



## **Service Design for a martial arts and fitness training company**

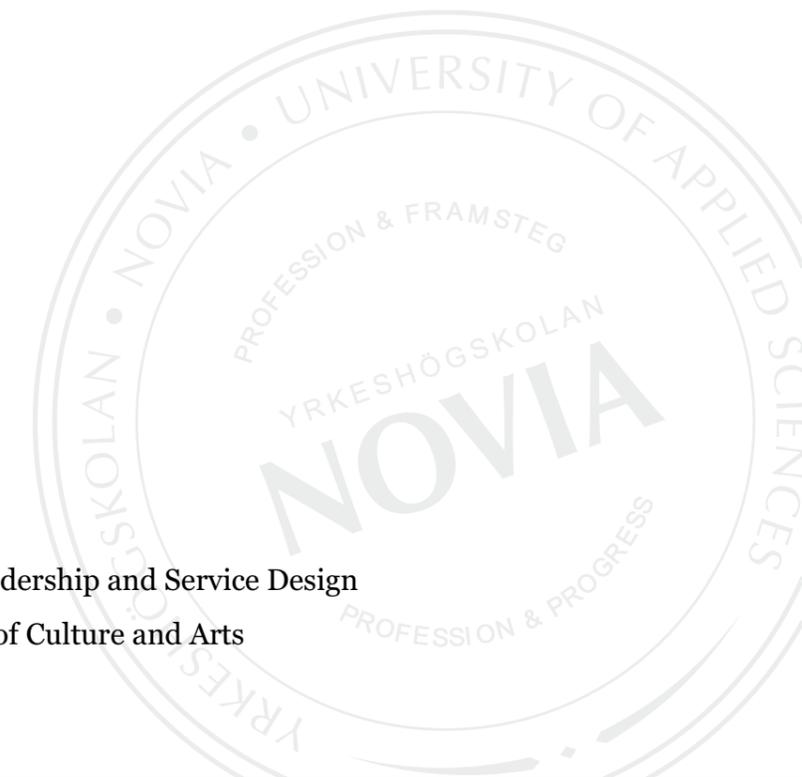
**- New customers' experience in the scope**

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Degree Programme in Leadership and Service Design

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**MASTER'S THESIS**

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**Summary**

The objective of the thesis work is to research the possibilities for improvement in the experiences by new customers at a martial arts and fitness training company, which is the client for the project. The company has locations in Helsinki and Espoo and provides classes to all age groups.

The stepping stones in acquiring new members after new customers have attended an introduction class is in focus in the research. The research concentrates on the customer experience using service design methods, such as service blueprint and mystery shoppers, to gain insight. The problem areas the company is facing regarding customer experience are analyzed.

Each method used in the thesis is researched and analyzed. The use of typical service design research methods are motivated. The implementation of each research method is documented and examined. Based on the results, two service prototypes were planned to test an improved service.

The final service prototype is designed in close collaboration with the client. The outcome of the project is an improved service, which the client continues to practice in the company after the thesis work.

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The examination work is available either at the electronic library Theseus.fi or in the library.

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Picture 1. Metsälä, Fight Zone

## 1. INTRODUCTION

The subject of this master's thesis is a service design research for Helsingin Itsepuolustuskoulu Oy (Hipko). The stepping stones in acquiring new members for the gyms after they have attended an introduction class will be in focus in the research. During the month of April 2014, a total of 40% of customers who attended an introduction class at Hipko, became a member or purchased a ten time pass. The different aspects that affect the customer's decision making process in this matter will be analyzed through different methods. The research will concentrate on the customer experience using different methods, such as service blueprint and mystery shoppers, to gain insight on the quality of the provided service.

Service design provides the tools needed to get an overall perception of a business and to find ways to improve its procedures, may it be regarding front-line customer service or back-office management. A service is reliant on its customers, since a service exists only if it is used by someone. Service design puts the customer in the center in order to understand the service experience from the customer's point of view. Since every customer is an individual with individual needs, service design helps to disclose the diversity of these different experiences. (Schneider, J., Stickdorn, M., 2011, 36-38)

In the following chapters, the company will be introduced and its services and procedures will be explained. The history and the culture of the company will explain the nature of the provided services. The different customer segments will be introduced, as well as the staff and the outsourced services. The company's vision, mission, values and strategy will explain the fundamental setup of the company.

The importance of good customer care for a company will be theoretically explained and its necessity for a company's survival will be explored through literature. The problem areas the company is facing regarding customer experience will be analyzed and explored and the aim for the thesis, as well as the research questions, will be discussed and motivated.

The frame of reference will visually depict the structure of this thesis and the setup will be described through figures of the writing and design processes.

Each method used in this thesis will be explained and analyzed. The use of each method, typical for a service design research, will be motivated using literature sources as support. The implementation of each research method will be documented and examined. Based on the results, prototypes will be planned to test an improved service. An evaluation of the entire thesis work will be included and conclusions of the conducted research will be added.



Figure 1. Hipko, logo.

## 2. IMPORTANCE OF CUSTOMER SERVICE

Customer service as an action is an engagement between a customer and a customer service representative, where the representative embodies the company's values and its relation to the customer through action (Aarnikoivu 2005, 16). Service design offers the tools needed to unveil the unmet inclinations of both customers and service personnel (Curedale, R., 2013, 14).

All action in customer service is based on interaction. Success in this interaction will determine the quality of the customer's opinion. Achieving a positive first impression for the customer is important. If the first engagement with the customer has been successful, the customer is more likely to overlook the staff's shortcomings later on. (Lahtinen & Isoviita 2001, 1)

Bad customer service, ie. a customer service engagement that has left a negative impression on a customer, will alienate the customer and will influence the customer's opinion on the entire company. When a customer is treated well by a customer service representative, it is more likely she will buy the product or the service and even spread the word about the service provider to her friends. (Mystery Shopper Providers Associations, What is MS)

Not only is customer service as an action by a front office customer service representative of importance, but customer care as a whole. This includes the entire service provider, back office and managerial level included. Holistic customer care is a strategic plan of action for a service provider to ensure its success. (Gerson, R., 1998, 15)

Service design takes a people-centric approach. It investigates, identifies and addresses human needs. Service designers research the possibilities in how to adapt a service to the end user by investigating and understanding the customer. (Curedale, R., 2013, 14, 19)

This is most efficiently achieved by researching and assessing the customer journey, ie. the step-by-step procedures the customer takes and experiences when using the provided service (Schneider, J., Stickdorn, M., 2011, 80). Furthermore, by assessing the actions by the service provider, both in front-line as well as back-office actions, in the form of a service blueprint, these actions can be assessed in relation to the customer journey (Schneider, J., Stickdorn, M., 2011, 204).

Understanding the customer and her needs is the corner stone for the very existence of any service. A buying and paying customer is essential for a business to be successful. In order to appeal to the customer in a way that they will spend money on their service, a service provider needs to ensure that the customer's expectations have been met, if not exceeded. (Kokkonen 2001, *Asiakastytyväisyys kaiken perusta*)

A service is experienced as good when the customer's expectations have been met. A service is experienced as excellent when the customer's expectations have been exceeded. It is likely to achieve a returning customer by exceeding the customer's expectations. (Pakkanen, Korkeamäki, Kiiras, 2009, 48)

Let us take into consideration the fact that the provided products or services are often the same within companies that are in the same line of business. What tells them apart from each other is how the customers experience the companies. This experience is greatly influenced by customer service. Poor customer service will result in customers choosing another service provider. (Retail 2008, 53)

To verify and establish a user-centered service, service design concentrates on understanding the users and their role in the service environment by involving them in the design and development of the service (Curedale, R., 2013, 19).

Concentrating on the customers' needs involves understanding the existence of different customer groups. Each group has different needs and expectations of a service.

Providing a service is an effort involving different stakeholders; front-line and back-office employees, managers and non-human factors, like website, as well as the customers themselves. Involving all stakeholders is the key to co-designing a service. It enables a fluent interaction between the stakeholders to enable a sustainable customer and employee satisfaction. (Schneider, J., Stickdorn, M., 2011, 38-39)

### 3. INTRODUCING HIPKO

Hipko is a full service gym established in 1998. It offers classes and courses in martial arts and fitness training for men and women of all age groups. It consists of four gyms in and around Helsinki region. The biggest of the four gyms, which is located in Kontula, Helsinki, is over 900 square meters large with 4 different training areas and a store section, which sells training equipment. The other three gyms are in Metsälä and Vuosaari in Helsinki and in Leppävaara in Espoo, which is a neighboring city to Helsinki. These three gyms range from 140 square meters to over 700.

#### 3.1 Brief history

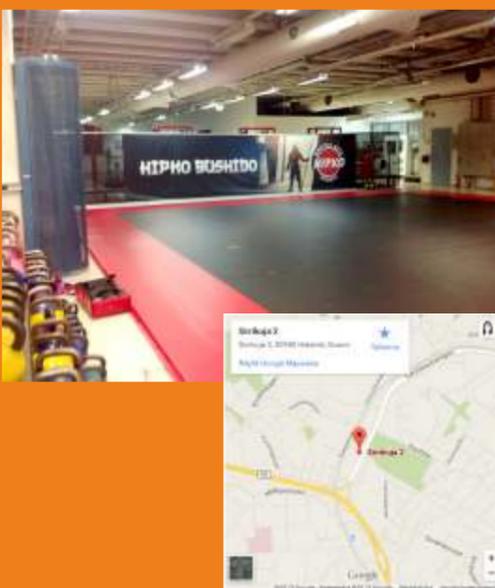
The owner of and lead instructor in the business, Timo Räcköläinen, has practiced and successfully competed in taekwondo since an early age. His passion for the sport turned, over time, into an ambition to make it his livelihood. It was a burning desire, as he calls it, to make it his mission in life.

In 1998, together with his friend Ilkka Koivu, he started off small by renting a cellar space in Maunula, Helsinki, teaching two kinds of martial arts; taekwondo and hapkido. The gym was called Taekwondo Tigers at the time. In their teachings, they concentrated more on self defense tactics than competing, which was a different approach compared to other taekwondo training gyms at the time. Because of their passion for self defense, the gym was renamed *Helsingin Itsepuolustuskoulu Oy* in 2001, which in English translates into *Self Defense School of Helsinki*. In addition, they opened another gym in Vuosaari, Helsinki.

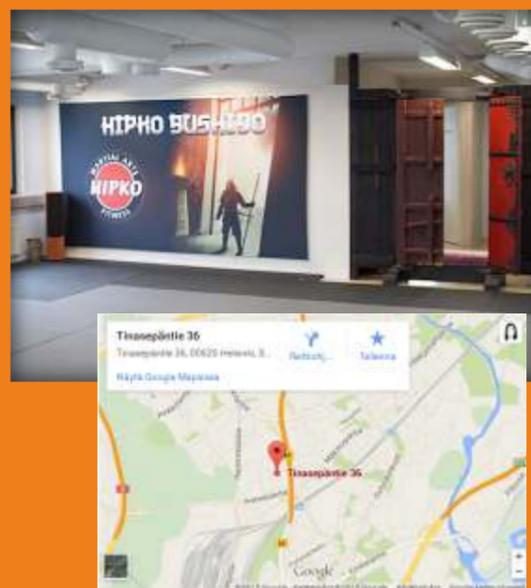
The business grew steadily and bigger locations were opened. The gym in Vuosaari was moved to Kontula and Maunula's gym found new premises in Metsälä. A small gym of only 140 square meters was later opened in a shopping center in Vuosaari.

Today, 17 years later, Hipko consists of the three gyms in Kontula, Metsälä and Vuosaari in Helsinki, as well as the one gym in Leppävaara in Espoo.

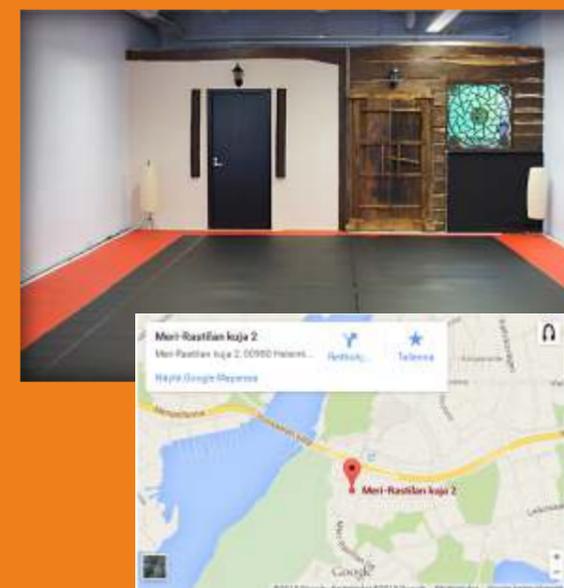
#### KONTULA



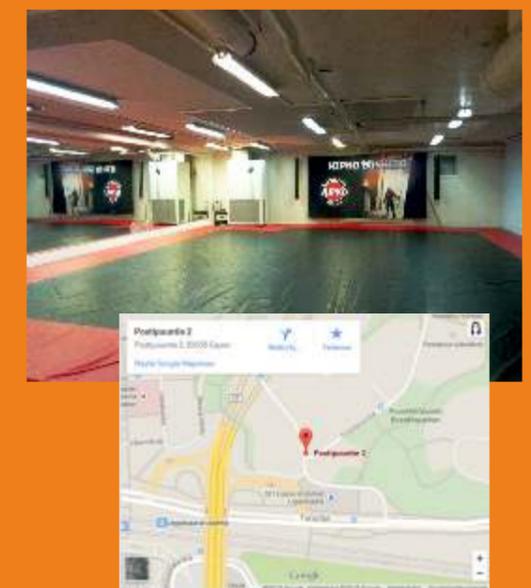
#### METSÄLÄ



#### VUOSAARI



#### LEPPÄVAARA



Pictures 2-5. Hipko's gyms.

The provided combat sports and fitness training are more versatile, as demonstrated in figure 2.

### 3.2.1 Customer segments, pricing and cost structure

Hipko customer segments and sports			
ADULT FITNESS	ADULT COMBAT	CHILDREN AND YOUNGSTERS 7-15 years	CHILDREN AND FAMILIES
Hipko Fit	Taekwondo	Children Taekwondo 7-11 years	Toddler Taekwondo
Hipko Yoga	Combat Taekwondo	Youngster Taekwondo 12-15 years	Toddler Jiu-Jitsu
Hipko Kettlebell	Brazilian Jiu-Jitsu (BJJ)	Junior BJJ 9-14 years	Family Taekwondo
Hipko Fitness boxing	TBrazilian Jiu-Jitsu women	Junior MMA 9-14 years	Family Jiu-Jitsu
Hipko Fitness kickboxing	Sin Moo Hapkido		Tiger Taekwondo
Hipko Fitness start	Combat Hapkido		Tiger Jiu-Jitsu
Hipko Stretching	Kickboxing		
Hipko Circuit	Boxing		
Hipko Beat Kettlebell	No Gi		
Hipko Burn	MMA		
Hipko Cardio			
Hipko Dudes			

Figure 2. Customer segments and sports.

## 3.2 Business model canvas

The business model of the company is portrayed in the business model canvas in figure 3. It is a visual customer template of the factors, so called *blocks*, in the company (Schneider, J., Stickdorn, M., 2011, 212). The canvas was created based on the knowledge gathered during a previous study project done for the company.



Figure 3. Business model canvas.

Hipko offers a unique package service. Depending on the segment a customer belongs to, the customer has access to the provided services included in that customer segment for a fixed monthly membership fee. The customers are divided into four segments and price groups; 1. adults, 2. kids and youngsters, 3. kids and families and 4. family taekwondo. As demonstrated in figure 4, each price group has a minimum contract period, between four and six months, with one to two month-long pause right per year.

The package available for adults over the age of 16 includes free attendance on all the self defense and martial arts classes and free use of the fitness classes for 69,00 euros per month. The member can choose between classes in all four locations without restrictions. Families and children under the age of 16 are offered a cheaper membership option, where the contract is restricted to a certain amount of classes and use of gym locations. Also, the length of the contract varies from 4 to 6 months with a two month pause right within one year.

The cost structure at Hipko consists of rents on facilities, employee salaries, payments to outsourced services, insurance, equipment and utilities. These costs are covered by the membership fees and the 10 time passes.



Figure 4. Customer segments and pricing.

### 3.2.2 The Hipko community

The Hipko community consists of over 1 500 members, ranging from small children to adults, from beginners to previous practitioners. The main channel for acquiring new members is through word of mouth, which is the most inexpensive way for a company to increase their customer base (Gerson, R., 1998, 4). Other channels used by the company are Facebook and Instagram updates and contact via email. The offered introduction class works as a channel by introducing a new sport for a potential new member.

By offering courses for the whole family, Hipko reaches a wide-ranged audience without having to have to use expensive marketing material or channels. This kind of networking within the Hipko community is what sets the base for the entire business.

Based on personal observation during a previous study project conducted for Hipko, the sense of belonging and camaraderie is very apparent. The owner commented during our first interview on the 6<sup>th</sup> of November 2014, that *“loyalty towards the gym and the other members plays an important part. It builds unity among the members and offers support”*.



Picture 6. Hipko community.

### 3.2.3 The staff and outsourced services

The staff is divided into two groups of responsibilities; receptionists and instructors. Hipko has 34 instructors, out of which 22 teach martial arts, 3 teach fitness training and 9 instructors teach both. Other personnel consists of two receptionists working at the gyms in Kontula and Leppävaara, which are the only locations with reception desks. The receptionists are responsible for customer service at the gym, which also includes selling of training equipment provided by Macaco Branco and protein snacks at the gym in Kontula.

All of the four gyms have self-service stations for becoming a member. They are equipped with letterboxes for filled membership forms. For check-in to classes, the members use a registering device and program called Club Management provided by Polar.

Cleaning is outsourced to Gitex Siivouspalvelu Oy. Some easy chores are taken care of by the receptionists at Kontula gym on a daily basis. A general janitor has been hired this year to maintain and repair the facilities according to need. The janitor is responsible for the maintenance of all four gyms.

Billing is outsourced to Lindorff Oy. They offer an e-billing service, which is convenient for the business, since it is a service that bills the members directly through an online system.

The homepage is designed and managed by iasy Oy, which is based in Helsinki. The updates on the page are done by one of the receptionists with direction and approval of the owner of the business.

The Agileus online booking program for the booking of introduction classes is provided by Mediataivas Oy, also based in Helsinki. The program automatically opens a new tab for the booking procedure from the company's homepage.

The graphic design of the branding and commercial material is outsourced to the designer Aki Kiminki.

### 3.2.4 Vision, mission, values and strategy

A vision is a statement which describes what direction a business wants to take in regards to an intended future. Vision is what sets the foundation for a business. It is a short statement, making it easy to remember. It is concise, which makes it effective. (Hitt, Hoskisson, Ireland, 2010, 16-17)

For Hipko, the vision is *best feel and learning in gyms*.

The mission for a business correlates directly with the vision. It is a more concrete statement for the existence and success of a business than the vision. The mission is what guides the employees to reach the vision of a company. (Hitt, Hoskisson, Ireland, 2010, 17)

Hipko's mission is *physical and mental wellness*.

Values state the general conduct of a company, both for employees and management. A business' values describe the culture of the organization and sets the standards to the way a business achieves its mission. (Hill & Jones, 2008, 30)

Räkköläinen explained Hipko's values as *"values one learns at home, as in paying attention to each other, respecting and appreciating one another. Excellency in what you do, so that what you choose to do, you do it well. Joy and fulfillment, creativity and inventiveness. These qualities are applied according to each situation"*. (Interview 6.11.2014)

The strategy of a business explains the process in accomplishing its mission. It implements the activities of an organization. (Malphurs, A., 1998, 30-31)

The strategy at Hipko is *growth and viability through differentiation*. This means to become excellent in what they offer and to stand out from the competition through that action. The key activities play an important role in this matter. Skilled and professional customer service and marketing of the provided services is viable for achieving the differentiation.



Pictures 7-9. Camaraderie.



Picture 10. Kontula gym.

#### 4. PROBLEM AREAS

Designing the service which Hipko offers to its customers consists of different parts. The most obvious and fundamental problem in all four gyms, based on personal observation during a previous study project for the commissioner, is the lack of guidance for new customers entering the facilities. This is one of the problem areas which will be analyzed further. The shortcomings of the staff's actions in regards to customer service leaves much to be desired. When a new customer arrives, they are often left to themselves to find their way and figure out what they are supposed to do. This experience affects the customers' perception of the entire organization and is therefore an important factor when improving the service.

The appeal and functionality of the gyms' facilities and the provided services during classes and courses play an important role in how a new customer experiences the service. The affects and convenience of these are factors in researching customer satisfaction.

The commissioner has expressed concerns regarding new memberships. Since the company's main income consists of monthly membership fees, the low amount of new members being registered is surely of great importance. According to a resent market research conducted by Hipko, the customer churn rate is about 33 percent every year, which implies a 67 percent annual survival rate. Even though the customer churn is steady, the ratio between the amount of customers signing up for an introduction class and the amount of customers becoming members leaves much to be desired. The customer journey of this process has faults, in other words. These faults have not yet been identified.

## 5. RESEARCH DESIGN

The overall experience of the services provided by Hipko is what defines the customers' decision in registering as and in becoming a member. The experience consists of many factors. The aim will be to identify these different factors. The provided service can be analyzed and improved by recognizing the stepping stones in Hipko's service.

Hipko's history and background, as well as the company's strategy through vision, mission and values, explain the importance of the subject for this thesis. The acquired results from previously conducted study project for the company are used as background information in the thesis. The implemented research methods for the thesis are used to gain knowledge and understanding. The choosing of each method is explained and motivated in the thesis.

The methods used in this thesis are discussed and agreed on with the commissioner in advance. The results of the research will be revealed only with the commissioners distinct approval. Based on the nature of the results, parts of them may be kept confidential between the commissioner, opponent and supervisor of this thesis.

### 5.1 Aim

The interaction skills of the gyms' staff with the customers is an important factor in ensuring customer satisfaction. The affects of the staff's input in welcoming new customers in the gyms and in providing essential information on the gyms' procedures in order to make the customers feel taken care of by skilled customer service professionals will be researched.

Furthermore, the customer service provided by back-office procedures will be researched in order to gain insight of the overall experience for a new customer. The aim will be to achieve customer satisfaction, so that the customers will want to return to the gym and, consequently, spread the word about the gym to their friends.

Achieving a returning customer will increase the customer base, which is the objective for the survival of the company.

The final aim, after recognizing the most influential factors that are affecting customers' decision in registering as members at Hipko, will be to design a prototype of an improved service and test it in practice. Evidence of the effects of an improved service will be collected and verified.

### 5.2 Research questions

The first research question is *what factors affect the experience of Hipko's gyms for new customers?* In order to recognize these factors, the criteria by which customers decide on which service provider they choose to use, must first be discovered. Valuable information on what factors are the most important for a potential customer can be obtained by comparing businesses offering similar services as Hipko.

Since the staff is a group of representatives of the company, their attitude toward the customers and their skills in customer service are pivotal. The second research question is *how do new customers experience their initial visit at the gyms in regards to customer service?* By collecting data on the experiences from the customers' point of view, the true problem areas can be pinpointed. The consequential research question will be *how can Hipko's customer service improve so that it meets the customers' expectations?*

### 5.3 Frame of reference

The focus of this thesis is on the new customers' experience of Hipko's services. This is in the center of the frame of reference. The main factors affecting the achievement of a customer experience are the service provider, the service and the new customer.

The service provider is reliant on the nature of the service to be able to create a service design. Customer service, on the other hand, is established when the service and the customer meet. The service provider together with the customer create the milieu of the service, the stage, on which the customer service takes place. As demonstrated in figure 5, the customer experience is reliant on results of these three factors working together.

Together with the service environment, the research concentrates on the provided customer service and the service design. They will be researched and, consequently, at least on an educated theoretical level developed in order to better serve the customer in question.

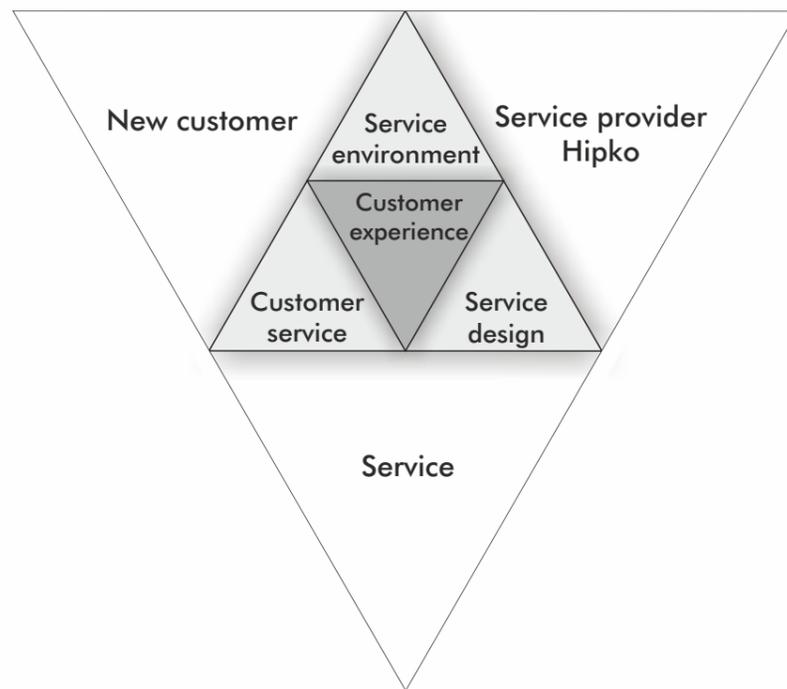


Figure 5. Frame of reference.

### 5.4 Writing process

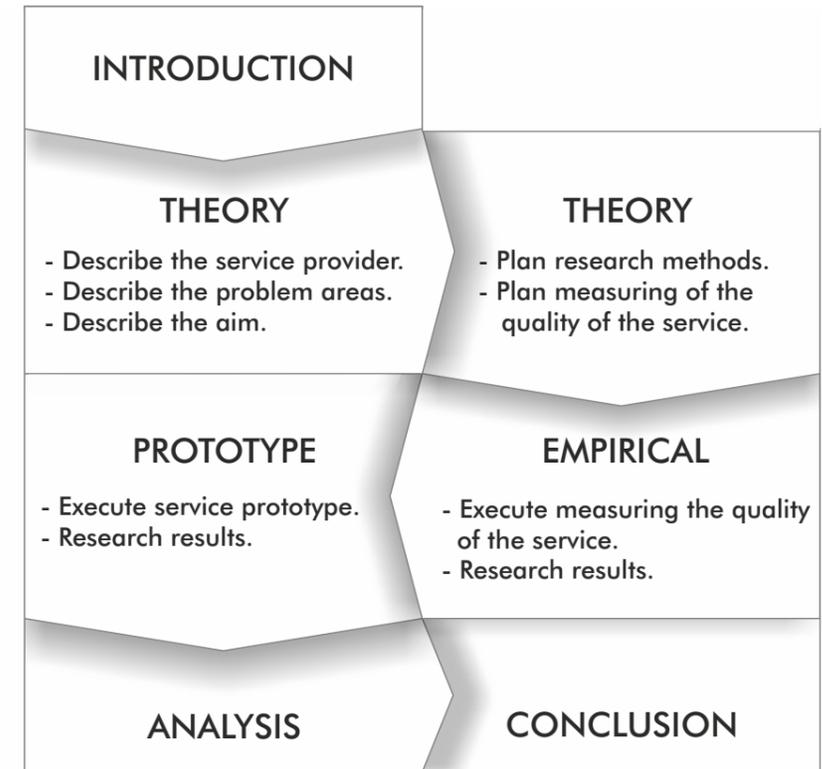


Figure 6. Thesis writing process.

As visualized in figure 6, the writing process of this thesis follows a planned structure. The first theory part describes the commissioner for this thesis. Also, the problem areas and the aim of this thesis are presented. The second theory part is the description and motivation of each planned research method. The plan of measuring the quality of the services are presented. The following part is the description of the conducting of the empirical research. The results of these research methods are presented and analyzed.

The planning and execution of a service prototype is the following step. The planning is based on the results of the conducted research. The results of the service prototype will be analyzed in order to gain valuable information for the company. The conclusions of the entire thesis work will be discussed and an evaluation of the conducted research will be added.

## 5.5 Service design process

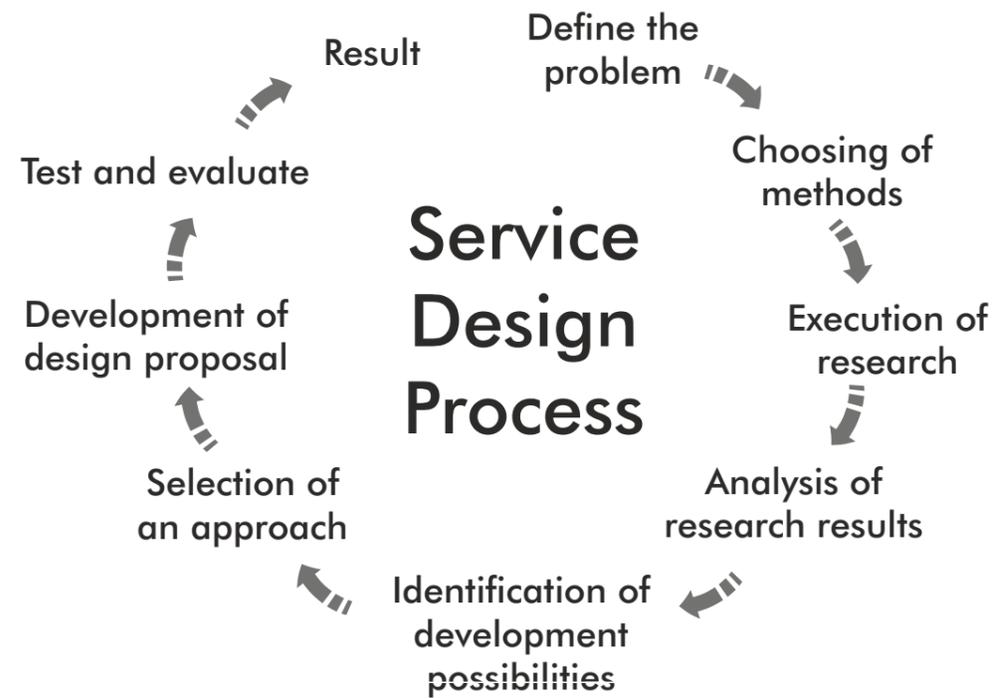


Figure 7. Service design process.

The process of the service design researched in this thesis begins with the definition of the problem areas. The identification of the problem areas determine the course of action in regards to the choosing of the research methods.

The analysis of the results from the executed research will give material for identifying the possibilities for improvements in the service.

Subsequently, the selection of an approach for the development of a service prototype proposal will follow. The testing and evaluation of it will produce a result.

## 6. METHODS

In order to understand the reasons why customers attending Hipko's introduction class choose not to sign up for a membership, a series of different research and service design methods will be conducted. The methods will hopefully reveal the flaws in the service which, so far, have gone undetected.

Using Robert Curedale's book *Service design – 250 essential methods* (2013) as reference material, each method is selected to support the research and service design processes. The methods are motivated using different sources.

Each method is selected based on its suitability for the thesis work to answer the research questions. To gain insight on the research questions of what factors affect the experience of Hipko's gyms for new customers and how the customers experience their initial visit in regards to customer service, the method of using mystery shoppers and an online survey are chosen, as well as benchmarking and the creative methods of personas and service blueprint.

The decision to use mystery shopper insight as research material is based on the practical value the method provides. The observation method conducted by the mystery shoppers is motivated by the reliable results of the natural behavior of the observed object. The mystery shoppers will be interviewed to gather detailed information on their experiences and opinions of the service. (Curedale, R., 2013, 174, 197)

An online customer satisfaction survey is used to collect data in a time- and cost-efficient manner. A survey is a method which provides reliable and objective data on the researched subject. (Curedale, R., 2013, 37, 252)

Also, benchmarking is chosen due to its high capacity to compare the level of service in regards to competitive businesses. It provides information through measuring the performance against the competition. (Curedale, R., 2013, 49)

Personas are used as research to analyze and gain insight into actual customers. They will work as the starting point for the creation of a customer journey and a service blueprint, which describes the respective actions by the customer and the service provider in correlation with each other. (Curedale, R., 2013, 97, 219)

From the service design perspective, the customer-oriented starting-point is the fundamental motivation for the service design methods. Being a people-centric approach, service design aims to unveil the needs and expectations of customers through different methods to respond with unique design solutions. (Curedale, R., 2013, 14)

For the purpose of gaining insight on the research question of how Hipko's customer service can improve so that it meets the customers' expectations, a series of service design methods will be implemented.

A discussion group is used for the design of a service due to the several different perspectives from the customers' point of view. The interaction between participants can unveil more extensive insights. (Curedale, R., 2013, 151, 155)

An improved service blueprint is used to recognize the areas for improvement and to be used as a point of reference for planning improvement with stakeholders. (Curedale, R., 2013, 97)

Brainstorming conducted with different representatives of the commissioner is used due to its high creativity in generating new types of solutions. It is used to explore different development ideas for a service prototype. A service prototype is used to test the usability of the designed service. It is used as a guide for an improved service prototype. (Curedale, R., 2013, 32, 262)

## **6.1 Benchmarking**

Benchmarking is a powerful tool to use when defining a business' strengths and weaknesses. In the end, though, it is merely copying what works. When

benchmarking has been executed successfully, it results in adaptation to and development in meeting customer requirements and in setting achievable goals. (Patterson, Keppler & Mappson, 1995, 3)

Therefore, by researching how competitive businesses have developed and, thereby, improved their services, the ways to implement those improvements into Hipko's execution of procedures can be found.

According to Roy and Dugal (2005, 210-211), there are two perspectives in benchmarking; metrics and practices. Metrics is implemented by measuring the performance level of each business indicated by numbers or other scales. Practices indicate how these levels are achieved.

It is easy to see the differences in performance levels through scales and charts. The true challenge lies in unraveling the methods used to achieving those levels. (Tuominen, Niva & Malmberg, 2012, 15)

Benchmarking will be used as a tool in comparing seven other similar service providers' businesses to Hipko. The reasons why a customer would choose another service provider over Hipko can be learned through this method. When these differences have been identified and analyzed, suggestions can be made to Hipko on what parts of the service could be improved.

## **6.2 Mystery shopper**

Mystery shoppers will be arranged to gain insight on the experienced service from a customer's point of view. They will test the process from registering for an introduction class to experiencing the service at the gym and finally the post-service after the class.

The Mystery Shopper Association of Europe (MSPA EU) assure that it is not enough to anticipate what the experience for a customer is. According to MSPA EU, it is something that requires measuring and inspection. To get a realistic understanding to the nature of the experience, it needs to be perceived through an objective and

anonymous third-party assessment. (Mystery Shopper Providers Associations, What is MS)

By using mystery shoppers, the customer journey is examined and experienced from an outsider's point of view, yet from a perspective most valuable for the service provider (Inghilleri, L., Solomon, M., 2010, 78). Customer satisfaction surveys concentrate on the outcomes of an experienced service, whereas mystery shopping is an approach which concentrates on the journey, as in on the successful and unsuccessful procedures and activities. The emphasis is on the process, not on the end-result of a service encounter. (Wilson, A., 1998, 414)

Larry Freed has a much less encouraging opinion on the method. He states that *"Although this [mystery shopping] provides information, it is backward looking and episodic, and the checklist that the mystery shopper uses is generated from the company's viewpoint."* (Freed, L., 2013, 117). With this in mind, in order to avoid influencing the mystery shoppers' checklist from the service provider's point of view, the volunteers will be instructed to make observations solely from their personal perspectives using their own uncompromised judgment from a potential customer's point of view.

### **6.3 Observation by the mystery shoppers**

Observation by the mystery shoppers of the service and the customer experiences will also be used to collect data on the experienced service. The information gathered will work as supportive data in the research.

Guy Kawasaki states in his article *At the service* (2007) that companies are nothing without their customers. According to him, the positive attitude and service mindedness towards customers is of utmost importance, since they are, for the most part, what define the quality of the entire service. Companies should only invest in factors that will bring profit to their customers. Therefore, it is of value to explore and familiarize oneself in the customer's perspective of the service. (Ahonen & Rautakorpi

2008, 24)

This valuable information can be acquired through observing Hipko's customers and their actions in the facilities. Observation can be implemented in either a participant and detached fashion, ie. either by actively taking part in the activity among the customers or by observing their behavior from a distance (Gillham, B., 2010, 46). Analyzing material that is based on a participant or detached observation will result in a coherent perception of the researched subject (Eskola & Suoranta 1998, 99–100, 138).

A participant observation of the customers' behavior at Hipko will be implemented. The findings will be documented by the mystery shoppers observing among the customers. The findings will then be analyzed in order to gather a summary of the customers' behavior and pinpoint the stepping stones in Hipko's customer service. The quality of Hipko's customer service can be improved once the specific problems in it have been recognized.

### **6.4 Interviews with the mystery shoppers**

When conducting a one-on-one interview, it is good to start with establishing an interviewing partnership between yourself and the respondent. This partnership begins with creating a sense of collaboration. This can be achieved by signing a consent form for the interview or by simply explaining your expectations of the interview. Also, by mentioning who the interview is for and for what purpose, the legitimacy of it will be substantiated. After this initial collaboration stage has been established, the lead-in question to the interview relates to the current situation for the respondent. (Weiss, S., 1994, 61-62)

In this case, the current situation for the respondent in relation to the subject of the interview will probably be *what did he/she think of Hipko's services*. The follow-up questions will go along with a pre-planned list of questions. Although, it is of importance to stay open to the possibility of the interviews taking a course of their

own. Keeping in mind the reason for executing interviews with the mystery shoppers , it will be important to try to shed light on the reasons why a new customer might decide not to return and become a member. The reason or reasons are yet to be fully discovered. Therefore, in order to give the respondents an opportunity to uncover these reasons, it will be important to remain flexible and quick-witted in generating relevant questions on the spot.

For the respondents' answers to be as honest and subjective as possible, the questions should be formulated in a non-leading fashion. For example, *"Did you enjoy the introduction class at Hipko?"* or even *"You must have enjoyed the introduction class at Hipko"* are leading the respondent in a certain direction, while *"What are your thoughts on the introduction class at Hipko?"* is much less leading to an anticipated response. (Weiss, S., 1994, 74)

Irving Seidman believes it is impossible for the interviewer to not have an effect on the respondents replies and on the final outcome of an interview. In his opinion, the interviewing event's structure, process and practice have, without question, an influence on how the situation is perceived by the respondent. The interviewer is a mandatory part of the situation and, because of that, has an effect. Seidman theorizes, that the interviewer works with the topic for the interview by selecting the questions, interpreting and describing them. And even if the interviewer would work in a non-leading fashion to the best of their ability, they are still a part of the respondents meaning-making process. (Seidman, I., 2006, 22)

With Seidman's theory in mind, the results gathered from the interview will work as support for the research, not as a base for it.

## 6.5 Customer survey

The use of a customer satisfaction survey is an efficient method to collect data on the opinions of customers. Collecting information in this form provides the opportunity to reach and collect data from a wide range of customers, especially through an online

survey, since it can be sent out to a large number of customers at once. (Desai, P., 2002, 99-100)

A survey is a time-efficient method, not only for the researcher, but also for the respondent. The flexibility with an online survey is in the time the respondent can take to themselves to decide when to respond to it and in what time. For the researcher, a survey is simple to manage and easy to analyze as long as it is formulated in a logical manner. To achieve this, the use of closed questions with multiple predefined choices and open questions to allow respondents to respond in their own words is well advised. (Curedale, R., 2013, 252; Desai, P., 2002, 100)

As with the interview method, the questions in the survey should be formulated in an objective manner so that the responses are as uninfluenced as possible. To remain unbiased is crucial in order to collect accurate information. (Curedale, R., 252)

## 6.6 Personas, customer journey and service blueprint

Personas will be created and they will be profiled further to gain information on the customers' decision criteria when choosing a gym. Based on these personas, a service blueprint will be created with the customer journey in focus, which will reveal each service period the customer experiences at Hipko.

Personas are imaginary characters, created to convey and to help understand the customer segment for a service provider (Adlin, T., Pruitt, J., 2006, 3-4). A persona is a fictitious combination of potential customers and real ones. It is a tool to help understand the choices a customer makes regarding a service. (Nielsen, L., 2013, 2)

Personas are not watertight analyzes of a customer segment. On the contrary, it is a highly criticized method. Since personas are fictitious constructs of real customers' characteristics, to understand the relationship between the actual and imaginary elements can be confusing. Because of the fictitious elements, perceiving it as a scientific method is a subject for debate. In addition, personas are criticized because

of their fictitious nature, since they only portray characteristics. (Nielsen L., 2013, 17)

De Voil writes in his paper "*Personas considered harmful*" (referenced 30.1.2015) published on his company's De Voil Consulting website [www.devoil.com](http://www.devoil.com), about using personas as a research method:

*"It is not as new or original as sometimes supposed; its terminology is problematic; it gives practitioners a false sense of knowing their users but acts as a barrier; it encourages practitioners in a patronizing and dehumanizing attitude towards users; it encourages the taking of decisions in the false belief that they are based on a scientific approach; attempts to support it by appealing to literature and drama are inappropriate; the lack of a rigorous method makes it error-prone."*

Adlin and Pruitt state in their book *The persona lifecycle: Keeping people in mind throughout product design* that "*Building personas from assumptions is good; building personas from data is much, much better.*" (2006, 42). Because of this statement, Hipko's customer personas will be created by using other research methods as background material, for example mystery shoppers, personal observation and group discussion with new customers.

As for Nielsen's and De Voil's opposing opinions on the method, the created personas will be regarded as guidelines, not as absolute truths on prospective customers. Once the fictitious personas, based on actual customers, have been created, the mapping out of the customer journey and, consequently, the service blueprint can begin.

The customer journey, similar to a storyboard, is a map which shows what the customer experiences during a service process. It is a step-by-step explanation of all the encounters the customer faces with the service provider. A customer journey is a visualized representation of what produces value. It reveals all the different touchpoints of a service and is therefore a useful tool when identifying issues and possibilities for improvement of a service. (Meroni, A., Sangiorgi, D., 2011, 241-242)

With the customer journey as a base, the service blueprint can be created. It is a concept first presented by Lynn Shostack in 1982. It is a more elaborate way of visualizing all the different features and facets that go into creating, supporting and

maintaining a service. (Russell-Rose, T., Tate, T., 2012, 288; Walker, J., 2010, 186)

Within the service blueprint, the customer journey is presented as a series of events on one level, a path of consequential occurrences. Below this are the different levels of service processes and activities, out of which first comes *front office* services. These services are in interaction with the customer. Therefore, the *line of interaction* is displayed between the two. Below the front office services, separated by the *line of visibility*, are the *back office* services. These services are conducted beyond the customer's perception. They are supportive actions to front office activities. Both the front office and back office are additionally supported by a separate level of *support processes*, which lies beneath the *line of internal interaction*. In most cases, these support activities are not conducted by front office or back office staff, but by managerial personnel.

The service blueprint shows how all these levels combined creates a service performance. (Frauendorf, J., 2006, 43; Walker, J., 2010, 186-187)

## 6.7 Co-design

Through co-design, the insight of the service from the service provider's point of view can be deepened. Additional information will be gained on the nature of the service to help develop it further. Co-design involves different stakeholders in designing the service further and in improving it.

The course in co-design at Novia UAS running along side with the writing of this thesis, gives constructive and informative tools for conducting different research methods. As a part of the course, the creation of personas, customer journey and service blueprint are fundamental starting points, which will be utilized in this thesis. Also, organizing a group discussion with customers who have attended an introduction class is a way of conducting a co-design research method. The results of this method gathered during the co-design course will be analyzed and made use of to support the research in this thesis.

As a final co-design research method, a brainstorming event with the owner of Hipko will be taking place. It will also serve as a discussion of and as an idea generator for the final prototype development and testing of it.

### **6.7.1 Discussion group**

Information on the quality of the service provided by Hipko can be obtained directly from the customers themselves. Organizing a discussion group will benefit the research due to the unveiling of the personal experiences. Customers, who have attended an introduction class at Hipko within the past six months, will be invited to a group discussion. This will be done to gain insight on the differences and similarities in opinions on their initial experience of the business. The information gathered will help pinpoint the stepping stones in the service.

To operate as the facilitator of the discussion in the group means to take upon oneself to ensure everyone is involved and doing this without directing the discussion. The aim of the discussion should be reached without the facilitator being biased or manipulating, yet remaining in control of the event. (Cameron, E., 2005, 3)

An issue that needs to be recognized is the social pressure an individual might experience in a group. In the case of a group discussion where opinions and experiences are shared with others, the end-result might be affected by people feeling they need to answer in a certain way. This, unfortunately, leaves room for people to appear as they would like to be perceived by others, not as they really are. (Desai, P., 2002, 4)

### **6.7.2 Brainstorming with stakeholders**

As a final co-design research method, a brainstorming session with the commissioner of this thesis and the owner of the company will be conducted. The purpose of this brainstorming will be to go through the collected data from the previously conducted research and, based on them, generate ideas for an improved service.

Brainstorming as a research method is a free-form discussion in a group, or, in this case, between two people. During brainstorming, each participant expresses their ideas and opinions, on which other participants form associations. These associations are then developed further to generate possible plans for execution. (Haynes, M., 38-39)

Since the material used for the brainstorming event is already based on peoples' perceptions, opinions and thoughts of the service, associations take on an even greater role. Based on the results from previous research methods, other members from the staff may be included in the brainstorming.

## **6.8 Service prototype**

A service prototype is a mock-up of a service experience. It can be simulated in different ways, for instance by a conversation carried out through role-play, or more realistically by involving actual customers in a more detailed recreation of a service experience.

This research method provides deeper insight on a service than any written or visual descriptions can offer. The focus in a service prototype is on the user experience, which can be tested and analyzed through this method. Through testing, modifications and refinements can be applied and incorporated in the service. (Schneider, J., Stickdorn, M., 2011, 192)

Making a prototype and testing an improved service will be one of the methods used to gather information on how to increase the number of new members a Hipko. The launching of a service prototype will be discussed and planned with the commissioner using co-design as a tool. As a part of the co-design course, the first prototype will work as a platform for another improved prototype, which is based on all of the research methods in this thesis.



Picture 11. Metsälä, Hipko Garage.

## 7. EXECUTION OF RESEARCH

Following the service design process, the execution of the chosen research methods are implemented based on the identification of the problem areas.

Since the main concern for the commissioner is the low amount of new memberships, the research concentrates on identifying the reasons for it. The quality and level of customer service, both front-line and back-office, will be assessed and analyzed to determine the course of action in regards to the possibilities for improvements in the provided service.

### 7.1 Benchmarking

Hipko's services were compared to other similar businesses working in the Helsinki region. From the results of comparing these businesses to Hipko, information on possible pros and cons in acquiring new members for the gym could be gathered.

After an initial search on google on the 16<sup>th</sup> of January 2015, seven different businesses offering similar services as Hipko have been listed in chart 1. It is noteworthy that none of the seven businesses offer exactly the same services as Hipko. There are differences in the amount of gyms offered by these businesses, diversity in provided classes, range of classes for different age groups and pricing. For the sake of protecting these businesses' integrity and, thereby, any legal claims, these businesses will be referred to as A, B, C, D, E, F and G. The names of these businesses will only be revealed to the opponent and the supervisor of this thesis.

Businesses A, B and G are limited liability companies. Business F is a limited partnership, *kommandiittiyhtiö* in Finnish. The rest, C, D and E are registered association. The comparison of the businesses were done based on the information provided on each business' website.

The first row in the chart show which of the businesses provide a free-of-charge introduction class. In addition to Hipko, the introduction class is provided only by two

Chart 1. Benchmarking.

	HIPKO	A	B	C	D	E	F	G
Free intro	x	x	-	-	-	-	x	-
Student discount	-	-	x	-	-	-	-	-
Family/friend discount for new customer	-10% for family members	20€ Flamingo Spa gift card	-	-20% for family members	-	-	-10% for family members	-
More than one gym in Helsinki region	x	-	x	-	-	x	-	-
Accepts Liikuntaseteli and/or similar	x	-	x	x	x	x	x	x
Enrollment fee	15€	-	-	20€	5€	-	-	-
Monthly fee (adults)	69€	68€	89€	48€	57€ (285)	63,20€ (158)	78€	70€
Min. Membership (adults)	6 months	1 month	1 month	1 month	5 months	2,5 months	1 month	1 month
Pause right (adults)	1 month/year	-	-	-	-	4 week/ 6 months	-	-
10 x pass	105€, 6 months	120€	89€	-	100€, 1 year	120€, 10 weeks	92€, 6 months	-
1 x pass	-	15€	-	-	-	-	14€	20€
Days open	Mon-Sat	Tue, Thur, Fri, Sun	Mon-Sat	Mon-Sun	Mon-Sun	Mon-Sun	Mon-Sun	Mon-Sat
Open	9-21:15	18-21	8-21:30	7:30-21:45	10-22	7-21	7-23	7-21:45
Package deal	-	x	-	-	-	-	-	-
Kids/junior price	x	-	-	-	x	-	x	x
Family training	x	x	-	-	-	x	-	-

other businesses. The other businesses have either not found it necessary to attract more customers, or it is not a cost-efficient investment for them. Also, the reason could be in the gyms capacity to have a large number of people attending only to test a class. Hipko has provided this service from an early stage simply because it is a safe way for the customers to be introduced to a new sport before making a long-term commitment. Even though it attracts a large number of people every week, 10 customers on average, it is still seen as cost-efficient, since it results in new memberships.

Surprisingly, only one of the companies, business B, offer student discount. This result indicates a satisfaction in the overall pricing by the companies, although it could also indicate the prices already being set to their most cost-efficient levels. Hipko's pricing has been planned to be on its lowest possible level, yet profitable.

The owner explained the effects of a student discount, like in the form of 10 percent off the normal membership fee for an adult. The monthly saving for a student would be 6.90€, whereas the financial loss for the company rises up to 82,80€ on a yearly level per each student. The one-off feeling of satisfaction in getting a discount is not worth the financial loss for the company.

In addition, since the company is already providing a discount in the form of a 10% family discount for additional members in the family, the financial disadvantages of a student discount increases. In comparison with the three other businesses offering a family discount, the discount percentage offered by Hipko is competitive.

Hipko is the only business in the chart with up to four gyms in the capitol area. The other two gyms with more than one – B and E – have gyms in two separate locations each. This result indicates a larger coverage by Hipko and the availability to more customers than the rest of the companies.

The enrollment fee, which is added to the initial membership fee, is charged by three businesses, Hipko included. The amount of the fee is between 5 to 15 euros. The noteworthy part is the costs of the monthly membership fees. The companies that do not have an enrollment fee have, on average, 10€ higher monthly membership, than the businesses charging a one-off fee for enrollment.

When comparing the prices of three companies - Hipko and businesses B and F - the differences on a yearly level in the membership fees are significant. Business B charges 1068,00€ per year for an adult. The most affordable company on the chart is business C with a fee of 596,00€ per year. Hipko's charge for an adult for one year ads up to 843,00€, with the enrollment fee included.

The two extremes in membership fees on the list, businesses B and C, results in the average of 832,00€. This is only 11,00€ less than Hipko's fee. This result indicates an average pricing by Hipko among the other businesses.

Six out of the eight businesses on the chart offer a ten time pass to their gyms. The prices vary from 89,00€ to 120,00€, making the average price of 104,33€. This is less than a euro away from Hipko's charge of 105,00€ for a ten time pass.

Only three of the companies offer a one time pass, ranging from 14,00€ to 20,00€. According to the reasoning of the owner of Hipko, the only reason a customer would pay for a one time pass would be to try out a new sport or a new gym. The opportunity

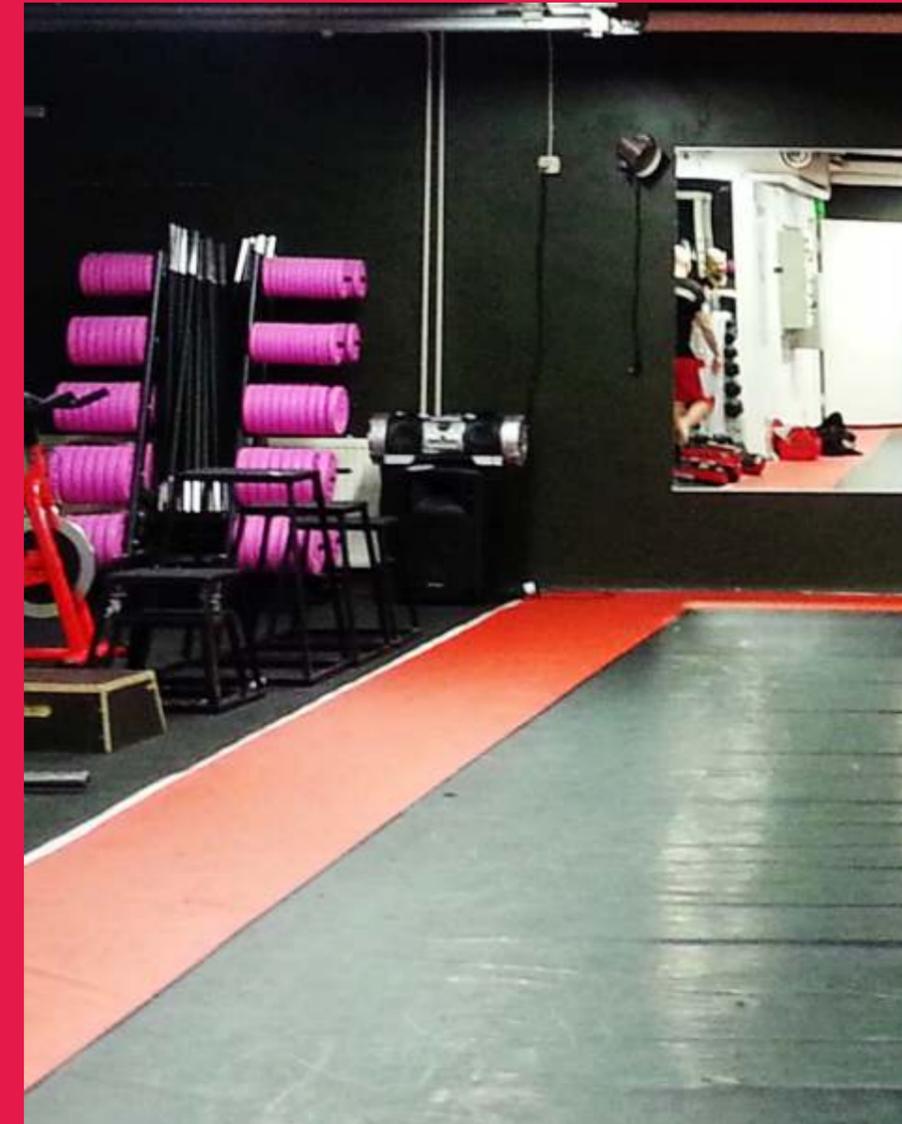
to try out a new sport free of charge is much better than paying for a one time visit. He added that a customer who is serious enough about starting a new sport either becomes a member or buys the ten time pass.

The only business on the chart that offers packages in the form of reduction in the price in correlation with the length of the membership fee a customer purchases, is business A. In other words, if a customer pays for a membership for six months, she gets 5€ off. If she pays for twelve months in advance, the reduction is 15€ of the total cost. This package-deal encourages customers to pay for a longer period on one payment. This type of offer could have been planned to compensate for the lack of longer commitment periods.

The last row on the chart show the businesses that provide classes for families. In addition to Hipko, businesses A and E offer classes for one parent with one child. Business A also offers a class for one parent with two children, but the price is also higher. Businesses A and E offer the family price for only one available class, whereas Hipko has two classes the families can choose from for one fixed membership fee, taekwondo and Brazilian jiu-jitsu.

As can be seen from the chart, Hipko's services are priced at an average rate compared with the other companies. In addition, the factors listed in the chart are covered on a larger scale than by the other companies. This indicates a more thought-out service as a whole. Although the minimum contract period being much longer than with the other businesses, the amount of services offered in relation to the fees is superior in comparison.

The results from benchmarking failed to provide with any substantial information to how the service at Hipko could be improved. On the contrary, the results indicate a successful course of action of the business at Hipko. No specific reason or reasons why a customer would choose another business in stead of Hipko could be found. Because of this, the implementation of the other planned methods in identifying the stepping stones in Hipko's service become that much more important.



Picture 12. Metsälä, training area..

## 7.2 Mystery shopper research

To gain insight on the customer experiences at Hipko, mystery shoppers were recruited through a social networking service to test the service as regular customers do. The goal with the method was to experience the service as authentically as possible and through that experience identify possible stepping stones in the service. As agreed with the mystery shoppers, their identities will be kept confidential. The general characteristics of the shoppers, though, are as follows:

### Mystery shopper #1:

- Male in his early twenties.
- Lives in a 1-bedroom apartment in Kallio, Helsinki.
- Works as a part-time driver while applying to schools.
- Works out regularly, mostly jogging.

### Mystery shoppers #2:

- A young couple in their early thirties living in Kruununhaka, Helsinki.
- Woman works as a freelance photographer, man works as a Thai boxing instructor.
- Both work out regularly, mostly Thai boxing.

**Tutustumistunti antaa sinulle hyvän kuvan harjoittelusta eikä velvoita sinua mihinkään.**

Tutustumistunnilla:

- Näet millainen laji on
- Millaista harjoittelu Hipkossa
- Tutustut lajin opettajaan
- Tutustut muihin Hipkolaisiin

Toisin sanoen: näet ja koet Hipko-fiiliksen ja olet valmiina aloittamaan elämäsi treenin! **Varaa ilmainen tutustumistunti** ja tule kokeilemaan!

**Varaa ilmainen tutustumistunti**

**Näin homma etenee Hipkossa:**

1. **Varaa itsellesi ilmainen tutustumistunti.** Tehtyäsi varauksen saat sähköpostiksi varausvahvistuksen, jossa on ohjeet, varattu ajankohta ja kaikki muu oleellinen tieto.
2. **Tule salille varaamasi aikana.** Tunnilla on muitakin aloittelijoita, koska peruskurssille otetaan jatkuvasti mukaan uusia. Opettaja ja muut harjoittelijat ottavat ystävällisesti huomioon Sinun tarpeesi. Asuksi sopivat t-paita ja verryttelyhousut.
3. **Tunnin jälkeen:** voit tehdä valmistussopimuksen opettajasi kanssa ja harjoittelusi Hipkossa voi alkaa.
4. **Kysyttävää, tarkennettavaa?** Vastaukset mielellämme kaikkiin kysymyksiisi sähköpostilla: [info@hipko.fi](mailto:info@hipko.fi)

Figure 8. Introduction class.

1. Choose the gym.
2. Choose type of exercise.
3. Select time.
4. Fill in your information.
5. Confirmation.

Figure 9. Booking process.

The mystery shoppers were given clear instructions on how to conduct their task. The instructions can be read in full in Appendix 1. The participants were instructed to stay in character throughout the task in order to achieve the most realistic experience of the service and the personnel. The mystery shoppers were to document their experience by writing down notes and prepare themselves for an interview after they had attended an introduction class at one of the four gyms.

In order to test the usability of the company's website and the easiness of booking an introduction class, the mystery shoppers were to navigate on the company's homepage on their own and book an introduction class most suitable to them.

Mystery shopper #1 (MS#1) tested the service at Hipko Kuntokickboxing class in the Vuosaari gym. Mystery shoppers #2 (MS#2) conducted their task in the Metsälä gym participating in a Hipko Kettlebell class.

## 7.2.1 Implementation by mystery shopper #1

Mystery shopper #1 booked an introduction class for Hipko Kuntokickboxing, which is a form of kickboxing that concentrates more on the exercise and fitness part of the sport as opposed to the combat part. MS#1 thought this would be a fun sport to try out, since it combined the both aspects. The booking of the class was effortless, since the link to the sign-up form is directly on the first page on the company's website. The confirmation email arrived within minutes of the finished booking.

### ARRIVAL

Upon arrival, the MS#1 had to rely on Hipko's mobile application to ensure the specific location of the gym. Finding the location was challenging, since the gym is inside a small shopping center and there are no signs of the location outside the premises. The shopping mall has a parking area next to it, so finding a space for his car was easy for the mystery shopper.

### BEFORE THE CLASS

The absence of a reception desk came as a surprise to MS#1. He had expected to be greeted by personnel as he has been at other big scale gyms. In the end, he thought it was not of great importance, since he felt confident in entering the facility and finding his way on his own.

After entering the training area through the oriental wooden gates, the feeling of entering a professional gym was apparent. The interior decoration and styling of the gym created a suitable atmosphere and seemed very fitting. The level of enthusiasm in the interior design raised the expectations of the quality of the class for the MS#1. Even though the gym is a small space, basically just one big room, the layout was well thought out, in the MS#1's opinion.

The mystery shopper #1 spotted the location of the changing room easily, since it is right next to the entrance of the training area. The space seemed clean, although the toilet and shower could be kept more sanitary. The build of mold along the walls in the shower made it a bit unpleasant to use, but bearable.

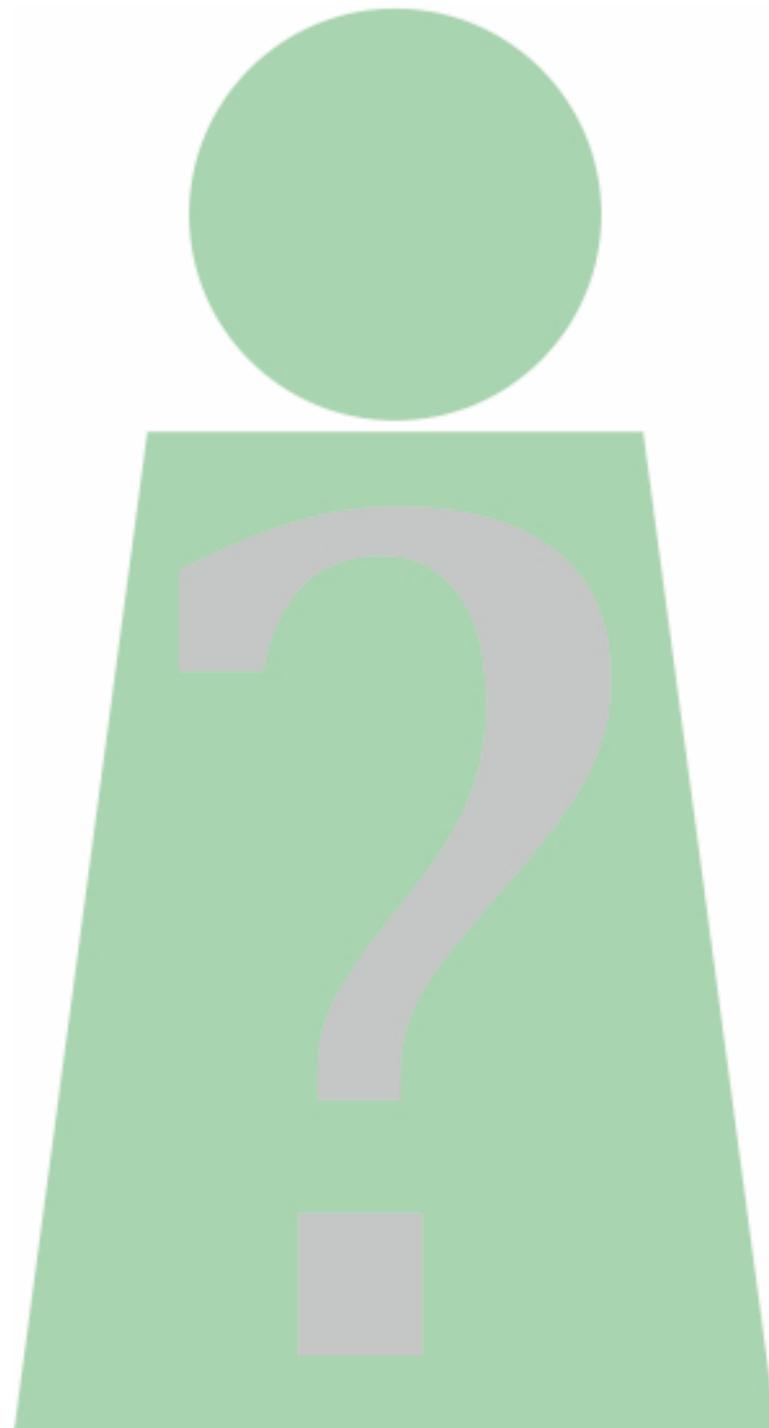


Figure 10. Mystery shopper #1.

The absence of lockers in the changing room, where customers can leave their belongings during class, was a surprise, but was acceptable for MS#1. He found it easy enough to take his bag with him to the side of the training area and leave it on the floor for the duration of the class.

He received a prompt welcome by the instructor when arriving to the training area. The instructor stated a swift question by asking if he was attending an introduction class. The MS#1 was relieved of the absence of over-selling of the instructor and bureaucratic form-filling. The quick paced beginning was pleasing to him, since the positive energy of the class was apparent from the beginning and everyone attending was eager to start.

#### THE CLASS

MS#1 thought the quality of the class was above average. In his opinion, the instructor was extremely skilled in giving instructions and demonstrating the correct way of the conducted series. He was efficient in distributing attention to each participant of the class.

The training area is covered with a mat called tatami, which MS#1 found appropriate for the purpose of training on with bare feet. Although, he found it mandatory to wash the feet before stepping on the mat, since the dirt on it slightly chafed his feet to the point that it felt uncomfortable against his bare skin.

The equipment during the class was unpleasant to use. The MS#1 explained that the equipment, for instance the boxing gloves, are shared with every member of the gym, which means they have a strong odor from the sweat of a lot of users.

#### AFTER THE CLASS

MS#1 would have had the opportunity to stay after class to talk about what comes after, but the instructor did not make any gestures in taking the initiative himself. The mystery shopper noticed that other participants of the class approached the instructor with questions. The MS#1 understood that these participants were also attending an introduction class, but that this fact had previously gone unnoticed on his behalf.



Picture 13. Vuosaari gym.

## 7.2.2 Implementation by mystery shopper #2

MS#2 live in the city center of Helsinki, which was the reason for choosing the gym in Metsälä, since it is the closest to them. Immediately after booking the service, they received a confirmation email. This was a pleasant feature in the couple's opinion, since it worked as a reminder from which they could recheck the time and place of their class later on.

### ARRIVAL

Since the couple own a car, they drove to the gym using a navigator to help them find the correct place. The parking area at the gym is not marked, so the couple felt slightly uncertain if it was permitted to park on the grounds of the facility. After parking their car, they found themselves unsure about where the main entrance is situated. There were no signs pointing in the right direction, so the MS#2 tried to open several doors on the wrong side of the building before another regular customer pointed them in the right direction circling around to the front of the house.

### BEFORE THE CLASS

Immediately after entering the facilities, the MS#2 felt confused about the procedures of the gym. The lack of reception, both as an object and as a conduct by staff, came as a surprise. For there to be no person to advise the location of the essential areas and the conducts of the gym, the couple was left to themselves to find their way to the right places. In the couple's opinion, it would have felt better to have been noticed by the personnel even through a simple "Hello" and short advice on where the changing rooms are. Instead, the couple was helped out by another customer, who has been participating in the class for some time. She was helpful in explaining the basics of the gym and the facilities. She lead the MS#2 to the changing rooms and to the right training area.

The couple had prepared themselves to the same procedures as at other gyms by taking their own padlocks to secure their belongings in a locker in the changing room. The absence of lockers came as a surprise. It didn't feel comfortable for the couple to leave their belongings out in the open in the changing rooms. The other customer

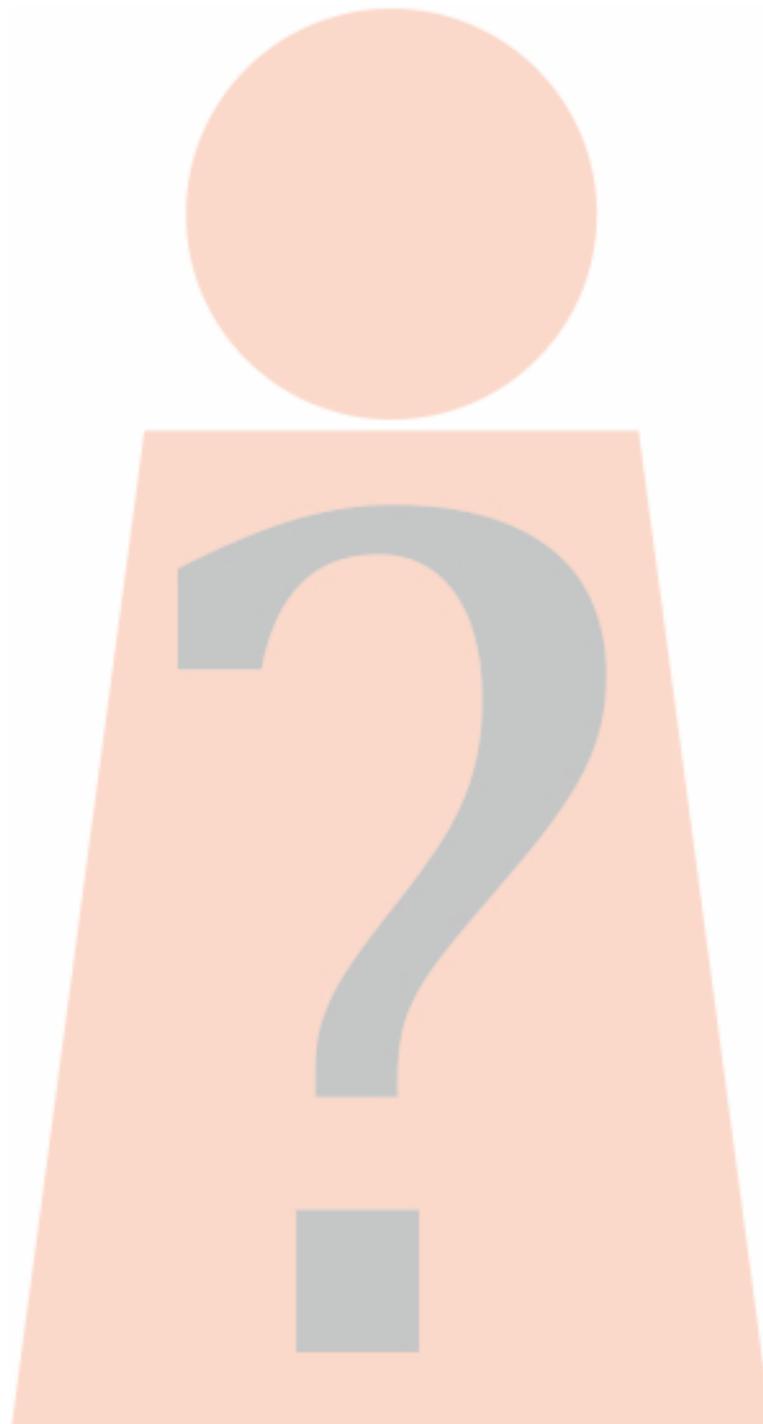


Figure 11. Mystery shopper #2.

advised them of the policy to put their belongings in their bags and take them with them to class and place them on the floor by the training area.

### THE CLASS

Another group was finishing their class as the MS#2 arrived to the training area. The shift from the previous class to the next one was not a clear transition, since the trainers of each class made no apparent gesture that the previous class had ended and the next one was to begin.

The couple left standing by the edge of the training area while everyone else went to get their kettlebells and took their positions on the mat. The customers who had previously participated in the class knew exactly what to do from previous experience before the class began.

To confuse the situation even more, the instructor of the class didn't make any announcement of the class starting. The couple noticed that the class had suddenly started when the instructor instructed the first warm-up move. The MS#2 hurried to get their kettlebells and joined the rest of the class on the mat.

Since the instructor made no effort in confirming if there were beginners in the class, the couple thought at first he was a substitute teacher who assumed the participants were all previous customers. The MS#2 later found out he was the same instructor for the same class every week.

It took a while for the instructor to realize there were new customers attending his class. He noticed the situation from the couple talking to each other trying to figure out the correct moves with the kettlebells. From that point on, the MS#2 thought the level of instructing was adequate. The trainer went to each participant in turns to show and give advice on how the training was to be executed with the kettlebell.

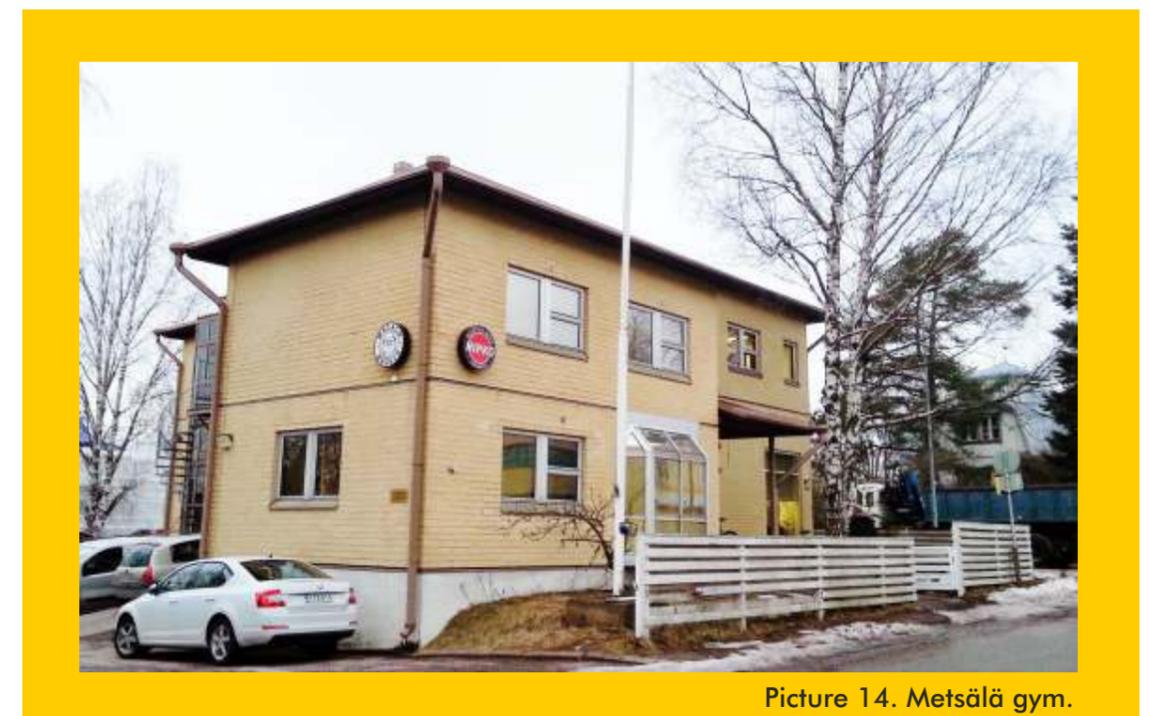
The class had 8-10 participants that day, which was perceived as a positive thing by the MS#2, since the instructor could distribute attention to each participant equally and sufficiently. The MS#2 explained that it was of importance also due to the fact that exercising with a kettlebell can be a dangerous sport if it is not done correctly.

Unfortunately though, the mystery shopper couple felt they didn't receive enough information on the techniques needed to operate with the kettlebell. When asked, the instructor had simply made a remark that they needed to change their technique, but then didn't demonstrate how it could be done.

Even though the instructor was skilled, the level of the class and the instructors motivation could have been much higher. For instance, the instructor simply informed the name of the next series out loud to the class, without making sure everyone knew how it was to be implemented. The general feeling in the class in the MS#2 opinion was that the instructor was in a hurry to finish the day. It seemed more of a task to him than a pleasurable occupation.

### AFTER THE CLASS

The instructor came over to the couple to ask some general questions about their previous training experience. The MS#2 took the opportunity to ask about the other classes provided by Hipko, to which the instructor gave informative answers. The surprising part for the couple was that the instructor did not ask their opinion on the class he had just conducted. Neither did he ask if the couple would like to come again.



Picture 14. Metsälä gym.

### 7.2.3 Results and analysis

The mystery shoppers were interviewed separately after their visits to the gyms. The focus of the interviews were on their experiences as new customers testing the service at Hipko and the information they gathered from observing the procedures at the gyms. These are the results of their experiences that were expressed and unveiled during the interviews.

MS#1 thought the homepage was very consistent and logical succeeding in efficiently portraying and explaining all the various sports Hipko has to offer.

MS#2 found the atmosphere and style of the company's website to be very family friendly due to the up-beat pictures of both adults and children, as well as the variety of classes provided for different customer segments, families and children included. The homepage was set up in a logical way, since you can switch between the locations of the gyms to see what classes are offered at each location.

Since the homepage environment is cohesive and easy to use, the need to change any aspects of it is not of importance.

The auto-response confirmation email which each customer receives after booking an introduction class was perceived as a warm welcome to the gym and the class the mystery shoppers were about to participate in. It also raised the shoppers expectations of their upcoming experience as a whole. The confirmation email works as a reassurance of a successful booking and as an effective reminder of the upcoming class.

To make new customers feel more certain about the conducts at the gym, the MS#2 suggested to add more information about it in the confirmation email. The development of this email could be discussed with the owner, to even better inform the customers of what is to be expected upon arrival to the gyms.

The signage for the locations of the gyms and their main entrances are lacking. The absence of guidance for a first-time customer, in the form of signage, causes unnecessary confusion. The strategic positioning of the signs are pivotal and should be of great concern for the company.

Since the introduction class is something a customer books in advance, the expectation after walking in to the gym was that someone would have been there ready to greet them personally and give the essential information.

Based on the interviews with the mystery shoppers, it is acceptable for there to not be any personnel present at the entrance to give advice, but then the instructions at the gym should otherwise be improved. The MS#2 found it most peculiar that nobody asked their names or checked any lists during the entire time they were at the gym. In other words, anybody could walk in and take part in a class.

MS#2 couple has experience from other big scale gyms in Helsinki. Due to the fact that these gyms concentrate more on fitness training in the form of different aerobics classes than a combination of them with martial arts classes, the mystery shopper couple did not think their services can be compared, except for in the areas of customer care. The couple is used to being greeted joyfully as soon as they step inside a gym. A staff member is always present to advice in a proper manner and give direction when needed.

In the MS#2's opinion, an instructor conducting a class next to the entrance at the Metsälä gym could react when a person looking a bit puzzled stands by the front door. To ask a brief question like "How can I help you?" could make a difference in the customers opinion of the service in a whole. As pointed out by the MS#2 during the interview, first impression is crucial.

The lack of feeling welcomed to the gym upon arrival, as well as to the class, is a sign of incompetence by the company for the customers. In addition, obtaining information on the procedure of becoming a member is left entirely up to the customer. The amount of self-service has been taken to levels where the first-time customer feels not cared for by the company. Due to these findings, it would be relevant for the company to re-assess the nature of customer service provided by the instructors in the gyms.

To make the beginning of the class more appropriate and welcoming, the MS#2 couple suggested the trainers would begin each class by clearly stating their

names and the name of the class the participants are attending. Also, a short description of what will happen during the class would be appreciated. The MS#2 pointed out that they expected for the trainer to ask if there were any new participants attending. Since the instructor failed to pay attention to the MS#2 attending the class for the first time, the couple felt like he simply did not care. In their opinion, the instructor seemed more eager in conducting the class efficiently and leave. In the MS#2's opinion, the instructor should be able to remember who of the 8-10 customers attend his class every week. Since he does not, it seemed he did not pay enough attention and carry out his duties professionally.

The MS#2 expressed the need for a follow-up by Hipko after a new customer has been to one of the gyms. A simple email with basic information on what else Hipko has to offer and the different ways to contact the gym to get more information would make it feel more personal for a customer. Any little customer experience advantage that one can think about is in your advantage, said the MS#2.

To provide a free of charge introduction class is an efficient way of attracting new customers, since it offers a first-hand experience before the customer is bound to any charges or memberships. It provides the freedom of assessing the sport and whether it is suitable for each customer before deciding to sign-up. It helps the decision process. The downside to this, though, is the possibility of a poor experience, both during the introduction class as well as after the class in post-service. Since the stakes are so high, the customers' initial experience should be of a high priority for the company.

In the MS#2's opinion, Hipko has made it extremely easy to try out their services in the form of an introduction class. The couple explained their experience at another big scale chain gym as feeling trapped in its system. They were forced to sign a contract with the gym even to only try it out once and then were obligated to separately terminate the contract or else it would have bound them to a minimum contract period for the following six months. In addition, the gym made it difficult to terminate the contract after the try-out, which felt unpleasant for the couple. They didn't return

to the gym after that experience.

The minimum contract period for an adult at Hipko is currently six months, which in the couples opinion is an outdated procedure. The MS#2 suggested to have an option to start the training with a one month contract period and then have the option to sign a contract for the following six months. This way customers can try out the sport in a proper way before committing to a longer contract period.

The pricing at Hipko is reasonable in the MS#2s opinion. The quality of the training during their Kettlebell class did not reach the standard they were expecting, but as an overall package of having the right to participate in all of the classes provided by the gym for a fixed monthly fee, seemed like a fair deal.

A clear negative point is the location of the gyms. Since the mystery shoppers live in the city center of Helsinki, the location being so far from the downtown area would be a significant factor for a customer choosing a gym. If Hipko had a gym in the city center, both mystery shoppers #1 and #2 would have chosen that location. The interesting comment the couple stated was that they would be ready to pay a higher monthly fee if the gym was in the city center area.

Based on these comments, an additional location in the form of a fifth gym would attract a new group of clients. Making it easier for customers living in the city center area to use the company's services would undoubtedly be beneficial in the form of attracting customers. The financial factor, as well as other compulsory resources, in opening a new gym needs to be investigated by the company, though.

The cleanliness at the gym in Metsälä was a pleasant addition in the couples experience. In their experience with other big scale gyms, it requires a lot of effort to keep the facilities clean and tidy. The amount of sweat the customers perspire cause a strong odor, which can be difficult to remove, but seemed to be dealt with at Hipko.

The lack in cleanliness and tidiness of the gym in Vuosaari should be mentioned to the management of the outsourced cleaning company. Since their services have been paid for, a commendable level of cleanliness is expected.



Picture 15. Changing room.

The absence of lockers in the gyms has caused an additional action which the customers have to perform; carry their bags from the changing room to the training area and back. It was not, however, of any inconvenience for MS#1, although MS#2 found it as an unpleasant feature. To have lockers in the changing rooms would be handy, since one does not need anything from their bags during class. After explaining to the couple the reason why Hipko has decided not to place lockers, they understood that it is not an affordable investment, since customers tend to own the lockers by leaving their change of clothing in them until the next time they come to train. Because of this, the gyms have been forced to break the locks to empty the lockers for other customers' use.

The MS#2 suggested a system of getting a compensation from the customers for a broken lock, which would make it possible to have lockable lockers in the changing rooms. If Hipko was forced to break a lock open because a customer left their belongings in it after attending a class, they would take possession of the belongings and return them to the customer only in return for a compensation of the broken lock. Though the lockers would be a significant and costly investment by the company, it would simplify the action for customers, especially new customers who are surprised by the current procedure.

Mystery shopper #1 would sign a membership contract with Hipko simply based on the quality of the class. When asked the MS#2 if they would attend another Hipko Kettlebell class, even after their experience, they replied "Yes, we would give them another chance. It is sad to say, but we are so used to the Finnish style and level of customer service, that it does not come as a shock when the customer service is bad. We would give them another opportunity, though, since the experience was not entirely bad. There were some good things too, although we would probably choose another one of Hipko's gyms next time".

The MS#2 speculated on the fact that the gym might not feel it is necessary to put more time on a customer after the free of charge introduction class, since there is no follow-up after it. The couple thought maybe the company thinks "Why should we still be pampering you?". The feeling they had after the class was that the company felt they had already done enough by offering the introduction class for free.

A follow-up is a way of ensuring the customer has been provided with the needed information in knowing the procedures of becoming a member, feeling welcomed back and cared for by the company. Sending an email after the class would be a cost-efficient procedure, but the factors regarding the workload would have to be assessed by the company to make sure it is a viable option.

### 7.3 Co-design 1

The purpose in co-creating, or co-designing, is to involve different stakeholders in the design process. This is done in order to gain wide-ranged insight and to have the chance to add more value to a service. (Schneider & Stickdorn, 2011, 38-39)

The first part of co-design was executed through a discussion group. The project was discussed with the owner and the objectives were agreed on in advance. The idea was to invite a small group of customers to attend a discussion regarding their initial experience with the company. Because of the social effects, the objective was to welcome the participants to an event which is as comfortable as possible. The group was to be kept small, between three and five people, in order for each person to have an equal opportunity to clearly express their opinion. Out of convenience, the event was organized at Hipko's facilities in Kontula, which had a suitable sitting group for the event.

After the invitation was formulated and approved by the owner, it was sent to customers who had attended an introduction class within the past three months (Appendix 2). This invitation reached roughly around 200 customers. As an incentive to attract attention to the event, participants were offered a lunch during the discussion and a gift bag filled with protein products as a thank you for participating. Since no participants had signed up for the event after one week of sending the invitation, the target group was widened. The invitation was sent again, but this time to customers who had attended an introduction class within the past 6 months, which resulted in the invitation reaching around 600 customers. To gain even more attention, posters of the upcoming event were placed on the walls of the two biggest gyms in Kontula and Metsälä (Appendix 3).

Only three customers signed up for the event. This came as a surprise also to the owner, who had been sure that the invitations would attract the needed five people to produce a decent conversation. The poor outcome of the invitations was discussed with the owner, trying to find the reason to the lack of interest to participate by the customers.

**Oletko osallistunut Hipkon tutustumistunnille?**

Kutsumme henkilöitä ryhmäkeskusteluun Hipkon salille Kontulaan **lauantaina 28.2.2015 klo 14:00.**

Keskustelussa on hyvä tilaisuus vaikuttaa ja jakaa kokemuksia vertaisten kanssa. Keskustelu painottuu osallistujien omien kokemusten selvittämiseen, sekä ideointiin palvelun parantamiseksi. Keskustelua ohjaavat ennalta laaditut kysymykset. Saat mielellään osallistua, vaikkot olisikaan käynnin jälkeen tehnyt jäsensovimusta.

**Kaikille osallistujille tarjoamme kevyen salaatin tilaisuuden aluksi, sekä kahvi- ja teetarjoilun keskustelun aikana. Kiitokseksi osallistumisesta, jokaiselle osallistujalle jaetaan proteiinipitoinen lahjakassi!**



Ryhmään otetaan viisi henkilöä, jotka ovat syksyllä 2014 tai alkuvuodesta 2015 osallistuneet tutustumistunnille. Paikat täytetään ilmoittautumisjärjestyksessä. Ilmoittautuneille lähetetään vahvistus ja tarkemmat tiedot tapahtumasta sähköpostitse.

Toimeksiantajana toimii Hipko, mutta tilaisuuden toteuttaa palvelumuotoilun opiskelija Emilia Hobin. Ryhmäkeskustelu toimii osana tutkimusmateriaalia oppinnytöitä varten, jonka aiheena on uusien asiakkaiden kokemukset Hipkolla, sekä palvelun parantaminen niiden pohjalta.

**Ilmoittaudu rohkeasti mukaan ja anna kallisarvoista palautetta rennossa ilmapiirissä!**

Ilmoittautumiset pe 27.2.2015 mennessä joko sähköpostitse: [emilia.hobin@novia.fi](mailto:emilia.hobin@novia.fi) puhelimitse: 040 773 0773 ... tai suoraan henkilökunnalle!



Hipko  
info@hipko.fi  
050 590 3905



Emilia Hobin, Novia UAS  
emilia.hobin@novia.fi  
040 773 0773

Figure 12. Invitation to group discussion.

Researching the reasons why the group discussion gained such a small amount of interest, the main factor turned out to be technology which has removed the group discussion method from face-to-face situations to the comforts of people's own homes. Due to the development of technology and its usability, online surveys have greatly taken over the data collection in qualitative research. Due to this phenomena, the option of conducting an online customer satisfaction survey was presented. (Chadwick, B., Gill, P., Stewart, K., Treasure, E., 2008, 291-295; Desai, P., 2002, 108)

Nevertheless, the planned discussion group was conducted, since preparations for it had already taken place, but also because the number of participants was adequate enough to gain insight to some level. As Chadwick et al state in their article *"Methods of data collection in qualitative research: interviews and focus groups"* (2008, 209), group discussions can work successfully with as few as three participants.

Unfortunately though, just 30 minutes prior to the event, one of the participants canceled. Canceling the event at that point would have been in bad form, since the other participants were already on their way to the location. The identity of each participant will be kept confidential, although every participant agreed for the event to be recorded.

### 7.3.1 Discussion group

Participating in the discussion group were the mother (participant #1) of a seven-year-old boy, who had participated in an introduction class for Tiger jiu-jitsu, and a 23-year-old male student (participant #2) who had tested the Hipko Kettlebell class. Both had attended their classes in the gym in Vuosaari.



Picture 16. Group discussion.

#### FINDING OUT ABOUT HIPKO

Participant #1 had searched the internet for information for a form of activity that would fit her young energetic boy. She was not familiar with Hipko from before. Participant #2 was familiar with Hipko from before based on reputation and hearing about it through friends.

#### HOMEPAGE AND BOOKING

Both participants thought the homepage is clear and logical. The booking procedure is simple and well structured. Participant #1 had noted the mentioning of the gym in Vuosaari on the homepage and the "Book a free introduction class" phrase next to it, which resulted in her wanting to explore the option further.

## LOCATION

Since her children knew where the gym was from before, participant #1 found to the facility easily. Participant #2 had checked this information on the company's website in advance, which resulted in him being aware of the tricky location.

The interior design and style of the gym was very convincing in both participant's opinion. Participant #2 though the decoration and style was very appropriate and suited a professional gym. Participant #1's young boy had become instantly exited about the decoration of the gym, since it gave out a genuine ninja feeling.

## BEFORE THE CLASS

After arriving to the gym, the instructors had greeted both participants. Participant #2 received a simple and fast-paced greeting "Hello, are you new?".

Participant #1 took it upon herself to ensure with the instructor she and her son taekwondo. To see what is to be expected worked as a motivator to continue with the training after the introduction class.

The playfulness of the Tiger jiu-jitsu was found appropriate for kids by the participant #1, since they were still getting to know the sport and were slightly concerned with it being too rough for children.

Participant #2 pointed out the distinct feeling of community among the members in the gym. He explained how it is different from other gyms he has visited, since it depicts a close camaraderie between the members, instead of every member just keeping to themselves barely talking to each other.

## AFTER THE CLASS

Participant #1 expected some level of selling from the instructor either before or after the class. In her opinion, it would have been a pleasant and appropriate addition to the first visit. Instead, it was left up to herself to learn about the procedure in becoming a member. She suggested that, in case a new customer shows interest in the class, the instructor would take the time to lead the customer to the self-service desk, hand out a membership form and explain the procedure.

After presenting the idea of Hipko sending an email with specific instructions on how

to become a member, both participants thought it would rule out the need for the instructors to explain that procedure before or after class.

Both participants thought some kind of a follow-up by the company after the class would be appropriate. In their opinion, by the company showing interest in the customers' opinion of their services, they would gain the customers' trust. Participant #2 suggested to place similar machines that can be found in supermarkets, where customers can press a smiley face button, to give quick feedback on their experience.

Participant #1 pointed out that the effects of being contacted by the company after the introduction class, either by email or even by phone, would increase the customer's interest in wanting to become a member. To personally explain the procedures of becoming a member would eliminate the threshold of taking the initiative by the customers themselves.

## MEMBERSHIP CONTRACT & PRICING

Participant #2 goes to gyms on a regular basis to stay fit. The obstacle in his case is the overall costs of working out in a gym, since he is a student living on a tight budget.

Both participant's previous experience with other gyms which obligate the customers to contract periods up to a few years, both thought the terms at Hipko are much more reasonable. In participant #2's opinion, a shorter contract period with a higher membership fee is better than a longer contract period with a lower fee.

Participant #1 thought the pricing for children is suitable. She counted that one class costs roughly around 10 euros each time, which in her opinion is reasonable.

### 7.3.2 Results and analysis

The outcome of the discussion group showed similar results in experiences and opinions as the research conducted by the mystery shoppers. The participants of the discussion group were also satisfied with the company's website and the user-friendly booking system.

Finding the location of the gym was not of any trouble to the participants, due to previous knowledge of its location of the participant #1's children and the initiative-taking by the participant #2 to check it beforehand on the company's website. The impressive interior of the gym is appealing and works in the favor of the company.

The most evident stepping stones in the participants' opinions were the customer service by the instructors at the gym and the follow-up by the company after the introduction class. The quality of the class itself was perceived as commendable. The interaction skills, however, in regards to acquiring new members by providing adequate information of the procedures and offering customer service on a fundamental level was lacking. The instructors' behavior in regards to interaction skills besides what takes place during class, is a factor that needs to be presented to make the instructors aware of its effect.

Adding the possibility to fill in a membership contract online on the company's homepage was a suggestion both participants thought would simplify the procedure for a customer. In the participant #1's opinion, the paper form is an outdated method. A direct link to the contract could be added in a follow-up email. Also, a customer satisfaction survey would be a pleasant addition to the follow-up email, through which customers could easily give feedback after their initial experience.



Picture 17. Vuosaari, training area.

## 7.4 Customer survey

To compensate for the unsuccessful group discussion, a customer satisfaction survey was formulated to gain more customer based insight on the experiences of new customers and their opinions on the service at Hipko (Appendix 4).

The customers' experiences of the service at Hipko being under scope, a survey offers a measure of the "well-being" of the company's processes and determine the quality of them. These measures help to identify the areas which could be improved. Investigating customers' perceptions and attitudes of a company's services will shine light on if the customers' requirements and expectations are met. (Hayes, B., 2008, 1-2)

The formulated survey was sent to the owner for approval before it was published online. Invitations to take part in the survey were sent to the same group of customers as the invitation for the group discussion (Appendix 5). As an incentive to take part in the survey, an award in the form of the lottery of a ten time pass to any class provided by Hipko would be conducted.

The survey concentrated on the experiences by new customers who had taken part in an introduction class. It was formulated to investigate different stages of the service. The survey consisted of six sections.

1. **Pre-information:** To establish the time and place of each customer's experience, name of class they attended in and the channel through which they found out about Hipko.
2. **Booking:** To measure the user-friendliness of booking the introduction class online, the usability of the online environment and the content of the confirmation email. Also, to establish the amount of information provided by Hipko before the class.
3. **Arrival:** Way of arriving to the gym by each respondent to measure the importance of accessibility from the closest bus, metro and/or train stop, as well as the parking areas' use. To measure the experiences by customers entering the facilities and the reception they received. The level of cleanliness in the gyms and the amount of information provided by the staff upon arrival.
4. **The class:** The amount of instructing received and the level of information provided by the instructors during class. To measure the actions by the instructors regarding their efforts in providing sufficient information on memberships and other classes at Hipko.
5. **After the class:** To establish the customers' expectations on the nature of service after the class. To measure the value in contacting the customers in post-service. To receive data on the amount of customers who became members among the respondents.
6. **Free word:** To give the respondents an opportunity to anonymously give feedback on their opinions of the service at Hipko.

## 7.4.1 Results

Out of the 600 or so customers who received the invitation to take part in the survey, 57 customer responded, out of which one left the survey unfinished after the first set of questions in section 1. Two more respondents left the survey unfinished after the third section, making it a total of 54 respondents up until the fifth section of the survey. The last section, where respondents were given the opportunity to write freely about their opinions, gathered comments from 34 respondents in the first part and 27 in the second.

### 1. PRE-INFORMATION

The disperse between classes participated in by the respondents was quite even, but the most popular classes were Hipko Fitness Kickboxing with 10 customers, Braziilan Jiu-Jitsu for adults with 9 customers and Toddler Taekwondo with 6 customers out of 57 total.

Almost 70% of all respondents found out about Hipko by surfing over the internet.

The rest heard about the company and the classes provided by it through friends and family. Only two respondents read about Hipko in the company's newsletter. This result indicates the level of importance to maintain the high level of usability and user-friendliness of the company's website.

### 2. BOOKING

All of the participants in the survey either totally agreed or agreed to some extent on the online environment of the introduction classes booking as being an easy and consistent procedure. None of the respondents disagreed with this statement. In addition, every respondent agreed on the website being user-friendly and informative. This is a clear indication of the booking procedure, as well as the entire online environment, working to the highest level.

All of the respondents found the auto-response confirmation email, which they received after booking an introduction class as adequate in providing the essential information. However, about a third of all respondents would have liked more information and instructions before arriving to the gym.



Figure 13. Homepage.

### 3. ARRIVAL

Most of the customers, more than 60%, arrived to the gyms by car. Just above 20% chose to use public transportation and the rest arrived either by walking or by bike. The importance of marking the parking areas at the gyms clearly and extensively is evident. In addition, guiding the customers from the parking areas to the main entrance should be logical and easy to follow, since such a large part of the customers use these routes to find their way.

The instructions on the website on how to reach the gyms by using public transport, car or by walking or riding a bike, is of importance. The information provided on the company's website seems to be adequate, since over 80% of all respondents found to the gyms without problems.

Only about 15% disagreed with the statement "I was satisfied with the reception I received upon arrival to the gym". In contrast to the previous statement, almost half were of the opinion that they did not receive adequate information on the procedures at the gym upon arrival. This contradiction indicates a possibility to advice the customers better through more efficient customer service, even though the level of customer service itself is satisfactory as it is.

Over 80% of the respondents were content with the cleanliness in the changing rooms, as well as the furnishing in them. This would indicate a satisfactory level of customers being pleased with the procedure of taking their bags with them to class.

#### 4. THE CLASS

Close to 90% of 54 respondents were happy and content with the level of instructing and attention by the instructor they received during the class. A wider disperse in responses slowly began developing when respondents were asked about the information received from the instructor after the class had ended. Around 30% were not approached by the instructor to ask about the customers' thoughts on the conducted class. Furthermore, close to 20% did not receive adequate information from the instructor on how to become a member at Hipko. Closer to 50% of all respondents received little to no information on other possible classes the customers could attend at Hipko. Up to the amount of 30%, which comprises 16 out of the 54 total respondents, were left wanting more information all together from the instructor.

#### 5. AFTER THE CLASS

This section of the survey concentrates on the measuring of the customers' expectations after their initial visit to the gyms. Close to 40% of the 54 respondents expected to be contacted by Hipko after they had attended an introduction class. Well over half of the respondents, 33 customers to be exact, would have been inclined to give feedback if the company had asked for it in post-service.

As a final statistical measurement in the survey, the respondents were asked whether they have or will become a member at Hipko. Out of the 54 respondents, a total of 46 customers have or will become a member. This results in only 8 customers out of 54 who decided not to become a member. When asked for the reason, each customer's answer differed from each other.

One respondent had decided to stay at his previous gym, but didn't give the reason why. Another respondent explained he suffered a sporting injury during the

introduction class, which prevented him to continue. One respondent explained a new sport simply doesn't fit his current lifestyle.

A parent replied by stating that the class had been too rough for their child who had participated in Tiger Taekwondo class. The experience had been too confusing for the child, resulting in them not wanting to return. This respondent had replied to most of the statements in the survey in a disagreeing way. The only part satisfactory to him had been prior to the arrival, meaning the booking procedure and the information provided on the company's website. This family's overall experience had been, in other words, a failure on the company's behalf.

Another parent stated that the length of the contract period is too long, especially when the contract is for a child. Their experience had otherwise been a success, but the commitment for four months was too much.

One reason for another respondent was the pricing of the membership, which in his opinion was too high. This respondent had in a previous section replied in a disagreeing manner to the statements regarding the instructors actions. He was left wanting more information on Hipko's services after the class had ended. In addition, he expected for the company to contact him in some way after the introduction class.

Another respondent expressed his dissatisfaction in the kickboxing class he had attended as being the reason why he did not become a member. The class had been conducted by a substitute instructor who had not reached the level the respondent had expected from class. The respondent had been pleased with every other stage and aspect of the service otherwise, especially with the booking process and the online environment, but the customer service at the gym and follow-up after the class was not satisfactory.

#### 6. FREE WORD

This section was divided into two parts. The first part gave the respondents the opportunity to freely express their experiences at Hipko. The second part asked how Hipko could improve its services. Most of the 34 respondents who replied in the first

part merely commended the service at Hipko. For the most part they were pleased with the quality of the classes and the skillfulness of the instructors, writing "It is fun to be at Hipko. The classes are very well set up (warm-up, technique, sparring). Professional instructors. Friendly atmosphere."

However, one respondent commented on the instructor's actions, saying it was quite apparent he was not aware there would be a new customer attending the class getting introduced with the sport. This respondent praised the class itself and the level of the training, but felt slightly overlooked by the instructor in regards of being a new customer. This customer wrote in the second part on the improvements Hipko could make, that the company could notify the instructors in advance of customers attending an introduction class. would help the instructors to better welcome new customers in class.

Another respondent pointed out that it is unclear for new customers if they should announce themselves upon arrival at the gym before the class begins. In the second part, this respondent clarified how confusing the first visit to the gym can be, since there is nobody at the entrance welcoming customers and providing guidance. She suggested to place clear signs on the locations of each training area to help first-time customers find their way. In her opinion, the instructors should by the end of the class ask if there were any new customers attending and then provide the essential information on how to become a member to these customers.

The comments in the second part of the free word section, where respondents were asked for their suggestions for improvements, supported the results from the previous sections. Out of the 27 respondents, 4 commented on the shortcomings of the instructors in welcoming the new participants and in providing sufficient information on the procedures at Hipko.

Six respondents commented on the overall cleanliness in the gyms and the condition of the changing rooms as something that could be improved. The dirt that is carried to the training mat with customers feet affects the overall feeling of cleanliness and the

comfort in training. They commented on the size of the changing rooms as being small and the furnishing as being simple, but that they serve their purpose in the end.

As had been experienced by mystery shopper #1, one respondent commented on the location of Vuosaari's gym as tricky for a new customer. The lack of signage on the outside of the premises of the gym being situated inside the shopping mall causes unnecessary confusion.



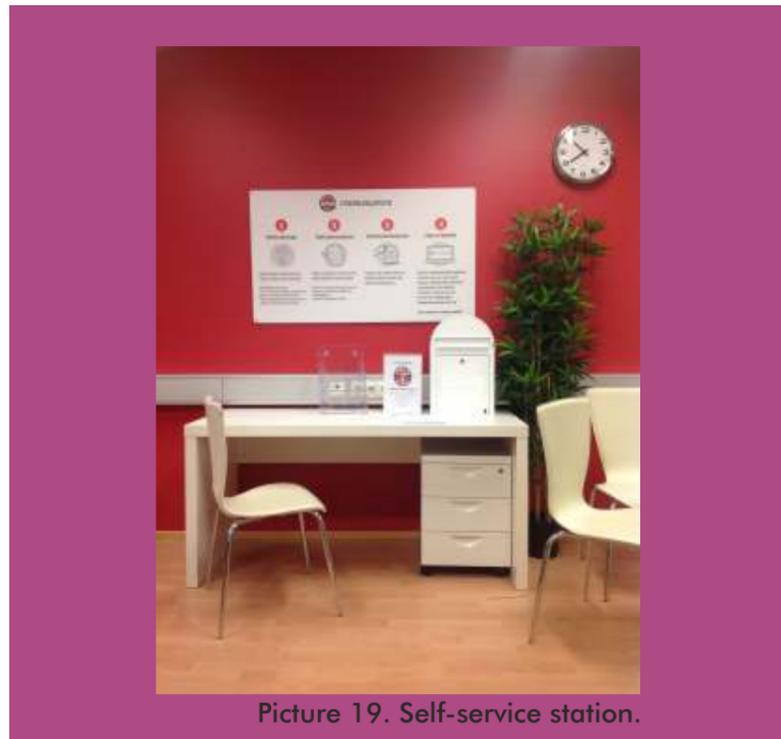
Picture 18. Vuosaari gym.

The option of being able to register as a member on the company's website was presented by one respondent. He found the current procedure of self-service desks at the gyms as complicated, since an easier and more simple way of becoming a member would be directly through the company's homepage.

Two respondents had questions regarding the ten time pass. One was wondering about the general procedure of it, whereas the other expressed his opinion on the pass being valid only for fitness training classes. The use of the pass should be clarified and the validity should be expanded also for the martial arts classes.

Three respondents complained on the pricing of the memberships. In their opinion it is too high. For the fixed membership fee for adults the customers can attend any class available at Hipko, both in fitness and martial arts. This is seen as an overpricing by one respondent, due to the fact that he mainly attends only one type of fitness training class. He felt like he is paying for classes he is not attending.

Five customers expressed their satisfaction with the gym and their experiences. They had no suggestions for improvements for the company, other than to continue in the same manner.



## 7.4.2 Analysis

Since the percentage of customers learning about the company over the internet is so high, the maintenance and updating of the company's website is of importance. The appeal of the site is attracting customers to want to try out a new sport. The easiness of booking an introduction class online is in favor of the company's reputation.

The results regarding the company's online environment and confirmation email show an apparent content by the respondents. Although, since so many customers were of the opinion that they did not receive adequate amount of information before the class, a more informative confirmation email could provide the additional information needed by some of the respondents.

The lack of signage to guide the customers to the parking areas and to the main entrances should be looked into. Since such a large number of customers find it difficult and confusing to arrive at the correct location, possible solutions regarding signs and guidance should be investigated.

Since over 80% of the respondents were satisfied with the furnishing of the changing rooms, as well as the cleanliness in them, the need for lockers seems to be an unimportant factor. None of the respondents in the free word section explicitly commented on the lack of lockers being of any inconvenience. This indicates a large amount of customers being satisfied with the procedure of taking their bags with them to class.

The actions taken by the instructors to ensure a satisfied customer not only in regards of conducting an efficient class, but in providing adequate information about membership procedures and other essential information as well, leaves much to be desired. The results indicate a low level of engagement by the instructors after the conducted class, which leaves room for the customers to feel unattended to and forced to find instructions on becoming a member all on their own.

The results regarding the post-service period, meaning the follow-up after the customer has attended an introduction class, indicate an opportunity not yet undertaken by Hipko. To contact the customer after their experience would give the opportunity to rectify any shortcomings in regards to customer service by the instructors. So far, the emphasis has been greatly on the instructors performance during class. The required information for the customers could be provided partly as a support for to supplement the information provided by the instructors.

Though the reasons why the 8 customers decided not to become members were clearly unrelated to the quality of customer service, their answers in the other sections indicated the opposite. The results from all the replies showed a dissatisfaction in the quality of the customer service by the instructors, as well as their interaction skills in providing the expected and needed information to the customers. The dissatisfying experiences might have influenced the members final decision.

The free word section resulted in four main groups of suggested improvements; 1. customer service and providing of information by the instructors, 2. the signage in and around the gyms, 3. pricing and 4. cleanliness on the training area.

The result of 85% of the respondents deciding to become members is an encouraging sign of satisfaction of the customers. The discontent with the customer service and the failure in providing sufficient information by the instructors is a factor which should be dealt with.

The signage to guide the customers to the main entrances are only essential for first-time customers. After the initial visit to the gym, the location is already familiar.

The comments on the membership fees indicate a discontent in the pricing. Since one of the respondents thought he is paying unnecessary amounts for classes he is not attending, he feels he is being over-charged. The calculus for the membership fees should be investigated further with the owner.

The shortcomings in the cleanliness on the training areas indicate a failure in informing the customers of the procedures regarding shoes and washing of the feet before stepping on the mat. Since dirt and sand gets transported onto the mat, the customers have not been sufficiently notified of the importance to take off their shoes before entering the training area. The guidance in this procedure should, in other words, be improved.

## 7.5 Personas and service blueprint

Acquiring quantitative information about how customers view a service produces valuable information, but it merely tells you what you want to know. The customers' own story, what they themselves want to tell you, does not shine through. This information can be quite different. Investigating the service from the customers point of view can disclose a different set of needs that would otherwise go unnoticed using only quantitative methods. User-centered approach from the customer's perspective using a persona as a tool can provide information on the wants and needs of real people. (Schneider & Stickdorn, 2011, 140, 178)

Describing the persona and giving it life through distinct characterization is an important part when building a persona. As explained by Schneider and Stickdorn in their book "This is service design thinking (2011, 36), a generic portrayal can describe several completely different personalities with different needs. For example, both Prince Charles and Ozzy Osborne were born in 1948, are married, have children, like dogs and are successful and wealthy. In the end though, they are worlds apart. The description of habits and culture, social context and motivation becomes important to understand the persona.

The characteristics of the created personas for the thesis are mainly influenced by the participants of the group discussion. Since the participants in the group discussion represent actual customers of Hipko, they offer a realistic understanding of the company's customer base. The personas are used as the central characters on which the customer journey is based on. The customer undergoing the service in the customer journey becomes a more familiar character to which one can relate to. (Schneider & Stickdorn, 2011, 158)

The customer journey is the central building block in the service blueprint. This schematic visually incorporates the functions of the customer and the service provider, as well as other relevant managerial levels. (Schneider & Stickdorn, 2011, 204)



Figure 14. Service blueprints.

## 7.5.1 Meet Tina – persona I

**PERSONA**

### Tina

- 31-year-old woman.
- Works fulltime as a cashier at a local supermarket in Kontula.
- Lives in a 2-bedroom apartment in an apartment building within a 10 minute bus ride from work. Quiet and safe neighborhood with families, elderly and young residents.
- Currently single. A few serious relationships in the past. Dates frequently.
- No children from previous relationships. Wants marriage and family in the near future.
- Spends her time at home on weekdays. Enjoys reality tv and romantic films.
- Likes to cook regular home-cooked meals. Tries to buy mostly organic produce and stay on a healthy and varied diet.
- Meets with friends on weekends in the city. Go to the movies together. Likes to engage in conversation over a glass of nice Prosecco at a popular bar.
- Shops for clothing frequently, both in malls and online. Has a casual trendy style. Dresses in earthy colors, uses bold colors in accessories.
- Is a social and open person. Enjoys meeting new people.
- Is an active user of social media and internet. Uses a laptop and a smartphone to stay in touch with friends.
- Finds herself feeling tired often and has low energy. Current job does not help the situation.
- Has been planning on getting a golden retriever for both company and regular exercise.
- Wants to feel more fit and energized. Hears about a local gym that could be the answer...

Figure 15. Persona I.

The first created persona is called Tina. She is in her early thirties. She lives in a quiet and safe neighborhood in Kontula, Helsinki, to which she moved to after getting a full time job in the local supermarket working as a cashier.

Her daily bus ride to work takes about 10 minutes, which is a convenient duration for a trendy person wanting to put some time every morning to look presentable for a work day, yet still have the time to sit down and enjoy a full breakfast before leaving home. In the summertime, she takes out her bike and rides to work.

Her apartment is a 2-bedroom home in a neighborhood favored by a variety of age groups, both young families and elders, as well as single people. She is a social and open person, who is not afraid to strike up a conversation with a passing neighbor. In fact, she is well-liked by her neighbors who feel comfortable to knock on her door.

Tina is a single lady. She has been in a few serious relationships before which have all

lasted from just under a year to a few years. She believes in the traditional way of life, meaning she wants to get married and have children soon, preferably within the next few years. The idea of building a home for a small family is a pleasant daydream for her.

Her evenings during the week are usually spent sitting on the couch in the living room watching the latest reality TV program or a romantic film. She is especially keen on a TV drama called Good Wife.

Weekends are usually spent with her friends out in the city. They like to go to the movies together and perhaps enjoy a nice glass of wine in a popular bar. Going to the mall for some shopping is also a common pass-time, although Tina is also used to online shopping from the comforts of her couch. She is familiar with the latest technology to a certain level, meaning she has a laptop and a smartphone for staying in touch with her friends via social media.

Keeping a healthy diet and trying to cook versatile food using mostly organic produce is important for Tina. She is health conscious, but hasn't made the effort yet to get involved in a regular exercise routine. She knows it is needed, but just has not bothered with it yet. Her lifestyle has recently started to show signs on it getting necessary to make some changes. She has previously thought about getting a dog to ensure a daily exercise, but is unsure about the commitment it would require and if the dog would be happy being left alone during the day because of work. Because of regular backaches, Tina has come to realize the importance of a daily exercise routine. She sits at the cash register for several hours straight without regularly stretching her legs or getting up to get the blood flowing. This has also caused a feeling of fatigue and exhaustion. Since she is a fairly cultivated person, she understands the need for a change in her physical fitness. In addition, a more fit body type could not hurt her self-confidence.

During an evening out enjoying a glass of Prosecco, she hears from a friend about a gym close to her home, which could be the answer to her problem. She decides to look into it more.

## 7.5.2 Meet Pekka & Timppa – persona II

The second persona is a small family of two. Pekka, the father, is a 42-year old IT-manager working at Rautia in Malmi, Helsinki. His six-year-old son Timppa goes to preschool. As a routine, the father wakes up on week days to prepare breakfast for him and his son. After he has put the coffee machine on, he goes to wake Timppa, who, as usual, refuses to get up promptly before having to have to rush to preschool with barely finishing their breakfast. Pekka drives a Volvo V70 Sportswagon to work every day. The drive takes him about 15 minutes each way.

The two live a quiet life in a 3-bedroom semidetached house in the peaceful suburbs of Vartioharju, where they have lived since Timppa's parents divorced about a year ago. Timppa's mother moved to another town because of a decent job offer. The couple agreed on Pekka taking full custody, which was a suitable arrangement for both. This way Timppa could stay in a familiar preschool and keep the friends he had made.

Pekka has started dating recently, mainly because of his friends setting him up. So far though, his interest has not grown to want to pursue a more serious relationship. He finds himself busy with juggling between work and responsibilities at home. Taking care of a young boy alone is not as easy as he had thought.

After a day at work, his schedule is filled with chores at home up until Timppa's bedtime. Pekka tries to cook healthy home cooked meals, but the easiness of ordering in or to heat up packaged food is too convenient.

Both of the boys have friends over on occasion. Pekka's friends usually come over to help him with the restorations of an old Volkswagen Beetle. Timppa's friends show up, because they want to play games on Pekka's tablet, which is of course the latest model. Together with his friends they also play football in the enclosed backyard. Timppa goes frequently over to his friends" for play-dates. After Timppa's bedtime, Pekka likes to relax on the couch in the living room watching whatever action movie is on TV before calling it a night.



Figure 16. Persona II.

The weekly grocery shopping is done in Itis shopping mall. The drive is only 5 minutes, so it is convenient. Clothes are bought only according to need. The shopping mall is an obvious choice for the family, since it is so close by and offers a wide range of options. Pekka's preferred choice for clothing is Dressman. He likes to wear casual suits to work, meaning neat jeans, buttoned-up shirt and a blazer. As for home attire, Pekka likes to put on sweatpants and a t-shirt, which are both a few years old already.

Timppa on the other hand is very keen on Batman and likes anything and everything that has to do with the cartoon character. His favorite piece of clothing is his Batman cap, without which he refuses to leave home. Other than that he likes to wear regular jeans and t-shirts. Although, on occasion, he puts his Batmancostume on and pretends to be the savior of Gotham city, fighting off the thugs that cause harm.

Pekka has recently started to pay attention to Timppa mentioning more and more often of perhaps wanting to start a new hobby. The play of pretending to defend the city of Gotham reminds Pekka of his own childhood games and how he always wanted to try martial arts. As Pekka mentions of this at work during lunch hour, one of his co-worker's tells him of the option to start a new hobby together with his son at a gym close to their home...

### 7.5.3 Service blueprint

A new customer's experience is in the center role in the service blueprint constructed to visually describe Hipko's functions. To efficiently portray the differences between how Hipko has been functioning so far and the level of effect implemented improvements would have on it, two separate service blueprints were formed (Appendix 6).

Based on the information gathered from the business model canvass, the experiences described by the mystery shoppers and participants of the discussion group, as well as the data collected from the customer satisfaction survey, the personas' journeys were mapped out. The correlation of the different levels of service processes and activities by the company were filled in the service blueprint, in order to describe their effect and consequences on the personas' experience.

Based on the information portrayed in the service blueprint, an analysis of the shortcomings by the company took place. As can be seen from the visual perspective of the blueprint, the most obvious lacking in the company's service is the post-service period. There simply is none.

Furthermore, the customer service by the front office staff is lacking throughout the blueprint due to insufficient direction by the back-office management. Tina is reliant on other customers to advise her on the location of the changing room and the training area. In the end, though, the most crucial touchpoint in the service period is the lack of customer service mindedness by the instructors. The level of disinterest in acquiring a new member by taking the initiative to introduce the possibility to the customer is evident. The focus is on the performance during class; to perform as an instructor and to provide an efficient workout for the customers.

The improved service blueprint describes a service more attentive to the customer's needs in regards to being noticed as a potential paying member, not only in the areas of getting a good workout, but in being treated as a customer. To ensure a satisfied customer, the service is taken to a level where the customer is provided with all the

necessary information needed to feel confident in being served as a valuable customer. Simply by verbally noticing the presence of a new customer is added in the improved service blueprint to portray the effects of achieved customer satisfaction.

The absence of post-service period in the blueprint was corrected in the improved version. The main role is played by the back-office staff and management in contacting the customer after their initial visit to the gym. This contact is done by sending an email to the customer to, firstly, remind the customer of the membership option, but also to give the opportunity to give feedback on their experience. This touchpoint could potentially make all the difference for a customer in regards to returning as a paying customer to the gym.

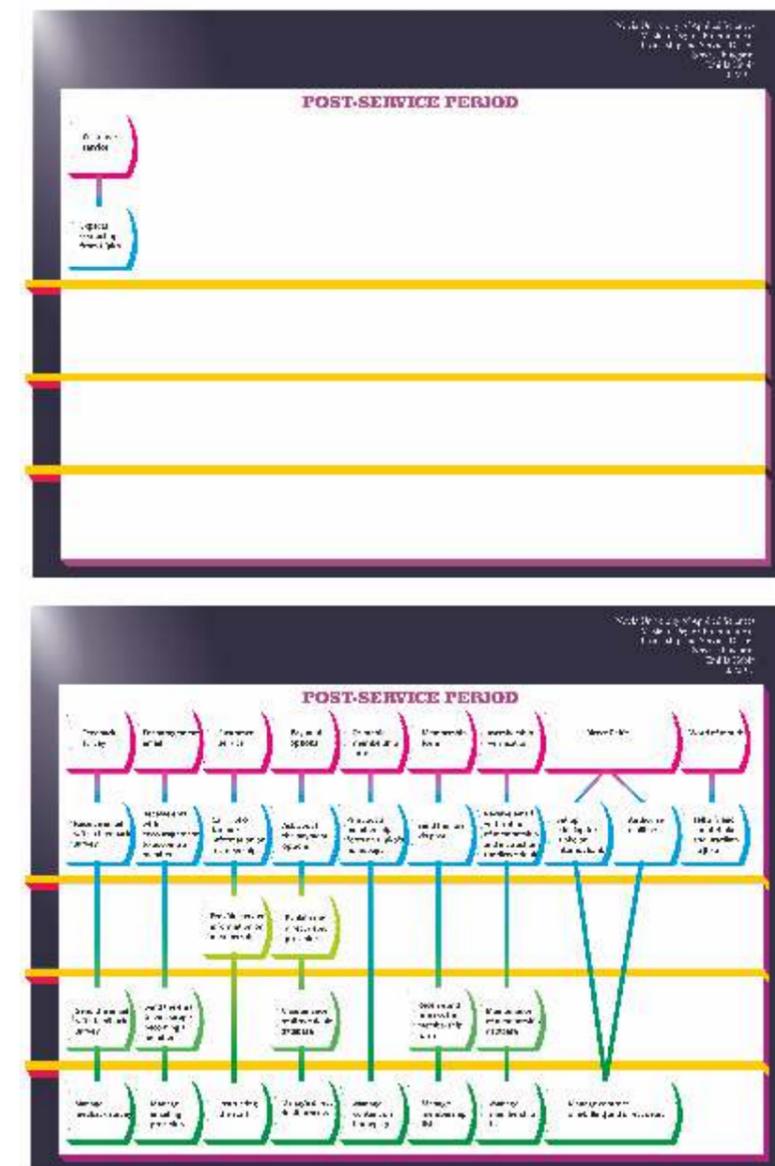


Figure 17. Close-up of post-service periods.



Picture 20. Metsälä, training area.

## 8. DEVELOPMENT OF DESIGN PROPOSALS

As portrayed in the service design process and following the planned structure for the thesis, the executed research resulted in material for the identification of development possibilities. The quality of the provided service at Hipko has been assessed from different aspects and the most critical stepping stones in it have been identified.

In order for the service to be improved, the following step is to develop the design proposals for the execution of a service prototype. The method in determining the course of action will be conducted through co-design in the form of a brainstorming event.

### 8.1 Co-design 2

In the second part of co-design, the owner of the company was brought in to take part in the development process of a service prototype. A brainstorming event was set up in order to generate ideas. Present at the event were also a close ally to the owner, who previously owned the gym in Leppävaara. Also, one of the receptionists was present, since he is also responsible for the managing of the emailing lists, the processing of membership contracts and bookings of introduction classes. The purpose of the brainstorming was to generate ideas on how the service at Hipko could be improved to better serve new customers. An initial presentation of the research results that had been gathered up until that point took place in order to shine light on the areas that were not functioning to the fullest of their potential.

#### 8.1.1 Brainstorming with the stakeholders

The event was commenced by the presentation of the overall results of the conducted research methods. This gave a starting point to the development of the service prototype. Together with the owner, a close ally of the owner and one of the receptionists, the results were analyzed further to identify potential areas of

improvement. The owner expressed in the beginning of the event the importance of focusing on cost-efficient solutions.

The customer survey attracted most of the interest in the group. The amount of respondents in the survey was impressive, which also seemed to raise the trust in the holistic results of the research for the participants of the brainstorming.

The fact that a customer had injured himself during an introduction class was taken very seriously by the group, especially by the owner. Making new customers aware of this possibility is a factor that should be ensured before they take part in the classes. Each member signs a contract in which they exempt the company of any responsibility for injury during class. They stress the fact that each member takes on the responsibility themselves on the restrictions of their own capabilities. The suggestion to add terms and conditions in the booking process, which the customer has to accept before being able to finalize the booking, is a factor that would be taken up with the outsourced manager of the homepage, iasy Oy, at a later time.

The discontent in the cleanliness in the gyms was presented. Although the number of mentionings of this was quite small, the owner took it upon himself to make sure the cleaning agency will be informed. In addition, the importance of informing customers of the conduct regarding shoes, was presented. Each customer's sense of responsibility to help keep the training areas free from sand and other dirt, relies in the awareness of leaving their shoes by the entrance.

#### BOOKING

The owner expressed his concerns regarding the inconsistency of the booking procedure. In his opinion, the jump from the homepage provided and managed by iasy Oy, to another tab provided by Mediataivas Oy, which opens up after clicking the "book a free introduction class", is a factor that disrupts the flow of maneuvering in the online environment. When introduced the results from the conducted methods regarding this issue, the owner was made aware of the high level of satisfaction in this particular issue. The user-friendliness of the website in the customer's opinion, especially regarding the booking procedure, reassured the owner of its functionality.

#### ARRIVAL

The comments from previous research regarding the lack of signs on the outside of the gyms to guide new customers to the main entrances was presented. Although, it was declared that actions had already been undertaken in improving this factor. Based on the research conducted during a previous school assignment, an order was placed for the manufacturing of signage to each gym. The placing of them would be conducted the following summer.

To welcome the customer to the upcoming introduction class and to guide the customer to the right places, as well as introduce them to the procedures at the gyms, the idea of adding a video to the confirmation email was presented. This video would contain all the essential information a customer would need before arriving to the gym. The group agreed on the efficiency of such video. It would eliminate the feeling of confusion for the customers arriving to the gym for the first time.

#### THE CLASS

The result of customers not feeling welcomed to the gym, simply because the instructors are not made aware of new customers attending their classes as introduction class, was discussed. As a solution to eliminate this unawareness, a suggestion of informing the instructors of this in advance was presented. The idea of sending an email to the instructors as the bookings are confirmed online would not work, since it would have to be done manually. The workload would be too much and the resources for it do not exist. To program the system in a way that it would automatically send a notification to the correct instructor would require programming in a scale not possible at the moment. In addition, this solution would also require more engagement from the instructors to check their emails on a more regular basis.

The idea of a printer system was presented. It would automatically print out a notification of a booked introduction class. These printers would be linked to the internet and placed in each gym. As the instructors come to work, they would check the lists of any new customers attending their class.

The possibilities of developing such system would have to be discussed with Mediataivas Oy, the provider of the online booking program. The expenses would

have to be assessed and the benefits of such procedure evaluated.

It was pointed out that checking a stack of papers for possible new customers is not an effective solution. The instructors would disregard such an action out of inconvenience to them. When suggested that the instructors would be advised to check the print-outs every time they arrive to work, it was commented that a simple order to do so will fail. If the print-out of a booking is not placed directly in the hands of the instructors, it will be overlooked. Such a guideline would be ignored, whereas a coaching of a new procedure would not.

The suggestion of organizing such an event where all the instructors would be present, was rejected by it being too difficult to organize. To get every instructor in the same room at the same time is an impossible task. A more time efficient strategy would be to instruct them via group email.

As an experiment of a new procedure where the instructors would be notified in advance of new customers attending their class, a manually conducted work of handing out a print-out of a booking directly to the instructors during a one-week trial was suggested.

However, another possible solution of the instructors ensuring at the beginning of the class of the presence of new customers, was presented. Since most instructors become familiar with their regular customers, the presence of a new customer should be noticed easily. Even though it is not as evident, the instructor should still take the initiative to make sure of new customers attending their class. The motivation in the instructors to want to gain a new member should be improved.

The simplicity of instructing the instructors to make the effort of greeting everyone in the beginning of the class and stating the question of possible new customers being present, was suggested. The new conduct in the beginning of the class should be a fairly simple task to achieve. However, an earlier statement was stressed of the difficulty in changing the behavior which the instructors have become accustomed to. Trying to change the routine of the instructors would be difficult.

The owner expressed his role in being the director of the company and how his expectations of the service provided by the instructors should be taken seriously. He explained that the guidelines presented by him should be followed through by the instructors. They are, nonetheless, his employees. However, the owner expressed his desire in making the instructors feel it is in their best interest as well to make every new customer feel welcomed during the initial experience of the class.

It was pointed out that not each instructor is of the customer service personality who is a natural in that type of interaction with customers. Their primary purpose is to conduct an efficient class. Customer service is a secondary factor. Because of this, the expectations of the instructors should be equal, keeping in mind each instructors capabilities in customer service.

#### AFTER THE CLASS

The results of the previously conducted research had shown a need for the customers to receive more sufficient information of the procedures in becoming a member at Hipko. These results and possible solutions to them were discussed in the group.

A suggestion of an action taken by the instructors after the class has ended of handing out a brochure and a membership contract, which both are available in every gym, was presented to the group. This action would require that the instructors are aware of new customers attending the class. It only stressed the importance of noticing new customers attending an introduction class.

It was agreed on that this could be an efficient solution, since the instructors conduct an action of handing out something concrete, instead of being solely reliant on their interaction skills in explaining the procedure of becoming a member and the services provided by Hipko.

#### Membership contract and pricing

The procedure of filling a membership contract by hand at the gyms had been criticized by customers. The comment in the customer survey of adding the possibility to fill a contract online was presented to the group. The argument was to make the procedure as convenient as possible for the customers.

The problem with an online contract is the supervision of the eligibility of the customer in regards of being of age. In addition, the supervision of the customer filling in her correct personal data can be difficult. The verification of this could be an expensive procedure.

Also, the agreement to the terms and conditions of the memberships should be added in the online version. This step, at the latest, would require a verification of identity, which would be in the form of an online bank identification.

This addition in the online service would be looked into at a later time by the company. The benefits of this service should exceed the costs, and so the development of an online membership contract would be discussed with the provider of the homepage.

The criticism on the pricing of the memberships at Hipko were discussed in the group. It was pointed out, that the prices are planned very carefully to cover the expenses in the company. The fact that the number of customers expressing their dissatisfaction in the pricing being so low, less than ten percent according to the survey, only supports the membership fees being suitable to the majority of customers.

#### POST-SERVICE PERIOD

By visually displaying the lack of a follow-up after an introduction class, the differences in the outcome were made clear in the form of the service blueprints. By placing the two blueprints on top of each other, the differences in the post-service periods could be seen clearly by the group. This demonstration instigated the interest in finding ways to improve the follow-up.

The idea of contacting the customer after the introduction class in the form of an email was presented. The efficiency in acknowledging the visit by the customer and welcoming them back on the behalf of the entire company through a simple email was found as a possible solution to the problem by the group.

The adding of a questionnaire in the email was suggested. This way, the follow-up would provide feedback of the customers' experiences in addition to providing information to the customers.

## **8.1.2 Results**

The large amount of comments regarding the lack of service before and after the introduction class raised a lot of discussion in the group. The results from previous research portrayed a feeling among customers of not receiving sufficient amount of information from the company on many levels. The group concurred that following factors should be solved:

- The location of the gyms and their main entrances should be made more apparent for the customers.
- The custom of taking the bags to the training area should be made more clear. Also, the custom of leaving the shoes at the entrance should be stressed.
- The initiative taken by the instructors when a new customer is attending an introduction class should be improved.
- The information provided to the new customers should be improved.
- A follow-up after the customer has participated in an introduction class should be developed.

The group agreed on starting the improvement of the service by developing a service prototype in the form of a more efficient conduct in the gyms. Instructions to the instructors on how they should perform in regards to new customers being present would be formulated. These instructions would be sent to the instructors via email. The results of the new instructions would be tested.

Based on the results of the service prototype an improved version would be developed together with the commissioner.



Picture 21. Metsälä, training area.

## 8.2 Service prototype

The service prototype consisted of new instructions to the instructors on how they should perform at the gyms in regards to new customers attending an introduction class. The instructions were formulated and sent via email for the owners approval (Appendix 7). They consisted of different stages in the service.

- Arrive to the class in time

The instructors were advised to arrive to work in time before the class would begin. This way, the instructor would have the time to make sure the needed equipment is ready for the class.

- Greet the customers

The instructions stated that each instructor should greet the customers by stating their own name in the beginning of the class. Also, they were to state the question "Is there anybody new present?".

- Conduct the class

The positive feedback from customers commending the high quality of the classes were presented to the instructors. They were encouraged to keep up the good work. In addition, the instructors were reminded to pay attention to any new customers attending and to make sure they get the best workout and want to experience it again.

- Gain a new member.

The instructors' role in acquiring new members was emphasized. They were instructed to engage in light conversation with new customers by stating questions as "Did you enjoy the class?" and "Did you get a good workout?". They were to show the customers' enjoyment is of importance to the gym. Also, the instructors were to inform new customers on when they can attend again and that they are welcome to join.

In conclusion, the brochure and the membership contracts were to be handed out by the instructors to the new members at the of the class.

The instructors' performance was researched and tested by conducting an evaluation by a mystery shopper. The research was conducted by the same mystery shopper as in the previous research, mystery shopper #1. He reported his findings in writing:



Figure 18. Mystery shopper #1.

*“The experience was different this time around. Even though the instructor happened to be the same as last time, he treated me as a new customer. He introduced himself and started the class.*

*The class, Hipko Dudes in Leppävaara, was a great workout. I broke out in sweat early on and felt exhausted after. After the class, the instructor came and talked with me to ask my opinions on the class. We chatted for a while after which I started to get ready to take a shower.*

*The instructor hesitated a bit, but finally understood to give me a brochure to go, although he didn't notice to give the membership contract as well. The moment wasn't as easy-going as it could have been. It seemed more awkward than comfortable for the instructor.*

This experience agrees with the comment stated during brainstorming on the difficulty to change a routine for the instructors. Some parts of the new instructions were taken into affect, but the performance as a whole still showed signs of room for improvement.

The misfortune of having the same instructor again might have affected the performance of the instructor. The fact that he knew the customer wasn't participating in a class at Hipko for the first time could have affected his decision in not performing

exactly according to instructions.

Because of this, the performance of the instructors was tested through personal observation by taking part in a class in Leppävaara's gym. The class, Hipko Cardio, was selected based on the unfamiliar instructor to the researcher. Unfortunately, a substitute teacher had been called in. The class was supposed to be taught by a woman instructor. Instead, as one other customer mentioned, the instructor was a male taekwondo teacher at Hipko. The teacher introduced himself, as instructed, and explained he was substituting the regular instructor for the class.

The beginning of the class was executed well, but the instructor failed to ask if there were any new customers present. The class was not a high-tempo workout with a lot of movement or versatility as was expected. It was monotone and didn't keep the heart rate up. In other words, it was a disappointing experience and it was quite apparent the instructor was a last-minute option.

After the class, the instructor did not come up to ask opinions on the class. All the other customers left the training area to get ready to head home. The instructor made no effort in explaining the gym's procedures or when the next opportunity would be to attend. There was no brochure handed out, let alone a membership form.

The prototype was not as successful as it could have been. The new instructions of conduct during classes were not taken seriously enough by the instructors. The reason could be as simple as people being comfortable in their own ways and it is difficult to change an instructor to be a more engaging representative of the company.

The results of this service prototype were presented to the owner. Based on the outcome, the importance to engage the instructors more was evident. The consensus was that the prototype would be developed further in order to gain the instructors full attention and to change their set ways.

## 9. IMPROVED SERVICE PROTOTYPE

Based on the results of the first prototype and the conclusions during the brainstorming, an improved service prototype was planned with the owner. It was planned in three parts; 1. the confirmation email, 2. the conduct by the instructors in the gyms, 3. the follow-up in post-service period.

### The confirmation email

In order to better guide new customers in the conducts at Hipko and its customs, an introduction video was planned. This video would be added to the confirmation email every customer receives after a confirmed booking of an introduction class. This video would also help the instructors work of providing sufficient information to new customers upon arrival. It would be a personal welcome from the owner of the company to the new potential members. Depending on the gym of the booked class, the video would introduce that specific gym.

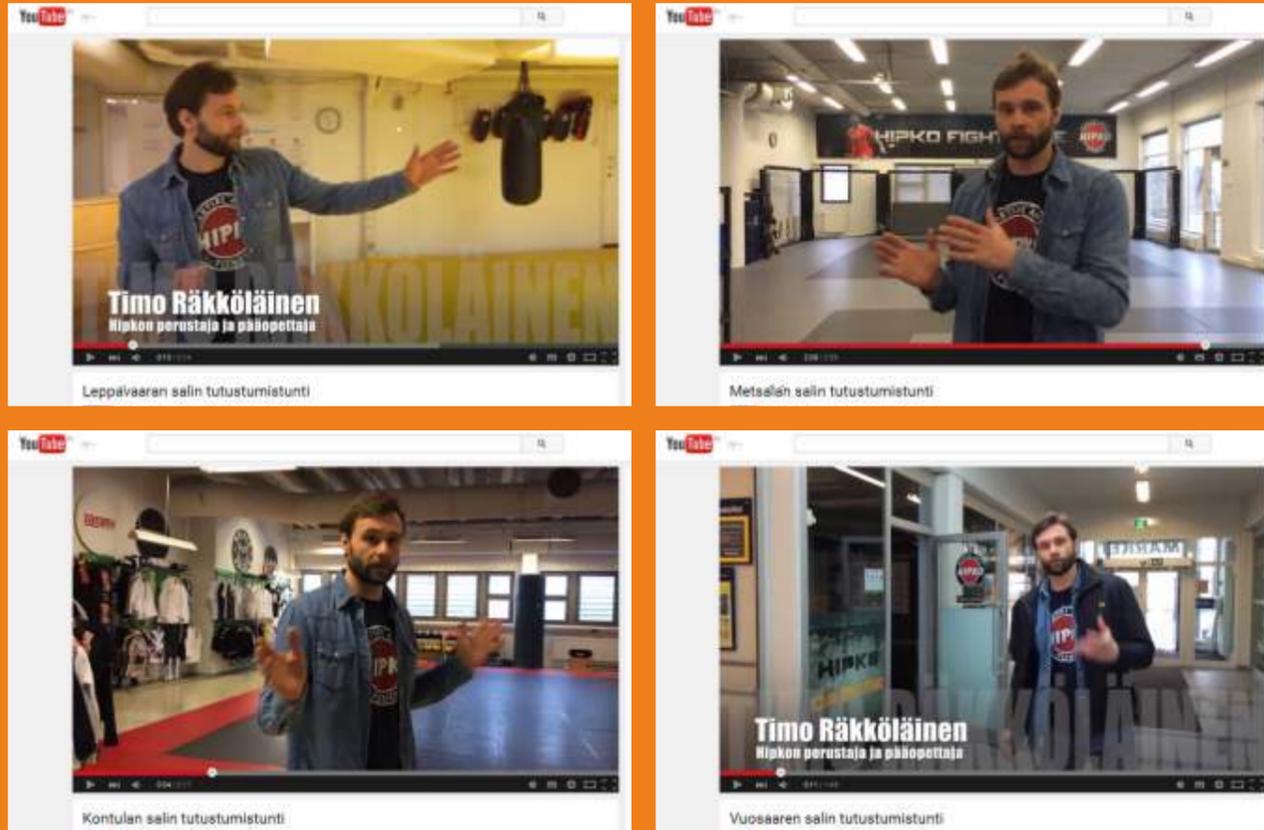
The script for the videos for each gym was formulated. The scripts worked as support for the performance by the owner on the video. His natural way of performing would be more personal and approachable than a stiff monologue.

The videos were recorded at each gym separately. General information regarding the conduct at every gym was edited to each video. The feeling on the videos were relaxed and pleasant, in the attempt to portray the friendly atmosphere at Hipko.

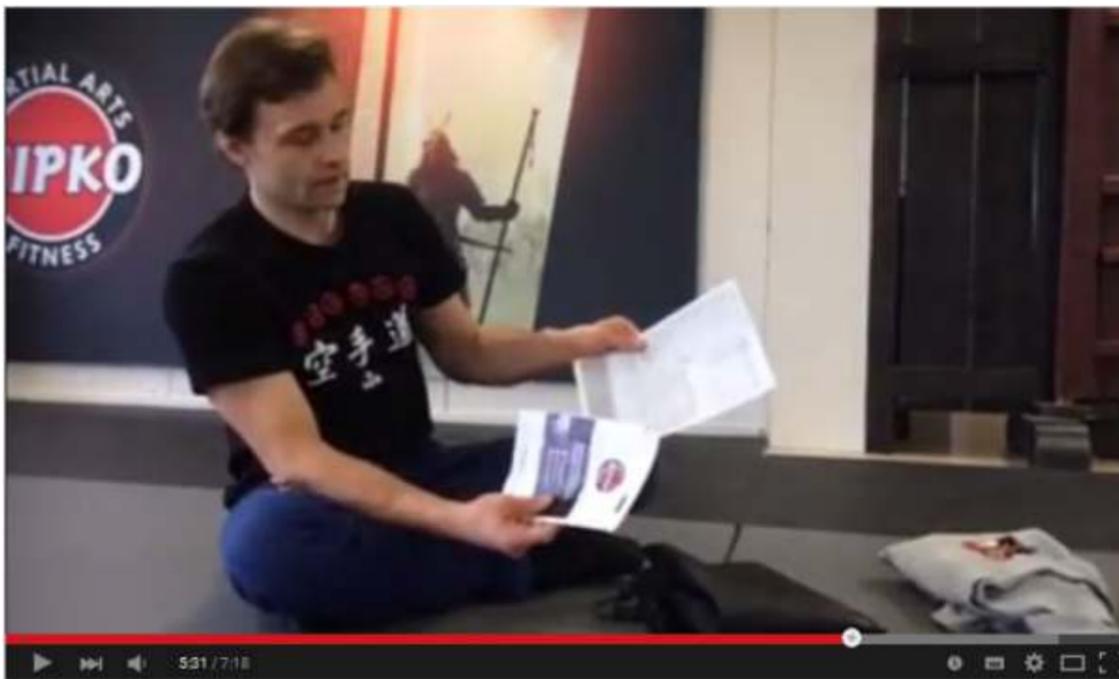
The confirmation email was further developed to contain more information (Appendix 8). In addition to the general data on the time and place of the booked introduction class, more information on the procedure on how to become a member was included. An outdated part of the company's online newsletter was removed.

### The conduct by the nstructors in the gyms

Since the written instructions sent to the instructors failed in their efficiency to engage the instructors more in the situation of a new customer attending their class, a more effective approach was planned. The recording of a video, tutoring the instructors by demonstrating the new conduct at the gyms, was planned and executed with the



Pictures 22-25. Videos in confirmation emails.



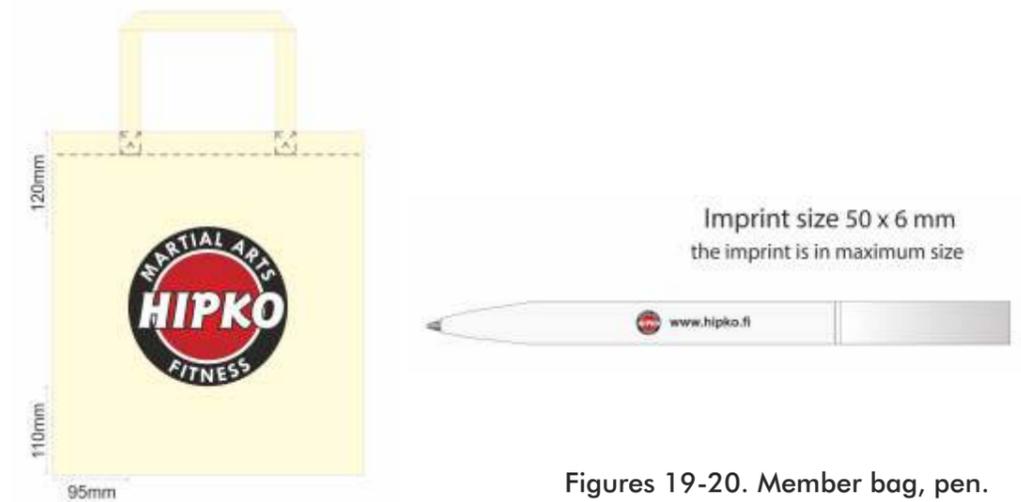
Picture 26. Instruction video.

owner. Since a tutoring event where all the instructors are present is a difficult task to achieve, the video would work as compensatory course of action.

On the 7:18 minute long video, Timo explains with his own words the same steps listed in the initial written instruction in the first prototype. As a new addition to the conduct, Timo presented on the video the new *member bags*, which were to be handed out to each new customer at the gym. These bags were ordered from the company Blue Orange Oy, based in Helsinki. The bags were designed to cover the following purposes; 1. to create a more concrete situation at the gyms for the instructors to attend to the new customers, 2. to work as a gym bag, 3. to gain more exposure and free marketing of the gyms through the use of the bags by customers.

In the video, Timo continues by explaining the contents in these new member bags. Each bag contains a brochure of the company to provide more information of all the possible classes in Hipko. Also, the membership contract is already placed inside the bag, to make sure it finds its way to the hands of each new customer. Timo takes his time on the video to explain the procedure of how to fill the contract and what the procedure after that is regarding the back-office actions.

In addition, a pen with the logo and the name of the company imprinted on it is added in the bag. Partly to gain more exposure for the company, but also for the convenience



Figures 19-20. Member bag, pen.

of signing the membership contract. These pens were ordered by the owner from company Parnass Presentreklam Sweden Ab.

Timo explains the importance of noticing each new customer who comes to experience the unique atmosphere at Hipko for the first time. He concludes by reminding the instructors that the customers might be nervous when they attend the introduction class. To instantly make each new customer feel like a part of the community and make them feel at home at Hipko is possible to convey through the actions of the instructors. Timo explains the importance of noticing each new customer who comes to experience the unique atmosphere at Hipko for the first time.

Timo concludes by reminding the instructors that the customers might be nervous when they attend the introduction class. To instantly make each new customer feel like a part of the community and make them feel at home at Hipko is possible to convey through the actions of the instructors.

#### The follow-up in post-service period

As the third and final addition in the improved service prototype, a follow-up after a customer has attended an introduction class, was planned. This follow-up would be in the form of an email sent to the customers for the following purposes: 1. to make the customer feel remembered by the company, 2. to remind the customer of the membership and how to go about it, 3. to provide the link to the company's website for further information, 4. to provide a link to an online questionnaire to provide an easy option for feedback (Appendix 9).



Picture 27. Member bags in Kontula gym.

## 9.1 Testing of the improved service prototype

To test the efficiency of the improved service prototype, a mystery shopper was recruited. To avoid the previous failure in the instructor recognizing the mystery shopper, a new mystery shopper was recruited through a social networking service. The experiences of the service were reported during an interview with the mystery shoppers after their participation in the introduction class.

Mystery shoppers #3:

- A father in his mid-thirties and a 7-year-old son living in Munkkivuori, Helsinki.
- Father works as a general practitioner. Son attends 1<sup>st</sup> grade in school.

### BOOKING

The mystery shoppers #3 (MS#3) wanted to experience a new sport, which could turn into a mutual interest and a fun hobby they could participate in together. They searched the website of the company together to learn about the different options Hipko offers. When reading about Family Taekwondo they thought it could be suitable for them. The MS#3 booked the introduction class at the gym in Metsälä, since it offered the most suitable time in the evening for them. Otherwise the choice would have been Leppävaara's gym, since it is closer to where they live. The father found the online environment simple and easy to use. The booking of the introduction class went effortlessly and all of the information they needed at that stage was provided on the website.

After the booking was completed on the website, the MS#3 expected to receive a confirmation of it to his email, since the final stage of the booking mentioned that a confirmation of the successful booking would be sent to him. It was not until the following day the father understood to check his spam inbox. The confirmation email had been sent automatically to him within minutes of the booking, but due to the strict settings on his personal email account, it had ended up in the spam folder. The MS#3 opened the email only to check the booking was confirmed. The additional

information in the email was overlooked at this stage, since it held no acute value to the father.

#### ARRIVAL

The MS#3 had checked the address of the gym on the company's website during the booking of the class. They navigated to the gym without any problems, since the father was familiar with the different areas in Helsinki. It was not until they arrived closer to the gym when the father was surprised with the neighborhood. It seemed to be a suburban area where one is not likely to find a gym. This, however, was a positive surprise, because the neighborhood of the gym felt safe and pleasant for families with small children.

Upon noticing the main entrance of the gym from the street based on the sign on the gym's door, the MS#3 parked their car on the street and walked in to the gym.

#### BEFORE THE CLASS

The MS#3 stepped in through the main entrance of the gym and found themselves next to the entrance of the first training area. The father noticed that the martial arts class going on there had made his son feel excited and slightly nervous of the class they were about to attend. The anticipation of the class had not been as apparent in the son before, but upon seeing the feeling in the class, the expectations of their introduction class grew higher.

The absence of personnel was not of any inconvenience to the MS#3. With confidence, they proceeded to the upper floor where they found another parent waiting for the class to begin. After getting information from the parent of the class being held in the training area on that floor, the MS#3 went to the changing room to get get changed. The cleanliness in the changing room was commendable. The lack of lockers had not even occurred to the MS#3. They were perfectly comfortable in taking their bags with them to class.

#### THE CLASS

Before the class started, the instructor of the class noticed the MS#3 were attending the class for the first time, approached them and welcomed them to participate. The

instructor notified the class of the training for the day being kicktraining and proceeded by pairing everyone according to similar size. The MS#3 found it particularly pleasant to receive instructions for beginners while others continued with more advanced training. The special attention from the instructor was well perceived. The father explained that the class proved to be quite efficient, since both him and his son were short of breath when the class finished.

#### AFTER THE CLASS

After the class was finished, the instructor approached the MS#3 to hand over the member bag, as was instructed to do in the video. He reached for the material inside the bag and showed the content. The instructor explained that the new customers can fill in the membership contract and drop it in the letter box at the self-service desk in the hallway. For further information on the company and the other classes provided at the gyms, the instructor said to look through the brochure in the bag. The instructor succeeded in welcoming the MS#3 back again the following week.

The follow-up email, which the MS#3 received the following day, was perceived as a nice touch to the service. Although the information provided in the email was already familiar, the gesture of noticing the customer after the visit was well received.

During the interview with the father, he explained how the atmosphere at Hipko had been a pleasant surprise and how it had succeeded in raising the excitement in his son to a level that they would happily like to continue with the class at Hipko. The father too was eager about the option to start a new hobby together with his son, but the membership option was still causing some hesitation. He pointed out that since the price of the membership is within reason, the only problem becomes the contract period. The minimum contract period of four months is not the most suitable option for them because of the concerned over his son losing interest with the class within a week or two. Despite this challenge, the MS#3 is still strongly considering the option of becoming a member.

## 10. ANALYSIS OF THE RESULTS

The execution of the two service prototypes were conducted during the month of April 2015. To gain additional results of the effects of the prototypes, the commissioner provided with comparable numbers on the amount of booked introduction classes for the month of April both in year 2014 and 2015. In addition, the number of new memberships registered were submitted for the same time periods.

Unfortunately, the numbers of confirmed bookings and registered memberships do not directly correlate with each other. A member participating in an introduction class might not sign a membership contract immediately after the class. The decision might be made at a much later time. Due to this, the two numbers are merely guidelines. The improved service prototype was executed during the last week of April. Because of this, the actual results of the effects of the prototype are not included in its entirety in the amount of registered memberships.

If the amount of memberships and ten time passes are combined, the percentage of new customers in regards to the number of attended introduction classes is 40%. In other words, based on these results, an approximate of 60% of visitors decided not to return.

By the 30<sup>th</sup> of April 2015, approximately 60% have already signed a membership contract or bought a ten time pass. The ratio indicates an increase in new customers. Only about 40% of the customers who attended an introduction class decided not to return. The improvements are evident.

The experiences reported by the MS#3 reveal a successful execution of the improved service prototype. Even though the mystery shoppers #3 found it unnecessary to look through the video added in the confirmation email, the videos still serve a purpose for the customers who feel more nervous and uncertain regarding their first visit to the gyms. As pointed out by the MS#3, it is better to provide extra information, than to leave a customer feeling unsure.

Tutoring the instructors in welcoming and attending to new customers with the help of a video demonstration, proved to be an efficient tool. It succeeded in instructing the new policy of the company in engaging with the customers more and putting in the extra effort in making a customer feel attended to. Since the customer service had not been a satisfying experience in the past, the new conduct of handing out a member bag proved to be a sufficient concrete procedure which helps the instructors in engaging with new customers more naturally.

The follow-up email is the final addition in making sure a customer feels valued by the company. In addition to providing the essential information in becoming a member, it also serves as an incentive to familiarize oneself with all the classes offered at Hipko. This final touch increases the possibilities in acquiring a returning customer, since it reminds the customer of their visit and welcomes them back to experience it again.

## 11. CONCLUSIONS AND EVALUATION

The progression of this thesis work proceeded smoothly thanks to the engagement of the commissioner in making it a successful project. The communication was effortless. The planning of each research method and the execution of them together with the commissioner produced results which were used to improve the service of the company.

The aim of the research to achieve customer satisfaction, so that the customers will want to return and spread the word about the gym, were achieved to at least a certain level. The increase in the percentage of new memberships is a testament of this. The final aim of designing a prototype of an improved service and testing it was accomplished. The recognition of the most influential factors in affecting this matter were discovered through the implemented methods.

The focus of the research succeeded in concentrating on the experiences of new customers. The goals were reached through the execution of well planned research methods. The results from benchmarking indicated an average performance by Hipko in regards to pricing and memberships, which only supported the need to explore the customer service further.

The first research question of what factors affect the experience of Hipko's gyms for new customers was examined through the execution of research by mystery shoppers, group discussion and the online customer survey. In addition, the personas and especially the two versions of the service blueprint offered material to examine the factors affecting the customer experience through the customer journey.

Though the group discussion method resulted in inadequate data, the compensatory research, executed in the form of a survey, supplied additional results. The gathered data from the survey provided efficient information on what parts of the service could be improved in order to better meet the customers' expectations. The data helped the brainstorming group to better understand the customers experiences of the company.



Picture 28. Metsälä gym.

The experiences presented by the mystery shoppers and participants of the discussion group also examined the second research of how new customers experience their initial visit at the gyms in regards to customer service. The methods supported the collected data and enforced the determination of the planned course of action in improving the service.

The use of service blueprints resulted in the understanding of the importance of a follow-up. Visually presenting the differences in the outcomes in the two versions demonstrated the benefits of improving the post-service period. This research method resulted, in the end, in a permanent change of conduct in the company.

The final service prototype, consisting of three separate touchpoints in the pre-service period, the service period and the post-service period, was a functional and successful ending to the project. In addition, it succeeded in providing an answer to the final research question of how Hipko's customer service can improve so that it meets the customers' expectations.

As mentioned by the commissioner during a final discussion of the project, even though the final service prototype was planned using only parts of the final results of the entire research, all of the results will be taken into account by the company in the near future. The results indicating a need to improve the guidance of the customers from outside the premises to the main entrances, have already been taken into consideration and concrete plans of actions have been put in motion.

The online membership contract will be developed with the provider of the website. This addition in the online service will be executed as soon as the practicalities of it are determined.

The evaluation provided by the commissioner indicates a deep satisfaction in the project (Appendix 10). The owner, Timo Rökköläinen, expresses his confidence in the future benefits of the conducted project. He trusts the customers will benefit from the executed changes in the service, which in return will result in profit for the company.

In conclusion, the commissioner was very pleased with the manner the research was executed. He expressed his satisfaction in the strong result-oriented way of leading the project and the ability to focus on important details without losing perspective on the big picture.

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## **OHJEISTUS SALA-ASIAKKAILLE**

### **Valmistaudu:**

- Havainnoi koko kokemuksesi. Pistä merkille palvelun käytettävyys, asiakaspalvelun ja opetuksen sisältö ja laatu, sekä tilat ja niiden toimivuus. Eli yleisesti koko kokemus koko paketista, mukaan lukien kokemukset ennen ja jälkeen toimipaikalla tapahtuvaa kokemusta. Huomioi siis jo ennen palvelun käyttöä omat odotukset ja mielikuvat palveluntarjoajasta, sekä kokemuksesi yrityksen nettiympäristössä.
- Pidä esim. "päiväkirjaa" tämän projektin aikana tulevista ajatuksista ja mielipiteistä. Kirjoita ylös kunkin kohdan aikana heränneet ajatukset ja kokemukset, sekä mahdolliset ideat kuinka parantaa jotakin palvelun kohtaa. (yksinkertaistettuna: kirjoita ylös lyhyesti mielipiteesi)
- Kysy kysymyksiä henkilökunnalta, joita luulet palvelua oikeasti käyttävän asiakkaan haluavan tietää. Kokemuksen ja tutkijan siitä saaman tiedon tulisi olla mahdollisimman lähellä aitoa kokemusta.
- Toimit samalla observoijana, joten pistä aktiivisesti merkille mitä muut asiakkaat ovat mahdollisesti mieltä. Keskustele heidän kanssaan ja kerää tietoa. Keskustelun ei kuulu olla väkinäistä vaan luonnollista ja tilanteen mukaan toteutuvaa.
- Älä allekirjoita jäsensopimusta missään vaiheessa, ellet ihan oikeasti halua liittyä jäseneksi ja siten maksavaksi asiakkaaksi.
- Muista pysyä roolissa koko ajan! Älä paljasta henkilökunnalle missään vaiheessa, että olet mysteeriasiakas.
- Pysyt nimettömänä. Nimeäsi ei julkaista lopputyössä, eikä sitä paljasteta yrityksen henkilökunnalle tai omistajalle. Näytellessäsi asiakasta voit halutessasi käyttää aliasta.

**Aloita:**

- Avaa sivu [www.hipko.fi](http://www.hipko.fi).
- Tutustu sivustoon, yritykseen ja sen tarjoamiin palveluihin.
- Varaa itsellesi ilmainen tutustumistunti. Voit halutessasi käyttää aliasta ilmoittautumiskaavakkeessa.
- Valitse itsellesi mieluisin toimipaikka ja laji jota haluat kokeilla. Valitse eri vaihtoehtoista itsellesi sopivin päivämäärä ja kellonaika.
- Ilmoita varauksen jälkeen tutustumistunnin tiedot tutkijalle (Emilia) erikseen.
- Navigoi valitsemaasi toimipaikkaan. Parhaimman ja aidoimman kokemuksen mahdollistamiseksi, selvitä mikä on itsellesi sopivin siirtymisvaihtoehto. Jos "oma" auto on yksinkertaisin ja mieluisin, vien mielelläni!
- Osallistu tunnille. Esitä lajista kiinnostunutta asiakasta. Muista pysyä roolissa!
- Toimi paikan päällä kuten henkilökunta ohjeistaa.

**Tunnin jälkeen:**

- Sovitaan tapaaminen.
- Haastattelen ja saatte samalla kertoa vapaasti omasta kokemuksesta.

**Kiitos!**

-----

KUTSU HIPKON TUTUSTUMISTUNNILLA KÄYNNELLE ASIAKKAILLE

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**Oletko osallistunut Hipkon tutustumistunnille syksyllä 2014 tai alkuvuodesta 2015?**

Kutsumme henkilöitä ryhmäkeskusteluun Hipkon salille Kontulaan lauantaina 28.2.2015 klo 14:00. Keskustelussa on hyvä tilaisuus vaikuttaa ja jakaa kokemuksia vertaisten kanssa. Keskustelu painottuu osallistujien omien kokemusten selvittämiseen, sekä ideointiin palvelun parantamiseksi. Keskustelua ohjaa ennalta laaditut kysymykset. Saat mielellään osallistua, vaikket olisikaan käynnin jälkeen tehnyt jäsensopimusta.

**Kaikille osallistujille tarjoamme kevyen salaatin tilaisuuden aluksi, sekä kahvi- ja teetarjoilun keskustelun aikana. Kiitokseksi osallistumisesta, jokaiselle osallistujalle jaetaan proteiinipitoinen lahjakassi keskustelun päätteeksi!**

Ryhmään otetaan viisi henkilöä. Paikat täytetään ilmoittautumisjärjestyksessä. Ilmoittautuneille lähetetään vahvistus ja tarkemmat tiedot tapahtumasta sähköpostitse.

Toimeksiantajana toimii Hipko, mutta tilaisuuden toteuttaa palvelumuotoilun opiskelija Emilia Hobin. Ryhmäkeskustelu toimii osana tutkimusmateriaalia opinnäytetyötä varten, jonka aiheena on uusien asiakkaiden kokemukset Hipkolla, sekä palvelun parantaminen niiden pohjalta.

Ilmoittaudu rohkeasti mukaan ja anna kallisarvoista palautetta rennossa ilmapiirissä!

**Ilmoittautumiset sähköpostitse pe 27.2.2015 mennessä:**

emilia.hobin@novia.fi

Lisätietoja antaa:

Hipko

info@hipko.fi

050 590 3905

sekä

Emilia Hobin, Novia UAS

emilia.hobin@novia.fi

040 0773

Huom! Ilmoita mahdollisista allergioista, sekä vegaani-/vegetariaaniruokavaliosta ilmoittautumisesi yhteydessä!

# Oletko osallistunut Hipkon tutustumistunnille?

Kutsumme henkilöitä ryhmäkeskusteluun Hipkon salille Kontulaan  
**lauantaina 28.2.2015 klo 14:00.**

Keskustelussa on hyvä tilaisuus vaikuttaa ja jakaa kokemuksia vertaisten kanssa. Keskustelu painottuu osallistujien omien kokemusten selvittämiseen, sekä ideointiin palvelun parantamiseksi. Keskustelua ohjaavat ennalta laaditut kysymykset. Saat mielellään osallistua, vaikket olisikaan käynnin jälkeen tehnyt jäsensopimusta.

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Ryhmään otetaan viisi henkilöä, jotka ovat syksyllä 2014 tai alkuvuodesta 2015 osallistuneet tutustumistunnille. Paikat täytetään ilmoittautumisjärjestyksessä. Ilmoittautuneille lähetetään vahvistus ja tarkemmat tiedot tapahtumasta sähköpostitse.

Toimeksiantajana toimii Hipko, mutta tilaisuuden toteuttaa palvelumuotoilun opiskelija Emilia Hobin. Ryhmäkeskustelu toimii osana tutkimusmateriaalia opinnäytetyötä varten, jonka aiheena on uusien asiakkaiden kokemukset Hipkolla, sekä palvelun parantaminen niiden pohjalta.

**Ilmoittaudu rohkeasti mukaan ja anna kallisarvoista palautetta rennossa ilmapiirissä!**

**Ilmoittautumiset pe 27.2.2015 mennessä joko sähköpostitse: [emilia.hobin@novia.fi](mailto:emilia.hobin@novia.fi) puhelimitse: 040 0773 ... tai suoraan henkilökunnalle!**



Hipko  
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Emilia Hobin, Novia UAS  
emilia.hobin@novia.fi  
040 0773

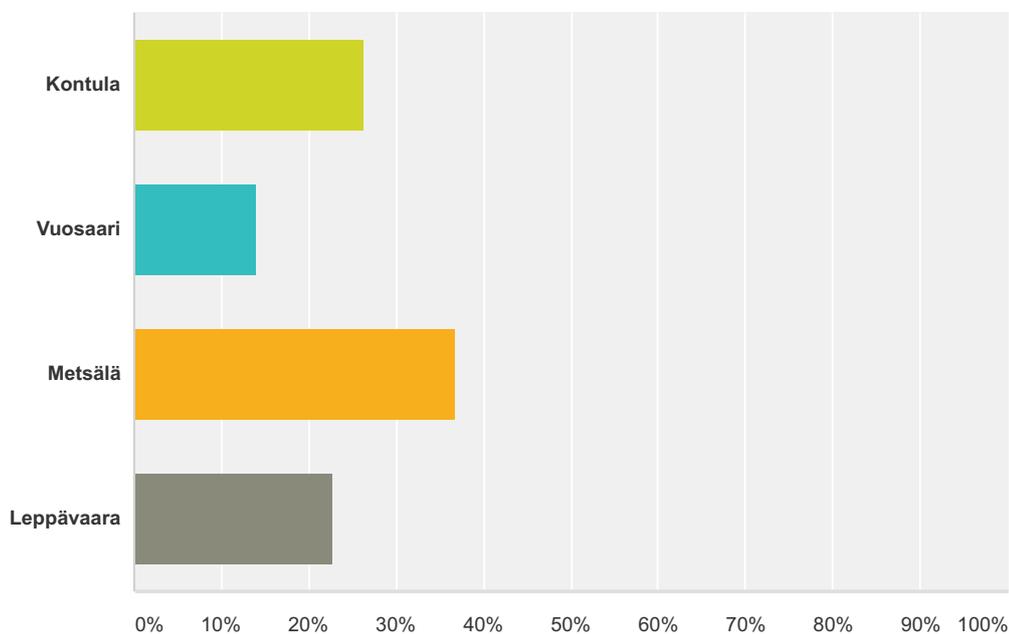
## Q1 Haluan osallistua lahjakortin arvontaan:

Vastattuja: 54 Ohitettuja: 3

Vastausvaihtoehdot	Vastaukset	
Nimi	100,00%	54
Yritys	0,00%	0
Osoite	0,00%	0
Osoite 2	0,00%	0
Paikkakunta	0,00%	0
Osavaltio/maakunta	0,00%	0
Postinumero	0,00%	0
Maa	0,00%	0
Sähköpostiosoite	100,00%	54
Puhelinnumero	0,00%	0

## Q2 Kävin tutustumistunnilla seuraavalla salilla:

Vastattuja: 57 Ohitettuja: 0



Vastausvaihtoehdot	Vastaukset	
Kontula	26,32%	15
Vuosaari	14,04%	8
Metsälä	36,84%	21
Leppävaara	22,81%	13
<b>Yhteensä</b>		<b>57</b>

## Q3 Tunti, jolle osallistuin:

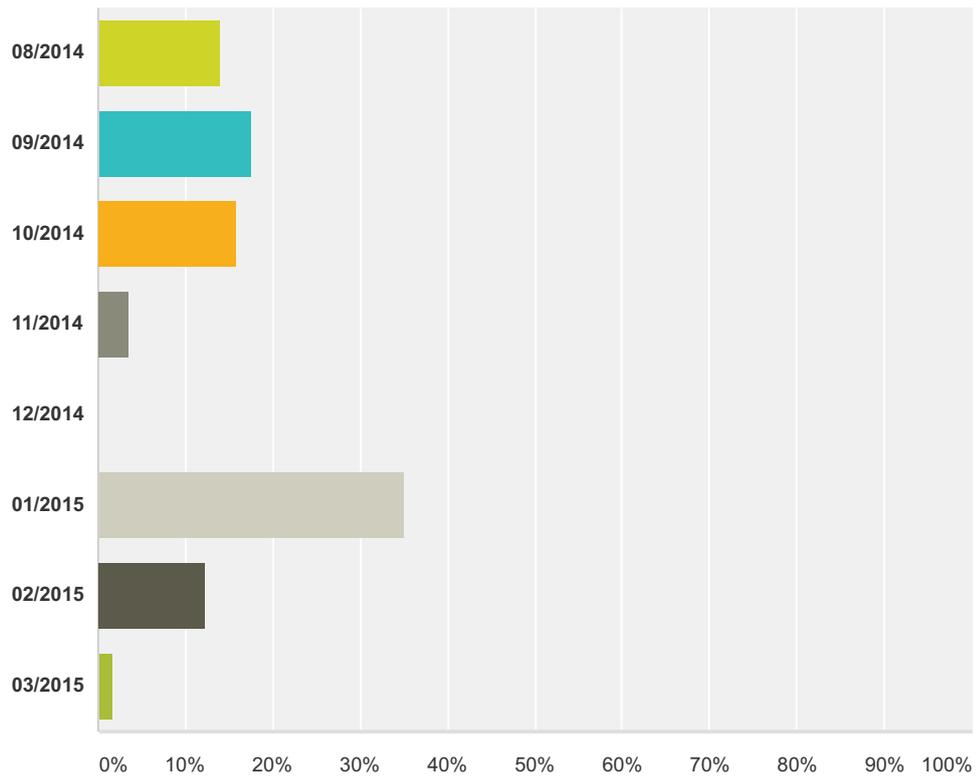
Vastattuja: 57 Ohitettuja: 0

#	Vastaukset	Päivämäärä
1	tiikeri jiu-jitsu	16.3.2015 0:17
2	BJJ - peruskurssi	15.3.2015 15:05
3	h	14.3.2015 21:32
4	perhe taekwondo	14.3.2015 11:54
5	Kuntonyrkkeily, Hipkofit	14.3.2015 11:10
6	Kuntokickboxing	13.3.2015 19:40
7	Tiikeri Taekwondo	13.3.2015 16:13
8	BJJ	13.3.2015 15:27
9	combat hapkido	13.3.2015 12:46
10	Perhe JiuJitsu	13.3.2015 11:34
11	Perhe jujutsu	13.3.2015 10:31
12	Naisten BJJ	13.3.2015 10:29
13	Tiikeri-JiuJitsu	13.3.2015 10:10
14	BJJ	13.3.2015 1:28
15	KB	12.3.2015 23:05
16	taekwondo peruskurssi, 11 v	12.3.2015 23:05
17	Kuntokickbox	12.3.2015 22:53
18	taapero bjj	12.3.2015 22:28
19	Taapero taekwondo	12.3.2015 21:48
20	Taekwondo	12.3.2015 21:35
21	Bjj taapero	12.3.2015 21:29
22	kunto kickboxing	12.3.2015 21:29
23	Tiikeri Taekwondo	12.3.2015 20:48
24	Kickboxing	12.3.2015 20:19
25	bjj naiset ja taapero ju-jutsu	12.3.2015 20:01
26	taapero taekwondo	12.3.2015 19:37
27	Kickboxing	12.3.2015 19:21
28	jooga tiistai	12.3.2015 19:12
29	kuntonyrkkeily	12.3.2015 18:06
30	Taekwondo	12.3.2015 17:55
31	Hipkofit	12.3.2015 17:39
32	Taapero taekwondo	12.3.2015 17:30
33	Kuntonyrkkeily tiistai 1800-1900	12.3.2015 17:25
34	taapero taekwondo	12.3.2015 17:23
35	tiikeri jiuJitsu	12.3.2015 17:23
36	Kuntokickboxing	12.3.2015 17:12
37	Kuntonyrkkeily	12.3.2015 17:05
38	Kuntokickboxing	12.3.2015 17:04
39	kunto-kickboxing	12.3.2015 17:00

40	bjj perusteet	12.3.2015 16:49
41	Perhe Taekwondo	12.3.2015 16:40
42	Taapero taekwondo	12.3.2015 16:32
43	combat hapkido	12.3.2015 16:30
44	kuntopotkunyrykkeily	12.3.2015 16:23
45	Taapero-taekwondo	12.3.2015 16:23
46	Kuntokickboxing	12.3.2015 16:22
47	Kickboxing	12.3.2015 16:08
48	Tiikeri Taekwondo	12.3.2015 15:59
49	Taikvando	12.3.2015 15:45
51	Brasilian jiu-jitsu	12.3.2015 15:41
52	Tiikeritaekwondo	12.3.2015 15:37
53	Naisten BJJ	12.3.2015 15:31
54	Terhin lasten wondo (Tomi)	12.3.2015 15:28
55	Taekwondo	12.3.2015 15:26
56	Kunto Kick-Boxing	12.3.2015 15:21
57	bjj	10.3.2015 17:57

## Q4 Kuukausi jolloin osallistuin tunnille:

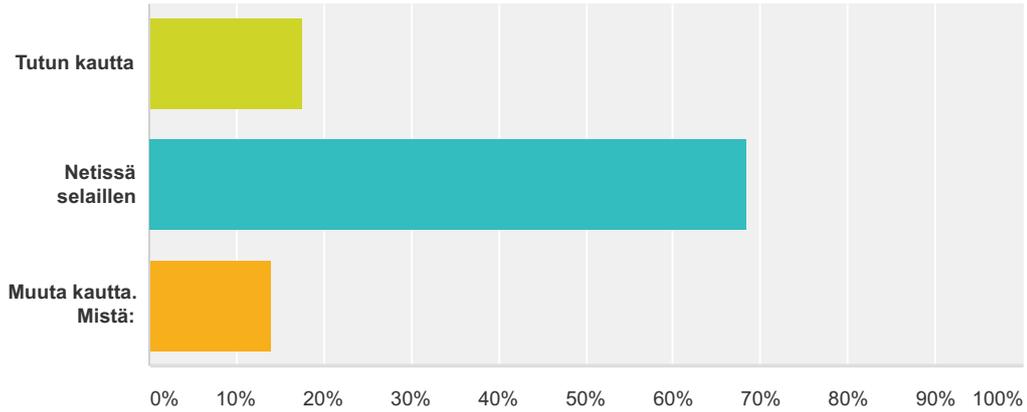
Vastattuja: 57 Ohitettuja: 0



Vastausvaihtoehdot	Vastaukset	
08/2014	14,04%	8
09/2014	17,54%	10
10/2014	15,79%	9
11/2014	3,51%	2
12/2014	0,00%	0
01/2015	35,09%	20
02/2015	12,28%	7
03/2015	1,75%	1
<b>Yhteensä</b>		<b>57</b>

## Q5 Sain tietää Hipkon tutustumistunnista:

Vastattu: 57 Ohitettu: 0



Vastausvaihtoehdot	Vastaukset
Tutun kautta	17,54% 10
Netissä selailen	68,42% 39
Muuta kautta. Mistä:	14,04% 8
<b>Yhteensä</b>	<b>57</b>

#	Muuta kautta. Mistä:	Päivämäärä
1	nmm	14.3.2015 21:32
2	Hipkon uutiskirjeestä	13.3.2015 11:34
3	Hipkon uutiskirjeestä	12.3.2015 21:29
4	isosisko käynyt taapero taekwondossa	12.3.2015 19:37
5	käyn Hipkossa mutsijumpassa	12.3.2015 19:12
6	Jostain jäänyt mieleen ja muutaman vuoden jälkeen onnistuin hakeutumaan	12.3.2015 16:40
7	Esikoisemme käy jo Hipkolla, alun perin kuulimme naapurilta.	12.3.2015 16:23
8	Tomi käynyt pienempänä taaperowondossa	12.3.2015 15:28

## Q6 Tutustumistunnin varaaminen netissä oli helppoa ja johdonmukaista.

Vastattu: 56 Ohitettu: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	85,71% 48	14,29% 8	0,00% 0	0,00% 0	56	1,14

## Q7 Hipkon nettisivut ovat selkeät ja antavat kaiken minulle tarpeellisen tiedon.

Vastattu: 56 Ohitettu: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	50,00% 28	50,00% 28	0,00% 0	0,00% 0	56	1,50

## Q8 Sähköpostitse saamani varausvahvistus antoi kaikki tarvitsemani tiedot.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	78,57% 44	19,64% 11	1,79% 1	0,00% 0	56	1,23

## Q9 Olin yhteydessä henkilökuntaan ennen tutustumistuntia.

Vastattuja: 56 Ohitettuja: 1

Vastausvaihtoehdot	Vastaukset	
En	89,29%	50
Kyllä. Miksi:	10,71%	6
<b>Yhteensä</b>		<b>56</b>

#	Kyllä. Miksi:	Päivämäärä
1	epäselvä päivämäärä	12.3.2015 22:29
2	Sopiakseni tulemisesta tunnille	12.3.2015 21:36
3	Halusin aloittaa heti ja hyödyntää liikuntasetelit jotka olivat vanhentumassa	12.3.2015 16:42
4	Kysyin maksutavoista	12.3.2015 16:24
5	Piti vaihtaa tunti toiselle viikonlopulle ja ilmoitin asiasta	12.3.2015 15:38
6	Sovimme, että Tomi sai tulla yksin, koska vanhemmat eivät päässeet mukaan.	12.3.2015 15:29

## Q10 Kaipasin enemmän yhteydenpitoa Hipkolta ennen tuntia.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	3,57% 2	10,71% 6	35,71% 20	50,00% 28	56	3,32

## Q11 Kaipasin enemmän ohjeita ennen tuntia.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	3,57% 2	28,57% 16	28,57% 16	39,29% 22	56	3,04

## Q12 Saavuvin salille:

Vastattuja: 56 Ohitettuja: 1

Vastausvaihtoehdot	Vastaukset	
Autolla	62,50%	35
Julkisilla	21,43%	12
Pyörällä	5,36%	3
Kävellen	10,71%	6
<b>Yhteensä</b>		<b>56</b>

## Q13 Löysin vaivatta paikalle.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	66,07% 37	17,86% 10	14,29% 8	1,79% 1	56	1,52

## Q14 Olin tyytyväinen saamaani vastaanottoon saapuessani salille.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	51,79% 29	33,93% 19	10,71% 6	3,57% 2	56	1,66

## Q15 Olin varma kuinka minun tulee toimia saapuessani salille.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	17,86% 10	33,93% 19	35,71% 20	12,50% 7	56	2,43

## Q16 Olin tyytyväinen pukuhuoneiden siisteyteen, varustukseen ja viihtyvyyteen.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	33,93% 19	46,43% 26	17,86% 10	1,79% 1	56	1,88

## Q17 Olin tyytyväinen saamaani ohjaukseen tunnin alussa.

Vastattuja: 56 Ohitettuja: 1

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	62,50% 35	21,43% 12	10,71% 6	5,36% 3	56	1,59

## Q18 Koin saavani riittävästi ohjausta tunnin aikana.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	77,78% 42	16,67% 9	1,85% 1	3,70% 2	54	1,31

## Q19 Sain ohjaajalta kaikki tarvitsemani tiedot tunnin aikana.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	74,07% 40	16,67% 9	5,56% 3	3,70% 2	54	1,39

## Q20 Ohjaaja keskusteli kokemuksestani tunnin päätteeksi.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	37,04% 20	31,48% 17	16,67% 9	14,81% 8	54	2,09

## Q21 Ohjaaja neuvoi riittävästi kuinka liittyä Hipkon jäseneksi.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	53,70% 29	29,63% 16	7,41% 4	9,26% 5	54	1,72

## Q22 Ohjaaja kertoi eri harrastusmahdollisuuksista Hipkolla.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	27,78% 15	25,93% 14	27,78% 15	18,52% 10	54	2,37

## Q23 Olisin halunnut enemmän tietoa ohjaajalta.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	9,26% 5	20,37% 11	31,48% 17	38,89% 21	54	3,00

## Q24 Jäin kaipaamaan enemmän huomiota ohjaajalta tunnin päätteeksi.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	5,56% 3	12,96% 7	31,48% 17	50,00% 27	54	3,26

## Q25 Odotin yhteydenottoa Hipkolta tutustumistunnin jälkeen.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	7,41% 4	29,63% 16	27,78% 15	35,19% 19	54	2,91

## Q26 Hipko olisi mielellään saanut kysyä mielipiteitäni tutustumitunnin jälkeen.

Vastattuja: 54 Ohitettuja: 3

	Samaa mieltä	Jokseenkin samaa mieltä	Jokseenkin eri mieltä	Eri mieltä	Yhteensä	Painotettu keskiarvo
(ei otsikkoa)	16,67% 9	44,44% 24	22,22% 12	16,67% 9	54	2,39

## Q27 Liityin/aion liittyä Hipkon jäseneksi:

Vastattuja: 54 Ohitettuja: 3

Vastausvaihtoehdot	Vastaukset
Kyllä	85,19% 46
En. Miksi:	14,81% 8
<b>Yhteensä</b>	<b>54</b>

#	En. Miksi:	Päivämäärä
1	Olen tällä hetkellä toisessa seurassa	13.3.2015 15:29
2	Ohjaus ei vaikuttanut kovinkaan laadukkaalta, tosin vakiohjaaja ei ollut paikalla.	12.3.2015 23:10
3	Aivan älytöntä joutua sitoutumaan niin moneksi kuukaudeksi, kun on pieni poika kyseessä.	12.3.2015 21:37
4	Urheiluvamma	12.3.2015 20:24
5	ostin 10 x kortin	12.3.2015 19:17
6	Tämän hetkiseen elämäntilanteeseeni ei mahdu enempää liikuntaa	12.3.2015 18:09
7	en vielä (hintaa liian kallis)	12.3.2015 15:51
8	Lapsille kokemus oli sekava ja rankka eivätkä he halunneet lähteä enää uudelleen	12.3.2015 15:40

## Q28 Kerro vapaasti kokemuksestasi:

Vastattuja: 34 Ohitettuja: 23

#	Vastaukset	Päivämäärä
1	+Positiivinen + Uudet huomioidaan ja tiedustellaan onko jotain aikasempaa taustaa	15.3.2015 15:13
2	Kontulan sali osoittautui mielekkäämmäksi ja Terhi on hyvä ohjaaja, joten aloimme käymään siellä.	14.3.2015 12:04
3	Jo muutaman vuoden HIPKOssa käyneenä ei löydy kuin positiivisia kokemuksia. Plussaa monista eri saleista eri puolella Helsinkiä, sekä monista laji-vaihtoehtoista!	14.3.2015 11:13
4	Hipkossa hyvä meininki ja valmentajat ovat hyviä/osaavia.	13.3.2015 12:54
5	Tunti meni mukavasti ja uudet toimijat huomioitiin hienosti.	13.3.2015 11:38
6	Lapseni osallistui tunnille ja tunnin/ohjaajan osalta kokemus oli hänelle erinomainen ja innosti jatkamaan	13.3.2015 10:15
7	On hauska olla Hipkon seurassa. Treenit ovat todella hyvin rakennettuja (lämmittely, tekniikka, sparrit) . Ammattilaiset valmentajat. Ystävällinen ympäristö.	13.3.2015 1:54
8	Tunnin piti varmastikin joku hommaan hälytetty hipkolainen, ei vakiohjaaja. Olin kuitenkin sen verran pettynyt ohjauksen tasoon etten liittynyt jäseneksi.	12.3.2015 23:19
9	En oikein muista tutustumistunnista kunnolla, kun siitä on aikaa 8 kk, kuukauden päästä olisi voinut vastata tähän kyselyyn	12.3.2015 23:09
10	Hyvä meno kunto kickboxingissa. Just mitä treeniltä kaipaa.	12.3.2015 22:57
11	Opettaja on erinomainen. Työskentelee upeasti lasten kanssa.	12.3.2015 22:32
12	Mielenkiintoinen sali, vaikutti hyvältä, mutta osallistumisehdot eivät olleet kohdillaan. Hintaa voisi yleisemminkin yrittää saada hieman alaspäin.	12.3.2015 21:38
13	aivan mahtava tunti ohjaaja oli erittäin mukava. oli tervetullut olo	12.3.2015 21:36
14	Varaus helpohkoa netin kautta, mutta jos salille tulee ihan ensimmäistä kertaa, ei yhtään voi tietää, mihin saliin pitää mennä, missä on pukuhuoneet, pitääkö kokeilutunnille tulijoiden erikseen ilmoittautua jnejne..	12.3.2015 21:34
15	Tunnilla oli mukavaa ja uudet otettiin hyvin vastaan. Valitettavasti loukkasin itseni tunnilla enkä voinut jatkaa tuntia.	12.3.2015 20:30
16	Hyvät kokemukset pääasiallisesti ollut.	12.3.2015 20:23
17	Mukava kokemus, lähellä	12.3.2015 19:21
18	Minut otettiin tunnilla hyvin huomioon, koska meitä oli tutustumassa kaksi henkilöä ja tunnilla oli lisäksi vain yksi muu harjoittelija. Epäilin kuitenkin, että kenelläkään ei ollut aavistustakaan etukäteen, että olimme tulossa tunnille.	12.3.2015 18:02
19	Ihan paras treeni paikka. Kun saisi itsestään niskasta kiinni niin alottaisi uudestaan! Zuzulle peukkuja! Ihan mahtava ohjaaja!	12.3.2015 17:47
20	Meidät vakuutti ehdottomasti Terhin kyky ohjata ja huomioida lapsia!	12.3.2015 17:41
21	Kaikki meni hyvin, sain tutulta joka suositteli apua, joten ohjaajan ei tarvinnut hirveästi kertoa.	12.3.2015 17:28
22	Ihan jees	12.3.2015 17:25
23	Todella positiivinen kokemus. Yllätyin kuinka paljon kuntokickboxing kolahti itselle.	12.3.2015 17:11
24	Hyvät ohjaajat. Perusteet kurssi on suunniteltu hyvin ja treenijat ovat mukavasti lähellä jatkavien ryhmiä.	12.3.2015 16:56
25	Mukava kokemus touhuta lapsen kanssa ja aloittaa oman kunnan parantaminen.	12.3.2015 16:50
26	Taru on hyvä ohjaaja	12.3.2015 16:35
27	Hyvä yhteishenki ja laadukast opetust.	12.3.2015 16:34
28	Tunti oli juuri sellainen mitä halusinkin. Ohjaaja veti tunnin hyvin ja neuvoi tarvittaessa. Tuntien jälkeen on loistava fiilis ja odottaa aina koko viikon, että pääsisi taas tulemaan paikalle. Paras opettaja ja paras laji. Good job!	12.3.2015 16:30
29	Tiikeri-taekwondolaiselle oli kiva että ohjaaja tiesi etukäteen että tunnilla on mukana uusi tiikeri	12.3.2015 16:03
30	Jännitin tutustumistuntia todella paljon, ja jännitän jostain syystä tunnille menemistä edelleen. Suurin kynnys on ehkä siinä, että kuntoni on huono ja muut ovat jo paljon pidemmällä - koen hidastavani tunnin etenemistä omalla osaamattomuudellani. Pitää vain yrittää muistaa, että kaikki aloittavat jostain... :)	12.3.2015 15:56
31	Tykötty olla	12.3.2015 15:52

32	Olen ollut tosi tyytyväinen Hipkoon, ohjaajat ovat hyviä ja Hipkolla on aina hyvä fiilis. On myös kivaa että samalla jäsenyydellä saa koko lajivalikoiman.	12.3.2015 15:39
33	Se on kiva harrastus :)	12.3.2015 15:34
34	Tomi oli erittäin tyytyväinen ja tykkäsi ilmapiiristä ja ennen kaikkea se, että tunsin itsensä tervetulleeksi vaikka oli monta vuotta välissä taaperowondon jäljiltä.	12.3.2015 15:32

## Q29 Kerro mielipiteesi kuinka Hipkon voisi parantaa palveluaan:

Vastattuja: 27 Ohitettuja: 30

#	Vastaukset	Päivämäärä
1	Selkeämmin voisi olla esillä, että BJJ-peruskurssi pyörii 4xvuoteen ja voi aloittaa koska tahansa. Tavoitaisi varmasti enemmän lajista kiinnostuneita	15.3.2015 15:13
2	Hommatkaa Ilkka takaisin valmentamaan!	13.3.2015 12:54
3	Aikuisille ja lapsille tarkoitetut tunnit ovat erittäin hyvä ajatus, toisaalta tutustuttamaan lapset harrastukseen ja toisaalta antavat aikuisille mielekkäämpiä mahdollisuuksia kuin vaikka kaukalon/kentän laidalla odottaminen. Ja perheen yhteinen harrastaminen onnistuu näin erittäin hyvin.	13.3.2015 11:38
4	Jäseneksi liittyminen voisi olla hiukan mutkattomampaa, esim. netin kautta.	13.3.2015 10:15
5	Olisi todella hyvää, jos olisi mahdollista rakentaa jonkun kanssa vuosisuunnitelmaa treeneista ja kilpailuista. On hyvä tietää missä voi osallistua, miten valmistellaan, valmisteluprosessi ennen kilpailua (kk ennen kilpailua, viikko ennen j.n.e.)	13.3.2015 1:54
6	Olen kuullut Hipkosta lähes pelkkää hyvää jonka takia tutustumistunnille tulinkin. Näytti kuitenkin siltä, että BJJ puolen tasokkuutta ei olla pystytty tuomaan joka lajiin. Eli siis mitä jumppia tarjoaakin niin ne on parasta tehdä joka kerta kunnolla (ainakin jos uusia on mukana).	12.3.2015 23:19
7	Olemme saaneet hyvää palvelua ja poika käy mielellään tunneilla. Kiitos!	12.3.2015 23:09
8	Pukuhuoneetilat ovat auttamattoman pienet ja hankalat.	12.3.2015 22:32
9	Kerta-/kymppikorteilla pitäisi voida osallistua myös muillekin kuin kuntoilutunneille: taekwondo, bjj jne.	12.3.2015 21:53
10	Ottamalla yllä olevan kommentin huomioon.	12.3.2015 21:38
11	maininta netti sivulle että vuosaaren sali sijaitsee s-marketti rakennuksen sisällä, helpottaa eka kertalaisille salin löytämistä. itse ainakin kiireessä en heti löytänyt ja tämä tieto olisi auttanut :)	12.3.2015 21:36
12	aulassa pitäisi olla selkeästi ohjeet, mitä löytyy mistäkin, koska Metsälässä ei vastaanottoa/ virkailijaa ovesta sisään tullessa ole. Myös tuntikartta ( millä salilla mitäänkin) pitäisi olla heti sisääntullessa nähtävillä. Tunnin jkeen viimeistään ohjaaja voisi kysäistä, oliko ketään tänään tutustumassa ensi kertaa- ja tulla sitten juttelemaan henkkoht sekä neuvoo tarkkaan kuinka liittyminen ja jatkaminen onnistuu.	12.3.2015 21:34
13	Ohjeistusta uusille voisi hieman vielä tarkentaa ja miettiä ensikertalaisten vastaanottoa. En tiedä informoidaanko ohjaajia uusista ilmoittautuneista mutta tuntui hieman kuin olisi tullut yllätyksenä kun saavuin paikalle. Ns. tutorointi uusille paremmaksi!	12.3.2015 20:30
14	Uusia asiakkaita voisi huomioida selkeämmin, kun uudet tutustujat tuntuvat olevan hieman hukassa aina tunnin alussa. Itseltä ainakin useaan otteeseen uudet kysyneet ja varmistaneet asioita, mielelläni kerronkin, mutta etukäteistä tietoa ja vastaanottoa mielestäni kaivattaisiin. Rauhallinen esittelykierron ennen tunnin alkua ainakin lapsitreeneissä olisi paikallaan. Siirtymävaiheet, hälinä ja ahtaus, kun tunnit vaihtuvat, saisivat olla rauhallisempia, yleensä seuraavat treenaajat odottavat samassa tilassa ja häiritsevät puhumalla. Ei olisi ehkä niin liukuhinna meininkiä, uudet sisään ja vanhat ulos. Pieni tuuletus ennen tuntien alkua ja raitista ilmaa sisään olisi tervetullutta. Kiviä ja hiekkaa kulkeutuu saliin eli sandaalien käyttö pukuhuoneen ja salin välillä kulkemiseen.	12.3.2015 20:23
15	No jos jotain niin pukuhuonetta voisi kehittää	12.3.2015 19:21
16	Tutustumiskokemukseni oli muuten mukava, mutta minusta olisi hyvä, että tunnin ohjaaja tietäisi, jos tutustujia on tulossa tunnille. Olen jatkanut treenaamista Hipkolla ja tutustujia on tunneilla käynyt ja joka kerta minusta on tuntunut, että se on tullut treenien vetäjälle yllätyksenä. Olisin itse tuntenut itseni tervetulleemmaksi, jos minua olisi osattu odottaa. Luulen myös, että jos olisin sattunut tunnille, jossa olisi ollut enemmän porukkaa (ns. normaalimmat treenit) eikä minulla olisi ollut kamppailulajitaustaa, olisin säikähtänyt tunnin tasoa. Tunteja kun ei tunnuta miettivän sitä silmällä pitäen, että siellä on joku tutustumassa lajiin.	12.3.2015 18:02

17	Tilat ovat muuten hyvät, mutta ainakin miesten pukuhuoneessa asiominen ei ole millään tavalla mielekästä.	12.3.2015 17:41
18	Ainoa asia mikä on epäselvä koskee 10 kerran lippuja. Otan sähköpostitse yhteyttä muutenkin, pieni moka tapahtui myös minulla.	12.3.2015 17:28
19	En osaa sanoa. Jatkaa samaan malliin!	12.3.2015 17:11
20	Mielestäni olisi mahtavaa jos saatavilla olisi esimerkiksi vain aikuisten kuntoiluun oikeuttava jäsenyys. Itse en käy lainkaan näillä kamppailu tunneilla joten olen alkanut miettimään onko vajaan 70€ kk maksu liikaa kun käyn pelkissä jumpissa.	12.3.2015 17:08
21	Nettisivuilla harjoitusajat- osiossa voisi lukea etukäteen (vaikka noin viikkoa ennen), että mitä tulevalla tunnilla käsitellään	12.3.2015 16:56
22	Ensi vaikutelma on autotalliin järjestetty tila - kaikenkaikkiaan siistit tilat - sohvien päälliset voisi vaihtaa ;)	12.3.2015 16:50
23	Matto, jolla teemme harjoituksia on likainen joka kerta ihmisten jäljiltä, joten voisi siivota sen/sanoa ihmisille että pesevät jalkansa hiekasta ??	12.3.2015 16:30
24	Nettisivuilla olisi hyvä voida hakea kiinnostavan lajin kaikki harjoitusajat salista huolimatta. Harjoitusaika ratkaisee valintaa aika paljon.	12.3.2015 16:03
25	En osaa sanoa sen enempää vielä muista saleista, mutta Vuosaaren sali on selvästi hyvin pieni joten tilan kokoon nähden kaikki toimi erittäin hyvin. Ihmiset olivat ihan mukavia, ohjaaja varsinkin! Hänen kanssaan juttelimme vielä tunnin jälkeenkin, josta jäi hyvä mieli. Tähän mennessä ei ainakaan ole tullut mieleen mitään parannettavaa...	12.3.2015 15:56
26	Hintaa alaspäin	12.3.2015 15:52
27	Matot eivät ole puhtaimmasta päästä leppävaaran salilla. Painiminen olisi mieluisampaa jos mattoja putsattaisiin vähän useammin.	12.3.2015 15:48

Otsikko: Hipkon asiakastyytyväisyystutkimus

Hei Hipkon asiakas!

Oletko osallistunut tutustumistunnille viimeisen 8 kuukauden aikana?

Suoritamme asiakastyytyväisyystutkimusta Hipkon tarjoamasta ilmaisesta tutustumistunnista. Osallistu kyselyyn ja voit halutessasi samalla osallistua Hipkon 10 kerran lahjakortin arvontaan! Voit käyttää lahjakortin itse tai antaa sen lahjaksi kaverillesi. Lahjakortin arvo on 105€. Kyselyyn vastaaminen kestää noin 5 minuuttia.

Linkki kyselyyn: <https://fi.surveymonkey.com/s/hipkontutustumistunti>

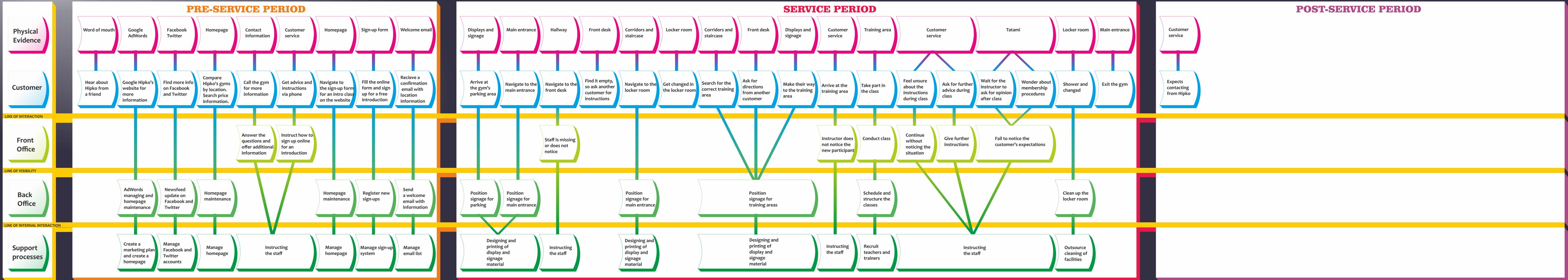
Kyselyyn on mahdollista osallistua torstaihin 12.3 asti!

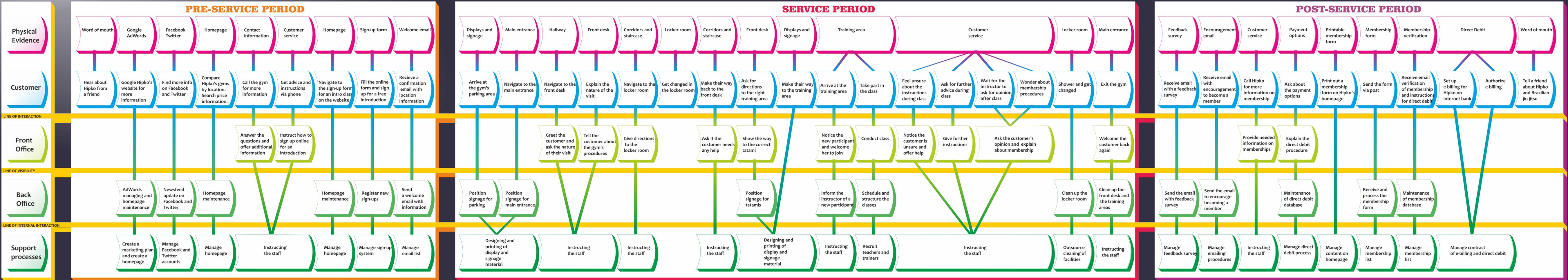
Kiitos osallistumisesta!

Terveisin, Hipko



# VERSION 1







Helsingin Itsepuolustuskoulu Oy

www.hipko.fi

03/2015

## HIPKON OHJEISTUS - ohjaajan tarkistuslista

"Hipkon intohimona on luoda juuri sellainen koulu, jossa Sinä voit oppia ja harjoitella yhdessä mukavien ihmisten kanssa. Huolehdimme, että opetus on korkeatasoista, suunnitelmallista, motivoivaa ja tavoitteellista. Haluamme, että Sinä viihdyt Hipkon tunteilla ja pääset kokemaan Hipko-fiiliksen"

### Miten tämä tavoitetaan?

**Hipkon työntekijänä haluat varmistaa asiakastyytyväisyyden olemalla johdonmukainen ohjaaja. Tavoitteenamme on huolehtia siitä, että jokainen ensikertalainen kokee tullessa huomioiduksi ja tervetulleeksi Hipkolle. Tämä on ohjaajien vastuulla kun asiakas tulee tutustumistunnille. Tästä syystä, jokaisen ohjaajan tulee toimia ohjeiden mukaisesti jokaisella tunnilla, joka kerta.**

- **Saavu tunnille (työpaikalle) ajoissa.**

Ohjaajan on hyvä tulla paikalle 10 minuuttia ennen ohjattavan tunnin alkamista ja varmistaa, että sali on moitteetomassa kunnossa ja kerkeät rauhassa vaihtaa vaatteet tuntia varten. Ole siis paikalla oppilaiden saapuessa, ei heidän jälkeen.

- **Tervehdi asiakkaat.**

Tervehdi oppilaat aina tunnin alussa ja esittele itsesi, mikäli mukana on uusia kasvoja ja kerro lyhyesti tunnin tavoitteesta ja mitä tullaan tekemään. "Hei, olen Matti Meikäläinen ja ohjaan tunnin tänään. Teemme sitä ja tätä. Tervetuloa mukaan!"

Tarkista tunnin alussa, onko tunnilla uusia osallistujia. Mikäli olet epävarma asiasta, kysy: "Onko tänään uusia paikalla?"

- **Ohjaa tunti.**

Hipko on saanut hyvää palautetta tuntien laadusta, joten ohjaa tunti edelleen samalla innolla! Muista kuitenkin huomioida uusi osallistuja. Varmista, että uusi asiakas pääsee mukaan Hipko-fiilikseen heti alusta lähtien ja haluaa ehdottomasti tulla kokemaan sen uudestaan!

## **Tuntisi (työvuorosi) ei ole vielä ohi!**

- **Hanki uusi jäsen.**

Vaihda muutama sana tutustumistuntilaisten kanssa treenin ainkana ja treenin jälkeen. Kysy esimerkiksi "Piditkö tunnista? Saitko hyvän treenin?" Näytä uudelle asiakkaalle, että hänen viihtyvyytensä on Hipkolle tärkeää.

Kerro milloin on seuraava tunti ja sano: "Nähdäänkö silloin?" tai "Tervetuloa" mikäli et itse pidä seuraavaa tuntia. Varmista, että asiakas tietää milloin voi tulla uudestaan. Vielä tärkeämpää, varmista, että asiakas tuntee olevansa tervetullut uudestaan.

Jokaiseen saliin tulee Hipkon esite ja sen sisään jäsen sopimus. "Tässä on lisätietoja Hipkon eri lajeista ja hinnoista. Mukana on jäsenyys sopimus, jonka voit täyttää nyt ja jättä minulle tai palauttaa salilla olevaan postilaatikkoo, respaan tai palauttaa ensi kerralla." Ojenna asiakkaalle Hipkon esite ja jäsenyys sopimus kotiinviemisiksi.

## **Nyt homma on suoritettu. Hienoa!**

### **Tiivistettynä:**

- 1. Ole ajoissa paikalla.**
- 2. Kerro nimesi.**
- 3. Tervehdi uudet asiakkaat.**
- 4. Ohjaa tunti.**
- 5. Kysy uuden asiakkaan mielipidettä.**
- 6. Ojenna esite ja jäsenyys sopimus.**

Hei!

Olet ilmoittautunut Hipkon maksuttomalle tutustumistunnille.  
Alla näet ilmoittautumisesi tarkemmat tiedot.

Sijainti: Kontula, Sirrikuja 2, 2. krs.

Laji: Kickboxing

Aika: 22.04.2015 17:00 - 22.04.2015 18.00

Tervetuloa tutustumistunnille!

Sinulle on varattu tutustumistunti kickboxing-tunnille. Ota mukaan harjoituksiin liikuntavarusteet, esimerkiksi verkkarit ja t-paita. Kun tulet salille, vaihda vaatteet pukuhuoneessa ja mene rohkeasti salin reunalle odottamaan tunnin alkua.

Aloitettuasi harjoittelun tutustumistunnin jälkeen, Hipkon tunneille ei tarvitse ilmoittautua ennakoon.

Jäseneksemme pääset tekemällä salilla jäsen sopimuksen tuntisi opettajan tai Hipkon muun henkilökunnan kanssa. Voit myös täyttää jäsen sopimuksen itse palvelupisteessä ja palauttaa sen pisteessä olevaan postilaatikkoon.

Jos et jostain syystä pääsekään varaamallesi tutustumistunnille, voit varata itsellesi uuden tunnin <http://hipko.agileus.fi/bookings/>

Katso videolta miten toimia, kun tulet tutustumistunnillesi:

Leppävaaran sali: <https://www.youtube.com/watch?v=d69r-6MWPIU>

Kontulan sali: <https://www.youtube.com/watch?v=SqLhN9g85yE>

Metsälän sali: [https://www.youtube.com/watch?v=Xdwo6k\\_WLWk](https://www.youtube.com/watch?v=Xdwo6k_WLWk)

Vuosaaren sali: [https://www.youtube.com/watch?v=NOGhD\\_vc6TA](https://www.youtube.com/watch?v=NOGhD_vc6TA)

Ystävällisin terveisin,  
Hipkon tiimi

P.S. Muista, että Hipko tarjoaa harjoituksia koko perheelle pienistä lapsista aikuisiin. Tutustu lajitarjontaan osoitteessa [www.hipko.fi](http://www.hipko.fi)

P.P.S. Käy tykkäämässä Hipkon Facebook-sivuista ja näet kaikki ajankohtaiset tapahtumat.  
<https://www.facebook.com/Helsinginitsepuolustuskoulu>

P.P.P.S. Tutustu Hipkon uuteen fysiikka- ja voimavalmennussaliin aikuisille kuntoilijoille! [www.hipkoperformance.fi](http://www.hipkoperformance.fi)

Harjoittelun iloa!

Vahvistus ilmoittautumisestasi

Hei!

Olet ilmoittautunut Hipkon maksuttomalle tutustumistunnille.  
Alla näet ilmoittautumisesi tarkemmat tiedot.

Sijainti: Metsälä, Tinasepätie 36.

Laji: Hipko-kahvakuula

Aika: 28.02.2015 15:00 - 28.02.2015 16.00

Tervetuloa tutustumistunnille!

Sinulle on varattu tutustumistunti Hipko-kahvakuula -tunnille. Ota mukaan harjoituksiin liikuntavarusteet, esimerkiksi verkkarit ja t-paita. Kun tulet salille, vaihda vaatteet pukuhuoneessa ja mene rohkeasti salin reunalle odottamaan tunnin alkua.

Alla olevasta linkistä pääset lukemaan verkkolehteämme.  
Löydät ajankohtaista tietoa Hipkosta ja lajeistamme.  
[www.hipko.fi/lehti/](http://www.hipko.fi/lehti/)

Käy tykkäämässä Hipkon Facebook-sivuista.  
<https://www.facebook.com/Helsinginitsepuolustuskoulu>

Aloitettuasi harjoittelun tutustumistunnin jälkeen, Hipkon tunneille ei tarvitse ilmoittautua ennakoon.  
Jäseneksemme pääset tekemällä salilla jäsen sopimuksen tuntisi opettajan tai Hipkon muun henkilökunnan kanssa.

Jos et jostain syystä pääsekään varaamallesi tutustumistunnille, voit varata itsellesi uuden tunnin osoitteesta  
<http://hipko.agileus.fi/bookings/>

Harjoittelun iloa!

P.S. Muista, että Hipko tarjoaa harjoituksia koko perheelle pienistä lapsista aikuisiin. Tutustu lajitarjontaan esimerkiksi osoitteessa  
[www.hipko.fi](http://www.hipko.fi)

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Otsikko: Tervetuloa Hipkoon!

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## Hei Hipkon asiakas!

Treeni jatkuu! Tutustumistunnilla pääsit kokemaan ainutlaatuisen Hipko-fiiliksen. Nyt on aika jatkaa kehittämällä taitojasi edelleen mahtavassa seurassa. Jäseneksemme pääset tekemällä jäsensopimuksen millä tahansa Hipkon saleista.

Lue lisää [www.hipko.fi](http://www.hipko.fi) -sivuilla lajitarjonnastamme ja tulee mukaan!

Huom! Aloitettuasi harjoittelun tutustumistunnin jälkeen, Hipkon tunneille ei tarvitse ilmoittautua ennakoon.

Kerro mielipiteesi! Suoritamme asiakastyytyväisyystutkimusta Hipkon tarjoamasta ilmaisesta tutustumistunnista. Kyselyyn vastaaminen kestää noin 5 minuuttia. Kiitos palautteestasi!

Linkki kyselyyn: <https://fi.surveymonkey.com/s/hipkoasiakaskysely>

Terveisin,  
Hipko

*Hipkon tavoite on aidosti kehittää jokaista jäsentään!*



Arviointi Emilia Hobinin suorittamasta opinnäytetyöstä  
Helsingin Itsepuolustuskoulu Oy:lle, keväällä 2015

Opinnäytetyön päätavoitteena oli selvittää uuden asiakkaan kokemukset Hipkolla ja tutkia niiden vaikutusta asiakkaiden päätökseen liittyä jäseneksi. Tavoitteena oli nostaa uusien jäsenyyksien määrää tämän tutkimuksen myötä, sekä kehittää asiakaskokemusta parannetulla palvelulla.

Yhteistyö Emilia Hobinin kanssa sujui hyvin. Välillä kiireiden keskellä en kerennyt heti vastaamaan Emilian kysymyksiin, mutta kerettiin kuitenkin tekemään asiat aikataulun mukaisesti. Emilian kommunikointi on selkeää ja ytimekästä, joten olin kokoajan kartalla mitä tehdään ja missä vaiheessa olemme.

Emilialla on erinomaiset kyvyt hallita ja johtaa prosesseja. Todella jämptiä! Tällaisen ihmisen tarvitsisin omaan yritykseeni johtamaan prosesseja. Aikataulut pitivät, ei hötkyilyä, vaan selkeä fokus koko ajan ja asiat vietiin maaliin.

Pääsimme hyvin kehittämään uuden asiakkaan polkua ja tekemään käytäntöön todellisia muutoksia. Se, saammeko näiden avulla lisää asiakkuuksia, näkyy pitemmällä aikavälillä. Saimme aikaiseksi konkreettisia muutoksia ja olen tähän erittäin tyytyväinen.

Olemme jo hyödyntäneet Emilian työn tuloksia yrityksessä, ja tulemme hyödyntämään niitä myös jatkossa! Uskon, että asiakkaamme saavat hyötyä muutoksista ja sitä kautta myös yritys.

Emilia on työtä tehtäessä erittäin tavoite- ja tulosorientoitunut. Hän osaa johtaa projekteja, pysyy aiheessa ja on sopivalla tavalla tiukka. Minusta Emilia on todella hyvä työntekijä ja hahmottaa nopeasti isoja kokonaisuuksia ja osaa sen jälkeen paneutua tärkeisiin yksityiskohtiin. Sen sijaan, että Emilia olisi pitkään tuumailnut asioita, hän ryhtyi heti toteuttamaan asioita. Tästä ominaisuudesta pidän.

Timo Rökköläinen  
Pääopettaja, Hipko

Helsingissä, 24.4.2015