Heidi Wiitamäki

Customer Satisfaction of Conference and Meeting Customers – Case Holiday Club Saimaa

Thesis 2015

Abstract

Heidi Wiitamäki
Customer Satisfaction of Conference and Meeting Customers – Case Holiday Club Saimaa, 31 pages, 4 appendices
Saimaa University of Applied Sciences
Faculty of Tourism and Hospitality, Imatra
Degree Programme in Tourism
Thesis 2015
Instructor: Ms Marja Antikainen, Senior Lecturer, Saimaa University of Applied Sciences

The purpose of this thesis was to get a better understanding of business travelers' needs and expectations from a venue and to find out what factors affect most customer satisfaction. This thesis consists of theoretical and empirical parts, first studying the literature on related subjects and then the empirical part being a customer satisfaction research, done for Holiday Club Saimaa. The objective of the research was to study Holiday Club Saimaa's customer satisfaction of those customers who had used Holiday Club Saimaa's meeting and conference facilities and services in spring 2015. Secondary objective of the research was to find out if there is a need for an electronic feedback program designed for the business customers.

Theoretical information for the thesis was gathered from literature, internet and expert interviews. Research data was gathered by conducting phone interviews. Volunteers for the interviews were recruited at Holiday Club Saimaa by handing out volunteer collection forms.

Theory shows that there are multiple factors influencing customer satisfaction and that there are many ways to improve that. It was also established why customer satisfaction research is common and important. The research results were generally positive and also show that there is indeed need for a feedback program in the business customer segment.

Keywords: customer satisfaction research, MICE tourism, business travel

Table of Content

Appendices

Appendix 1 Holiday Club Saimaa area map

Appendix 2 Holiday Club Saimaa ground plan

Appendix 3 Volunteer collection form

Appendix 4 Interview structure

1 Introduction

In today's world where the customers are seen as valuable assets and free marketing channels, companies are putting more and more effort into monitoring and maintaining customer satisfaction levels. That is why customer satisfaction research is done constantly and has already claimed a stable place in the organizations' business strategies.

In general, customer satisfaction research is done in order to get a better understanding about the markets and changes and challenges in them. One form of measuring customer satisfaction is through customer satisfaction surveys, since it provides the company with valuable information about the expectations and values of their customers. This information can then help the company with their strategy plans for the future.

This thesis consists of two parts, theoretical and empirical, where theory justifies the author's knowledge and capability for this project, and the empirical part is the research done for Holiday Club Saimaa, which was carried out in spring 2015.

Holiday Club Saimaa opened in November 2011 and it was built on the old spot where used to be Rauha's recreational spa and hospital. Holiday Club Saimaa has six conference rooms, ten meeting rooms and an ice rink that can be transformed into anything; a concert hall, dining area or even a dance floor. One could argue that Holiday Club Saimaa has the best facilities to host all sorts of events and meetings in the South-Karelia region, yet they do not know how well they match up to their customers' expectations and needs and that is why this research was conducted.

The research was done by interviewing volunteers that had used Holiday Club Saimaa's meeting and conference facilities during spring 2015. Volunteers were gathered by giving all the meeting attendants a form to fill out that stated that there was a customer satisfaction research being done if they would be willing to participate in a phone interview. The interviews were then done over the course of two months via phone and the answers were analyzed in spring 2015.

For the theoretical part, the author studied multiple books and searched the internet for relevant scientific articles and other publications.

1.1 Aims and limitations

The aim of this thesis is to educate the author in how and why customer satisfaction research is done and why they are so important, as well as give deeper knowledge in factors influencing customer satisfaction. This thesis gives means for the author to put her knowledge into practice in a form of a real case that is a customer satisfaction research done for Holiday Club Saimaa.

The primary aim of the research is to get an overall understanding on how satisfied the meeting customers of Holiday Club Saimaa are and figure out if there is anything that is in need of improvement. Holiday Club Saimaa's meeting customers' needs and expectations are studied, and the end results are facts and improvement suggestions for the future. What the hotel wants to do with this information is up to them.

The secondary objective of the research is to determine whether or not there is need for a feedback program that would automatically send a customer satisfaction or feedback form to the key person or the organizer of the event after they have checked out of the hotel.

There were multiple topics that the partner company wanted to investigate, but it was decided that this thesis will only focus on the meeting customers that the company has. Other limitations were made concerning the number of individuals interviewed and topics investigated. In this case customer satisfaction is measured of those customers who used Holiday Club Saimaa's meeting and conference facilities and services in spring 2015. Main focuses are on first impressions, meeting facilities and services, and service quality.

1.2 Research questions

The first question that needed answering was how satisfied the customers are at the moment. This question was answered by doing a customer satisfaction research in an interview form. The meeting customers' opinions and experiences about the facilities, equipment, and service quality were questioned in an interview.

The second question was, if there is a need for a feedback program for the meetings and conference customers. The concept of the feedback program was introduced to the respondents and their willingness to fill it out was recorded.

1.3 Research method

A qualitative research method was chosen for this thesis' empirical part, since it was thought to give more detailed answers and it fit the purpose. A structured theme interview was chosen, since it is easier to handle and analyze than a completely open interview form, which would require more experience and knowledge (Heinonen, Mäntyneva & Wrange 2003) that the author does not have. The questions asked in the interviews handled the subjects' experiences, first impressions and general thoughts of Holiday Club Saimaa's meetings facilities, services and staff efficacy.

Volunteers for the interviews were gathered in Holiday Club Saimaa by a form that was created by the author. The volunteers were contacted via phone and those who answered became the respondents for the research. For the research it was planned to have around twenty respondents of which half would have spent the night at the hotel and half would have been just day visitors. It was also planned to interview the key persons of the event; trainers, key speakers or even the organizers. Interviews were recorded and were then transcribed, sorted out by themes and analyzed using the grouping method.

1.4 Justification

This research is much needed in Holiday Club Saimaa since they, or any other Holiday Club resort for that matter, do not have any existing collective forms for gathering feedback. Their only method consists of face-to-face conversations with the customers. The author thinks that this face-to-face method of gathering feedback strips the customers from anonymity and makes it more difficult and in some cases more uncomfortable for them to give honest opinions and genuine feedback. The author knows from experience that customers give negative feedback more easily, but positive feedback is also needed in order for the company to improve their operations into the right direction. Nowadays the

internet is the easiest place to give feedback quickly and anonymously and this is also why this research was done.

This topic is interesting for the author as well, because the process and results will give a better understanding about the importance of customer behavior and attitudes and how those affect the company's operations and vice versa. The author also has some previous knowledge from school and from her own experience from working in the hotel and restaurant business. After doing her professional placement in a hotel the author wanted to continue working in that field, not necessarily in the reception but maybe in the sales department or in the conference and meetings floor. Those interests are also tied to the thesis topic and it is all the more important for the author.

2   Conferences and meetings

Attending conferences and meetings is one form of business travel. The event can be organized for only a couple of people or for an entire audience of several thousand. In business tourism, conference and meeting traveling happens when a person travels for these purposes outside of their normal work space, let it be an office or a city. (Verhelä 2000, 16.) When people travel for work and do not necessarily stay away from their homes for at least one night, are they really *tourists* in the conventional meaning of the word. This makes studying business travel and tourism difficult, because the terminology gets overlapped easily. (Horner & Swarbrooke 2002, 3.)

Terms used to describe different forms of meetings tend to vary, but they have one thing in common, which is to bring people together to discuss a topic of shared interests. These interests can be commercial or non-commercial but in order for the meeting to be seen as part of business tourism it must serve the tourism industry in some way and is usually held away of the hosting organizations' premises. Meeting is a small gathering, but when larger groups attend a meeting it is most often called a conference. (Horner & Swarbrooke 2002, 5.)

2.1 MICE tourism

Meetings, incentives, conference and exhibition tourism, also knowns as MICE tourism, is a specific form of travel. It is characteristic for MICE tourism to move large masses of people for a specific purpose with well-planned agenda. These purposes can be anything from small private meetings to large conventions and exhibitions. (Horner & Swarbrooke 2002, 3-6.)

The meetings market is the most diverse of all the sectors in business travel and usually has a demand that originates from its wide range of different kinds of customers. There are small business groups that do not require much and then there are the massive conferences that cater to hundreds of participants at a time and require special facilities, great planning and careful execution in order for everything to go smoothly. (Davidson & Beulah 2003, 77-78.)

2.2 Facilities and equipment

In MICE tourism the demands of the customer vary depending on the purpose and scale of the event (Davidson & Beulah 2003, 77-78). *Venues* are places where business tourism events actually take place. These venues can be classified in different categories depending on their location, size, built purpose and residential status (Horner & Swarbrooke 2002, 49.)

Hotels are perhaps the most known venues to cater business tourism needs but one must remember that there are many different kinds of hotels that offer these kind of services, such as city center hotels, motels located on major roads, coastal resort hotels and country house hotels in rural areas (Horner & Swarbrooke 2002, 49). Hotels are the most popular choice for accommodation as well, since it offers all the facilities and services that the business traveler might need, such as: restaurants, meetings and conference facilities, business center, recreational services and other activities (Verhelä 2000, 96-100).

Sometimes business tourists stay in the hotel for longer than just a night, so business hotels have equipped their bedrooms with different work tops, outlets and modems in order for the customer to more easily work while they visit the hotel (Verhelä 2000, 99-100).

The International Association of Professional Congress Organisers (2011) published an article that discussed all the different kinds of technologies that the conference participants use and how fast the situation with the importance of connectivity has developed. Plain old slide shows are not all that a meeting needs anymore. There are live audio or video streaming of the keynote speakers, live blogs, online chats and discussions, participants' own personal equipment for taking notes, mobile phone apps and even holograms. The venue industry struggles to keep up with this rapid pace of changes, and since upgrading the equipment to fit all purposes is expensive, only bigger venues have this technology and are therefore more desirable.

In the end it is the anticipated customers that determine what kind of equipment is needed in a hotel (Gray & Liguori 1980, 35).

2.3 Additional services

Since there is no clear line where business tourism ends and leisure tourism begins, it happens quite often that business travelers consume the same elements that are primarily supplied for leisure tourism. Business travelers are also known to pay more for these elements since they most often need and even demand better quality than the leisure tourists. Business tourism overlaps with leisure tourism when:

1. The business travelers end their working day
2. Leisure activities are included in the conference program in between session.
3. Incentive travel, which usually is a reward of good performance, turns into leisure tourism because of the nature of the trip.
4. Families and other people accompanied by the business traveler are automatically leisure travelers and automatically bring with them the recreational aspect of the trips had together. (Horner & Swarbrooke 2002, 10.)

In these cases it is vital that the venue can cater to all of its customers' needs simultaneously and without interruptions.

All the reservations and customizations are done with the venues' sales staff. These reservations can be done as early as a year in advance, if there is a big multinational convention. Usually the reservations for smaller meetings are booked within months. All the extras and the price are negotiated with the sales department so that the event will be planned properly. (Gray & Liguori 1980, 89-90).

2.3.1 Accommodation

For a business traveler the location, price and quality are priorities when choosing accommodation. If these are found in the same place as the business venue, then it is more convenient for the traveler. Of course flexibility, facilities and qualified staff affect the choice of accommodation as well. (Verhelä 2000, 96.)

As stated earlier, hotels are perhaps the most known venues to cater to the business tourism needs, but still some business travelers tend to stay with their friends and families, if possible. Still, different kinds of accommodation establishments are used by business tourists. These establishments can provide only the basic needs of shower and bead, or a complete package from meeting rooms to recreational services and more. At the end of the day the business tourists have to sleep somewhere if they are away from their homes, and in most cases a comfortable hotel with some luxuries is the most common choice. (Horner & Swarbrooke 2002, 51.)

2.3.2 Food and beverage

Horner and Swarbrooke (2002, 171) boldly argue that food and beverage is an essential requirement for a successful business tourism event. If the venue has its own unit that produces food, such as restaurants in a hotel, they are used in catering the needs of the meeting's participants. In other cases outsourcing must be used. It is usually seen more profitable when the hotel gets to cater their guests with their own restaurant services and even better if they get more visibility by doing so. (Rutherford, Haglund, & O'Fallon 2007, 235-236.)

The food and beverage aspect in a meeting is seen as an extra, since it is not necessary for the meeting itself but is seen as good service. Usually when thinking about the food and beverage service in meetings, one might not think

that alcohol would be available, but in some cases it is. These happen in rare occasions and it is true that tea and coffee is consumed more, but when dealing with alcoholic beverages one must remember to follow the proper legislations. (Rutherford, Haglund, & O'Fallon 2007, 238.)

2.3.3 Recreational services and activities

Depending on the style and location of the event venue, there might be some recreational activities for the event participants to take part in. In a hotel such services and facilities would include: sauna, gym, spa, hairdressers, outdoor and indoor sports and cultural experiences. Some of these can be found right in the vicinity or somewhere really close. (Verhelä 2000, 100.)

In incentive tourism the primary purpose of the trip is this recreational perspective. In business travel it depends on the customers' needs whether or not they will use these services or not. (Verhelä 2000, 103.)

3   Customer satisfaction

Customer satisfaction can be seen as a measurement of how well the company manages to meet or even surpass customers' expectations with their products and services. As today more and more services have physical products attached to them, it makes measuring customer satisfaction more and more difficult and delicate in nature. (East, Wright & Vanhuele 2008, 166-168.)

Customer satisfaction research is one form of marketing research and it aims to measure customers' satisfaction towards the company, its products and services, and its staff performance. There are three parties involved in the customer satisfaction research process; the client, who wants the information, the researcher, the one conducting the research and then there is the sample group from whom the data is gathered. (Lahtinen & Isoviita 1998, 20-21.)

It has been studied that improving customer satisfaction does not necessarily lead to improved profitability. Nor does the increase in demand mean better quality. Sometimes increase in demand works the suppliers too hard for them to achieve the best possible quality. Bad quality does not make happy customers.

It is this carefully maintained balance between demand, capacity and quality of services that make a satisfied customer. (Hassanien, Dale & Clarke 2010, 93.)

East, Wright and Vanhuele (2008) introduced a disconfirmation model to demonstrate that customers' perception and expectation have clear connections to dissatisfaction or satisfaction.

Consumption

Perception

Disconfirmation
Preception minus expectation

Expectation

Dis/satisfaction
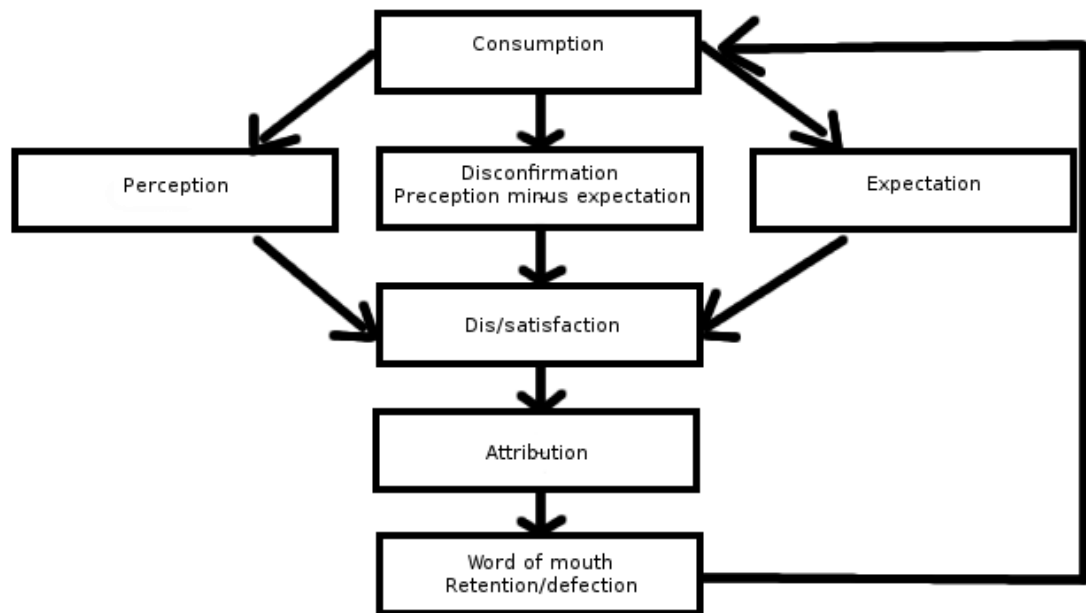
Attribution

Word of mouth
Retention/defection

Figure 1 Disconfirmation model (East, Wright & Vanhuele 2008, 173.)

Expectations relate to the perceived value of the product and service. This model works in two ways, where the company either fails to meet expectations and perceptions, thus dissatisfying the customer, or when the company exceeds them and this positive surprise gives satisfaction to the customer. In this model disconfirmation has two opposite results. If consumers' negative perceptions and expectations are proven wrong, then the customer is more likely to be satisfied, but if positive perceptions and expectations are proven wrong, then the customer becomes dissatisfied. (East, Wright & Vanhuele 2008, 173.)

Nevertheless, disconfirmation will be interpreted in different ways by the customer. In figure 1 above *attribution* is there to represent the actual experienced product or service. In the end it is *how* the customer feels about the product or service in the end that determines their course of action afterwards.

Negative experiences drive negative word or mouth more easily than positive experiences drive positive word of mouth. Consumers with negative experience are also more likely to give feedback and complaints, than consumer with positive experiences are at giving recognition and thanks. (East, White & Vanhuele 2008, 174.)

Customer satisfaction is also associated with perceived quality. Customer's notions of quality change depending on general standards, personal preferences and common trends. That is why measuring quality is so difficult and is most often the main focus in customer satisfaction research. (East, Wright & Vanhuele 2008, 167.)

3.1 Factors influencing satisfaction

When a product or service is best suited for its purpose, it is in the minds of the consumer good quality. Good quality paired with a reasonable price make a happy customer, but the things that make the customer satisfied with their purchase is the fact that they are comfortable with their decision and they enjoy it. In the business travel sector this can be an affordable hotel that has all the right facilities and equipment to hold a meeting at. What makes measuring satisfaction in the hospitality industry so challenging is the human factor. If a business man's flight is delayed, or there are problems with the monitors in the meeting rooms, it is the actions of the staff that can turn these kind of incidents from negative to positive, and it is that change and effort that will stay on the mind of the customer and form a positive image of the company. (Horner & Swarbrooke 2002, 137-139.) It is emotions that are the biggest drivers of satisfaction. Within these emotions trust and familiarity are the strongest. Customers want consistency and it is that consistency when done right that makes the customers satisfied. (McKinsey & Company 2014.)

Organizations are doing their best to match the quality of their services and products with the customers' expectations and even exceeding them, since it is believed to be the key to a satisfied customer who is also a potential returning customer. Customer loyalty is a valued asset in today's competitive corporate climate. (Fornell 2007, 45-47.)

3.2 Dissatisfaction

It is argued that dissatisfied customers cause more harm to the company, than satisfied customers can do good. Dissatisfied customers do not necessary express their dissatisfaction to the company directly, but instead tell about the upsetting experiences to their friends, relatives and co-workers. In this case the company does not know that they have failed to meet customer expectations, and there are now possible future customers turned against the company by that one individual's actions. Logically dissatisfied customers are not going to recommend a product they are unhappy with. (Fornell 2007, 73-74.)

3.3 Impact of first impressions

In the case of a destination or venue, first impression is made after previous perceptions are either confirmed or disconfirmed by the real experience. Factors affecting these perceptions towards a destination are illustrated in the figure below (Horner & Swarbrooke 2002, 136).
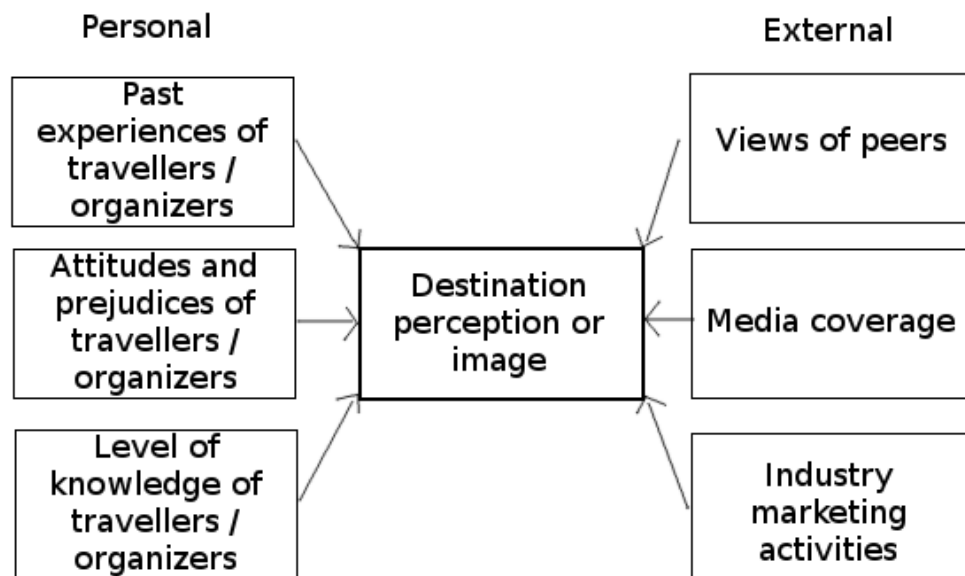

Figure 2 Factors affecting travelers' and organizers' perceptions of destination (Horner & Swarbrooke 2002, 136.)

First impressions have a huge influence on the end result of the encounter. While the first-time consumer has not prior experience, their perceptions and

expectations are based on secondary sources, like advertisements, word of mouth and other sources, it is crucial for the company to give the right image. (Fornell 2007, 93.) What is meant by the right image here, is an image that will not disappoint and will be constant. As stated earlier, consumers want consistency. If the company gives a first impression with a big wow-factor, it will be difficult for them to maintain that in the future. It is also true that the first contact cannot be dissatisfying because that will have a risk of losing frequent customer.

In the end it is a matter of balance: finding that space where expectations are not over-exceeded and where underachievement does not occur.

3.4 Customer satisfaction research

Customer satisfaction research is only one form of marketing research and it aims to evaluate and measure customers' satisfaction with products, services and service quality that the company produces (Lahtinen & Isoviita 1998, 20-21).

There are many ways to conduct a customer satisfaction research and it is the research question that determines what method is best suited for the case (Lahtinen & Isoviita 1998, 62). There are two possible approaches, quantitative and qualitative, where quantitative methods deal with questions like; *how many, how often* and *where?* Qualitative research method aims to answer the question *why* and *how.* (Heinonen, Mäntyneva & Wrange 2003, 31-32.)

Quantitative research method	Qualitative research method
Strict	Flexible
Questions: what, where, how much, how often?	Questions: what kind, why, how? New perspectives
Numerically relatively large sample	Numerically relatively small sample
Description and analysis based on the numerical research data	Qualitative research data analysis
Numbers	Stories and meanings
Questionnaires	Interviews

Table 1 Characteristics of quantitative and qualitative research methods (Heinonen, Mäntyneva & Wrange 2003, 32.)

As seen from table 1 both methods have their own characteristics, and it is the research question that determines which method is qualified for which kind of research.

Quantitative research is most often done with questionnaires, omnibus research, tests and internet surveys. Qualitative research on the other hand is done with group or one-to-one interviews and observations. (Heinonen, Mäntyneva, Wrange 2003, 32-33.)

When done right, questionnaires are easier to use and analyze than interviews (Bradley 2013, 307-325). Questionnaires can be made into simple forms, where the respondent is given little room for his or her own words and only specific topics within a set value range are investigated. Questionnaires can be tested before putting to use and the data collected is easy to transcribe and analyze in visualizing graphs. (Bradley 2013, 191-203.) In qualitative research, understanding of human behavior becomes more necessary. If interviews are done face-to-face, body language, punctuations, pauses and emphasis become part of the information gathered and those gestures have meaning when analyzing the results. (Bradley 2013, 238-244.) Of course it depends on the researcher as well, whether they are more comfortable in analyzing cold data as numbers or reading the complexity of the human mind and behavior patterns.

Most common customer satisfaction research questions deal with customers' expectations and perception to quality, defining demand, and finding out ways to better meet the need and expectations of the customers (Lahtinen & Isoviita 1998, 88-89).

4   Holiday Club Saimaa

Holiday Club Saimaa is a spa resort that was opened in November 2011 and it was constructed on the old spot where Rauha's recreational spa and hospital were previously. Old buildings were renovated and new buildings rose alongside the beautiful spot in the heart of nature. (Holiday Club Saimaa 2015.)

Holiday Club Saimaa consists of three separate hotel wings with 221 rooms, 98 Villa holiday apartments and 90 holiday houses, with more Villa apartments under

construction. The main building has two restaurants and three bars. (Parkkola 2014.)

There are also possibilities for a variety of sports and activities, such as badminton, bowling, table tennis, skating and pool, just to name a few. All of these activities can be found right at the vicinity of the hotel, and there is also a shopping center right nearby (Appendix 1). There are also other restaurants and activity possibilities near the hotel as well as beautiful scenery that the customer can enjoy.

In the summer 2013 Holiday Club Saimaa opened its own 18 hole golf course as well. The spa has a slide, jacuzzi and saunas. There are also plenty of pampering packages available, from massages to scrubs and other relaxing treatments. The hotel is not that far away from the buzz of the town center either. Imatra town center is only seven kilometers way and Lappeenranta town center thirty five kilometers away, and there are good bus and train connections operating from both. (Holiday Club Saimaa, 2015.)

Angry Birds activity land is a huge hit for families with small kids, but the hotel is also well-equipped for conferences and meetings occasions. There is a separate conference reception where conference and meeting customers can get information and help quickly and reliably. The hotel's ice rink can be transformed into a stage area where it is possible to host concerts or have it open for a dance floor or a huge dinner party with many rows of tables. The hotel has six conference rooms that can accommodate 30-60 people and ten rooms for smaller meetings with the capacity for 8-15 people. Each room is equipped by default with certain essentials, such as Video projector or 55" plasma TV, silver screen (in those rooms which have video projectors), flipchart and markers, wireless Internet (wlan) and drinking-water. (Holiday Club Saimaa, 2015.)

The customer can order food services for their meeting as well. There is coffee service that can be set up in the morning or in the afternoon, Lunch service in Easy Kitchen with buffet style service, and dinner service that can be arranged by the wishes of the customer. The coffee service is held at Kahvitori, which is located near the meeting rooms (appendix 2) and it serves coffee, tea, something salty and sweet, fruits and flavored sparkling water. (Kosonen 2015.)

What makes Holiday Club Saimaa a unique meetings venue is that it is more versatile than one might at first imagine. As we can see from the floor plan (Appendix 2) the meeting rooms can be connected to host bigger groups and is also versatile in many ways. The ice rink is one of a kind, since it is surrounded by booths and seats and can hold in 1,750 people at a time, and it is also multifunctional. It is also possible to accommodate and feed all the meeting participants at the hotel, because it is so big. (Parkkola 2014.)

Holiday Club Saimaa has really taken it upon themselves to be sure to cater their customers' every need. They emphasize customization options and offer different packages for their meetings customers. They hold the diversity as their trump card and are not afraid to advertise it as such. (Parkkola 2014.)

5   Conducting the research

This thesis process began in autumn 2014 when the author came across a notice on her school's online forum, where Holiday Club Saimaa wanted to cooperate with the students in the form of a placement or thesis. Two meetings were held in October 2014. The author set up the first meeting with the contact person of Holiday Club Saimaa and they discussed possible topics for the thesis, and finally customer satisfaction of conference and meeting facilities customers was chosen as the main topic of the thesis. The second meeting was with the author, the contact person and Holiday Club Saimaa's sales office supervisor to discuss Holiday Club Saimaa's operations, facilities and their expectations of the research. The third meeting was held in January 2015, with the author, her supervising teacher and the sales office supervisor to plan in more detail what the final product of the thesis will be, when it will be ready and what it is about. It was after these meetings that the real work began.

Qualitative research is more focused on figuring out the *why;* feelings, motives, attitudes and emotions. In other words, qualitative research aims to give understanding of human behavior (Heinonen, Mäntyneva & Wrange 2003, 31-32). Customer satisfaction cannot be measured in simple numbers since the emotional factor is so high. That is why qualitative research methods are used

when studying customer satisfaction, and that is why a qualitative approach was chosen for the research since it was seen as more appropriate for the purpose.

5.1 Research question

This research has two aims: 1) Evaluate the current satisfaction level of customers who used Holiday Club Saimaa's conference and meetings facilities and services during spring 2015. 2) Find out if there is a demand for a feedback program, for these customers, that would send them an electronic feedback survey after using Club Saimaa's conference and meetings facilities and services.

The primary theme in this research is customer satisfaction and mapping out the demand for a feedback program was treated as an additional question since it is linked to the theme.

5.2 Planning and execution

Even though the thesis process started in the end of 2014 the real work was done in late winter and early spring of 2015. Primary schedule was to gather volunteers for the interviews during February and March and then the interviews would be conducted during March and April.

The author will create a form with which the volunteers for the interviews will be gathered. While the hotel staff distributes the forms to the meeting participants the author will do research on the theory part of the thesis and construct an interview structure that will be used later on.

The volunteer collection forms started piling up in the end of March 2015 and it was time to start conducting the interviews. The plan was to get around twenty volunteers for the interviews, where there would be different size groups with different purposes. It was also planned to get a sample group where half of the group would have had stayed in the hotel overnight and half who would have been just day visitors. The interviews would be done over the course of few months, March and April, and then analyzed in April.

5.2.1 Gathering the volunteers for the interviews

Volunteers to be interviewed for the research were gathered at Holiday Club Saimaa in spring 2015. The sample groups were defined to be those meeting and event key persons who had used Holiday Club Saimaa's meeting and conference facilities and services during spring 2015. The sample group was collected with a volunteer collection form that was created by the author (Appendix 3) and distributed by the conference reception staff in the beginning of each event. Filled forms were then scanned to the author for the interviews.

5.2.2 Interviews

The interviews were arranged to be conducted over the phone so that the volunteers were contacted at a time they had reported to be most convenient for them. All the interviews were planned to have been done over the course of March and April 2015.

Though it was first planned to interview only the key persons, the response was not as expected and so the forms were distributed to all participant in the hope that the quota would be met.

These interviews lasted from ten to thirty minutes and were carried out in a structured form. The themes were based on those points of services and facilities that Holiday Club Saimaa wanted to focus on.

A structured theme interview was chosen, because the more loose and open the interview structure is, the more experiences it requires for the researcher to stay on topic and analyze loose concepts (Heinonen, Mäntyneva & Wrange 2003, 71).

The author wrote down the interview structure (appendix 4) and used it as a guideline when conducting the interviews. The interviews started with the author first introducing herself and her reason for calling. She explained why this research was done and what she hoped to gain from it, which was honest answers. She then led the discussion point by point and asked if there is anything they would like to add, positive or negative. Finally she introduced the concept of the feedback program that does not exist and asked if there was such a thing, would they be willing to take part in it. The concept idea of the feedback program

is a survey sent via email to the customers who have used the conference and meetings facilities and services. The survey would be a feedback form similar to ones sent to individual hotel customers.

5.2.3 Analyzing the results

The interviews were recorded and the author took notes during the interviews. The recordings were then transcribed on paper and grouped into categories and repetitive themes were picked up.

This grouping method helps to see specific points of interest and it also makes it easier to link certain aspects together (Heinonen, Mäntyneva & Wrange 2003, 76-77).

The interviews were analyzed based on theory studied earlier and conclusions were based on how well the result reflected the theory.

6 Research result

The original plan for the schedule and the sample group did not keep. Original plan was to gather the volunteers in February and March, but it ended up prolonging to the beginning of May, since not enough volunteers were gathered. That is when it was decided with Holiday Club Saimaa that the sample group would be altered from key spokes persons to both, key spokes persons and regular attendants. Also the scheduled deadline moved from one date to another, because there were changes in the university's procedures of linguistic checks and plagiarism checks.

In the end the research was carried out the best way seen possible, ensuring that it would serve its purpose to the author and Holiday Club Saimaa.

For the analysis the interviews were cut into sections and gone through in themes. In these themes the answers were grouped into more easily understandable forms. From these results we can make generalizations for each group. (Heinonen, Mäntyneva & Wrange 2003, 77.)

The duration of the interviews ranged from ten to thirty minutes. Some were quick in their answers and some took their time thinking and then there were few who

got sidetracked quite easily. There were also differences in how detailed the answers were and how co-operative the respondents felt.

6.1   Respondents

For the research thirteen individuals from six different events were interviewed, of which two were hosting the event, or were in other ways in a key role, and eleven were normal attendants. Six of them spent the night at the hotel and four used recreational activities either by themselves or as part of the meeting.

There were more respondents from conferences than there were from meetings. Six events, in total, were investigated; four meetings and two conferences. There were five to six respondents from the two conferences and one to two respondents from meetings. From all the respondents nine were male and four female.
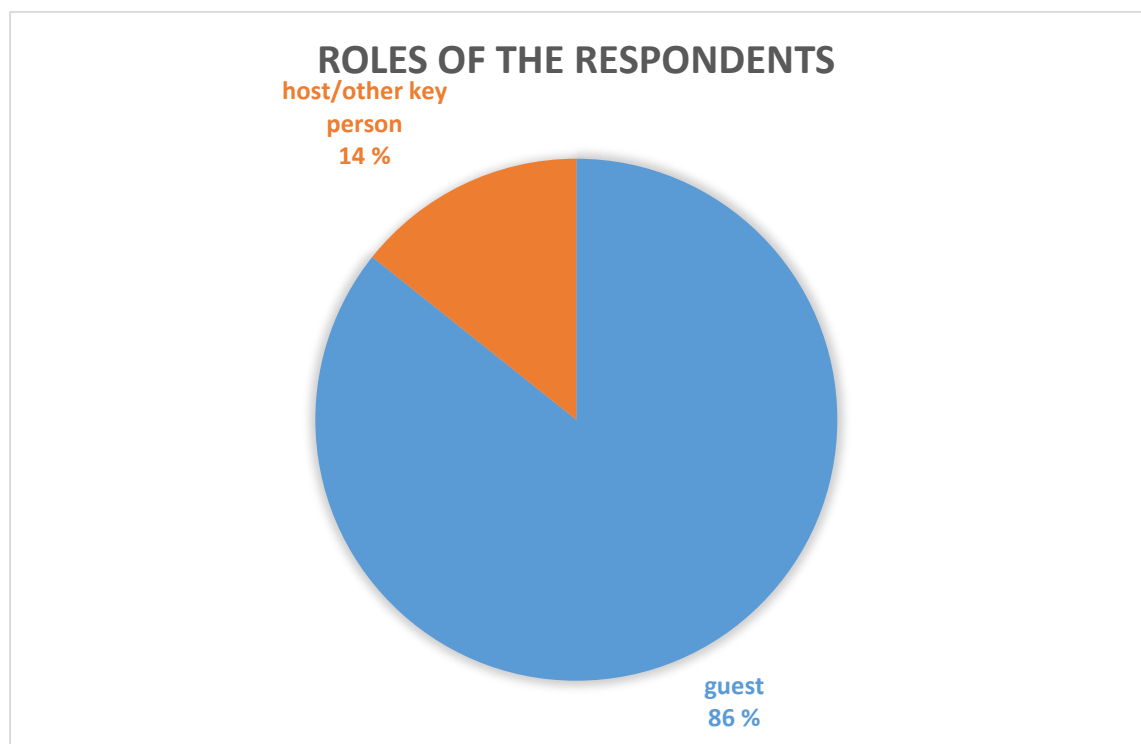

Figure 3 Roles of the respondents

One host was from a meeting and the other one from a conference. From both conferences there were five respondents that were guests, and from meetings there was one from each, who were regular guests. The distribution of guests

and hosts is not even, but it will nevertheless show in some differences in the interview answers.

6.2 First impressions

Six of the respondents were genuine first time visitors. The rest were asked to compare their first visit with the latest one and tell if there was a difference. When asked "What was your first impression of the hotel?" most common answer was that it was spacious and good looking. Half of the respondents mentioned the info screen on which they saw where their event was held and no one asked for directions from the main reception. Other adjectives used to describe the respondents' first impressions were *impressive, clean* and *new.* Few mentioned the large parking area behind the hotel but there were also those who said that they wished that there were more parking spaces in front of the hotel.

Those who had been at the hotel before said that the new look is attracting and that the lobby is spacious and clean and the same feel continues throughout the hotel, which they said is really nice. They also said that the attractiveness level is the same as it was during their first visit.

6.3 Facilities and equipment

All of the respondents were happy with Holiday Club Saimaa's meeting facilities even though five of them reported having technical difficulties with the equipment. Despite the difficulties these respondents' overall satisfaction level does not differ that much from the rest. It was reported several times that the groups had had troubles with the projectors and few mentioned that there were not enough parking spaces right at the front of the hotel. There were also a couple of mentions about meeting rooms located above the ice rink, that they felt a bit cold and that the air conditioner made a humming sound that few found irritating. Respondents who felt irritated at the sound also said that at that point there was nothing that could have been done about it, so they endured it, and said that other than that, everything else went great.

The most common adjectives used to describe Holiday Club Saimaa's meeting rooms were *normal, good, functional and spacious*. These are all positive adjectives and the only negative comments were given on faulty equipment.

There also is not much of a difference in opinions whether or not the respondents were overnight guests or day visitors.

6.4 Food and drink

All of the groups interviewed had some sort of catering included in their meeting schedule. All five groups had coffee and tea either in the morning or in the afternoon. Four groups had a buffet lunch in addition to the coffee service and one group had dinner, as well as lunch and coffee.

The coffee service got the most compliment for being a little different. Salty snacks were most mentioned one. One respondent even said that it was better than the traditional coffee and cookies. Fresh fruits and nuts were the biggest surprise for some respondents.

Buffet style lunch got compliments for being plentiful and delicious. There was only one reported case where the buffet ran out of food during lunch time. In this same incident the respondent reported noticing that there did not seem to be enough staff members on duty to handle such large masses. It was also sad that this incident happened during the winter holiday week.

6.5 Service quality

Over half of the respondents reported having had some sort of contact with the staff members and all of them said to be happy with the quality of the services they received. One respondent even said: "Is it not so that the service is good, when you do not even realize or notice the people working there?" This may be so, but it can have a negative influence as well, though this time that was not the case.

Those who had had encounters with the staff said that the staff members looked and acted professional and they were friendly. One even praised the meeting room staff by saying: "It is nice to see that the staff is willing and quick to help and even though the solution was not immediately found, they did not give up."

The hosts had more encounters with the staff than the regular visitors, and it was the hosts that were more pleased with how the staff members acted in critical situations and how well they performed.

6.6 Overall satisfaction

The respondents had many good things to say about their experiences, but there were also few negative comments given. All and all everybody was satisfied with the overall course of events, some even more than others. It was said that everything seemed to be in balance and that the facilities were very functional and comfortable.

Those who had no previous experience were more satisfied than those who had visited the hotel previously. Nevertheless those who had visited the hotel previously were happy with the stability of the quality.

The respondents said to be most pleased with the coffee services and the staff performances. Reportedly all the respondents would recommend Holiday Club Saimaa's conference and meeting facilities to their friends and colleagues based on their own experiences.

6.7 Feedback program

Most of the respondents said the introduced feedback program to be a good idea. There was, however, some skepticism shown by some respondents. One respondents said. "I do believe it to be a good method for gathering feedback, since it is important for the company, but I am not so sure, if people are willing, or have time to fill it out."

Both hosts agreed that there is indeed a need for a consistent feedback program and that if it were in an electronic form, they would most certainly fill it out. One guest suggested: "Would it be more convenient to have a stand at the reception where one could write their feedback on the spot."

Those respondents who showed skepticism explained that they would not fill a feedback form unless they had something negative to say and that most people, in their opinion, would not have the time or interest to take part in that sort of thing anyway.

All the participants did show understanding in how important this is to the company but still were not too enthusiastic about it, even though they were told that also positive feedback is valuable to the company.

Half of the respondents felt that even though there is a need for a consistent feedback program, there would be mostly negative feedback, since people are prone to give negative feedback more easily, than positive feedback or praise.

7   Conclusions and suggestions

Less than half of the respondents were genuine first time visitors and their impressions of the hotel were all positive. Holiday Club Saimaa has been in the news and is a relatively new establishment, so it can be considered that the first time visitors were indeed expecting something new and amazing. This cannot be known for certain, but if this was the case, then Holiday Club Saimaa did deliver in being new, clean and neat. Holiday Club Saimaa is also grand in scale and that might have influenced the first time visitors' first impressions by being overwhelming.

Holiday Club Saimaa's meeting facilities got a lot of credit and positive feedback, but there were cases where respondents reported having had difficulties with the equipment, more specifically with the compatibility of the computers and programs. Because the staff worked professionally and quickly, the incidents did not have a big effect on overall satisfaction with these respondents. It was just as theory suggested. The staff members really do have the power to influence the course of events and through that, also influence the mindsets of the customers. The respondents reported being upset and a bit frustrated with the faulty equipment, but were happier with the actions of the staff. They did not think badly of the facilities, or report them being bad and unrecommendable.

Holiday Club Saimaa's meeting rooms are designed to be compact and multifunctional. There are several screens and multiple table arrangement possibilities so it is no wonder that the respondents felt that the rooms were comfortable and functional. The theory also stated that one major factor influencing customer satisfaction is indeed fitness to purpose.

When it came to the food services, everyone was pleased with the coffee service, and most were satisfied with the buffet lunch supply. It was reported that the food selection was versatile and plentiful and the taste was pleasant. There was only

one incident where the respondent reported food running out and noticing a lack of staff members during lunch hour. It was the same respondent that stayed at the hotel for a couple of days and said that it was a bit disappointing that there was not a good rotation with the food selection. Each day it was almost the same. This might be just a case of personal taste, but since it was reported that this incident happened during the winter holiday week, we can only assume that the menu for that week was designed to fit better with the families that were visiting the hotel at that time. The respondent even thought that that particular menu must have been pleasing for the families. We cannot know for sure if there was a change in the menu according to the visiting guests, or if the hotel was so full that the regular staff numbers were not enough to handle such large masses. But we do know for certain that over 90% of the respondents were happy with what they got for coffee service and lunch, and it would be suggested that nothing be changed in this regard.

It was also suggested in the theory that service quality is determined by factors that are linked to emotions, and those emotions are personal but still common to most people. With this in mind we can make assumptions about why the interview respondents felt so strongly about the service quality being good and professional.

The staff members were reported being friendly and happy, which are the best qualities to have in the service field. The staff was also praised for being professional, and by this we can assume them meaning that the staff had answers to all the questions that the respondents had and that they were quick with their solutions when it came to critical incidents, such as those with the projectors not functioning properly.

Other factors influencing customer satisfaction were expectations. Since Holiday Club Resorts Oy is a limited company and the leading weekly timeshare company in Europe, it is no wonder that the customers have high expectations for the products and service quality. Additionally Holiday Club Saimaa in particular ended up being the Nordic region's largest tourism project yet, and got plenty of media coverage. With these factors in mind we can make the assumption that the customers of Holiday Club Saimaa were expecting something new, fancy, big

and grand, and in the end, Holiday Club Saimaa delivered and that may be the biggest reason why the customers were so pleased with their experiences.

Holiday Club Saimaa meets all the criteria that business travelers have because it has everything under one roof, from small to big events, meetings and conferences, to indoor and outdoor activities, as well as accommodation, spa services and restaurants to choose from. As a concept Holiday Club Saimaa really is grand at scale and when one starts to divide all the components into smaller pieces, the versatility of the whole establishment is realized, and just how well it fits to everyone's needs.

The theory clearly states that the easiest way to collect customer feedback is with questionnaires, and that is one way of measuring customer satisfaction. As predicted, there really is need for a collective feedback system at Holiday Club Saimaa for its business customers. All the respondents agreed that it is indeed a good idea to have such a system, but there were those who speculated, whether or not people are willing to take part in it unless they have something negative to say. So it can be suggested that a feedback form is created and distributed to the meeting customers via email. Other suggestion would be to get a tablet and program it to have a feedback system and place it on a stand in the meeting reception. This idea came from Lappeenranta University's cafeteria, where there is a tablet on a stand at the door, where customers can give immediate feedback if they want. The hotel can also take the more traditional approach with a return box and a stack of questionnaires at the meeting reception.

This will give a consistent feedback method that will help monitor the satisfaction levels and quality levels. Continuous feedback will help the company keep up to date with their customers' experiences and expectations, and makes it easier and faster for them to adapt to even the most subtle changes in demand.

8   Evaluation of the thesis process

For this research thirteen individuals from six different events were interviewed. This was fewer than anticipated but still more than the absolute minimum. There were two conferences and four meetings investigated and given the nature of

qualitative research, this should be enough to make generalizations and still find detailed differences.

At first, it was intended to interview the key spokespersons of the events, but since there were not enough volunteers, the definition of the sample group was expanded to cover both, the key spokespersons and regular attendants. There was also a mishap in the communication where volunteer collection forms were distributed to several participants of the same event even before it was decided that the definition of the sample groups was changed. This led to a point where the author had ten possible volunteers to interview from the same event, and potentially gave a better margin to achieve the maximum number of interviews.

But things did not work out just as planned. Firstly there were numerous cases where the respondents did not answer their phones. This might be because the author has a secret number, so the possible respondents were afraid that the secret number belonged to a telemarketer, and it is known that Finns in general do not like telemarketers very much. Other reasons could be that they simply were in a situation where they could not have answered their phones. The author did make several attempts to all the numbers received but with little success. This was a problem that no one foresaw or was prepared for. This made carrying out the research more difficult and forced alterations in the interviews' structure, since new perspectives were observed.

It was also speculated with the meeting staff if it had been better if the author was the one handing out the volunteer collection forms personally, but this could not have been possible since the author was working in a different hotel at the time.

It would have been better to get more participants for the research, but the author had to make do with what was available. It would have also been convenient to get more out of the respondents during the interviews. This can be speculated as lack of interview skills of the author, poorly structured interviews, lack of enthusiasm with the respondent or simply forgetfulness of the participants because they were contacted a couple of weeks after their event.

There is no measurement of the author's interview skills, but there might have been some problems with the interview structure, since it was not checked by the

tutor teacher before putting into use. The author used a written interview structure as a guideline when conducting the interviews, and since it was not visible to anyone else, the layout and style of the attached interview structure is liberal.

The forgetfulness of the participants is a far-fetched assumption since there were few cases where the respondent was contacted only few days after the event and they still had hard time describing their thoughts and feelings. The lack of detailed information can be also because of human nature, where the respondents did not know just how much the smallest details matter. It could also be because the respondents were not used to giving verbal feedback or did not feel comfortable talking to a stranger about their impressions and feelings. This can also be linked to the fact that face-to-face feedback strips the respondent from anonymity and can make the whole interview process feel uncomfortable. It can also be argued that in these kinds of interviews the respondents want to give positive answers and make the company feel good about what they are doing, but since there were reports of negative incidents and honest opinions that something was not to one's liking, we can make a statement that this research was indeed genuine and its purpose was filled rightly.

Overall recommendations for Holiday Club Saimaa is to keep up the good work they are doing, but take more care of the equipment instructions beforehand and keep in mind that the technology is constantly changing and that the possible customers may have their own equipment that is different than what the hotel is ready to cater for.
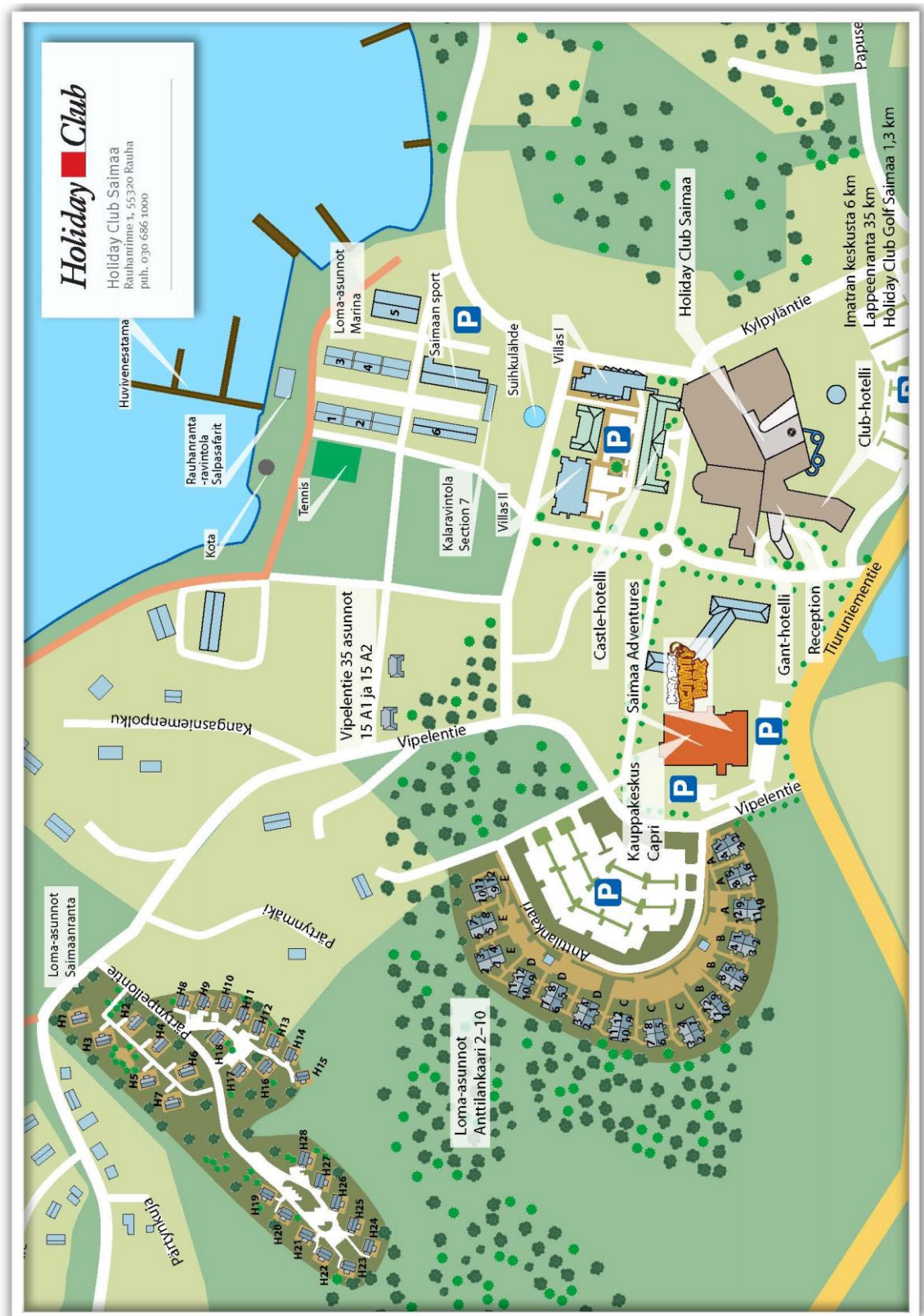
Figures

Tables

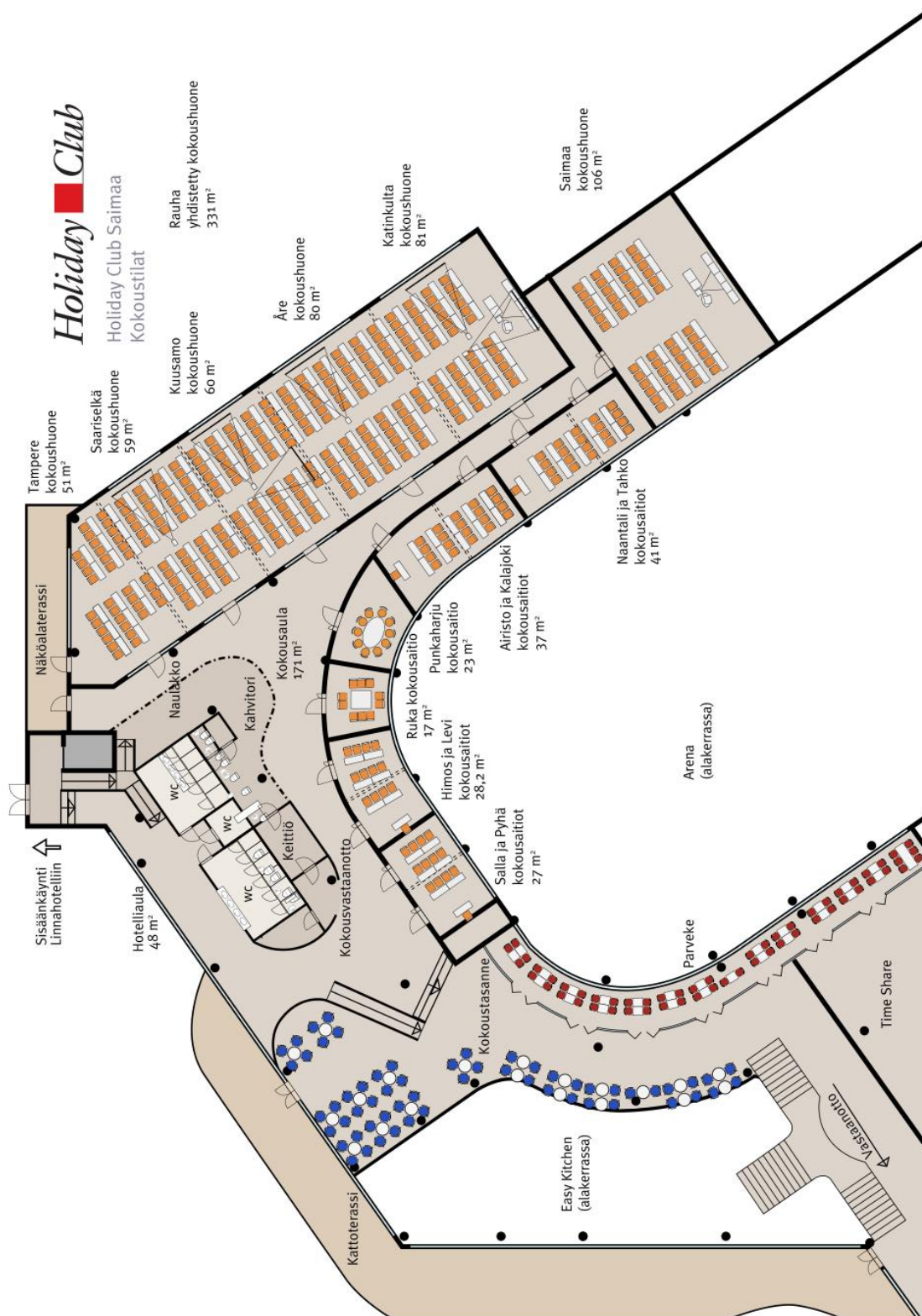Table 1 Characteristics of quantitative and qualitative research methods, p. 16

References

Bradley, N. 2013. Marketing Research – Tools and Techniques. United Kingdom: Oxford University Press.

Davidson, R. & Beulah, C. 2003. Business Travel – Conferences, Incentive Travel, Exhibitions, Corporate Hospitality and Corporate Travel. Essex: Pearson Education Limited.

East, R., Wright, M. & Vanhuele, M. 2008. Consumer Behavior Applications in Marketing. London: SAGE Publications Ltd.

Fornell, C. 2007. The Satisfied Customer – Winners and Losers in the Battle for Buyer Preference. New York: Palgrave MacMillan

Gray, W. & Liguori S. 1980. Hotel and Motel Management and Operations. New Jersey: Prentice- Hall Inc. A Simon & Schuster Company

Hassanien, A., Dale, C. & Clarke, A. 2010. Hospitality business development. Oxford: Butterworth-Heinemann

Heinonen, J., Mäntyneva, M. & Wrange, K. 2003. Markkinointitutkimus. Helsinki: WSOY Oppimateriaalit Oy.

Holiday Club Saimaa. Tilat Kaikille Tilaisuuksille. http://www.holidayclubresorts.com/fi/Kohteet/Saimaa/ Accessed on 18 Marhc 2015

Horner, S. & Swarbrooke, J. 2002. Business Travel and Tourism. Oxford: Butterworth-Heinemann

Kosonen, M. 2015. Conference Hostess at Holiday Club Saimaa. Interview on 23rd May 2015

Lahtinen, J. & Isoviita, A. 1998. Markkinointitutkimus. Jyväskylä: Gummerus Kirjapaino Oy.

McKinsey & Company. 2014. The three Cs of customer satisfaction: Consistency, consistency, consistency http://www.mckinsey.com/insights/consumer_and_retail/the_three_cs_of_customer_satisfaction_consistency_consistency_consistency Accessed on 9 May 2015

Parkkola, S. 2014 Sales Office Supervisor at Holiday Club Saimaa. Interview on 23 October 2014

Rutherford, D., Haglund, I. & O'Fallon, M. 2007. Hotel Management and Operations. New Jersey: John Wiley & Sons, Inc.

Verhelä, P. 2000. Liikematkailu. Helsinki: Oy Edita Ab

The International Association of Professional Congress Organisers. 2011. A look at the tools and technology for connecting conference participants. http://www.iapco.org/wp-content/uploads/2013/08/IT-and-Social-Media.pdf Accessed on 9 May 2015

Appendices

Appendix 1 Holiday Club Saimaa area map

Appendix 2 Holiday Club Saimaa ground plan

Holiday Club

Holiday Club Saimaa
Kokoustilat

Tampere kokoushuone 51 m²

Saariselkä kokoushuone 59 m²

Kuusamo kokoushuone 60 m²

Åre kokoushuone 80 m²

Rauha yhdistetty kokoushuone 331 m²

Katinkulta kokoushuone 81 m²

Saimaa kokoushuone 106 m²

Näköalaterassi

Sisäänkäynti Linnahotelliin

Hotelliaula 48 m²

Naulakko

Kahvitori

Kokousaula 171 m²

Kokousvastaanotto

Keittiö

wc

wc

wc

Himos ja Levi kokousaitiot 28,2 m²

Ruka kokousaitio 17 m²

Punkaharju kokousaitio 23 m²

Airisto ja Kalajoki kokousaitiot 37 m²

Naantali ja Tahko kokousaitiot 41 m²

Salla ja Pyhä kokousaitiot 27 m²

Arena (alakerrassa)

Kokoustasanne

Parveke

Time Share

Vastaanotto

Easy Kitchen (alakerrassa)

Kattoterassi

Hyvä asiakas.

Haen haastateltavia opinnäytetyöhöni liittyvään tutkimukseen, jonka tarkoitus on selvittää Holiday Club Saimaan kokouspalveluita käyttävien asiakkaiden asiakastyytyväisyyttä. Haen tällä lomakkeella Holiday Club Saimaan kokouspalveluita maalis- / huhtikuussa käyttäneitä vapaaehtoisia haastateltavia tutkimukseeni. Haastattelut suoritettaisiin huhtikuun aikana, ja otan Teihin yhteyttä Teille sopivana ajankohtana.

Ystävällisin terveisin
Heidi Wiitamäki
Restonomiopiskelija, Saimaan AMK
heidi.wiitamaki@student.saimia.fi

Nimi

_____

Puhelinnumero

_____

Kokouksen nimi, aika ja osallistujien määrä

_____

Yövyittekö hotellissa? Kyllä □ Ei □

Mihin aikaan Teille olisi sopivinta suorittaa haastattelu? Voitte valita useamman vaihtoehdon merkitsemällä ne rastilla oheiseen taulukkoon.

	klo 8-10	klo 10-12	klo 12-15	klo 15-18
Arkisin				
Lauantaisin				
Sunnuntaisin				
Muu toive / huomioitavaa				

Saako haastattelun nauhoittaa tarkempaa analysointia varten?
Kyllä □ Ei □

Dear recipient.
I am looking for volunteers to be interviewed for my thesis research. The aim of the research is to measure customer satisfaction of Holiday Club Saimaa's conference and meeting customers. With this form I am looking for those customers, who have used Holiday Club Saimaa's conference and meeting facilities during March and April, to be interviewed for my research. The interviews will be carried out during April and I will contact you when it is most convenient for you.

Best regards
Heidi Wiitamäki
Bachelor student in the tourism degree program, Saimaa University of Applied Sciences
heidi.wiitamaki@student.saimia.fi

Name
_____

Phone number
_____

Name of the event, time and number of attendants
_____

Did you spend the night at the hotel? Yes □ No □

When would it best suit you to conduct the interview? Please check the box below according to your preferences. You may check multiple boxes.

	8-10 am	10 am-12 pm	12-3 pm	3-6 pm
Mon-Fri				
Saturday				
Sunday				
Other / something to consider				

Can the interview be recorded for further analysis?
Yes □ No □

Heidi Wiitamäki Saimaan ammattikorkeakoulusta hei! Olitte Holiday Club Saimaalla ollessanne ilmoittautunut vapaaehtoiseksi haastateltavaksi oppinnäytetyötutkimukseeni. Muistatteko? Olisiko teillä nyt hetki aikaa suorittaa asiakastyytyväisyyshaastattelu?

Käydään siis ihan vapaamuotoista keskustelua kokemuksistanne ja jos teille tulee jotain mieleen, niin kaiken saa kertoa.

1. Kertoisitteko ensin millainen tapahtuma teillä oli (aika, aihe/tyyppi, osallistujien määrä, aktiviteetit…)
2. Kun saavuitte hotellille, millaisen yleisvaikutelman saitte?
3. Oliko kokoustiloihin opastus hoidettu kuinka?
4. Asioitteko vastaanottohenkilökunnan tai kokousisännän / -emännän kanssa? Millaisen vaikutelman saitte? Olitteko tyytyväinen saamaanne palveluun?
5. Mitä mieltä olitte kokoustiloista? (siisteys, mukavuus, laitteisto, sopivuus…)
6. Koitteko mitään ongelmia? Saitteko apua?
7. Minkälainen tarjoulu teillä oli osana tapahtumaa? (kahvi vai kunnon lounas?)
   Oliko siirtymä mutkaton? Mitä olitte mieltä tarjonnasta? (houkutteleva, riittävä, monipuolinen…)
8. Kuka maksoi? ja kuinka se sujui? (jos kyseessä oli avainhenkilö, eikä vieras)
9. Vastaanottohenkilökunnan toiminta ja asenne?
10. Koitteko mitään mieleenpainuvaa tai olisiko teillä jotain lisättävää?
11. Tuleeko teille mieleen mitään, missä olisi parantamisen varaa?
12. Suosittelisitteko HC Saimaan tiloja ja palveluita kollegalle tai ystäville?
13. Entä mitä mieltä olisit sellaisesta palvelusta, joka lähettäisi tällaisten kokousten tilaajalle tai avainhenkilölle palaute/asiakastyytyväisyyskyselyn sähköisesti tapahtuman jälkeen? Tiedättehän että useat hotellit lähettävät näitä yksityisasiakkailleen, mutta nyt tarkoituksemme on selvittää olisiko sellaiselle kysyntää myös businessmatkailijoiden puolella? Olisiko teillä vielä jotain lisättävää tähän?

This is Heidi Wiitamäki from Saimaa University calling. You were at Holiday Club Saimaa a while back and you volunteered to be interviewed for my research, do you remember? Would now have some time to do a quick interview?

This is a relaxed dialogue type interview and if anything pops to your mind, please feel free to speak up.

1. Firstly, would you kindly describe me, what kind of event you were having at Holiday Club Saimaa? (time, topic, number of attendants, activities, etc…)
2. When you arrived at the hotel, what was your first impression about the place?
3. How do you feel the guidance to the meeting rooms was arranged?
4. Did you have any contact with either of the reception staff? (Front reception / Conference reception) How would you describe the service you received? Were you happy with the service you received?
5. What is your opinion about the conference and meeting facilities? (cleanliness, comfortability, equipment, fitness to purpose, etc …)
6. Did you run into any problematic situations? Did you receive any help from the staff?
7. Did you have food service as part of your event? (coffee, lunch or dinner) Did the transition from the event to coffee/lunch/dinner go well? What did you think about the supply? (appealing, tasty, plentiful, versatile, etc…)
8. Who paid for the event? How did the payment situation go? (if interviewing a host?)
9. What is your opinion about the operation and attitude of the staff?
10. Did you experience anything particularly memorable? Do you have anything to add at this point?
11. Can you think of anything that is in need of fixing / improvement?
12. Based on your experiences, would you recommend Holiday Club Saimaa's conference and meeting facilities to friends or colleagues?
13. Then as an additional question I would like to know your opinion about a feedback program designed for meeting customers. You may be familiar with the customer satisfaction and feedback form distributed to leisure tourists after their visit at the hotel, but now Holiday Club Saimaa is planning on creating a similar kind of program for their meeting customers?
    If you received an electronic form in your email asking your experiences with the conference and meeting facilities, would you fill it out, and what are you thought in general about this idea?

    Anything to add?