

TALLINN UNIVERSITY OF TECHNOLOGY  
School of Business and Governance  
Department of International Business Administration

Kia Eliina Oksanen

**CUSTOMER SATISFACTION OF COMPANIES SELLING  
EXPERIENCES – CASE FLOAT KALLIO**

Bachelor's thesis

Programme TVTB, specialisation marketing

Supervisor: Kristel Kaljund, PhD

Tallinn 2019

I declare that I have compiled the paper independently  
and all works, important standpoints and data by other authors  
have been properly referenced and the same paper  
has not been previously been presented for grading.  
The document length is 8480 words from the introduction to the end of conclusion.

Kia Oksanen .....

(signature, date)

Student code: 166304TVTB

Student e-mail address: oksanen.kia@gmail.com

Supervisor: Kristel Kaljund, PhD:

The paper conforms to requirements in force

.....

(signature, date)

Chairman of the Defence Committee: / to be added only for graduation theses /

Permitted to the defence

.....

(name, signature, date)

## TABLE OF CONTENTS

ABSTRACT .....	4
INTRODUCTION .....	5
1. THEORY .....	6
1.1. Customer experience .....	6
1.1.1. Elements of customer experience .....	7
1.1.2. Customer experience management (CXM) .....	10
1.2. Customer satisfaction .....	11
1.2.1. Success factors in creation.....	12
1.2.2. Measuring and managing.....	14
1.2.3. Importance .....	17
1.3. Business of selling experiences .....	18
1.3.1. Brand in form of an experience .....	19
1.3.2. Experiential marketing as a part of a company’s strategy.....	20
2. RESEARCH – CASE FLOAT KALLIO .....	22
2.1. Planning the research.....	22
2.2. Carrying out the study .....	23
2.2.1. Sampling and data collection.....	23
2.2.2. Data analysis.....	25
2.2.3. Presenting the results .....	29
2.2.4. Discussion.....	30
CONCLUSION .....	31
LIST OF REFERENCES .....	32
APPENDICES .....	35
Appendix 1. Interview guide .....	35
Appendix 2. Respondents .....	38
Appendix 3. Transcribed interviews.....	39

## **ABSTRACT**

The aim of this thesis was to examine customer satisfaction of companies selling experiences. Is selling experiences worthy from customer satisfaction's point of view? Which kind of combination of customer experience elements supports reaching customer satisfaction?

In this paper customer satisfaction of a Finnish experience-selling company Float Kallio was studied to reach a better understanding of the phenomenon. Company's customers were interviewed concerning their level of satisfaction with the company and the elements influencing in it. The data collected enabled studying relationship between customer experiences and customer satisfaction, and drawing conclusions concerning the concept of selling experiences.

The study indicated that customer experiences have an influence in customer satisfaction. Satisfaction with experiences delivered by Float Kallio has increased customers' total satisfaction with Float Kallio and enhanced their engagement to the company.

Based on findings of the study, we know that selling experiences is a concept worth considering. When implemented correctly, it can influence significantly in customer satisfaction. Customer satisfaction as such has various benefits that are worth pursuing.

Keywords: customer satisfaction, customer experience, experiential marketing, selling experiences, brand

## **INTRODUCTION**

Today, selling experiences is a trend in field of business. Customers seek for buying more than just products and services – they want to buy them from brands that share the same values and deliver them in form of memorable experiences. The concept aims to reach the highest level of customer satisfaction and engagement and is a business opportunity companies should probably consider.

However, there is a lack of scientific research of experience selling and its opportunities to companies. To know if selling experiences is worthy, we can study customer satisfaction of companies that have adopted such concept. In this paper, a Finnish experience-selling company is studied to reach a better understanding of correlation between selling experiences and customer satisfaction.

In the study customer perceptions toward customer experience elements are studied to gain knowledge of customer satisfaction creation process. By choosing the right set of elements supporting delivery of positive experiences, one can most likely reach customer satisfaction. The study gives companies new information of the concept of selling experiences, and insight whether it is worth the implementation.

# **1. THEORY**

It goes without saying that without customers a business does not exist. But what is the value added of not just having regular, but satisfied customers? According to previous studies we know that customer satisfaction is a significant driver of several factors potentially leading to companies' success (Rust, Zahorik, 1993, 212; Ghi, Gursoy, 2009, 252; Williams, Naumann, 2011, 27).

In this paper the importance of customer satisfaction is emphasized and justified. But how is customer satisfaction actually reached? Addressing the determinants, we must consider each phase of a customer journey. In the paper, key elements to create desired interactions leading to customer satisfaction are introduced.

Customer satisfaction can be examined from different perspectives. In this paper one studies customer experiences' role in customer satisfaction creation. Having such viewpoint, we must reach a thorough understanding of customer experiences and their delivery to make any conclusions concerning the topic. Hence, the theory covers the delivery of customer experiences from customer satisfaction's perspective.

How experience selling differs from selling just products and services as such? The author defines the elements customer experiences are built of and introduces experiential marketing as an addition to traditional marketing. Thus, we can conclude their connection to customer satisfaction, and eventually gain knowledge if selling experiences is a worthy concept from customer satisfaction's point of view.

## **1.1. Customer experience**

In our economy consumers have a limitless range from where to choose and being aware of it, they are more demanding than ever. Consumers are not only looking for consumption of products and services, but unique experiences surrounding them. (Stein, Ramasheshan, 2015, 8)

Today's companies have understood that in order to outshine the competition, customers must be put to the centre of all operations. Based on such customer-centric approach, reaching customer satisfaction alone is not enough. Instead, companies aim to create excellent customer experiences as it has far-reaching impact to all areas of the business. A customer with a positive experience will more likely stay loyal and continue a business relationship compared to one having disappointing experiences. (Kelly, 2018)

Customer experience is a customer's perception toward a brand as a result of activities and interactions between a customer and a service provider during their business relationship (Meyer, Schwager, 2007, 2). In the best-case scenario a customer experience arouses strong and positive emotions such as happiness and delightment in a customer (Behm, 2017).

Customer experience is a worthy business opportunity for a company and when created as such one desires, it should have an increasing influence in customer satisfaction and revenue. Customer experiences altogether create a customer journey of which touchpoints all interactions with a company are. Each direct and indirect contact with a company matters and has an influence in customer's perceptions as the outcome of a customer journey defines the overall customer experience. (Meyer, Schwager, 2007, 2)

Interactions should support each other as well as the brand. In a situation where sales promotion of a campaign seems attractive to a customer, but a customer servant interacting with the customer in a retail store is not aware of the campaign and does not support the customer, these two touchpoints are not connected as they should. Such interactions send a contradictory, confusing message about the brand to a customer likely affecting negatively on the overall experience. (Ibid., 5)

### **1.1.1. Elements of customer experience**

Customer experience consists of various touchpoint elements. A touchpoint is any interaction which supposedly influences in customer's perceptions toward a brand (Rosenfeld, 2019). Customers face an experience each time they are in touch with any part of a product, service, brand or an organization during a service delivery process (Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros, Schlesinger, 2009, 32). Customer experience elements can be divided into atmospheric, communicative and interactive ones (Stein, Ramaseshan, 2015, 10).

Atmospheric or environmental elements include factors such as style, layout, lighting, smell, sound, colour and temperature which all influence in customers' emotional responses. Such responses influence in customers' mood which is an important factor in a purchase decision. (Ibid.)

Building aesthetically attractive and functional business premises by combining meaningful intangible and tangible atmospheric elements is usually the key to arouse positive emotional responses in customers. Additionally, carefully chosen elements enable measuring their connection to each other and impact in consumer behaviour. (Ibid., 11)

Communicative and promotional elements are mostly marketing communication tools such as advertisements and informative or promotional messages (Stein, Ramaseshan, 2015, 11). As emotions strongly guide customers' decisions each marketing message should create positive emotional responses in a customer toward a brand (Morrison, Crane, 2007, 419). Advertisements including a personal touch separate a service provider from another and create a personal connection between a customer and a brand (Stein, Ramaseshan, 2015, 13).

When it comes to promotional and informative messages, they are usually sent by a company to customers during a customer journey through several communication channels. Promotional messages intend to remind customers of brand's existence and encourage them to buy. Such messages may influence in search and evaluation phases of a journey and thus, shape purchase decisions. Informative messages help customers in their purchase decisions e.g. as a form of a description of a product or a service in a website. (Stein, Ramaseshan, 2015, 13)

All kinds of interaction play a great role in customer experience. Customer-customer interaction is based on the power of reference groups and individual consumers in a decision-making process (Ibid., 15). Employee-customer interaction is communication between an employee and a customer whereas product interaction is interaction connecting a customer and a product (Ibid., 12).

Customer-customer interaction includes communication between customers related to any part of a service. Direct customer-customer interaction happens e.g. via Facebook and blogs, and usually has a wide audience as receivers. Indirect interaction occurs in form of word-of-mouth and customer reviews. Word-of-mouth functions as such that customers share their personal experiences and thus, effect on each other's purchase decisions. Customer reviews, instead, guide



customers to make decisions as a result of forming own opinions with a support of others. (Ibid., 15)

In order to create positive customer-customer interactions, one must succeed in employee-customer interactions. Employees represent the brand and therefore, they should be motivated and not only have the capability, but the desire to serve customers. (Behm, 2017)

Especially, in a service situation employee-customer interaction is extremely important. Assistance and support of staff can be a determinant when it comes to a customer making a purchase decision. Even generally, helpful and friendly staff makes a customer feel welcome and wanted. (Stein, Ramaseshan, 2015, 14)

Customers interact with products in various touchpoints, both in physical and in digital environments (Stein, Ramaseshan, 2015, 8). In a physical environment an element such as product placement influences in customer's perceptions of products whereas in a digital environment, an illustration of products in a website influences in customer's level of attraction toward a product either leading to a purchase or not. Either way, products make customers feel in a certain way (Ibid., 16).

Positive customer experience is a sum of various elements. As each encounter matters, all interactions and activities should form a stable whole in order to eliminate the overall poor experience resulting from a possible imbalance. Activities and interactions should support brand's values and create positive customer perceptions. (Aspfors, 2010, 60)

Employees should thoroughly know characteristics of a product as well as customers forming a target segment as users. When aware of product's capabilities and customers' changing needs, one can offer personalized service meeting such needs. Service elements altogether should not only create experiences that meet customers' expectations, but such that exceed them. Undermining the fact that even small details are important, may ruin the overall experience. (Stein, Ramaseshan, 2015, 18)

### **1.1.2. Customer experience management (CXM)**

Each company in the market offers some kind of experience to its customers but creating an excellent customer experience is one thing. It requires managing the total experience focusing on right components of a customer journey. In order to offer an excellent overall experience including each channel one needs a customer experience strategy to manage all interactions between a brand and a customer during a customer journey. (Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros, Schlesinger, 2008, 32) To come up with such strategy, one can combine customer journey mapping and customer experience mapping.

Customer experience mapping can be a useful tool to gain understanding of a customer journey and eventually, to determine in which areas of it improvements should be made. Where customer journey map determines the touchpoints during the journey, customer experience map specifies interaction and customer behaviour related to each of them. (Stringfellow, 2017)

Customer experience strategy is a plan how to deliver a desired experience in each interaction touchpoint. To build such strategy a company must know the customer journey thoroughly – the usual nature of expectations pre-service and evaluation post-service. Touchpoints usually shape customers' awareness, consideration, evaluation, purchase decision and post-sale experience. (Stec, 2019)

When aware of a progress of the journey, one can come up with the set of experience clues that altogether create an experience exceeding supposed expectations. A clue can be anything that delivers a message to a customer and thus, gets perceived by one. Regardless of a clue's nature, each clue should be treated and managed as equally valuable. Experience clues can be divided into three categories, functional, mechanic and humanic, based on sources they are emitted by and nature of their interpretation. (Berry, Carbone, 2007, 27)

Functional clues are elements of a product or a service that influence in customers' perceptions concerning technical quality of it. They determine the level of reliability and functionality of a product or a service and provoke rational responses in customers. (Ibid., 28)

Mechanic clues are elements of a service environment such as design, sounds and smells. They interact with customers without words and provoke emotional responses in them. Such clues provide intangible service to customers and usually influence in their comfort level. (Ibid., 28)

Humanic clues are determined by appearance of service providers including e.g. body language, tone of words and level of enthusiasm. Such clues cause strong emotional responses in customers and therefore, putting effort to such interaction is an opportunity to earn respect and exceed expectations. (Ibid., 29)

Functional clues determine what is delivered in an experience whereas mechanic and humanic clues how it is delivered. The aim of customer experience management is to offer customers the right assortment of clues based on findings from customer experience mapping. (Ibid., 30)

Although functionality is claimed to be a determinant shaping behaviour, poor delivery of a product or a service likely provokes emotional responses influencing negatively in the overall experience. Although emotions are impossible to manage directly, one can manage experience clues likely influencing in them and thus, shape customers' attitudes and behaviour. (Ibid., 30)

Customer experience management enables creating innovations as competitive advantages and focusing on remaining the quality in areas currently functioning as desired. (Sharmin, 2012, 18)

## **1.2. Customer satisfaction**

Customer satisfaction is the centre of a marketing concept which has driven the most successful companies to the top (Anderson, Fornell, Lehmann, 1994, 63; Luo, Bhattacharya, 2006, 3). The nature of overall satisfaction is result of customer's interactions and experiences toward a company (Sureshchandar, Rajendran, Anantharaman, 2002, 364).

Customer satisfaction is defined as the most important achievement of a company as it can have such positive influence in consumer behaviour (Ali, Kim, Li, Jeon, 2018, 3). During the journey a customer is exposed to several environments and thus, different business strategies of an organization (Ibid., 2) Customer satisfaction is a sum of all touchpoints of a customer journey, thereby being an underlying basis to understand customer experiences (Ibid.).

Customer satisfaction measures how customers' expectations meet the actual service provided. (Angelova, Zeqiri, 2011, 233)

Satisfaction in level of sense is usually determined by a reasonability of an investment, and in such case significant factors can be e.g. cost, quality, performance and efficiency of a product. Company's success in meeting such criteria results either satisfaction or dissatisfaction (Angelova, Zeqiri, 2011, 233).

Satisfaction in emotional level is result of emotional responses aroused in a customer journey. Positive feelings more likely lead to satisfaction compared to negative ones. (Van Dohlen, Ruyter, Lemmink, 2004, 443; Behm 2017) Measuring the level of satisfaction determines the success of an overall customer experience, and usually the higher the level of satisfaction, the greater the customer's emotional connection toward a brand. (Juneja, 2019).

### **1.2.1. Success factors in creation**

As customer satisfaction is an underlying basis of an excellent customer experience one should put effort in its creation. Many companies have adopted a customer-centric mindset and for a good reason – it is the alpha and omega of creating customer satisfaction when it comes to both potential and existing customers. (Kelly, 2018)

A customer-centric strategy positions customers as a core of operations and aims to offer them a desired experience in each phase of a customer journey. When effectively implemented, it should result enhanced loyalty and profits. (MacDonald, 2019)

According to customer-centric approach a company should focus more or less on certain factors in customer satisfaction creation process: accessibility and knowledge, servicing strategy, and service quality. (Sureshchandar, Rajendran, R.N. Anantharaman, 2002, 363; Gao, 2014; Ward, 2017)

Accessibility and customer satisfaction have a direct relationship where accessibility is defined as a level of customers' capability to receive information concerning a brand (Ahmad, Al-Zu'bi, 2011, 51). Today, consumers have a lot of options from where to choose as there is usually a wide range of companies operating in a same field. (Schwartz, 2006)

Therefore, they can easily switch a service provider if a brand is not accessible in a desired manner. Customers are satisfied when there are no limitations in finding information and accessing a service is effortless (Gao, 2014). Hence, each touchpoint should be created as such.

Companies should provide information as such that it arouses interest and excitement likely leading to a purchase. The right amount of information functions as a 'teaser' arousing expectations, and yet leaves room for self-discovery in an actual service situation. (Trehan, 2012)

Reaching potential and existing customers should be carried out as effectively as possible. In order to do so, one should consider both multi-channel and omnichannel servicing strategies. Customers do not use one, but many channels e.g. to search information and compare prices before a purchase. Thus, both strategies interact with potential and existing customers in several channels online and offline (De Carvalho, Campomar, 2014, 103). However, the strategies differ in a relationship of channels (Ward, 2017).

Companies exploiting multi-channel strategy treat each channel as an individual which makes measuring a customer journey as a big picture quite difficult. Omnichannel servicing strategy, instead, integrates all channels and hence, enables treating them as a one whole without barriers in between. Therefore, a company gets important customer behaviour related information, and is able to provide a customer right content in a right time through a right channel based on a personal purchase history. (Ibid.)

Service quality is usually defined as a management process of measuring and determining quality. It occurs in not only with core service but with several levels of a company such as with interaction with a service provider and a physical environment. (Sureshchandar, Rajendran, Anantharaman, 2002, 364)

Service quality defines a relationship between customer's expectations and an actual service experienced. Expectations are usually result of factors e.g. price, brand image, marketing communications, references and/or previous experience (Tirkkonen, 2014).

Relationships between customers and service providers vary a lot. Some of them are effortless and straightforward whereas others are personal and emotional. Reaching emotional connection is claimed to result the most satisfied outcome from customer satisfaction's point of view. When it

comes to most efficient nature of customer service, we could assume personalized one being it as it usually arouses strong emotions in a customer receiving it. (Ball, Vilares, 2006, 391)

Personalized service is created to particularly meet the requirements of a customer (Ibid.). It creates and maintains a bond between a service provider and a customer and can eventually enhance brand loyalty as a customer gets attached to a brand and therefore, likely uses it repeatedly instead of competitors (Behm, 2017).

Technical quality is defined as tangible and intangible services delivered to a customer and functional as customer's perceptions toward a service process (Ibid.). Regardless of which benefit the service aims to reach, quality is one of the determinants of reaching customer satisfaction (Keyser, Lariviere, 2014, 38).

Customer satisfaction is a sum of multiple factors. One should know customers thoroughly in order to continuously meet their needs. A company should not only focus on encounters before the purchase but continue delivering desired interactions with its customers after the purchase. Customers expect it to do so.

In fact, post-purchase communication is remarkably important in order to create an experience reaching satisfaction. Yet this phase of an experience is often underrated and thus, an opportunity for a company focusing on it to outshine competitors. Customers appreciate post-purchase updates which enhance their user experience such as enable them to use an existing product or a service even more efficiently. Thus, the whole service experience should be tailored to appeal customers. (Burger, Cann, 1995)

One should make a post-purchase phase of a customer journey as effortless as possible to customers. This includes actions such as communicating with customers through different channels, providing necessary information, offering assistance, and eventually asking them to provide feedback. (Henry, 2018)

### **1.2.2. Measuring and managing**

Measuring the level of customer satisfaction enables understanding what customers are truly looking for and what are the necessary steps of successful business relationships (Flinck-Heino,

2009, 9). As customer satisfaction is built of many factors it can be measured from several aspects and by different methods. The most commonly used metrics are Customer Satisfaction Score (SCAT) and Net Promoter Score (NPS) (Barbier, 2019).

Customer Satisfaction Score (SCAT) measures the level of satisfaction toward interactions related to different operations of a company such as customer service, sales and support. Customers evaluate their satisfaction on a given scale, and the higher the number of satisfied customers, the higher the score. SCAT is often used when a company wants to know if a short-term change effects on customer perceptions. (Ibid.)

SCAT lacks the information of factors influencing in satisfaction. Additionally, from the level of satisfaction itself is difficult to make assumptions concerning customer loyalty which in addition to customer satisfaction is beneficial from a company's perspective. (Ibid.)

Unlike SCAT, Net Promoter Score (NPS) measures not only satisfaction, but also loyalty toward a particular brand. In many surveys SCAT and NPS questions are connected to each other to get the most accurate information. However, there is not necessarily a need to ask separated questions about each, as a single answer can lead us to a conclusion about both. (Ibid.)

SCAT measures the likelihood of a customer recommending a service to another. If a customer indicates willingness to recommend a brand, one can assume customer's level of satisfaction and loyalty toward a brand in question. An unsatisfied customer will certainly not recommend a service. (Ibid.)

NPS is calculated as subtracting detractors (ones not willing to recommend) from promoters (ones willing to recommend) (Dessel, 2011). However, this metric must be considered carefully as despite the statement there is not necessarily a reason to believe customers would actually recommend without an inducement and hence, NPS can be a complementary score among others in a customer feedback survey (Barbier, 2019).

SCAT and NPS metrics can be measured by utilizing direct methods which require directly asking a customer. Common direct methods are surveys such as in-app, post service and email surveys, and voluntary feedback. (Muscara, 2018)

In-App surveys are carried out in a service application during a service usage. When aware of app users' changing needs, one can create personalized service and continuously develop it in a customer-centric way. (Ibid.)

Post Service Surveys are presented to a customer after receiving a service. Such survey indicates customer's satisfaction toward a company shortly after service delivery. If possible, the survey could preferably be sent when a company has enhanced user experience somehow such as fixed a problem or offered an upgrade or an add-on product. Such input likely increases satisfaction and is in fresh memory when providing feedback at such time. (Ibid.)

A great number of customers can be targeted by an email survey at once, or alternatively particular customer segments going through a similar situation. Although the response rate in such surveys is lower compared to other survey types, they enable customers answering more widely and thus, giving valuable detailed information for a company. (Barbier, 2019)

In an addition to surveys, customers should be encouraged to give feedback about satisfaction voluntarily. One can offer an email address for such purpose or place a physical feedback box to a service environment. It is extremely important for a company to show customers that their opinions are valued by acting on provided feedback rapidly. (Ibid.)

Indirect methods do not require directly asking a customer and in fact, when utilizing such method customers do not even notice that their behaviour is examined. Monitoring number of shares of company's created content, time spent on different platforms and bounce rate on newsletters enables understanding customer behaviour. (Ibid.)

One should consider appropriate methods to measure presented metrics depending on a field monitored. Chosen methods should reach customers as well as possible and enable managing results effectively. (Ibid.)

Customer satisfaction has become a standard which determines if a company is successful or not. By measuring customer satisfaction with appropriate metrics, one can examine if customers are happy, and eventually, influence in their level of satisfaction. (Kierczak, 2019)



A company should measure customer satisfaction to ensure that it is delivering desired customer experiences. When customer satisfaction is measured and analyzed effectively, one can offer better customer service and overall experiences. (Ibid.)

### **1.2.3. Importance**

It goes without saying that customer satisfaction is important from numerous perspectives. Satisfied customers vote for you, whereas unsatisfied ones leave you and spread the negative word. Customer satisfaction affects among other things on loyalty and engagement, revenue, word-of-mouth and competition. (Copley, 2017)

Brand loyalty is defined as an emotional attachment to a brand as a result of customer's appreciation toward a service and its delivery (Khadka, Maharjan, 2017, 8).

The highest level of customer satisfaction increases remarkably the possibility of brand loyalty if a customer has need for same service in the future. However, brand loyalty might as well be a result of other things than customer satisfaction (Zephan, 2018, 2).

Loyal customers usually become engaged with a company as they interact with it in many ways. A loyal customer is willing to invest more and thus, makes more purchases. Such customer overlooks at least some mistakes, especially if a service provider fixes them as one should. He/she will more likely give feedback and recommendations and come up with improvement ideas concerning the business. (Ramaswami, 2017)

Customer satisfaction has an increasing influence in company's revenue as satisfied and eventually, possibly also loyal customers likely purchase from the same company repeatedly. Additionally, it is cheaper to spend a little money on customer retention – maintaining business relationships with existing customers through e.g. brand loyalty - than to continuously invest in reaching new customers. (Copley, 2017)

The level of satisfaction is a determinant in the nature of word-of-mouth. Unsatisfied customers do not hesitate to share their negative experiences to multiple people. Thus, losing such customer is not the biggest of problems, but the influence in prospective customers that negative word-of-mouth reaches. Then we are talking about losing a significant number of potential customers. As

far satisfied customers are concerned, their recommendations bring new customers increasing company's revenue. (Ibid.)

The best possible outcome of customer satisfaction from a service provider's point of view is customers becoming loyal as loyal customers usually keep the business booming by repurchasing and attracting new customers in business environments (Ranabhat, 2018, 4).

However, satisfied customers are not necessarily loyal and vice versa. Fully satisfied customers may still switch a brand although the likelihood is lower as they have a bond with a particular brand. Nevertheless, customer satisfaction can surely lead to customer loyalty. (Rodriguez, 2018).

### **1.3. Business of selling experiences**

Today, customers are interested in stories behind products and services. Products and services as such are only small part of sales. In fact, it is the story and an intangible feeling which sells and gets a customer choose a brand over another despite the higher price. (Larock, 2018)

Thus, companies should not only sell products, but experiences. Selling experiences is a long-term goal of a company and takes a lot of time and effort. (Ibid.)

Selling an experience starts from selling the value added of a product or a service to a customer in a shape of a story. A story includes information why a product is in the market, how it is beneficial, from where its value added comes from, to who it is and has already been helpful and how it makes a difference in one's life when consumed. (Priestley, 2015)

Such storytelling shows that a company has passion toward a product or a service, knowledge about its function ability, positioning in the market and relationship with customer experience. (Ibid.)

In practice, purchased product or a service must redeem a promise of claimed benefits and additionally, an experience around it create desired perceptions and feelings in a customer likely leading to a repurchase. Such delightment may lead to a customer sharing experiences and recommending a brand to others. (Hyken, 2018)

Experiences built around a product or a service support sales and get customers' attention. In order to get a customer to choose a particular brand, one must create memorable experiences appealing on emotions. With the knowledge of customers' expectations and thus, using the right elements, one can successfully sell experiences. (Larock, 2018)

### **1.3.1. Brand in form of an experience**

Brand is the heart of a business. It defines the personality of it and connects products to customers. Brands is built of factors such as design, positioning, values, target and brand awareness which vary a lot between different companies. (Dib, 2019)

When customers purchase products or services, they do not only purchase them as such, but they purchase something intangible - what the brand stands for. In order to deliver a desired message representing brand's core values, one should create a brand image that speaks for itself. (Thimothy, 2016)

Brand image is a combination of connections customers make each time when interacting with a company. When brand image is well-established, customers create desired impressions from interactions and position a brand ahead of competitors. Focusing on remaining consistent brand image enables better brand recognition, credibility and loyalty. (Ibid.)

Customer experience and a brand have an important relationship which companies should recognize to understand their impact on each other. Brand is a statement which leads customers to expect certain things from a product or a service. Connection between customer experience and brand is based on meeting brand's created expectations by delivering a successful customer experience (Chichioro, 2018). All acts of a brand effect on customer experience and thereby, shape customers' evaluations (Hogan, Almquist, Glynn, 2015, 15).

It is the customer who decides if a brand promise is delivered in an expected manner, and whether he/she wants to repurchase from a company or not. Hence, enhancing customer experiences by putting effort to customer experience management can be a determinant when it comes to differentiating from competitors. (Hyken, 2018)

When it comes to delivering brand image in daily basis, employees of an organisation must be aware of joint values and culture. Thus, they know the expectations and can support a brand in all interactions. (Thimothy, 2016)

Selling a brand in a form of an experience effectively is a result of careful planning and execution. One should involve each operator in an organization, not only management, in building and maintaining a desired brand image. Customer experiences occur each time a customer interacts with a company and thereby, all day-to-day operations should be brand-supportive (Ibid.). Experiences should deliver a brand promise as expected to shape brand evaluations in a positive manner (Hyken, 2018).

### **1.3.2. Experiential marketing as a part of a company's strategy**

As traditional marketing does not seem to do the trick anymore, one should at least consider embracing experiential marketing (Olenski, 2018). Experiential marketing is an advertising strategy which aims to enhance customer experiences by involving customers and as a result of such engagement, creating emotional responses in a customer toward a product or a service (Galetto, 2017).

Experiential marketing helps shaping interactions between a brand and a customer more personalized which likely increases brand loyalty – customers are turned into active participants whose involvement influences positively in overall experience (Olenski, 2018). The goal is to create permanent perceptions in customers which eventually drive them to share their experiences and to become brand loyal (Galetto, 2017).

A company utilizing experiential marketing strategy does not advertise but gives its customers an opportunity to recognize the positive impact of consuming a product or a service. This creates a connection between a brand and positive feelings it arouses which is exactly what makes customers want more. (Olenski, 2018)

Experiential marketing strategy consists of efforts planned to engage customers and reach emotional responses influencing in their perceptions. Efforts are executed in form of activities such as events and when successfully implemented into operations, experiential marketing efforts can lead to significant benefits. (Craig, 2018)

When it comes to carrying out events, companies known for excellent customer experiences engage customers not only during the event, but also before and after it, using experiential marketing. Companies create touchpoints that customers interact with around the H-hour ensuring that the experience lasts as long as possible and stays in customers' mind. (Olenski, 2018)

The level of customers' understanding, and knowledge play an important role in a purchase decision. Companies advantaging experiential marketing can carry out events for product demonstrations. Real people sharing real experiences likely guarantee better understanding of a product or a service than traditional commercials. (Ibid.)

Additionally, as companies need different kind of information concerning consumer behaviour to shape experiences in a right direction, they can receive feedback from customers during their experience in exchange for a free access to a particular event. Even generally, some companies offer small compensation as a way of encouraging feedback providing. (Ibid.)

Experiential marketing connects a brand and a customer in a personalized manner. It is beneficial from many perspectives and an opportunity worth considering when it comes to enhancing customer interactions. Involving customers has a positive influence in their emotions and perceptions. A customer feels special and satisfied as he/she is not treated as one of many, but as an individual with individual needs. (Galetto, 2017)

## **2. RESEARCH – CASE FLOAT KALLIO**

Float Kallio is a Finnish company which offers floating experiences to its customers in the Helsinki district of Kallio. The company was established in 2015. It is known for its long-lasting floating experiences, facilities and dedicated staff.

The overall experience Float Kallio delivers is built around a 60-minute floating session. When floating, one lays in a floating tank which is filled with salty, floating water. The concept of floating is based on mental and physical relaxation and several other benefits it can cause. In addition to floating, customers can spend time in Float Kallio's facilities enjoying other activities in favour of relaxation the company offers.

### **2.1. Planning the research**

In this paper customer satisfaction of companies selling experiences is studied. The chosen sample is collected from Float Kallio's customers as such company operates in the business of selling experiences. In the research one studies communication channels, service quality, service experience and customer satisfaction of Float Kallio.

The data is collected using qualitative method, a semi-structured interview. Customer satisfaction can be influenced by many elements and thus, it is important to get a thorough understanding of customer perceptions to understand the big picture.

The chosen method relied on the theory of the paper. When writing the theory chapter, all literature sources were verified. However, there is always a possibility that some information is incorrect. As the theory is the basis of the study, in such case the study could be carried out based on unreliable theory and when making conclusions, theory would not support the data. Hence, when it comes to literature sources, being critical was essential in order to produce trustworthy information.

An interview is found to be the most appropriate method as it allows to get in-depth information from interviewees. Semi-structured as a type of an interview guides interviewees to answer the topics studied yet leaving room for them to describe their thoughts freely. (Adams, 2015, 494)

Six voluntary customers of Float Kallio are interviewed over phone. Interviewees are found through one of the Float Kallio's communication channels, from its Instagram account. Interviews are recorded to eliminate the risk of an interviewer forgetting answers.

The data analysis method used for analyzing the data collected is systematic qualitative content analysis. The data is interpreted by dividing it into categories consisting of codes and studying connections between them. Eventually, the results are presented based on the findings.

As the sample size of the research is small, the interviewees form only a small portion of the customer base of Float Kallio. Thus, the data collected provides a quite narrow scale of customer perceptions. There is a possibility that such voluntary customers happen to represent an extremity, either satisfied or dissatisfied customer base of the company, and hence, do not shed a light on the position of the company as a whole.

However, the author finds the chosen method to be the right one as despite the small sample size and the possibility of a bias, interviews provided a valuable, detailed data that quantitative methods cannot deliver. In-depth information enables making conclusions based on theory and coming up with new findings concerning the research topic.

Phone interviews were easy to carry out as they did not require physical meetings. Discussing over phone was convenient for both parties, an interviewer and an interviewee. Recording the interviews was crucial for the systematic analysis.

The interview guide can be found in appendix 1.

## **2.2. Carrying out the study**

### **2.2.1 Sampling and data collection**

To study customer satisfaction of Float Kallio, the research sample was chosen from among the company's customers. As the opportunity to participate in the study was limited to such specific group of population, the sampling technique used was purposive sampling. In order to gather

valuable data supporting the purpose of the study, only people having personal experience of Float Kallio's services and hence, a relevant aspect to the topic, were allowed in the study.

The search of voluntary customers occurred in Float Kallio's Instagram account from where the sample was eventually chosen. The sample consisted of six customers that indicated willingness to participate in the research and at the same time to support development of Float Kallio's operations. Customers' input was essential in order to the study to be completed. The data they provided enabled gaining a better understanding of the phenomenon and finally, to answer the research problem.

The respondents were interviewed within a week in March 2019 in Helsinki, Finland. Interviews were carried out as phone interviews. They were recorded entirely as the permission for it was reached. The respondents were asked questions concerning their experiences of using services of Float Kallio. Interviews proceeded in a flexible manner and follow-up questions were asked if relevant. The respondents could describe their thoughts without limitations.

In the theory chapter, the author introduced common ways to measure customer satisfaction to provide a reader a thorough understanding of metrics available.

However, as the study focuses on customer experience as a factor driving customer satisfaction, the presented metrics could not shed a light on customer experience elements influencing in satisfaction (Behm, 2017). Therefore, in the study customer satisfaction was measured analyzing qualitative data gathered from respondents to understand reasons behind respondents' answers and reach the aim of the study.

After the data was collected, the interviews were transcribed in a way that all the answers for a particular question were written under such question. This way there was one file which consisted of the questions and answers altogether. Thus, the data could be analyzed by forming categories based on the answers and their connection to theory topics studied. Interviewees were treated as anonymous and therefore, they are referred as person A, B, C, D, E and F in data analysis.



## 2.2.2. Data analysis

### Knowledge influences in expectations

The interviewees looked for information before accessing Float Kallio. Person A needed information for booking purposes, whereas other information searchers expected to learn from floating experiences generally. Float Kallio's homepage was the source of information, and the respondents felt like the amount of information provided by the company was enough, and the nature of content met their expectations.

*"I especially appreciated the fact that the homepage introduced floating as a concept thoroughly, not only limiting to Float Kallio's operations",* person C told. His/her expectations toward Float Kallio raised as the floating concept seemed interesting.

Float Kallio's homepage was sure enough if respondents had information concerning floating beforehand from a person they knew. *"I did not want too much information beforehand as I wanted to get surprised in an actual service situation. Thus, I did not have more special expectations",* person B explained.

In addition to homepage, the interviewees visited Float Kallio's social media accounts such as Facebook and Instagram or read blogs to see concrete experiences of bloggers visiting Float Kallio. *"Based on material I had seen beforehand I shaped an image of floating experience which I eventually compared to the experience I went through myself",* person D told.

The information thus obtained created certain expectations toward Float Kallio. *"The way Float Kallio's information channels seemed and made me feel was the reason why from the beginning I knew certainly that from Helsinki's floating places Float Kallio is the one I want to go to",* person E stated.

The option of not looking for any information was brought up in interviews as well as a possibility to face the experience without any expectations.

## **Right set of touchpoint elements supports the delivery of desired customer experiences**

Float Kallio's facilities were described in a positive manner in the interviews. Words like 'calm' and 'relaxing' were linked to them several times. *"I liked the facilities as they were so calming – light colour schemes and houseplants"*, person A said.

Most interviewees did not communicate with other customers in facilities, yet they did not mind them being present. Person A told that facilities supported customers enjoying an individual experience as there was enough space for each customer. *"I did not talk to other customers as I wanted to respect the privacy of others. Yet, I enjoyed the presence of other customers in a living room typish lounge"*, person A explained. A joint space enabled communication between customers, however there was a possibility to be alone.

Person C found the facilities perfect for the concept as they supported each phase of the experience. *"Great facilities and a pleasant atmosphere were the main reasons for my extreme satisfaction with Float Kallio"*, he/she said.

Most interviewees liked the interior design as a whole and found it relaxing and concept-supportive. *"I felt like each detail of interior design was well-thought out and part of a wholeness"*, person E said. Person D found the facilities atmospheric. *"Style and interior design went well with my feelings after the floating session"*.

Interviewees found the layout of products in facilities attractive. *"Products matched the style of interior design and their approach was not pushy at all"*, person A said. Person D appreciated the quality of products, whereas F told that the products as such were pretty which is why he/she wanted to try them.

Interviewees described the lighting in Float Kallio calming and not too bright, but rather dusky. *"The combination of a little cold, yet warm lighting was pleasant"*, person C told. Person A highlighted the efficiency of automatic lighting. *"It made my experience better as I did not have to put effort to controlling anything"*.

The opinions about temperature in the facilities varied, though. Some of the interviewees found the temperature suitable all around facilities whereas person D and F felt a little cold during the

floating session. *“Such feeling was the reason why I could not be perfectly satisfied with the total experience”*, Person D told.

### **The most efficient service is personalized**

When it comes to customer service in Float Kallio, the interviewees were satisfied with it. Interviewees were of the opinion that they were well-instructed before and after floating, and none of them felt the need for more information.

Person A described customer service as ideal to the situation. *“I was immediately greeted and instructed when I arrived which saved me from a confusion of what to do. Detailed instructions made floating easy and enjoyable. Staff’s consultation played a great role in my satisfaction”*, he/she explained.

Person B and C described customer service as kind and caring. *“The staff asked my background as a ‘floater’, introduced facilities, and asked my feelings before and after the floating session”*, person B told.

Person C found the staff approachable and the nature of service relaxed. *“I felt like I could ask them anything”*, person C commented. He/she told that professional staff enhanced the experience and described the commitment of it as follows: *“Once I was in the last floating session of the day, and although it was late, the staff did not rush, and I felt like I could enjoy and take all the time I need. That particular visit was memorable to me.”* Additionally, person C highlighted the assistance he/she got concerning the products available and said it was useful.

According to person E, the staff interacted with him/her joyfully, yet “feet on the ground”. *“It made me feel happy. There was no extreme customer service which is good. The staff gave space for peace and tranquillity which is the mode I went for in the experience”*, person E told.

Person F described the customer service as warm and gentle. *“The first time floating I was a little nervous. However, staff’s instructions and calming atmosphere of Float Kallio made me feel safe and comfortable. Thus, relaxation started even before the actual session and last all the way to the end of the visit”*, person F reminisced. As person A, person F told that the engagement of staff influenced a lot in his/her satisfaction.

## **Customer satisfaction has positive influence in loyalty, revenue and word-of-mouth**

The interviewees were satisfied with Float Kallio, and most of them stated willingness to use services of Float Kallio again since as they say, they were extremely satisfied with it. *“Although floating is not cheap, I think it is definitely worth the money. I am considering purchasing either a membership or separate visits. Anyway, I absolutely want to go to Float Kallio again”*, person C said.

All interviewees had recommended Float Kallio and indicated absolute willingness to continue doing it in the future. The recommendation took place, among other things, in face-to-face situations. *“I share my pleasant experiences in Float Kallio and recommend the company when relaxation is discussed”*, person A told. Person D shared his/her excitement as follows: *“I have encouraged and will encourage people to try floating in Float Kallio as there is no other way to understand the experience.”*

The other options are to share the experience also in social media. *“I recommended to try floating in Float Kallio particularly. I complimented the place’s straightforward atmosphere which feels authentic”*, person E told. Person C told that he/she has educated people about floating concept and feels like it really has aroused their interest to try floating.

## **Positive customer experiences create customer satisfaction**

Most of the interviewees emphasized a successful total experience delivered by Float Kallio.

*“Experience as a whole was so good. It really met my expectations and I have nothing to complain. I feel like each part of the experience was well-thought out, and the staff ensured everything went well”*, person A told.

*“My expectations were exceeded as the total experience was so successful”*, person B said.

As person A, person C highlighted the importance of well-thought out wholeness. *“Professional staff and concept-supportive facilities guaranteed the success of floating experience in Float Kallio”*, person C wrapped up.

Person F was quite satisfied with Float Kallio and emphasized the importance of the context in experience delivery. *“The experience met my expectations as the floating session and the experience surrounding it was so pleasant. The experience interacted with each sense of mine.”*

### **2.2.3. Presenting the results**

Most customers wanted to be more or less aware of Float Kallio’s services before purchasing them, and in such case information search was their first interaction with the company. Regardless of what kind of information customers sought, the way they perceived the process of searching it as well as the nature of information found, shaped their first image toward the company. Image shaped created expectations, and eventually the experience delivered by the company defined if such expectations were met and customer satisfaction reached.

As the customers found information needed without difficulties, and the content met their expectations, the first interaction shaped company’s image as desirable in customers’ minds and created positive expectations which both supported the purchase decision in favour of Float Kallio. Based on customers’ thoughts, it is crucial for a company to educate customers of the business concept generally and thus, increase the knowledge of a field the company is operating in.

When examining the reason for positive responses toward a combination of touchpoint elements in Float Kallio, it seems that the facilities which enable different kind of interaction seem to be the key to satisfaction. The company has chosen the elements carefully and, in a way, that they fit the concept and support the brand Float Kallio has built. Such elements enhance the total experience and strengthen the brand image.

The respondents found customer service of Float Kallio to be one of the main reasons for being satisfied with the overall experience. Customers were encountered from the beginning to the very end in a manner they expected and hoped. Interactions resulted positive emotional responses in customers. Each customer was treated as an individual - the staff considered customers’ personal wishes and feelings and thus, ensured successful delivery of an experience.

When it comes to the most efficient way to reach customer satisfaction, the study shows that delivering desired customer experiences is the basis to do it. A desired customer experience meets

customer's expectations, contains the right elements and arouses positive emotional responses. Such experiences make customers satisfied and want more.

Satisfaction guides customers to certain actions which we can conclude from the fact that each satisfied customer has voluntarily recommended the company and most of them intend to visit the company again. These actions address engagement toward Float Kallio. Therefore, we can assume that there is a special bond between satisfied customers and Float Kallio which appears as acts referring to customer loyalty. Such emotional connection defines customers' choices and can cause behaviour such as choosing to purchase satisfaction resulting experiences despite the high price or competitors.

#### **2.2.4. Discussion**

Based on the study results, Float Kallio is successful in a way that it creates desired expectations by brand-supportive informative messages and can deliver customer experiences that meet or even exceed shaped expectations. Thus, its customers are highly satisfied which is fruitful to the company. Satisfied customers act in favour of Float Kallio's success by recommending the company and using its services repeatedly.

However, we cannot assume that all companies adopting the concept of selling experiences are as successful as Float Kallio. In fact, one could suppose that it is rather rare. Even so, we can use Float Kallio's situation as an example of a successful implementation of the concept and to see what it can achieve in the best-case scenario. Additionally, we must consider the possibility of an error in the study as the sample size used is only a small portion of the company's customer base.

As far as the author is aware Float Kallio does not actually advantage the experiential marketing efforts introduced in the theory. Hence, such topics could not be included to interviews, and Float Kallio thus was not necessarily the best choice to study the phenomenon. However, Float Kallio has reached the ultimate goals of experience selling, engagement and customer satisfaction, by focusing on the touchpoint elements of customer experiences. Therefore, perhaps different efforts suit different companies and less can sometimes be more if concentrating on the right factors.

## CONCLUSION

The concept of experience selling aims at enhancing engagement and satisfaction of customers by advantaging experiential marketing and focusing on delivery of customer experiences. As customer satisfaction is beneficial for companies and it has a direct relationship with customer experiences, such concept is worth considering.

In this thesis the phenomenon of experience selling and its impact on customer satisfaction was researched by studying Float Kallio's customers. The data was collected by carrying out semi-structured phone interviews. Customers were interviewed concerning topics the theory of this paper covers - perceptions toward customer experiences delivered by the company and their influence in customer satisfaction. The data was analyzed and findings presented with the support of the theory.

By all accounts the concept of selling experiences is worthy at least when it comes to Float Kallio. The company has created its operations advantaging customer-centric mindset, and the study shows that it reflects all interactions Float Kallio's customers experience. Float Kallio has surrounded the actual service by elements that appeal on emotions and support the service delivery in a desired manner. This study provided concrete proof of how customer experiences and customer satisfaction without a doubt influence in each other.

## LIST OF REFERENCES

- Adams, William, 2015: Conducting semi-structured interviews
- Affin, Hashim, Bibon, Mohamad, Abdullah, Raja, 2010: Restaurant's Atmospheric Elements: What the customer wants
- Ahmad, Ala'Eddin, Al-Zu'bi, Hasan, 2011: E-banking Functionality and Outcomes of Customer Satisfaction: An Empirical Investigation
- Ali, Faizan, Kim, Woo, Li, Jun, Jeon, Hyeon-Mo, 2018: Make it delightful: Customers' experience, satisfaction and loyalty in Malaysian theme parks
- Anderson, Eugene, Fornell, Claes, Lehmann, Donald, 1994: Customer Satisfaction, Market Share, and Profitability: Findings from Sweden
- Angelova, Biljana, Zeqiri, Jusuf, 2011: Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model)
- Aspfors, Emma, 2010: Customer Perception of Service, Store Image and Product Assortment - From an Interior Perspective
- Ball, Dwayne, Vilares, Pedro, 2006: Service Personalization and Loyalty
- Barbier, Lola, 2019: How to Measure Customer Satisfaction, And Why It's So Important
- Behm, Pia, 2017: Mistä syntyy ainutlaatuinen asiakaskokemus, Parasta Saimaalla Markkinointitoimisto
- Berry, Leonard, Carbone, Lewis, 2007: Build Loyalty Through Customer Experience
- Bowman, Matt, 2017: Understanding Five Emotions That Encourage Us to Spend
- Burger, Philip, Cann, Cynthia, 1995: Post-purchase strategy: A key to successful industrial marketing and customer satisfaction
- Chichioro, Aaron, 2018: Customer experience - A new marketing strategy for your brand
- Copley, Lisa, 2017: 6 Reasons Why Customer Satisfaction Is Important
- Craig, William, 2018: How to Implement Experiential Marketing and Brand Loyalty



De Carvalho, Joao, Campomar, Marcos, 2014: Multichannel at retail and omni-channel: Challenges for marketing and logistics

Dib, Allan, 2019: What is Brand?

Eleonora, Pantano, Milena, Viassone, 2015: Engaging consumers on new integrated multichannel retail settings: challenges for retailers

Flinck-Heino, Raisa, 2009: Customer Satisfaction - Facts and Measuring, Case Takamäki Group

Galetto, Molly, 2017: What Is Experiential Marketing? Best Practices, Examples, And More

Gao, Kevin, 2014: Accessibility Is Key to Customer Satisfaction In 2014

Ghi, Christina, Gursoy, Dogan, 2009: Employee satisfaction, customer satisfaction, and financial performance: An emprirical examination

Henry, Julia, 2018: 8 Tips for A Perfect Post-Purchase Customer Experience

Hogan, Suzanne, Almquist, Eric, Glynn, Simon, 2005: Brand-building: finding the touchpoints that count

Hyken, Shep, 2018: Customer Experience Is the New Brand

Juneja, Prachi, 2019: What is Customer Satisfaction?

Kelly, Jerry, 2018: How a Customer-Centric Approach Will Help You Win in Business

Khadka, Kabu, Maharjan, Soniya, 2017: Customer Satisfaction and Customer Loyalty

Kierczak, Lucjan, 2019: 5 Crucial Customer Satisfaction Metrics

Kulbyte, Toma, 2019: 35 Customer Experience Statistics You Need to Know For 2019

Larock, Fraser, 2018: Why You're Not Selling Products - You're Selling Experiences

Luo, Xueming, Bhattacharya, C.B., 2006: Corporate Social Responsibility, Customer Satisfaction, and Market Value

MacDonald, Steven, 2019: How to Create a Customer Centric Strategy for Your Business

Morrison, Sharon, Crane, Frederick G., 2007: Building a service brand by creating and managing an emotional brand experience

Muscara, Aprille, 2018: The Beginner's Guide to In-App Surveys for User Feedback

Olenki, Steve, 2018: 3 Reasons Why CMOs Should Embrace Experiential Marketing

Priestley, Theo, 2015: Marketing: 3 Reasons to Tell A Story, Not Sell Technology

Ramaswami, Rama, 2017: 8 Reasons to Keep Your Customers Loyal

- Ranabhat, Durga, 2018: Customer Loyalty in Business
- Rust, Roland, Zahorik, Anthony, 1993: Customer Satisfaction, customer retention, and market share
- Schwager, Andre, Meyer Chris, 2007: Understanding customer experience
- Schwartz, Barry, 2006: More Isn't Always Better
- Sharmin, Wadud, 2018: Customer Satisfaction in Business: A Case Study of Moon Travel LTD, Finland
- Stec, Carly, 2019: How to define a customer experience (CX) strategy?
- Stein, Alisha, Ramaseshan, B., 2015: Towards the identification of customer experience touch point elements
- Stringfellow, Angela, 2017: The Ultimate Guide to Customer Experience Map: Data Mining and Analysis, Tools and Templates, and More
- Sureshchandar, G.S., Rajendran, Chandrasekharan, Anantharaman, R.N., 2002: The relationship between Service Quality and Customer Satisfaction - a factor specific approach
- Thimothy, Solomon, 2016: Why Brand Image Matters More Than You Think
- Tirkkonen, Terho, 2013-2014: Palvelun laatu - määritelmä, mittaaminen ja kehittäminen
- Trehan, Kulveen, 2012: Teaser Campaigns: An Effective Advertising Execution for Varied Goods, Services and Ideas
- Van Dessel, Gert, 2011: Net Promoter Score (NPS) - Use, application and pitfalls
- Van Dolen, Willemijn, De Ruyter, Ko, Lemmink, Jos, 2004: An empirical assessment of the influence of customer emotions and contact employee performance on encounter and relationship satisfaction
- Verhoef, Peter, Lemon, Katherine, Parasuraman, A, Roggeveen, Anne, Tsiros, Michael, Schlesinger, Leonard, 2008: Customer experience creation: Determinants, Dynamics and Management Strategies
- Wali, Andy, Wokah N., 2018: Understanding customers' expectations for delivering satisfactory and competitive service experience
- Ward, Mattias, 2017: Multichannel vs. Omnichannel: mikä on ero?
- Williams, Paul, Naumann, Earl, 2011: Customer satisfaction and business performance: a firm-level analysis
- Zephan, Njei, 2018: Relationship Between Customer Satisfaction and Brand Loyalty

# APPENDICES

## Appendix 1. Interview guide

1. How many times have you floated in Float Kallio?
2. Did you get floating as a present or did you buy it yourself?
3. Did you look for information about the service beforehand? If yes, what did you find and from which channels? Did you get enough information, or did you hope to get more information? Which channel of those you used did you find as the most important one? Why?
4. How would you describe your floating experience? Why in such way?
5. Which expectations did you have concerning the floating experience? Why such expectations?
6. What was your motive to go floating in Float Kallio? Did the floating experience meet your expectations or rather not? If yes, do you feel like they were exceeded? In which way?
7. Which emotions did the floating experience arouse in you? What do you think, why such emotions?
8. When you arrived to Float Kallio how were you greeted? Did you like it? Was it what you expected or rather not? Why?
9. Did you get enough information from the staff concerning the floating session? Did you hope to get more?
10. How were you greeted after the floating session? Did you like it? Was it what you expected or rather not? Why?
11. How did you find the facilities? Why?
12. How did you find the floating tank? Why?
13. How did you find layout of products in the facilities? Why?
14. How did you find the interior design? Why?
15. How did you find the lightning? Why?
16. How did you find the temperature? Why?
17. How did you find the servings? Why?

18. How did you feel about the presence of other customers? Why in such way?
19. Did you communicate with other customers? Why?
20. How did you find Float Kallio's price-quality relationship? Did you get value for your money? Why do you think so?
21. Did you get recommendations to float in Float Kallio? If yes, as what kind of it was recommended to you?
22. How satisfied were you with the floating experience in Float Kallio? Why so?
23. Will you go to Float Kallio again or rather not? If yes, do you have any idea, within what period? Why do you think so?
24. How likely would you recommend Float Kallio? How would you recommend it, what would you tell?
25. Have you already recommended it? If yes, how did you recommend it, what did you tell?
26. Do you have suggestions to the floating team (concerning anything)?

1. Kuinka monta kertaa olet käynyt kellumassa Float Kalliolla?
2. Saitko kellunnan lahjana vai ostitko sen itse?
3. Etsitkö lisätietoa kellunnasta/Float Kalliosta etukäteen? Jos kyllä, mitä löysit ja mistä kanavista? Löysitkö riittävästi tietoa vai olisitko toivonut löytäväsi enemmän? Minkä käyttämäsi kanavan koet tärkeimmäksi? Miksi?
4. Miten kuvailisit kelluntakokemustasi? Miksi näin?
5. Minkälaisia odotuksia sinulla oli kelluntakokemuksesta? Miksi sellaisia?
6. Mikä oli motiivisi mennä kellumaan Float Kallioon? Vastasiko kelluntakokemus odotuksiasi vai ei? Jos kyllä, koetko että ne ylittyivät vai eivät? Millä tavoin?
7. Minkälaisia tuntemuksia kelluntakokemus herätti sinussa? Mitä luulet, että miksi juuri sellaisia?
8. Kun saavuit Float Kallioon, miten sinut otettiin vastaan? Pidotko siitä? Oliko se, mitä odotit vai ei? Miksi?
9. Saitko riittävän ohjeistuksen henkilökunnalta koskien kelluntaa? Olisitko toivonut saavasi enemmän tietoa?
10. Miten sinut otettiin vastaan kellunnan jälkeen? Pidotko siitä? Oliko se, mitä odotit vai ei? Miksi?
11. Mitä pidit tiloista? Miksi?
12. Mitä pidit kelluntatankista? Miksi?

13. Mitä pidit tuotteiden esillepanosta tiloissa? Miksi?
14. Mitä pidit sisustuksesta? Miksi?
15. Mitä pidit valaistuksesta? Miksi?
16. Mitä pidit lämpötilasta? Miksi?
17. Mitä pidit tarjoiluista? Miksi?
18. Miten koit muiden asiakkaiden läsnäolon? Miksi niin?
19. Kommunikoitko muiden asiakkaiden kanssa? Miksi?
20. Mitä mieltä olet Float Kallion hinta-laatusuhteesta? Saitko vastinetta rahoillesi vai et? Miksi olet sitä mieltä?
21. Saitko suositteluja kellumiseen Float Kalliossa? Jos kyllä, minkälaisena sitä suositeltiin sinulle?
22. Kuinka tyytyväinen olit kelluntakokemukseen Float Kalliossa? Miksi näin?
23. Aiotko mennä Float Kallioon uudelleen vai et? Jos kyllä, osaatko sanoa, minkä ajan kuluessa? Miksi ajattelet niin?
24. Kuinka todennäköisesti suosittelisit Float Kalliota? Miten suosittelisit, mitä kertoisit?
25. Oletko jo suositellut? Jos kyllä, miten suosittelit, mitä kerroit?
26. Onko sinulla ehdotuksia kelluntatiimille (koskien mitä tahansa)?

## **Appendix 2. Respondents**

An anonymous referred as person A: 18.3.2019

An anonymous referred as person B: 18.3.2019

An anonymous referred as person C: 19.3.2019

An anonymous referred as person D: 19.3.2019

An anonymous referred as person E: 19.3.2019

An anonymous referred as person F: 22.3.2019

### **Appendix 3: Transcribed interviews**

Link to the transcribed interviews:

<https://docs.google.com/document/d/1R3y5AohZM15UBTpefY1RCE6oF3FOp7k1ddQDahkPO5I/edit?usp=sharing>