Staff's willingness to serve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viewing areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavatories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness of the VIP-area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other aspect of evaluation, what?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### OPEN FEEDBACK

18. The best qualities of Neste Oil Rally Finland?

19. The worst qualities of Neste Oil Rally Finland?

20. Your proposals for developing the Neste Oil Rally event?

## Appendix 2. Customer Satisfaction of all the respondents

<b>All Respondents (N=169)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
Transportation	144	4,4	4,25 – 4,54	0,89
Reception	158	4,42	4,3 – 4,55	0,8
Moving to VIP-areas	162	4,21	4,07 – 4,35	0,92
Food	155	4,23	4,09 – 4,38	0,92
Beverages	158	4,36	4,23 – 4,49	0,83
Atmosphere of the VIP-area	159	4,31	4,21 – 4,42	0,68
Program of the VIP-area	150	3,95	3,81 – 4,1	0,89
Communication with other guests	154	4,08	3,95 – 4,21	0,83
Staff expertise	163	4,44	4,34 – 4,54	0,65
Staff's willingness to serve	163	4,54	4,44 – 4,64	0,65
Viewing areas	161	4,27	4,13 – 4,4	0,86
Lavatories	152	3,73	3,56 – 3,9	1,09
Cleanliness of the VIP-area	156	4,48	4,37 – 4,59	0,69
Other aspect of evaluation, what?	11	4,18	3,44 – 4,92	1,25
Average grade of VIP services	168	4,37	4,33 – 4,41	0,93

## Appendix 3. The Customer Satisfaction of VIP area. The Difference between male and female respondents

<b>Male Respondents (N=136)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
<b>Top three positive aspects</b>				
Other aspect of evaluation, what?	9	4,56	4,08 – 5,03	0,73
Cleanliness of the VIP-area	126	4,49	4,38 – 4,6	0,64
Reception	126	4,48	4,35 – 4,6	0,71
<b>Top three negative aspects</b>				
Lavatories	123	3,71	3,52 – 3,9	1,08
Program of the VIP-area	122	3,9	3,74 – 4,06	0,9
Communication with other guests	124	4,05	3,9 – 4,19	0,82
Average grade of VIP services	136	4,27	4,21 - 4,30	0,85
<b>Female Respondents (N=28)</b>				
<b>Top three positive aspects</b>				
Staff's willingness to serve	30	4,73	4,57 – 4,89	0,45
Beverages	29	4,66	4,45 – 4,86	0,55
Staff expertise	30	4,53	4,35 – 4,71	0,51
<b>Top three negative aspects</b>				
Other aspect of evaluation, what?	2	2,5	-0,44 – 5,44	2,12
Lavatories	28	3,82	3,39 – 4,25	1,16
Transportation	28	4,14	3,72 – 4,57	1,15

Average grade of VIP services	28	4,19	4,23 - 4,41	0,91
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**Appendix 4. The Customer Satisfaction of VIP area. The Difference between first-timer and rally spectator**

<b>First-timer Respondents (N=32)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
<b>Top three positive aspects</b>				
Staff's willingness to serve	32	4,63	4,4 – 4,85	0,66
Staff expertise	32	4,59	4,38 – 4,81	0,61
Cleanliness of the VIP-area	31	4,48	4,2 – 4,77	0,81
<b>Top three negative aspects</b>				
Communication with other guests	31	3,97	3,7 – 4,23	0,75
Program of the VIP-area	31	3,97	3,67 – 4,26	0,84
Lavatories	31	3,94	3,54 – 4,33	1,12
Average grade of VIP services	32	4,29	4,23 - 4,39	0,83
<b>Rally Spectator Respondents (N=135)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
<b>Top three positive aspects</b>				
Staff's willingness to serve	130	4,52	4,41 – 4,63	0,65
Cleanliness of the VIP-area	124	4,48	4,36 – 4,59	0,66
Reception	126	4,43	4,29 – 4,57	0,81
<b>Top three negative aspects</b>				
Lavatories	120	3,67	3,48 – 3,87	1,09
Program of the VIP-area	118	3,95	3,78 – 4,11	0,91
Communication with other guests	122	4,11	3,96 – 4,26	0,85
Average grade of VIP services	135	4,25	4,21 - 4,30	0,87

**Appendix 5. The Customer Satisfaction of VIP area. The Difference between host and guest respondents**

<b>Host Respondents (N=23)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
<b>Top three positive aspects</b>				
Reception	21	4,62	4,37 – 4,87	0,59
Transportation	20	4,55	4,22 – 4,88	0,76
Beverages	21	4,52	4,3 – 4,74	0,51
<b>Top three negative aspects</b>				
Lavatories	18	3,67	3,07 – 4,26	1,28
Program of the VIP-area	21	3,81	3,37 – 4,25	1,03
Communication with other guests	20	4	3,57 – 4,43	0,97
Average grade of VIP services	23	4,34	4,20 - 4,40	0,84
<b>Guest Respondents (N=136)</b>	<b>n</b>	<b>Average</b>	<b>Confidential Interval</b>	<b>Standard Deviation</b>
<b>Top three positive aspects</b>				
Staff's willingness to serve	134	4,57	4,46 – 4,67	0,63
Cleanliness of the VIP-area	128	4,46	4,34 – 4,58	0,7
Staff expertise	134	4,45	4,33 – 4,56	0,67
<b>Top three negative aspects</b>				
Lavatories	125	3,69	3,5 – 3,88	1,07
Program of the VIP-area	123	3,97	3,81 – 4,12	0,88
Communication with other guests	127	4,09	3,95 – 4,23	0,81
Average grade of VIP services	136	4,25	4,21 - 4,29	0,86