



Department of tourism studies

MA Wellness and SPA Service Design and Management

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Binding a spa client loyalty with modern digital tools

Master Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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Foreword

Here, with that short foreword the author of this paper would like to give a context, why this paper is written, with that particular topic and that particular solution. Background of the author is firmly connected with wellness service. Having started a career many years ago as a beauty therapist the author has a long-term experience with customer service in wellness sector. Most experience is gathered as an entrepreneur, managing a beauty salon, but also as an employee, working in wellness spa. Approximately twenty years ago, in a very beginning of the career, the author started to provide beauty treatments in her own salon and was faced with the reality, that bread could be on a table only with a hard work and fully booked days. It was obvious to offer a best service possible with small resources and courage. Judgement, that retaining customers is the most important issue in business, came soon. From the first day and first client the author made notes about the customer`s skin condition and service offered, products` used and given suggestions. Database about the clients were growing quickly and customers followed their treatment program with pleasure and in return gained expected results i.e. better skin condition. That real-life situation explained the meaning of customers` loyalty already these days. The understanding, that customers` loyalty gives a win-win solution has become only stronger with further experiences. At that point the author realised that without tracking customers` treatment program, mistakes and wrong decisions come easily. These days computers were *terra incognita* and the paper files were standard. But in 2009, with a new start at the same business, after carrying on a pause, surprisingly the author got standard paper files from spa treatment-product brand, still. In a digitalised world where digital signature and digital identity was already norm and e-commerce within internet was nothing new the author felt an urgent need of digital database of clients and started to look for the best solution. Starting with some unofficial research about solutions other service providers use, it came out, that most providers just quit a chance to track customers` treatment program because of the lack

of time and tools. Personalised treatments were offered through the standard treatments for different skin types. Probably it seems familiar to anybody who has had any facial treatment. Training programs for professional therapists still suggest to track customers' journey, but at the same time testify their short hands in that question. The rising trend that treatments are offered in spa hotels for non-recurrent customers only forces therapists to accept the situation. From the customer point of view, it seems inevitable to make their own decisions about their needs, without professional attainments. Until now they do not have experience of tracked service journey. As one loyal client said to the author, that before getting a tracked, personalised service it was elementary, that therapist asked a stressful question before each treatment: *Could you please say, what we did for you last time? - How could I remember that, if I even do not remember, when was the last time*, was quite inescapable answer. Till now, the author has not found a completely satisfying digital solution for her business, but has analysed a wellness service chain deeply, from different angles. The author could see a solution in already existing network of spa treatment- product brands, as a link for spa therapists as well as for spa customers. Whether, whom and how that solution could be expedient, this paper tries to find answers.

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1. Introduction

“The last major trend currently in the hospitality industry is globalization. In the 21st century, hotel companies will need to adopt different management approaches to survive and develop amidst high levels of economic uncertainty. As international trade and business expand, there is no question that international links will become more important for the hotel industry. This means that the technology systems in use - especially those in large chains - must account for the global perspective. This may be something as relatively simple as issues of scalability or international languages, or something as complex as accounting for different regulations and working practices in different countries. All of these trends have already brought about a profound change in the hospitality industry - and they will continue to disrupt and redefine operations. From the back office to front of house, from the hotel to the corporate office, the technology that underpins these changes will deliver a sharp competitive edge at all levels” (McIndoe, 2013). Globalising *versus* personalising seems to be a challenge. As globalising from the history started with standardised production using economies of scale, it reduced the personal touch of action in any field of economy. On the other hand, wellness service is supposed to target only the individual personally. At the same time, it could be found some intersections of the opposites: wellness service designers use standards, which are spread all over the world and globalisation follows new paradigm, that lead toward the task’s interconnectedness with other tasks, emphasizing individual’s opportunities to spread the borders (Baldwin, 2006). The question is: could those opposites overlap somehow? Agreeing with McIndoe (McIndoe, 2013), that in 21st century, the competition between the spas all over the world became very high and taking into the consideration, that healthy attitude has a growing trend, wellness industry will be the field of the innovation. Globalisation is a nonstop process and wellness industry, as a growing branch of economy could not stagnate and ignore that

process. As well as Yeoman et al. have recognised, the tourist is a centre of the globalisation of experiences and globalisation is brought nearer to us all through social media and personalised communications, in a society that is fast, instant and networked (Yeoman, Rebecca, Mars, & Wouters, 2012). Many fields of economy, like tourism sector generally, banking sector or retailers have found solutions how to bind their clients and grow their loyalty by giving them freedom to act worldwide. What kind of model could suit for wellness sector? The level of personalisation of the wellness service has to be on ground of that decision. Is it possible to globalise a personalised wellness service, as the conflict exists? The answer could come from future paradigm of marketing, more precisely, from relationship marketing. This is marketing seen as relationships, networks and interaction. Relationships require at least two parties – basically, a supplier and a customer – who enter into interaction with each other. More complex relationships grow into networks. Relationship marketing sees marketing activities as part of a larger context, inside as well as outside the company, which shall be beneficial to all parties in the long run, preferably also in the short run. It represents a holistic attitude to marketing (Gummesson, 1994). Concerning above- mentioned conflict, that needs solution, a challenging new approach for wellness service providers will be a Network. Wellness concept, declaring wellness also as a process, covers different dimensions - that it is an integrated body, mind and spirit but also personal choice and lifestyle. Building good relationships with customers is one of the major concerns for every company. So, companies start to collect data about customers and bring these together in d-bases (Guttek, 2000). A Network, named here as DigSpa (digitalised Spa identity) could be a tool for spa professionals to offer a high standard and modern service to the final customer through the personal profile where could be presented all the information about customer`s personal spa program. Through the Network, service provider could fill the customer`s personal files easily in PC or tablet or in smartphone to record the information related with the service offered. IT-solution will replace paper files what are in use today. It could help to avoid misunderstandings during one`s spa-visit and at the same time it could help to reduce the time-consuming explanations in different salons. When customer comes first time to the new Salon and has his/her own identity and the Salon is the user of DigSpa it will be easier to offer the best service suitable at that moment. Those spa treatment-product brands who have

worked out standards for treatments, could strengthen their brand image, by giving a warranty, that the service offered in these Salons or Spas, where DigSpa is in use, is always on the same high level of quality. The Network will make Spas and Salons easily accessible, while the information about any Spa and any treatment could be found easier. To work out a Network, which covers the needs of Spas and Salons, any size or any location, the thesis will explore the necessary data. Theoretical part will analyse future marketing paradigm with concentration to the customer relations through the network. There will be analysed also a value of branding and e-commerce methods, possibilities and opportunities. The customers` loyalty programs could rise the profits, measured on company`s financial reports as a clear proof of importance of the issue. How to rise loyalty and how to measure it is one of the tasks for study in this paper.

Fieldwork will be carried out through the questionnaires and analysis of the documents and existing programmes. Related parties are divided into three different stakeholders:

- Spa customers
- Spa service providers
- Spa treatment-product brands.

While the arguments for DigSpa come from the new model and are based on theory, the arguments against come from three different but overlapping surveys of representatives of above mentioned stakeholders and analysis of surveys.

Opportunities of DigSpa come out with removing the barriers and hinders figured out with the research.

2. LITERATURE REVIEW

The aim of the Thesis is to find a way for wellness service providers how to bind their customers` loyalty with using modern digital tools. As the keyword in modern relationships marketing is networking, the solution offered in thesis – a Network - is like an umbrella (Baran & Galka, 2013) for different spas and salons, connecting them with their clients. Win-win solution, where spa customers get better i.e. high standard and personalised service and service providers` loyal customer base will increase, will be attractive in many ways, especially as a tool for rising financial profit. Using advantages of cloud computing (Lord & Velez, 2013) with its relatively unrestricted scalability of data storage, the solution – umbrella network - offers economies of scale for spas and salons. To work out a Network, which covers the needs of different Spas and Salons, the thesis will explore the necessary data. Theoretical part will analyse future marketing paradigm with concentration to the customer relationships through the network. Researching Customer Relationships Management (CRM) by the latest theory (Baran & Galka, 2013), thesis will give a glance to relationships marketing as well as from statistical approach (Kumar & Petersen, 2012) as from theory in action approach. Relationship marketing as a new trend in marketing, concentrates more to customer relations rather to 4P`s. Different types of customers and their behaviour will be analysed and methods how to measure the profit they bring to the company. The keyword in customer relationships is information, about the customer, which leads to the need of databases, where to store that data. Today the technology has developed rapidly and companies have much easier, much cheaper, much quicker access to data platforms. Relationship marketing is concerned as sustainable marketing strategy. As it is developed and grown from the beginning in 1992 as relation between the company and customer, nowadays it is valued that it covers at least 10 levels of different relations and the question for the near future is how the company handles these relations. To

manage everything by their own, or, as Baran and Galka (Baran & Galka, 2013) have predicted, outsourcing and umbrella organisations could offer economies of scale in managing companies` relationships marketing. Trying to bind Spa clients loyalty with modern digital tools, thesis studies also the future trends of customers` behaviour generally and wellness sector particularly, predicted by Yeoman (Yeoman, Rebecca, Mars, & Wouters, 2012) in his latest book “2050 – tomorrow`s tourism” and Voigt`s book “Wellness tourism. A destination perspective” (Voigt & Pforr, 2013). Innovative destination development requires tighter links between stakeholders and needs to include information and knowledge sharing. Moreover, innovation may be particularly successful through merging knowledge and skills across industries (Voigt & Pforr, 2013). The same authors quote to researchers, who acknowledge that there is much more potential for development if organisations across sectors were to cooperate further. In this paper, the author offers one way, how stakeholders of wellness sector could cooperate.

Thesis will analyse also a value creation, pointing out a value of branding and e-commerce methods, possibilities and opportunities concerning new trends in CRM and opportunities offered by new technologies. Articles and books about branding were studied for realising how to bind, with strong and clear branding, customers` loyalty. Siegel in his book “Simple: Conquering the Crisis of Complexity” (Siegel & Etzkorn, 2013), gives a vision of how company with simplified approach gives a high value experience for the customer and suggests to pay more attention to create a clear, simple vision of the brand. Baer, in his book “Youtility” (Baer, 2013) talks about marketing, which is truly useful to its audience. That company offers a real help and is accessible, like a friend, rather than offering just coupons and other come-ons. Again mentioning technology, marketers nowadays should be also a technologist as Lord and Velez said in their book “Converge: Transforming Business at the Intersection of Marketing and Technology“ (Lord & Velez, 2013). Many executives are interested in using big data but have relatively little direct experience with the latest analytics tools and techniques. Right at the start, they typically ask what it will cost. The response, by David Meer, is “What`s the cost of making the wrong decision? What was the cost to Kodak of not reacting quickly enough to the advent of digital photography?” (Meer D. , 2013). What could be the cost, if wellness service providers do not react quickly enough to the

advent of digitization, may be asked similarly. Today, with new rich streams of data, companies can personalize any shopping occasion and deliver more relevant solutions to consumers, than before the times of digitization. Mobile enables companies to link and sync consumer data and personas across touch points (Egol, Seelbach, & Sayani, Mobile Now, 2013). In addition, the multidirectional nature of such interactions provides companies additional data they can use to further tailor content to consumers, and to glean insights they can employ to improve the consumer experience (Egol, Seelbach, & Sayani, Mobile Now, 2013). The term *customer centricity* is coming into broad use as a way to describe the new marketing orientation made possible by digital media (including, but not limited to, social networks). Under this new orientation, the primary unit of market engagement is no longer the product, the launch, the trade promotion or the advertising campaign, but the end-to-end consumer experience. Consumers are engaged with the company and each other before, during and after their purchase. This requires a high level of integration, the ability to bring together multiple sources of content, data sources, capabilities and product lines, and to continually refine segmentation approaches, platforms and online content. This integration needs to cut across the consumer experience, creating a seamless digital marketing link between sales in physical stores and sales through e-commerce (Egol, Vollmer, & Hoelbling, The Four Types of Digital Marketer, 2012).

2.1. Loyalty as a result of Customer Relationships Management

Figuring out different types of customers in concern of their loyalty behaviour, the author relies on the Walker Loyalty Matrix, which takes a scientifically validated approach to the theory of customer loyalty to create a pragmatic solution to understanding the two dimensions of true loyalty – customer behaviour and the attitudes that support these behaviours (Walker, 2014). The Walker Loyalty Matrix is structured so the two axes represent the two aspects of loyalty –attitude and behaviour, as seen on Figure 1.



Figure 1. Walker Loyalty Matrix (source: Google images)

Four quadrants are defined as follows:

- Truly Loyal – These customers have every intention of continuing to do business with the company and they have a positive attitude toward the company. They like working on with that company and are more likely to increase their spending and recommend the company to others.
- Accessible – These customers have a good attitude about working on with the company, but do not plan to continue their relationship. Since this is a rather odd combination, it is not surprising that it is often a very small percentage of customers. What it typically means is that something has changed in their business and they do not need that`s company`s product or service any longer. However, they are often good advocates, and will typically speak highly of the company.
- Trapped – These customers show every indication of continuing business with the company, but they are not very happy about it. They feel trapped in the relationship. This is common among organizations locked into long-term contracts, lacking a suitable substitute, or finding that it is too hard to switch. Eventually, trapped customers will find a better option and are not likely to continue or increase business with that company.

- High Risk – As the name implies, these customers do not intend to return and do not have a healthy attitude about their relationship with the company. Typically, they are halfway out the door and they not only will be no longer a customer, but probably will also talk poorly about the company in the marketplace.

This breakdown provides a very practical and flexible way of segmenting customers. For each of these quadrants specific action plans can be drawn to dramatically improve business performance (Walker, 2014). Both marketing academics and professionals have attempted to uncover the most prominent antecedents of customer loyalty (Yang & Peterson, 2004). For alluring customers and retaining them companies have worked out different programs. Many fields of economy, like tourism sector generally, banking sector or retailers have found solutions how to bind their clients and grow their loyalty by giving them freedom to act worldwide. Well-known brands like Ritz-Carlton and Hilton from hotel-industry, Virgin Airlines, SAS, Finnair from travel-industry, American Express from banking, Starbucks with its coffeehouse chain as a retailer are only some of them. Could wellness sector act on the same way, with working out their own loyalty systems for spa treatment-product brands? So far, they have not done that. However, loyalty programs are a suitable option for companies seeking long-term customer relationships and continued sales increase rather than a mere boost in revenue for the short term (Epstein, 2012). Relying to the theory, loyalty programs help make profitable changes in customer behaviour in three main ways:

- 1) Being an aspirational non-discount incentive
- 2) Providing customer insight
- 3) Generating low-cost, differentiated marketing opportunities (Lips, 2006).

The existence of two-way communication means by definition that the marketer/firm sends a message to the consumer, which generates a response (Davis & Sajtos, 2008). It costs the firm less to sell multiple products to the customer jointly than it does to sell those same products to the customer individually (Crane, 2006). One-to-one service relationships are difficult to provide, so companies look for understanding their customers` needs and focus on building links between their organization, their employees and their customers (Guttek, 2000). It is vital for the company to contribute to the profitability of the business, and it has to be able to measure and demonstrate its

contribution to profits, despite the common misconception that marketing is a cost centre, not a profit centre (Clark, 2006). Company should simply measure the revenue performance of loyalty members versus non-members (Neuberger, 2013). At the same time, the marketplace is changing: customers are becoming more demanding and competition is becoming more intense. It is becoming increasingly difficult to differentiate one business from another. Technology is providing some answers, but each answer brings more choices and more decisions to be made. However, it is sensible for the company to:

- Focus on the best customers that they already have;
- Optimise the profit that can be made from them;
- Increase the period in which they remain customers;
- Be able to produce measurable results of success (Clark, 2006).

A well designed and run loyalty program can do all of these things. At the same time, it is just one aspect of a comprehensive marketing strategy. Having said that, if a loyalty program is used to full effect, it should be the central pillar of that strategy. The theory of customer loyalty is quite simple: a business that retains its customers for longer will usually make more money from them at lower cost than one that is constantly paying to acquire new customers. Next to that, the basic principles are simple, too: know your customers, and only reward them for behaving in the way that you want (Clark, 2006). Through a loyalty program, customer and transactional data can be collected, and the intelligent use of that data will provide a much clearer picture of the customer base (Clark, 2006). Loyalty programs could be used not to buy repeat visits but to garner information from their customers in order to learn more about them: who are the most profitable and least profitable customers, what they want, and what changes or offerings would be most likely to make them truly loyal (Clark, 2006). Customer loyalty influences the growth of the company with repeat purchases and word of mouth marketing, which can be the most profitable way to grow a business (Falcon, 2014). The most loyal customers are supportive to the company because of quality, not because of a discounted price. Often, customers will pay a premium for a superior customer experience rather than a bargain rate. Consumers that focus their attention on price can often be lured away by another company that is providing a lower price. The price game

does not earn true customer loyalty (Falcon, 2014). Still, many loyalty programs are simply not delivering what they should. If not dynamic and individualized, they are very likely suffering from diminishing returns and getting lost in the noise of other ubiquitous loyalty programs (Roue-Taylor, 2013). Before continuing on proven trail of finding suitable loyalty-system for wellness sector, the author could agree with Yeoman et al. that today`s tourist demands better experiences, faster service, multiple choice, social responsibility and greater satisfaction (Yeoman, Rebecca, Mars, & Wouters, 2012). In his book, 2050 – Tomorrow`s Tourism, he concerns with peoples` values, behaviour and thinking and brings out two kind of identities of future tourist: fluid identity and simple identity (Yeoman, Rebecca, Mars, & Wouters, 2012). In brief, fluid identity produces consumer volatility of proliferated choice. These consumers are excellent at using networking tools to get better deal with, or complain about, poor service. A fluid identity emerges because society is less rigid, individuals have become less defined by class and human relationships are not restricted by accident of birth (Yeoman, Rebecca, Mars, & Wouters, 2012). This trend has last already centuries, but the point is, that it continues and needs continuous attention for thinking forward in concern of business decisions. Today, or at least in the future, the brands have to work harder to maintain trust. The tourist has become programmed, wanting more all the time in an instant. Concluding the trends associated with fluid identity Yeoman mentions keywords like a networked society, resistance to marketing, strong brand image, choice management, personal recommendations (Yeoman, Rebecca, Mars, & Wouters, 2012). Next to fluid identity exists simple identity, which means offering advice becomes extremely important. The use of technology and social media assists tourists in the search for bargains, weather it is the use of augmented technologies in smart phones or contact lenses (Yeoman, Rebecca, Mars, & Wouters, 2012). Continuing with classical segmentation of market, social and demographic trends bear the same behavioural shifts, as for Generation Y (Gen-Y), typically refers to the generation born between 1977-1994, and generation Z (Gen-Z), to those born between 1995-2009, technology is a key driver in influencing how these generations approach travel and tourism (Yeoman, Rebecca, Mars, & Wouters, 2012). Here the author would like to justify the topic of this

paper, that binding customers` loyalty with future perspective a digital approach with interactive network is inevitable.

2.1.1. Relationship Marketing

Relationship marketing was first defined in terms of lasting bonds between a company and its customers. Next, it was defined in terms of lasting bonds between entire marketing channel (a company and its distributors and dealers) and its customers. Finally, it was defined as being applicable to a firm and all of its relationships: partnerships with suppliers, buyers, lateral occupants of the value chain, and those within the company (Baran & Galka, 2013). Relationship marketing focuses on maintaining a continuous relationship with customers by providing value that increases their commitment to the company, leading to increases in customer retention, customer lifetime value, and greater share of wallet (Baran & Galka, 2013). Relationship marketing attempts to create a bond between the customer and a company or its brand, like Baran and Galka have concluded (Baran & Galka, 2013). The same source illustrates customers` expectations with the KUAR model, worked out by the Wells Fargo & Company, from banking sector:

- Know me
- Understand me
- Appreciate me
- Reward me,

where KU activities illustrate information flow from the customer to the company and AR activities information flow from the company to the customer. Relationship marketing - with its focus on customers as opposed to prospects, with its focus on relationships rather than one-time transactions, with its focus on individuals as opposed to masses, and with its attempt to improve the company`s offerings to each individual by learning more about each individual`s needs - reshaping the entire field of marketing, Baran and Galka explored (Baran & Galka, 2013).

2.2. Customer data development

Over the past decade, the growth of the Internet has generated seemingly endless amounts of digital Big Data. In turn, digital Big Data have been used to provide consumers, retailers and marketers with information that has created efficiencies, enabled new capabilities and opened up previously unrealized opportunities (Fulgoni, 2013). As Gian Fulgoni, a co-founder and executive Chairman of ComScore Inc. says, beside the opportunities the real-time digital Big Data offers, the companies should avoid also a risk to stop seeing trees in a forest, means that optimizing marketing too narrow could lead to too specific targeting with elimination of potential new markets (Fulgoni, 2013). At the same time, a number of factors—including limited succession planning, the choice of reporting items and a lack of buy-in from key stakeholders for major IT projects—can make it difficult for the companies to perform effectively. In organizations around the world, new digital tools and technologies are adding efficiencies and enabling new business models (Bhanap, Bieber, & Roets, How to Break the Cycle of CIO Turnover, 2014). “Real time” also has a specific meaning when applied to generating insights. Taking conversion data, for instance, platforms remove the pain point of waiting to reconcile and mash up conversion reports to get a full view of performances across channels. Because everything is happening on the same platform, up-to-the-minute decisions could be made using real-time conversion information (Bertozzi, 2014). It is not only about getting people to buy something, it is about helping people to achieve something (Lord & Velez, 2013). Central to this is Application Programming Interface (API), which allows software programs to talk to each other, creating new, exciting, and useful experiences for consumers (Lord & Velez, 2013). As Lord and Velez explain it, open APIs put the company on a fast track to innovation by embracing open APIs and exposing their core business functionality and data to the technology community, where an entire new ecosystem of applications and integrations has emerged (Lord & Velez, 2013). A good example of using API as a whole new program for a brand, is Kellogg’s, whose My Special K is a feature-rich, flexible and customizable program for their customers. Customers could create goal-based plans, choose from nutritionist-created recipes and helpful shopping lists, and track their progress through journals. They could interact with the community to receive

encouragement or share in social media (Lord & Velez, 2013). From marketing point of view, it is no longer about dropping ads into pre-existing buckets, it is shaping and reshaping the buckets in the effort to create real value for the consumers. Data is at once disruptive and empowering and enterprises that sell product and services, like Lord and Velez say have a complex of data challenges (Lord & Velez, 2013). They continue with solving the problem of big data. As they quote to definition of the big data, as it is the point when data sets become so large that innovation is required to deal with them, they also recognise that big data is big nothings if to have the tools to process and yield actionable insights. Here they suggest consider about cloud computing. Defining cloud: it is a model for enabling ubiquitous, convenient, on-demand network access to a shared pool of configurable computing resources, including networks, servers, storage, applications, and services, that can be rapidly provisioned and released with minimal management effort or service provider interaction (Lord & Velez, 2013). With three group of services the public cloud offers, i.e. infrastructure, software and platform, enterprises can find not only efficiencies but innovation (Lord & Velez, 2013). The use of cloud computing is growing quickly, while it solves a major problem for organisations, as the pressure of hardware acquisition and planning is greatly reduced. It also reduces the reliance on the use of cookies on a customer PC and places the organisation in a better position to manage data captured in a mobile environment (Baran & Galka, 2013).

2.2.1. Customer Data Integration

Customer Data Integration (CDI) is a data management process where all prospect and customer data can be distributed to points of interaction in a timely and accurate manner (Baran & Galka, 2013). Tom Davenport, the President's Distinguished Professor in Management and Information Technology at Babson College and a long-standing expert on business analytics, has turned his attention to the issue in his interview for strategy+business magazine, 31.03.2014. "To make matters worse, data moves and changes so quickly that in order to make decisions about it, you have to create thousands of new models a week — a speed that people just aren't capable of. In fact, as humans, we can no longer understand a lot of the reasons that one marketing effort, for

instance, might succeed more than another,” he recognizes and continues with appreciating companies, who step ahead above the others in uncertain conditions. “I think the whole realm of managerial decision making, at least in marketing—and probably in some other areas as well—is changing. The best we can do is to take a high-level overview of how these systems are working and hope that they do not get off track. It is not that different from what has already happened in financial services, with “flash crashes” and the like. And the companies that can develop these high-speed decision-making capabilities in response to the sheer speed of big data will be taking a big step forward,” he concludes (Baker, 2014). The key, however, is still the ability to analyse all the information that is being collected. The so-called “Internet of Things” is a great example. The sheer amount of data being collected is incredible, but studies suggest that just one half of 1 percent of all the data in the world gets analysed in any way at all. To really get value, companies have to have the analytics and the managerial capabilities and skills to use all that data to make better decisions. “It is not how much you have, but what you do with it,” says Davenport in his interview for strategy+business magazine (Baker, 2014). Personalization and targeting, or the creation of a singular view of the consumer across sales channels and digital touch points through the integration of multiple data sources — household data, shopping behaviour, mobile data, and Web analytics. Companies can also augment this customer profile with social media data to improve target marketing and specific offers (Egol, Peterson, & Stroh, 2014). Next, the author would like to give some examples how integration of customer data strengthens brand image and certainly, in return binds customers` loyalty in a long run. Virgin’s airline operations are a good example of a Customer Experience Designer. Like many other airlines, Virgin wants to avoid being seen by passengers as simply a utility. Instead, it wants to create a more customer-centric branded experience that starts before the customer buys a ticket, continues during the flight and extends after the trip is over. For example, Virgin is investing in a more interactive and personalized in-flight experience that is tailored to different segments of travellers. A frequent traveller to London might get specialized content after take-off, like the latest reviews of restaurants around Piccadilly. Passengers will also be able to interact with a concierge service while on the flight and with other passengers via Chatter, a social media messaging platform from Salesforce.com. The

entertainment options and other aspects of the experience will also be personalized on the basis of a user profile built over time (through factors such as the videos customers opted to watch, the meals and drinks they purchased, and other personalized elements). By curating the passenger's journey in this manner, Virgin hopes to create a community and deliver an experience that goes beyond the flight itself to reinforce the airline's brand image of adventure and fun (Egol, Peterson, & Stroh, 2014). On the other hand, Hilton Worldwide, the parent company of Hilton Hotels and their sister brands, cuts long-term profit with its pilot initiative @HiltonSuggests program in Twitter. They recruited participating hotel employees to listen and help their customers on Twitter. @HiltonSuggests team provides traveller recommendations, but not only, they are taught to help customers wherever they can. Thereby, the very specific choice to not exhort customers to download an official visitors' guide or mobile application, but to combine human touch and Youtility - being useful for a customer, they cannot recognise a strong economic impact today, but they believe, their strategy pays long-term dividends. People, who might not be their customers today, but just appeared to ask some help or objective suggestions for solving their real-time problems, Hilton, with helping them with real solution and authentic connection, gains a customer for life. Even if customer not staying at Hilton today, a strong brand image has been created and next time when customer needs a hotel, Hilton reminds him/her with its kindness and professionalism (Yeoman, Rebecca, Mars, & Wouters, 2012). With other words, in the world of omnichannel commerce, where the customer can make purchases from more and more touchpoints, businesses, which have not uniformed touchpoints where consumers interact with the brand, setting themselves up to fail (Lord & Velez, 2013).

2.2.2. Marketing Technology Development

Regardless of the industry, a company is likely to grow ever more dependent on a variety of mature and cutting-edge information technologies to connect with customers, suppliers, and employees; to stay competitive; and to succeed. Digitization is a fundamental part of the new business model, affecting supply chains and operations, marketing and sales, interactions with current and potential customers, and daily collaborations between employees (Bhanap, Bernnat, Roets, &

Bieber, 2013). It could be a strong revenue model and it seems likely that there could be database development and brand loyalty benefits, particularly if linked into a strong distribution and marketing strategy, as Chris Lee, a head of travel of Barclay Commercial said in 2010 (Lee, 2010). Visionary and strategic thinking—the ability to envision how company can benefit from technology combined with the ability to think strategically—as an exceptionally important success factor. This is becoming increasingly relevant in an era when effective use of technology is more and more closely linked to business success (Bhanap, Bernnat, Roets, & Bieber, 2013). No longer is the internet bound to a wire or a desk, but is mobile and wireless. Everyone seems to be online 24 hours a day, anywhere, as technology has become more accessible and costs of transactions are falling. The power of personal mobile technology means more features, interactivity and multi-functionality delivering a different way in which tourist providers have to engage with future tourists, as Yeoman has concluded a global trend (Yeoman, Rebecca, Mars, & Wouters, 2012). Travel marketers can no longer take solace by simply staying on top of the brand website. A website is still important and needs to be the hub of an effort; however, companies now have a thriving “digital ecosystem” to maintain that includes: online advertising (search/display), e-mail marketing, mobile, apps, video, applications, blogs, and podcasting (Sherifdeen, 2010). Instead of trying to drive every person to the brand website at every interaction, companies should think how they can drive engagement and relevancy in places where people already are. People are already involved with Twitter, Flickr, YouTube and Foursquare. Engaging meaningfully with them through these branded outposts allows people to engage with the DMO on their own terms, in their own ways, in a method they are familiar and comfortable with (Sherifdeen, 2010). Any company has to be aware of, and contribute to, the conversation and community around its destination, its brand (Reynolds, 2010). E-service is an interactive content-centred and Internet-based customer service, driven by customer and integrated with related organizational customer support processes and technologies, with the goal of strengthening the customer-service provider relationship (de Ruyter et al. 2001), (Luarn & Lin, 2003). Oliver (1999) defines brand loyalty as “a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and

marketing efforts having the potential to cause switching behaviour” (Luarn & Lin, 2003). Consumers today expect to browse, research, solicit feedback, evaluate, and push the “buy” button at their own pace, and at the time and place — and via the platform — of their choosing. Consumers also continue to engage with brands online after a purchase and to share experiences with one another (Egol, Peterson, & Stroh, 2014). Much of today’s “customer journey” occurs in the digital realm—a place beyond the direct control of companies, but highly sensitive to efforts to provoke and amplify social engagement. As a result, marketers need to adopt digital marketing models to better engage customers before, during, and after the purchase. They need to “pull” consumers into an ongoing conversation about the company’s products and services. There is no one right way to accomplish this engagement and there are many possible pathways to success. But it’s critical that marketing organizations begin the digital journey as soon as possible to keep pace with shifting consumer expectations and behaviours (Egol, Peterson, & Stroh, 2014). Mobile engagement, with differentiated approaches for the tablet and smartphone, is critically important to leadership in digital commerce. But adopting “mobile first” strategies is a more complex undertaking than many marketing leaders expect, requiring significant investments in technology, content, and people, and in identifying new partners to work with (Vollmer, Egol, & Sayani, 2013). For wellness sector, to consider to develop marketing or not, technological trends could be pointed out here:

- More quantum leaps in information and communication technology (ICT).
- ICT the foremost management tool in achieving results and competitiveness.
- Networking is the most important element of the ICT revolution.
- New internet technologies are agents of the consumer.
- E-communities direct trends and ‘advertise’ for the destination / operator.
- Internet capability advanced from online booking to artificial intelligence (Dwyer, Edwards, Mistilis, Roman, & Cooper, 2014).

2.2.3. Risks and limitations

In concern of risks and limitations in digitization of relationships, the author finds it is useful to quote to the flash crash in stock exchange market. So-called flash crash of 2010 was the second-largest point swing, following the largest one-day point decline, in the history of the Dow. The crash seriously damaged the confidence of investors, who

withdrew \$19.1 billion from domestic equity funds that month—the highest monthly outflow since the peak of the financial crisis in October 2008. It also raised questions about the reliability and effectiveness of today’s financial market indicators, as well as the increasing role played by high-frequency traders, whose computerized programs have reduced transaction times to thousandths and even millionths of a second (Palmquist, 2013). The flash crash did not just trigger a wave of recrimination. It led to a development with potential lasting impact on financial markets: A new proposed metric for future volatility, which its proponents say can be used to prevent short-term crashes in the modern computerized trading world. Such crashes occur suddenly and quickly spiral out of control. This new metric, volume-synchronized probability of informed trading (VPIN)—if it works as its creators claim—could become a crucial mechanism that uses probability analysis on past trading behaviour to monitor imbalances in trading, predict future behaviour, and alert traders when a crisis is imminent. Proponents say this warning signal would enable analysts or regulators to slow down or halt trading before getting sucked into a crash. Yet even if its critics are right and the metric is not reliably consistent, the debate over its usefulness has further demonstrated the need to address the vulnerabilities inherent in the financial system. VPIN is designed to calculate “order flow toxicity,” or the probability that informed traders. It uses real-time statistical analysis of trading behaviour to estimate the relationship between informed traders’ orders and how much liquidity market makers are providing. If the order flow becomes too toxic from informed traders’ activity, electronic market makers will stop supplying liquidity to help stem their losses, which can create a cascading effect on other market makers and trigger an avalanche of similar withdrawals—the sort of frenzied activity that precipitates a flash crash (Palmquist, 2013).

2.3. Value creation

Saying it simply, with Jay Baer words: stop trying to be amazing and start being useful (Baer, 2013). Not pretending to be useful, but genuinely asking, how can you help your client, Baer explains his conception of Youtility (Baer, 2013). By theory, the constructs

of service quality, perceived value, and customer loyalty have been gaining increasing prominence in the marketing literature and in business practice. Parasuraman et al. has identified five generic dimensions that customers use as criteria in judging service quality:

- Reliability: ability to perform the promised service dependably and accurately
- Responsiveness: willingness to help customers and provide prompt service
- Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: caring, individualized attention the firm provides its customers
- Tangibles: appearance of physical facilities, equipment, personnel and communication materials (Parasuraman, 2000).

Members of the loyalty program generally have larger gains than losses on the billing aspects, index and overall quality rating, and they generally have larger losses than gains on the overall price dimension when comparing the company with the competitors. Yet, they discount these evaluations in their re-patronage decisions. One possible reason could be that they perceive that they are getting better quality and service for their price or, in other words, “good value.” Thus, one could hypothesize that being members of loyalty programs and perceptions of good value are highly correlated. However, inferring a cause-effect relationship could be more difficult (Bolton, Kannan, & Bramlett, 2000). Ignoring customer value may cause lowered customer satisfaction and reduced repeat business. Moreover, companies who are trying to understand their customers must measure customer value along with other variables because it plays a vital role in explaining customers’ decision behaviour (Oh, 1999), (Kumar & Petersen, 2012). Value creation has been treated as co-creational, emphasizing value creation as an all-encompassing process including both service provider and customer actions. This treatment of value has resulted in the conclusion that both the service provider and the customer are always co-creators of value (Grönroos & Voima, 2011). Finnish scientists Lainema, Lahdenpää and Puolakka (Lainema, 2001) have worked out a hierarchy of organisations’ basic values for diagnosis of organisations. The model divides organisation’s basic values according to Maslow hierarchy of basic needs. On the lowest level of the hierarchy of values are surviving values. Here are taken into account values like productivity, profitability and satisfaction of shareholders. Next level of the value-pyramid is for safety value. Customers’ satisfaction, ethics in business actions and

security are the indicators of that level. Third level is for social values. That means communication, sharing a know-how, satisfying a need of belonging. Next level is for recognition value as the sum of trustworthy and employees satisfaction and the highest level is for self-realization value, where creativity and learning are taken into account. The ability of crossing borders is the indicator of the highest level (Lainema, 2001). Current treatment of value creation as an all-encompassing process leaves the underlying locus of value unclear. It cannot be value-in-exchange because the customer's actions are involved. It cannot be value-in-use either, because the service provider's activities are involved. For the same reason it is unclear what the nature of value is. The nature of value-in-exchange is a utility, embedded in a resource and existing as a singular entity at a given point of time that can be exchanged for a given amount of other utilities (Grönroos & Voima, 2011). The conjoint analysis answered the price elasticity question in the aggregate, in a case of one certain bank. After the bank clustered the panelists into five segments, it was also able to answer this question in a more granular way. For instance, customers in a segment the bank called "bargain hunters" were very sensitive to pricing. This group would not pay more to take out a loan or to insure it. By contrast, customers in a segment designated "personal bankers" (those who liked the high-touch approach, were willing to hear advice, and were open to special offers) were not particularly price sensitive. Even with a regulatory change, the bank could sell this segment higher-priced unsecured loans and loan protection and profit from it (Meer D. , 2012).

2.3.1. Value of Branding

For decades, branding was mainly interruptive. With limited media and product choice and little opportunity for consumers to voice dismay, brands could get by with a promotional mind-set. Now there has to be a full-time commitment to helping the consumer to achieve his or her goals if the brand wants to remain relevant (Lord & Velez, 2013). In fact, brand loyalty is always a biased response to some combination of characteristics, not all of which are critical stimuli. This way of looking at brand loyalty may not be congenial, but something much like it (the gestalt approach suggests variations) seems required either for research on the nature of brand loyalty or practical

questions regarding changes in product, packaging or advertising (Tucker, 1964). Today's common measures of reach, frequency, share-of-voice, and cost-per-point are very factual, but unfortunately they lack of evaluative assessment of the quality of attention to the advertising, the brand impact, efficiency, and the value to the brand. Media planners need an approach to better measure their holistic marketing programs, and to understand the impact, by target, on the different brand objectives (Hallward, 2008). But, "Depth of character is absolutely counterintuitive for brands, which usually champion one or two attributes and miss out on chances to humanize themselves and captivate consumers," like Sandra Smith Thompson, a Global Planning Director at Young & Rubicam Group, says in her article "The Year of Fearlessness: Brand Insights" (Thompson, 2014). Companies work so hard to ensure that their brands are manicured, perfectly presented and shiny, but "that does not really work" like Thompson recognises, - they push their idealized version of the brand, but their opinion does not matter as much as the consumers' opinions, which can be developed in a thousand ways. Customers will share them with their network, and that impacts brand perceptions more than anything, she concludes (Thompson, 2014). Continuing with modern ways of branding, new technologies enable to build branded experiences (Vollmer, Egol, & Sayani, 2013). A research looked at the ways in which Augmented Reality Experiential Marketing (AREM) is beneficial for companies and brands not only in short term – the "shiny object" syndrome, but also on the long-term, contributing to the creation of customer satisfaction. As other forms of experiential marketing have done, Augmented Reality (AR) can lead to an increase in customer loyalty, intention of repetitive purchasing and greater market share (Bulearca & Tamarjan, 2010). AR contributing effectively to a positive customer-brand relationship and to customer satisfaction through the creation of perceived experiential value (Bulearca & Tamarjan, 2010). It is common to refer to "trade leverage" as a major benefit of branding (Webster, 2009). For resellers, manufacturers' brands also offer many obvious benefits including established consumer demand, favourable consumer attitudes toward the branded products, a commitment from the manufacturer, to promote the product and the credibility and image of the brand itself as enhancements of the retailer's credibility and image (Webster, 2009). Of all the products available to fulfill a given need, the customer will generally consider fewer than a handful before choosing

one to buy, even in the most elaborate of purchasing scenarios. This group of products is the consideration set - the closest group of competitors. These brands are evaluated on a limited number of criteria before one is ultimately chosen for purchase. From the company's perspective, how to analyse and address the competition boils down to, there are three critical issues:

- How to make sure the brand is among those considered for purchase by the customer?
- How to ensure that, for as many people as possible, there are as few competing brands as possible in that consideration set?
- Which other brands are in the consideration set, and how to make sure the brand is the one chosen for purchase from among those (Dawar, 2014)?

These questions rely with any product brand, including spa treatment-product brands. Last-ones could not be handled only like product-centred brands, but also like brands as services. At the same time, when innovative product-centred brands nowadays try to find services, which could give an adding value for their products, spa treatment-product brands have had that value since they have been created. By the author's opinion, that could be the reason, why spa treatment-product brands are on the way to lose their identity, as so far they have had to put more effort to compete with brands, which are product-centred. Another bottleneck for spa treatment-product brands, by the author's opinion, is connected with the resellers of their products, it means, with spas or salons. The situation comes more complicated when the retailer offers its own store brands and private labels – transferring to wellness sector – service providers' own services (Webster, 2009). From the earliest times of branding, there was tension between manufacturers and retailers concerning influence on the relationship with the consumer/ end user. Retailers were not so much concerned with the power of the brand per se as with the enormous power gained by the manufacturer who used national advertising to promote the brand (Webster, 2009). The same situation is on wellness service market: spa treatment-product brands have designed their own and very special protocols for treatments, but on the end-market they compete with spas' or salons' who use their products and know-how, but end customer will hardly ever recognise the brand behind the treatment. Spa My Blend by Clarins is quite rare exception in that field. In 2007, Clarins created their My Blend concept for spa customers without losing their

own strong brand image. The brand is highly selective when it comes to its hospitality partners and in the result, the brand is recognised by the customers (Elias, 2014).

3. FIELDWORK

The aim of the Thesis is to find a way for wellness service providers how to bind their customers` loyalty with using modern digital tools. By the literature review, the author concluded, that the keyword in customer relationships is information about the customer.

With the survey about wellness and spa service chain` main stakeholders – spa treatment-product brands, spa service providers, i.e. spas itself and spa service users, i.e. spa clients – attitude and behaviour, the author tries to get an answer for the question: Are the global spa treatment-product brands and service providers aware of their end-customers loyalty behaviour?

The survey will figure out the amount of data collected about clients, which methods of data collection are in use nowadays and how the information is used. The survey finds out the gaps and hinders from the communication point of view between spa treatment-product brand, service provider and spa client and possible solution will be offered in this paper.

The sample group of the survey consists of 38 spa treatment-product brands, 36 Spas and approximately 100 spa customers, in total 174 respondents. Spa-treatment-product brands, represented in the survey were chosen by their approximately evaluated market size and representativeness in one of the most important professional exhibition in a year 2014, when the paper is completed. The author took part of the Convention of Spa and Wellness Professional`s, 2014, 23.-24. Of February 2014, where the Exhibition of Spa and Wellness products was included. Around 400 companies were represented on the Exhibition and almost 40 of them presented spa treatment-products. Some of them had only one target market: United Kingdom, but most of them had wider target market, like Europe or had even larger market size, embracing more than three continents.

A sample group of spa managers was chosen by the author's personal contacts in Estonia and Finland and a sample group of spa clients was chosen randomly between the author's clients and friends. These two groups of respondents do not represent the global market and the author will not make conclusions about global spa managers and spa customers' point of view, but as the respondents represent the small part of the wellness market, conclusions are made as an example.

Sample group of each stakeholders have been studied by questionnaires with a couple of overlapping questions for each stakeholders' group, and in addition, specifying information about each group have been gathered to describe the background of the respondents in general.

10 qualitative and quantitative questions were completed for each sample group, with the above-mentioned aim, allowing to use statistical and descriptive methods for analysing the results of the survey. Correlation between customer's loyalty and information collected about the customer will be studied and also, survey tries to find out, is there a tendency of globalisation among spa treatment-product brands and is there a trend of increase or decrease of end-customer loyalty from the each stakeholders' point of view. Survey could show, is there a correlation between brand's market size and their customers' loyalty. Are global brands more or less aware of their end-customers, will be also figured out with that survey.

First sample group consists spa treatment-product brands' representatives.

Questionnaire was completed both in paper and digital forms and responses were gathered during two days, with face to face survey at Professional Wellness and Spa Convention in London, 23.-24. February 2014, and at the offices of the brands' representatives in Estonia, during two weeks after the Convention. At the same time, digital forms of the survey were sent to the local and global representatives of the spa treatment-product brands. Before the study, pilot study were carried on by sending a digital questionnaire to two spa treatment-product brand representatives in Estonia. One of them gave a valuable feedback, by suggesting to change some options, and give a chance to respondent to choose multiple choices. Brand's representative also suggested to connect the survey more with Estonian spas and take into the consideration the age and size of the service provider, as an important figures of creating a strong loyal client base. Total size of the sample group was 38 spa treatment-product brands. 16 filled

questionnaires gave a response rate of 42.1%. Sample group was formed of well-known spa treatment-product brands, which were presented on one of the most important professional trade fair in London, on 23.-24.02.2014. The author got back all the questionnaires in paper forms, but no one responses came in digital form from that sample group. Second sample group consists of spa managers. Total amount of contacts was 36. 13 filled questionnaires gave the response rate 3%. The low response rate could be a sign of tepid interest of the topic – the possibility to rise the customers` loyalty and high engagement of daily duties, which leaves too less time for forward-leading thinking among Estonian spa managers. 13 responses came from face to face contacts, which lead the manager to think about the importance of the topic and fill the questionnaire in digital form. Again, 10 qualitative and quantitative questions were created to figure out spa managers` attitude. Questions for that group were mostly overlapping with previous group. It gave a chance to analyse the results of the survey from different point of views and figure out is there a gap between attitudes or have different stakeholders similarities also. As the answers from that group were quite homogenous, the small size of the sample group made no big difference, as the tendency of the attitude seems to fit in general. Some questions were created to describe the particular group and section them to different categories. As spa treatment-product brands were differentiated by the market size and location, the spas were also differentiated by the size and the strength of the connection with spa treatment-product brands were figured out also. Correlation between size and type of the spa and their customers` loyalty behaviour will be studied. With questions about data collection about the customer, the author tried to figure out an attitude toward big data as a valuable asset and spa managers` awareness of that.

Third sample group consists of spa customers. The questionnaire was spread in only digital form, among the friends and customers of the author while the author works daily as a spa therapist. Total amount of responses collected that way gave 38 responses. Response rate could not be calculated, while the exact number of contacts could be only predictable. One possibility to measure a size of the sample group is to describe it with the amount of the friends in the author`s Facebook account. While there is a chance, that some amount of friends could not to appear in Facebook during that

certain time of the survey, then the author decided to skip the rate of responses of that group.

Similarly with previous sample groups, the third group got 10 qualitative and quantitative questions, which overlapped in some amount with questions which were asked from the other stakeholders` groups. At the same time, some questions were asked to describe and differentiate them by their purchasing behaviour and attitudes toward service design. Demographical description of the spa customer was not important from the authors` point of view, as generally fitting loyalty program for spa treatment-product brands and spas, as service providers, should fit with each clients` needs. It means, that in general, spa treatment-product brands and spas have many different target groups, but as they offer a suitable solution for each of the target group, the loyalty program could be the same, in general. With the digital tools, the author could see the solution also as a global solution, without excluding the personality of each client. In that meaning, grouping clients to the different target groups, the result is far from personalisation and seems to the author, a stagnated way of treating a customer. Wellness service has a highly personal approach to the client. It is widely handled as a health preventive service, in literature. On the other hand, in practice, so far, it is handled more like a fun, or entertainment, or luxury.

In which way customers are used to be treated or what could be their preferences on the level of personalisation, the survey will find out.

With overlapping questions the author is curious to figure out, is there a differences or similarities of each stakeholders` understandings of the loyalty level or meaning of the value of data. Customers level of sensitivity on sharing their personal information will be figured out and the survey will find out gaps or overlaps between each stakeholders` attitude.

That survey could be handled like an opening survey, giving a general view of stakeholders and findings will describe the situation in general. The next step could be a case study of one certain service chain, starting from spa treatment-product brand, studying the spa service provider from the same chain and asking an opinion of the same spa`s clients. Then each brand or spa could find their own way to bind their customers according to their own and their customers` specific profile. On the other hand, the author would like to give a solution, which could eliminate the need of

different surveys and different solutions, while a digitalised data collection and in-clouds data storage could make extremely personalised offers reachable globally. No need to mention economies of scale for many spas and spa treatment-product brands will get by the network of data, as well as saving a huge amount of time with joining with the network.

3.1. Findings of the Survey

First step of the analysis will study each stakeholders` group separately. The results will be given by analysing each question and responses separately and some particularly interesting questions will be analysed to find out the correlation between some particular actions and behaviours.

Second level of the survey will analyse the overlapping questions from different stakeholders` point of view by connecting three conducted surveys.

3.1.1. Survey of the spa treatment-product brands

Questions asked on that survey bear in mind two goals: at first, to figure out how one spa treatment-product brand in general measures the loyalty level of their end-customers. Second purpose of that survey is to find out, is it satisfying from the stakeholder`s point of view. At the same time, it could give a general hint about the sustainability of the wellness field as if the loyalty level seems too low from stakeholders` point of view, it needs a strong reformation for moving on in a profitable way. After connecting the survey with others` it could also find out gaps between three stakeholders understandings. If that comes out, steps toward fixing the problems could be given in this paper.

First question was asked to lead the respondent closer to the topic of the survey and think about the overall situation in a company in the context of end-customers loyalty behaviour. The accent of the question was the end-customer as a user of spa treatment-products not a spa itself, who is a direct client for the company. The first need, to get into the topic, was to figure out does brand`s company tries to get closer to its end-

customer and has the company developed a measurable loyalty programme for its end-customers.

From 16 respondents 9 answered, that they let their partners – spas and salons- to measure their customers` loyalty and 5 respondent said that their do not have measurable loyalty programmes for their end-customers. 3 of respondents have measurable loyalty programme and 2 respondents have loyalty programme, but not measurable. Three of the respondents mentioned two options: they have their own measurable loyalty programme and their spas and salons use their own loyalty programmes too. 14 negative answers in that question means that majority of spa treatment-product brands are not aware of the importance of loyalty of their end-customers as the main users of their products.

Second question was meant to figure out does spa treatment-product brands suggest to collect information about the users of their products. A general attitude is clear: a noticeable amount, i.e. 13 out of 16 of brands` representatives suggested to do that. If to compare now the results with previous question, where almost the same amount of brands were not aware of their end-customers loyalty, it comes out, that brands understand the need of loyal customers, but they have not taken a responsibility to bind their end customers.

Today, in a situation of high competition in catching an attention of spa clients, companies should realise, that the more they know about their clients the stronger relationship could be built up. Multiple choice of issues of personal information was given with the third question and respondents were asked to mark their recommendations from the usefulness point of view.

By the results, the e-mail address is the most important issue, which was each respondents` choice. For each respondent the customers` name was not important, but, as well as purchased products, was named as important knowledge about the customer anyway, with 13 out of 16 of responses. 12 respondents mentioned phone number. These results are quite understandable, as a contacts of the clients are important already from the communication point of view- customers contacts are inevitable for booking details, changes or other relevant exchange of information.

More important from the authors' point of view was to figure out the level of awareness of personal information of the customer. The more personal information company has about their customers, the more personalised service a company could offer. 10 respondents suggest to gather an information about customers' skin type and health conditions. One respondent did not mentioned health condition in general, but pointed out as other option, that they would like to know customers' allergies. 9 out of 16 of respondents ask or suggest to ask customers age and personal preferences. A half of respondents found, that it is important to know the track of customers' treatments' history. 7 respondents of that survey group found it useful to have customers' home address and 6 of them found important to know customers' date of birth. The meaning of these answers come out in connection with the fifth question, as it gives a hint of the field of use of the data.

Before that respondents reported their support for their business partners. A half of respondents declared, that they let their partners collect the data by their own methods. 6 out of 16 spa treatment-product brands have standard paper files, they give for spas and salons, where receptionist or therapist fills it as a customer profile. 4 respondents suggest to use any software for handling customers' profile.

As said before, fifth question will find out, has the data about the customer found a use from the brand point of view. More precisely, what kind of use it has found or with other words, data could be only data, but analysing or using a data makes it valuable information. The author tried to offer a variety of the usage of the data, to find out a meaning for any knowledge company has about their customers.

With the survey of the spa treatment-product brands it came out, that half of the brands connected with that survey do not use a data, what they have and could use for performing more efficiently. 7 spa treatment-product brands of that sample group use data about the customers for target marketing. That explains the issues of collected data, where the e-mail address was the most important and valuable data, the brands would like to have and use. Security reasons was the next important value of data as the survey brought out, while 6 responses came for securing against claims from clients. 5 respondents found it is useful for planning as well as making a service more personal. 4 brands use data for improving their products and services and 2 respondents mentioned also the importance of data from statistical point of view.

The solution for wellness and spa service chain from the authors' point of view is planned to cover all stakeholders' needs in modernisation of the service for sustainability. All the hinders and barriers each stakeholder could see, have the valuable information and help to improve the wellness service in general on behalf of each stakeholder in a wellness service chain.

Brands did not see much hinders and the impact of hinders seems to be not so strong. Most important barrier seems to be, that brands have an opinion, that clients prefer anonymity, as 6 respondents brought out. A time needed for data collection, from customers' point of view was mentioned 5 times and is seen as second important hinder in data collection. 2 respondents mentioned time-factor from service-provider point of view and one opinion against data collection was the threat to clients' privacy as well as one mentioned it is impossible to handle that data.

With the seventh question the author let to evaluate the level of loyalty the spa treatment-product brand feels their customer have toward the brand. 5 brands feel that their customers are quite loyal, but they seek new experiences and brand loose the contact with the client quite often. $\frac{1}{4}$ of respondents feel they have quite strong relationships with their end-customers and it rarely happens that they lose their clients as well as the same amount of respondents feel even stronger relationship and could declare that the amount of their loyal customers rises year by year. The same question was asked from other stakeholders too and after analysing stakeholders separately, the conclusion will be made by analysing the results together.

To get a knowledge about the size of the company last three questions were asked to describe the market size and location of represented continents, countries and points of sale.

Survey found out that more than a half of spa treatment-product brands have a global market. 9 out of 16 of represented brands act on more than 3 continents. 13 of brands are represented in Europe and Europe was mentioned 9 times as the 1st important market for the brand. Asia and North America both were mentioned as the 1st important market one time. In overall picture, Africa plays a second important role, as 9 brands are represented there. 8 brands are represented as well as in Asia, North America and Australia and 7 out of 16 brands are represented in South Africa.

Two last questions brought out that companies have quite large market size in general. Almost a half of companies (7 out of 16) declared, that they are represented on more than 50 countries and have more than 2500 salons or spas around the world, where their products are in use. Other half of responses declared a little smaller market size or skipped these two questions.

3.1.2. Survey of the Spa Managers

Questions asked on that survey bear in mind two goals: at first, to figure out how one spa in general measures the loyalty level of their customers. Second purpose of that survey was to find out, is it satisfying from the stakeholder`s point of view. At the same time, it could give a general hint about the sustainability of the wellness field as if the loyalty level seems too low from stakeholders` point of view, it needs a strong reformation for moving on in a profitable way. After connecting the survey with others` it could also find out gaps between three stakeholders understandings. Steps toward fixing the problems from stakeholders` point of view will be given in this paper.

First question was asked to lead the respondent closer to the topic of the survey and think about the overall situation in a company in the context of the customers loyalty behaviour. The accent of the question was the customer as a user of spa treatments, who is a direct client for the company. The first need, to get into the topic was, to figure out does Spa tries to get closer to its customer and has the company developed a measurable loyalty programme for its customers.

From 13 respondents 6 answered, that their do not have measurable loyalty programmes for their end-customers. 5 of respondents have measurable loyalty programme and 2 respondents have loyalty programme, but not measurable. 6 negative answers in that question means that less than a half of spas are not aware of the importance of loyalty of their customers. Spas, in a bigger amount have realised, that their company`s sustainability depends on the loyalty of their customers and in long-term, continuity could come by the loyal customer.

Second question was meant to figure out does Spas collect information about the users of their services. A general attitude is clear: 10 out of 13 of Spas do that. If to compare

now the results with previous question, where almost a half of Spas were not aware of their customers` loyalty, it comes out, that Spa managers understand the need of loyal customers, but they have not taken a responsibility to bind their customers. Today, in a situation of high competition in catching an attention of spa clients, companies should realise, that the more they know about their clients the stronger relationship could be built up.

Multiple choice of issues of personal information was given with the third question and respondents were asked to mark their recommendations of from the usefulness point of view. By the results the name of the client is the most important issue which was each respondents` choice. For each respondent the customers` phone number was not so important, but was mentioned 10 times out of 13. As well as age and e-mail address was mentioned purchased services, as important knowledge about the customer anyway, each mentioned 8 times. These results are quite understandable, as contacts of the clients are important already from the communication point of view- customers are ready to give their contacts, for booking details, changes or other relevant change of information. A good point here is that the age of the customer is mentioned by more than a half of respondents, as this data is valuable as well as from marketing point of view as well as from customer point of view as a chance to get more personalised service, responding to customers` needs.

More important from the authors` point of view was to figure out the level of awareness of personal information of the customer. The more personal information company has about their customers, the more personalised service it could offer. 7 respondents out of 13 gather an information about customers` health conditions as well their personal preferences. It is good to notice, that 8 respondents found, that it is important to know the track of customers` treatments` history. Demographic factors like home address and date of birth are useful, if company have segmented their target market and make personal offers in general, for different target groups. 4 respondents found it is useful to have customers` home address and 6 found it is important to know customers` date of birth. The answers for the fifth question, as a hint of the field of use of the data, will reflect, has this data found an outcome or not. Analysing the result separately, the author concludes, that less of Spas have data about different segments of customers. There could be two reasons for that: first, marketing departments of spas do not deal

with targeting at all, neither in personal nor in general level, with their clients. Another reason could be, as wellness and spa service in general is highly personal service, demographic segmentation does not bear the fruit, as it generalises too much and decreases customers` personality. Spa managers did not found a data about client`s skin condition, as useful information. Only two respondents picked that, as necessary knowledge about the customer. From the therapist point of view, it is obligatory knowledge. Here the author could see a gap between the chains in service flow. The conflict of interests of different stakeholders leads to the diminishing quality of the service. In practice, it is ended with moderate service quality, as a standard and so widely used, that client, who could demand more personal, high standard service does not even think about it. Looking the problem from the distance could be said that this data is too personal and not useful for manager. It is, that therapist finds it out anyway in each contact with the customer and solution will be offered as appropriate as possible. But without knowing it in advance, if the customer` needs are complicated or different from typical customers` needs, a standard solution is not satisfying enough for the customer.

About other information spa managers could find as useful, one mentioned, *that they collect feedback from customers, as well as in oral as in written form, about spa services, to figure out likes and dislikes, the quality of service and the ways to offer better service to the client. Spa`s software program offers an option to mark client`s preferences and special occasions, especially negative occasions.*

With fourth answer respondents reported the ways how they collect data about their customers. 6 of responses declared, that they let therapists to fill the standard paper files, 2 of spas let receptionist to fill it and 6 of respondents use any software for handling customers` profile. One spa manager declared, that they do not collect data about their customers and one added a comment, that *they do not collect data, but feedback and e-mail address for target marketing.*

As said before, fifth question found out, has the data about the customer found a use from the spa`s point of view. More precisely, what kind of use it has found or with other words, data could be only data, but analysing or using a data makes it valuable

information. The author tried to offer a variety of the usage of the data, to find a meaning for any knowledge company has about their customers.

With the survey of the spa managers it came out, that popular fields of usage of the data are statistics, planning, target marketing and improving service more personal. All these options were mentioned 6 times in that survey. 4 spas mentioned the chance to improve a service in general. Two spas collect data, or in the context, it could mean that they let the client fill the form, to secure the company and/or therapist against claims, especially from medical point of view. 2 spas out of 13 declared, that they do not collect data about their customers. Later, in this paper the author will analyse the correlation between the usage of data and the level of loyalty the spa feels their customers are.

The solution for wellness and spa service chain from the authors` point of view is planned to cover all stakeholders` needs in modernisation of the service for sustainability. All the hinders and barriers each stakeholder could see, have the valuable information and help to improve the wellness service in general on behalf of each stakeholder in a wellness service chain.

Most important barrier seems to be, by spa managers` opinion, that clients prefer anonymity, as 6 respondents brought out. A time needed for data collection, as well as from customers` point of view, as from therapists` point of view, were both mentioned 4 times and are seen as second-important hinders in data collection. 2 respondents mentioned a threat to clients` privacy and one manager brought out the cost-intensiveness as well as one mentioned it is impossible to handle that data. No one of the respondents mentioned that it is not allowed by the law and no one also declared that there is no practical value of the data.

3 respondents brought out other possible barriers, like laziness, difficulties with the storage of the data and too resource-consuming handicraft needed for handling the data. One respondent saw no barriers in collecting and handling the data.

With the seventh question the author let to evaluate the level of loyalty the spa managers feel their customer have toward the spa. One spa felt they have very strong relations with their customers and the amount of their loyal customers rises year by year and no one spa declared that their customers are not loyal at all. Other opinions spread equally between the spas, as from less than moderate, moderate and more than moderate level of loyalty all got 4 responses. One respondent skipped that question.

To get information about the size of the wellness and spa service providers last three questions were asked.

In this survey, wellness spa hotels with less than 200 rooms were represented most, more precisely, 6 out of 13. No one medical spa hotel with more than 200 rooms took part of that survey. 3 of responses came from day spas, 2 managers represented medical spa hotels with less than 200 rooms and one beauty salon and wellness spa hotel with more than 200 rooms took part of the survey as well.

Ninth question was asked to figure out the strength of relations between spas and spa treatment-product brands, as the number of brands in use could describe fragmented or straight relations between these stakeholders. More than 5 product lines are in use in 4 spas out of 13. Three spas are connected with 4 product lines. No one spa was a sole representative of one product line and other responses spread equally with 2 responses for each: 2, 3 or 5 product lines in use.

Last question brought out that half of the spas (7 out of 13) represented in this survey have more than 11 treatment rooms. 4 representatives have 3-5 treatment rooms, one has 2 and one has 6-8 treatment rooms.

3.1.3. Survey of the Spa Customers

To get a feedback for the actions made by service providers and service designers (spas and spa treatment-product brands) to rise their end customers` loyalty, the third questionnaire was completed. To figure out the most important hinders and barriers in using spa and wellness services as well as sharing personal information with service provider from customers point of view, was the second goal of that survey.

After connecting the survey with others` it could also find out gaps between three stakeholders understandings. If that comes out, steps toward fixing the problems could be given in this paper.

First question was asked to lead the respondent closer to the topic of the survey and think about the spa or wellness service in general. Question was not built up with very detailed options for answers, as the main point was to lead the respondent to calculate, for example, even usual visit to hairdresser as a wellness service. From the author`s

point of view the specification was not needed and conclusions will be made about the customer behaviour in a context of loyal- not loyal behaviour.

38 total respondents picked in total 89 services they usually use, as multiple choice of answers was allowed. It makes approximately 2 services per person, as the author would like to conclude the result of the first question. Separately could be watched the massage service, which was mentioned 27 times. In general, it could be predicted, that one of the two services respondents usually use, is massage.

Second question was also with a stress on loyal-not loyal customer behaviour built up to figure out customers` usual service-purchasing habits. Three options were given for respondents, for measuring in scale: totally loyal for one service provider- in a middle- and not loyal at all. By the results came out, that preponderant amount of respondents, 22 out of 38, have moderate level of loyalty, as they answered, that they visit usually some of the spas or salons nearby their home. Counterbalance, 8 respondents declared that they usually use wellness or spa services exactly then and there where needed, no matter is it near the home or abroad. Minority of respondents, 6 out of 38 were true loyal customers, visiting only one service provider, near their home.

With third question, multiple choice of issues of personal information was given and respondents were asked to mark the issues they are ready to share with their therapist, if that assures a better and secure service.

By the results, the health condition and track of purchased services are the most essential issues what customers are ready to share, as both were mentioned 15 times. Personal preferences and name were second essentials, mentioned 14 times. Age and skin type are also appropriate information by spa customers opinion, mentioned in this survey 13 times. Date of birth, e-mail address, purchased products and phone number followed in order. The less important information to share was home address, by spa customers` opinion, mentioned 7 times. Two customers mentioned in comments that they would like to share recommendations.

With fourth question was asked spa customers experience in sharing their data. The half of the respondents have not shared any data with service providers. 9 of responding group of spa customers have filled paper forms by themselves. 7 respondents declared

that therapists have filled paper forms with their personal data and 4 customers said that spa receptionists have filled paper forms with their data. 3 customers declared that the spa or salon has a special software with their profile. In comments two customers mentioned that they have gave oral information about themselves and have left their business card to the spa or salon.

Fifth question will find out, how aware the spa customer are about the usage of the data they share. Half of the respondent had no idea how the spa use the data. 13 of respondents knew that spa use the data for making a service more personal. 7 of respondents mentioned the improvement of the service in general. The usage of data for target marketing and statistics were also pointed out, 6 times. The security against claims was mentioned 4 times and minority of respondents have recognised the usage of data for planning. One respondent mentioned in comments that service provider does not use that data and one explained that phone number is used for making changes in appointment schedule.

The solution for wellness and spa service chain from the authors` point of view is planned to cover all stakeholders` needs in modernisation of the service for sustainability. All the hinders and barriers each stakeholder could see, have the valuable information and help to improve the wellness service in general on behalf of each stakeholder in a wellness service chain.

Spa customers did not pointed out any hinder or barrier offered in survey, as convincing. Hinders and the impact of the hinders seems to be not so strong. Most important barrier seems to be, that some spa customers prefer anonymity, as 11 of respondents of that survey brought that out. The same amount of respondents can not see the practical value of the data they share with service provider. A time needed for data collection, from customers` point of view was not that important as from service providers` point of view, as first one was mentioned 3 times and second one 8 times. 5 opinions against data collection were the threat to clients` privacy. 3 respondents mentioned it is impossible to handle that data and the same amount could see that data collection and handling could rise the price of service. One respondent mentioned the legislation as a possible hinder. Spa customers were quite active to give comments for that question: seven respondents shared their ideas, followed here:

- *No problem, if I trust a therapist or spa*
- *Data security risk (mentioned 2 times)*
- *I don't think there is a risk*
- *Some data are private. You should only have to disclose what you are comfortable with*
- *I do not see big risks. I share my personal data if I see that it is important for personalization of the service or is an essential part of the process (filling the registration form)*
- *I feel basic info related to health and preference is must*

With the seventh question the author let to evaluate the level of loyalty the spa customers feels toward the spa service provider. The majority of the respondents feel that they are rather not so loyal, and they seek more or less, new experiences. Anyway, almost ¼ of respondents (11) feel they have been quite loyal with their wellness service providers and visit them quite often. At the same time there were only 2 respondents on that survey, who declared that they have strong relationships with their service therapists and they do not want to visit other spas or salons. 8 responses came with opinions, that customer feels rather strong relations with the service provider and it rarely happens that they change service provider, but in contradiction, the same amount declared that they do not visit the same spa or salon not often or not at all. The same question was asked from other stakeholders too and after analysing stakeholders separately, the conclusion will be made by analysing the results together.

To get a hint about customers` preferences in concern of the size of the wellness and spa service providers the eighth question was asked.

Representatives of that survey are mostly a visitors of day spas or wellness and beauty salons, as first one collected 15 and second one 27 responses. Hotels gathered all together 22 responses, among these wellness spa hotels with less than 200 rooms were represented most, more precisely, 11 out of 38. One medical spa hotel with less than 200 rooms appeared on the answers of that survey. 3 respondents visit mostly medical spa hotel with more than 200 rooms and wellness spa hotel with more than 200 rooms got 7 responses.

Last two questions were asked to figure out the factors, which have an impact to the customer to make a positive or negative purchasing decision in concern of wellness or spa service. Different circumstances were offered to rank, first, in ninth question, as

factors with positive impact and in tenth question were given possible factors, which could lead to negative purchasing decision.

The author offered 10 indicators with possible weight for positive purchasing decision:

- Time
- Price
- Salon/spa ambience
- Recommendation from friends
- Personal offer
- Media presentation of products/services
- Convenient booking
- Well-known salon/spa
- Well-known brand
- Reliability of salon/spa

By the results, the strongest impact of these circumstances had recommendation from friends, which was ranked 12 times as the most important factor. Second important factor was a price, which was ranked highest 10 times and reliability of salon/spa came out as a third important factor with 5 highest ranks. Other factors positioned by the results on a quite same level.

In tenth question were asked to rank 6 factors, which make the usage of wellness or spa service impossible:

- Language barrier
- Unknown brand
- Non-personal service
- Strange environment
- Too personal service
- Inappropriate price

By the results, inappropriate price was ranked highest, 14 times. Next highest factor, by the respondents of that survey was a language barrier, with 6 ranks and mentioned in general 13 times. Too personal service was not mentioned as a strongest factor at all, but in general, was mentioned 16 times. In general, the price was mentioned also 14 times. Non-personal service was mentioned in general 13 times, including 10 highest ranks. Unknown brand was mentioned 10 times, but as highest factor, only once. A strange ambience was mentioned 9 times, with 2 times as strongest factor.

3.2. General findings of the Survey of the Stakeholders

The aim of the Thesis is to find a way for wellness service providers how to bind their customers` loyalty with using modern digital tools. By the literature review, the author concluded, that the keyword in customer relationships is information about the customer.

With the survey about wellness and spa service chain` main stakeholders – spa treatment-product brands, spa service providers, i.e. spas itself and spa service users, i.e. spa clients – attitude and behaviour the author tries to get an answer for the question: Are the global spa treatment-product brands and service providers aware of their end-customers loyalty behaviour?

The survey will figure out the amount of data collected about clients, which methods of data collection are in use nowadays and how the information is used. The survey finds out the gaps and hinders from the communication point of view between spa brand, service provider and spa client and possible solution will be offered in this paper.

5 overlapping questions were asked from each stakeholder` of the survey held on with this paper with the same aim:

- The amount of data collected
- The method of data collection
- The field of use of collected data
- Hinders and barriers in data collection
- Evaluation of the level of loyalty of the end customer from different stakeholders` point of view

The amount of data collected about the spa client was figured out with the same question for each stakeholder, were respondents were asked to pick a multiple choice of answers with different items of information. A selection of the items of information given for choosing options was completed by different paper files spa treatment-product brands and spas or salons, including the author of this paper, use for profiling their clients.

Summarising three surveys about different stakeholders, the total sample size of the group was 67 respondents. As seen from the Figure 2, The criteria of data about the spa

client, created here and further by the author of the paper, almost all personal information is suggested to collect by the spa treatment-product brands, is collected by the spa service providers and is allowed to collect by the spa customer. A date of birth is an item by this survey, which seems to be more or less sensitive information for sharing and home address is most sensitive item to share.

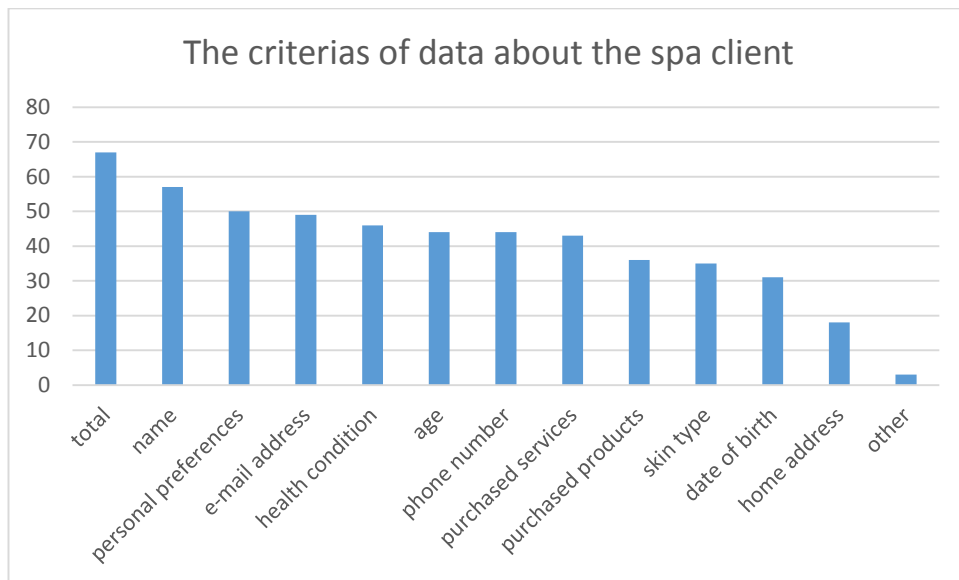


Figure 2. The criteria of data about the spa client

If to compare now the results of the survey in concern of barriers and hinders of data collection, where the respondents pointed out most the clients` preference of anonymity, as seen from Figure 3, Hinders and barriers in data collection, the anonymity could mean the secret of a date of birth and home address. Name, e-mail address, health condition etc. are the regular items for flowing and interactive relationships between customers and service designers and service providers.

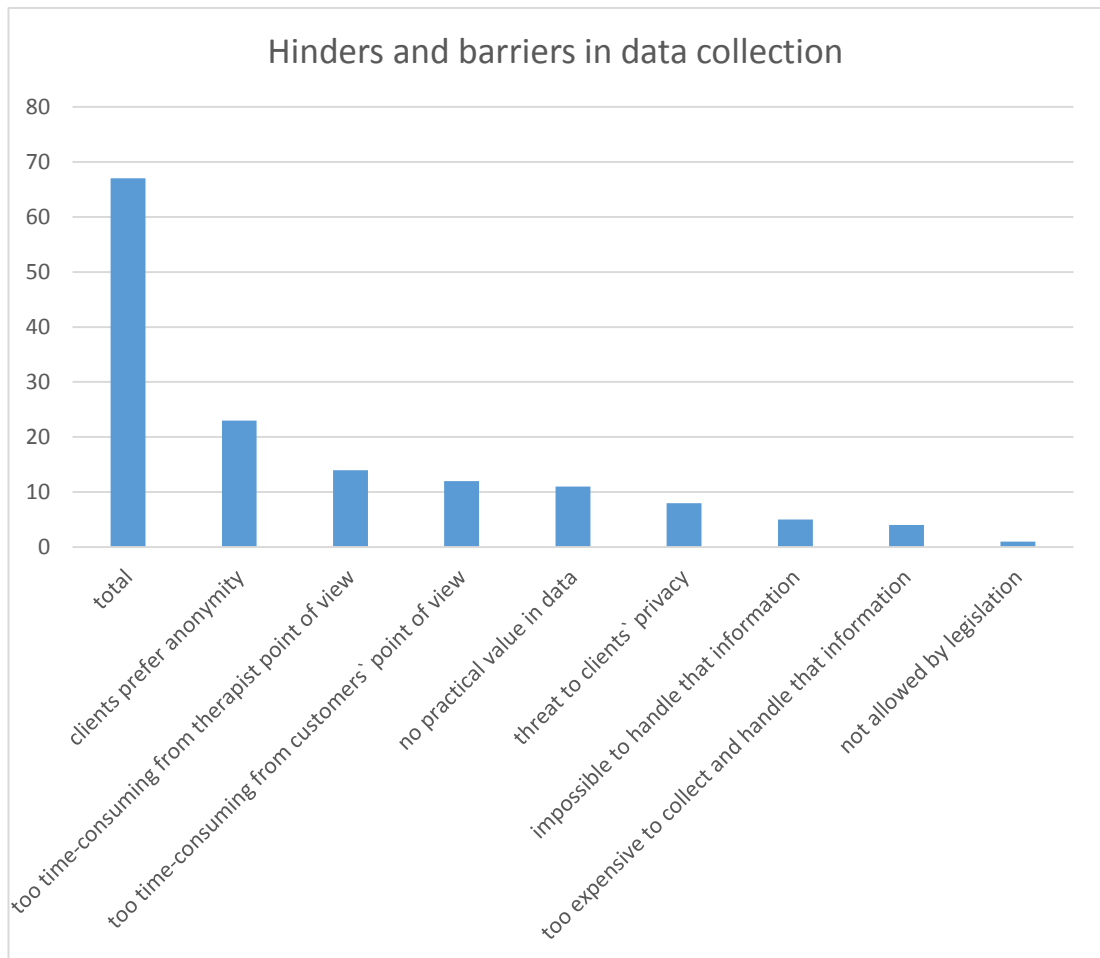


Figure 3. Hinders and barriers in data collection

Analysing the results in concerns of hinders and barriers more precisely, service providers and service designers saw the practical value of the data collection, but 11 responses from spa customers, who did not see the practical value of the data, a quite high rank in general could lead to misunderstanding. The author would like to point it out here, that spa treatment-product brands and spa service providers have realised the value of the data, but in practice, the amount of spa customers have not seen the value from their point of view. The restrictions by legislations are not seen as a barrier, not in general nor separately. Only one customer pointed out the perspective of restrictions of legislation. The author has the same opinion, that nowadays the information is a must for better servicing and it is allowed to collect that information, but only by following the rules of handling data without harming a clients' privacy and only with client's own permission and free will. Time factor as a barrier with proportionally higher rank in that survey, is quite understandable worry and by the author's opinion worth to solve.

Restrictions caused by technology or costs were not mentioned a lot, but as comments added for that question pointed out the impossibility of handling data, in some amount it is a problem. Findings for the question, is it a modern digital way to collect and handle data, the spa service providers use, or is it an old-fashioned manual work with papers or just ignoring the data collection, the real magnitude of the barrier comes out. In Figure 4 the methods of data collection are concluded.

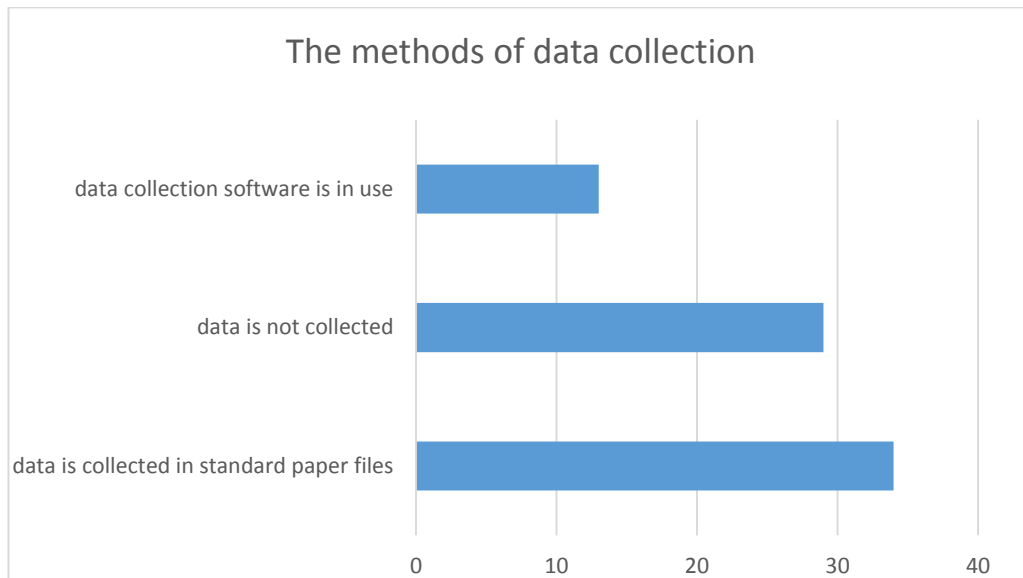


Figure 4. The methods of data collection

After that realisation, the author could conclude, that modernisation is an urgent need in wellness service chain even if stakeholders are satisfied with the solutions they have today. Ignoring a usefulness of data collection or using old-fashioned paper files instead of modern digital tools just decreasing a chance to offer better service and in long term it will cause troubles or even chaos. Further analyse of the fields of the usage of data will lead to understanding the level of importance of data in general and will answer, how the chaos is avoided so far, as by the author`s opinion, if the usage of data is minimal, not mentioning ignoring it, the data is possible to handle with less sophisticated methods. In Figure 5, the fields of usage of collected data are brought out. Not taking into account the ignorance of data collection it is worth an attention, that the most important field in collecting data is the point of personalisation. Wellness service is personal service and from that standpoint, it cannot be otherwise, but must to be used. Other fields i.e. target marketing, statistics and planning are mentioned by the

respondents of that survey quite less. Here the author could see the parallel between collecting methods and usage. Statistics and planning by the data is really demanding if to use manual tools, but with the support of software, it is easier. The same is with target marketing, while digital options for targeted offers are widely used in many ways and fields. Collecting data for security reasons found lukewarm feedback. It could be connected with the lack of interest, but rather, by the author`s opinion, the lack of time and lack of digital tools, as the confirmation from the customer with giving a permission to treat him/her by his/her own will, officially needs customer`s signature on paper file. By the authors opinion, all the given options for usage of data could be considered as important and valuable reasons, the results are not surprising, if to take into the consideration the methods of data collection. As mentioned before, minimal usage of data could be handled manually, but if to wish to get more out of the data, there is a need for digital solution.

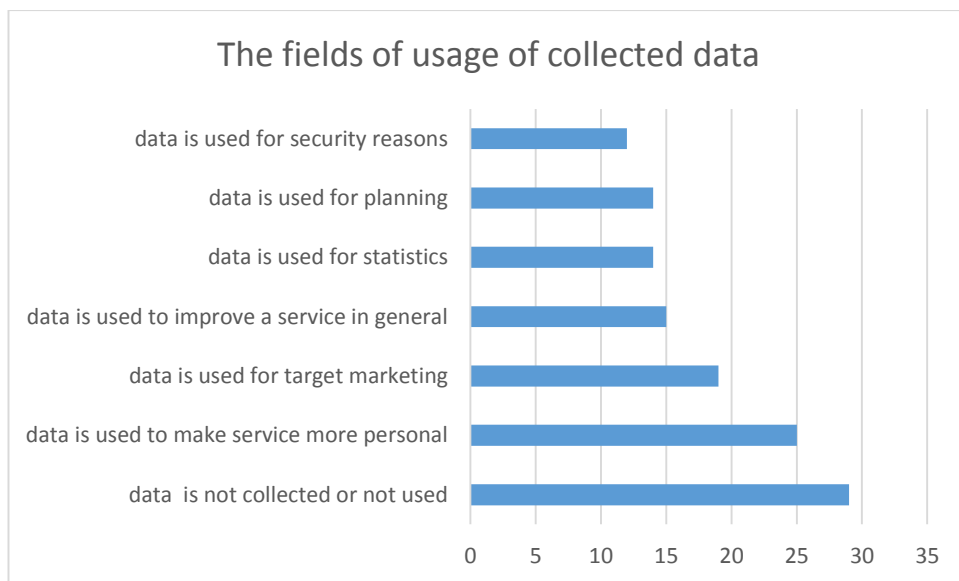


Figure 5. The fields of usage of collected data

The main question of the survey, are the global spa treatment-product brands and service providers aware of their end-customers loyalty behaviour, will find an answer with the further analysis of the results of the survey. At first, the results of the surveys are given separately by each stakeholder, as there occurred differences between each` point of views. In general, the most of answers reflect a moderate level of loyalty, but in concern of very strong or very weak level of loyalty, a major difference exists. Spa treatment-product brands have an opinion, that they have very strong relationships with

their customers and the amount of loyal customers rises year by year, but at the same time, spa service providers and spa customers rarely answered, that they have very strong relationships. The same gap exists between the opinions about very weak relationships: almost ¼ of spa customers responded in that survey, found that they are not loyal at all and at the same time, no one brand declared it and on spa manager had the same opinion. Figures 6-8 illustrate different stakeholders` point of views.



Figure 6. Customers` loyalty behaviour from brands` point of view



Figure 7. Customers` loyalty behaviour from spas` point of view



Figure 8. Customers` loyalty behaviour from customers` own point of view

By these results, spa treatment-product brands need to know, that their customers are rather not that loyal, how it seems them and they cannot be too confident in a rise of amount of loyal customers. At the same time, as the majority of responses show the moderate level of loyalty from each stakeholders` point of view, the gap between the stakeholders` understandings is not insuperable. While the trend in spa customers` behaviour seems to move rather to non-loyalty, the author feels that the customer relationship management is the key to turn that trend. With the last analysis about the correlation between data collection and loyalty, the author tries to find a proof for theories given in that paper. As the information of the customer is the keyword in customer relationship and strong relationship with customer is the keyword for loyalty, correlation should exist.

Table 1. Connection between data collection and spa customers` loyalty behaviour

service provider/ service user behaviour	loyal clients	not loyal clients	total
collect data	27	14	41
do not collect data	7	19	26
total	34	33	67

Correlation 0.4 shows a tendency, that with an increase in numbers of data collectors the increase in numbers of loyal customers exists and opposite.

3.3. Highlights of the findings of Survey of Stakeholders

With the findings of surveys carried on with the fieldwork the author does not claim to make conclusions about the situation in a whole wellness market. The size of the sample group of the survey was not massive comparing with the total size of the market. At the same time, big changes in customer behaviour have not been predicted before and will not be predicted in the future, with the preliminary surveys in public. A time and statistics could show in the future the reliability of that survey. While, at the same time the survey does not preclude to offer a solution for a small size of wellness market and the author could be satisfied even if one spa treatment-product brand finds it is useful to follow a solution offered in this paper. In that circumstance, findings of that survey are

worth to follow and the author would like to highlight some certain results of the survey. At first, the author would like to point out, that spa treatment-product brands understand the need of loyal customers, but they have not taken a responsibility to bind their end customers. These companies have not realised, that their sustainability depends on the loyalty of their end customers, not on the loyalty of their business-partners. Last relations are important from the daily business point of view, and could warranty a sustainability in short-term. Long-term continuity could come by the loyal end-customer. On the other hand, spas, in general, responded on that survey, in bigger amount have realised, that their company`s sustainability depends on the loyalty of their customers and in long-term, continuity could come by the loyal customer. At the same time, customers act rather not as loyal customers, not for a service provider, nor for a brand in general. More precisely, spa treatment-product brand does not play an important role in making a purchasing decision in concern of wellness service. The low value of brand image came also out with the survey within spas, as they mostly use more than one spa treatment-product brand in general. As mentioned before, spa managers understand the need of loyal customers, but they have not taken a responsibility to bind their customers, the finding declare clearly, that interconnectedness between the stakeholders in wellness service chain is weak. In concern of customers` loyalty behaviour the survey proofed a theory, that stronger brand image rise a loyalty and low price does not play a role in loyalty questions. Customers mostly answered, that they are not loyal, they do not recognise a treatment-product brand and their rather make a purchasing decision by the price. A little hint of global market came out, as survey found that more than a half of responded spa treatment-product brands have a global market. Almost a half of the companies declared, that they are represented on more than 50 countries and have more than 2500 salons or spas around the world, where their products are in use. The author relies on that considerable existing network as a basic for interconnected network of stakeholders in wellness sector.

4. A NETWORK FOR SPAS AND SALONS

As every enterprise is established to gain a profit for the owners, all managers are focused to increase the numbers of their clients and purchases made in their company. It is widely known rule of Pareto that 80 percent of purchases in a company are made by 20 percent of customers. These 20 percent of customers are company`s loyal customers (Neuberger, 2013). It is obvious, that loyal customers are most valuable for the company, thus the main approach for the company to increase the profit is to increase customer`s loyalty (Falcon, 2014), (Roue-Taylor, 2013). Today company`s managements have worked out high-standard services, matching with their customers` high expectations (Clark, 2006). High-skilled marketers have done everything possible - have worked out high-standard loyalty programmes for their customers, have collected data about their customers profile and purchasing habits and customised the service as personal as possible (Lord & Velez, 2013). Even on that stage company`s own hands are not long enough to ensure their customers loyalty in globalized world, where digitalisation have simplified the access to any information and to any service provider (Egol, Peterson, & Stroh, 2014), (Baer, 2013). Even if company has created its own network for customer relations management (CRM) (Baran & Galka, 2013), they cannot avoid customers seeking alternative services. Effort made for binding a customer with the company devalued as soon as competitor has higher advantages (Falcon, 2014). So far, it has counted as a natural lost and attempts to appeal customer turn back may not bear fruit (Egol, Vollmer, & Hoelbling, The Four Types of Digital Marketer, 2012), (Vollmer, Egol, & Sayani, 2013), (Yeoman, Rebecca, Mars, & Wouters, 2012). On the other hand, some circumstances exists, which are not under control of the company. Nowadays, it`s quite strictly connected with globalization (Yeoman, Rebecca, Mars, & Wouters, 2012). This factor, at least, if to speak about wellness tourism sector, is

doubtlessly categorised as a threat in company`s SWOT analysis. Certainly exists, in some amount, opportunities of globalization and tourism-companies could expect that the flow of international travellers, who seek for different experiences could be their target market and create the main cash flow (Yeoman, Rebecca, Mars, & Wouters, 2012). The author accept that in amount of proofed Pareto principle which says that anyway the amount of income coming from non-loyal customers is approximately 20 percent from total income. Thus, there are two options for the company - dealing with globalized client, who travels more or less, for business or private reasons – to win or lose that certain customer (Yeoman, Rebecca, Mars, & Wouters, 2012). Some decades ago, there was obviously higher chance to lose that client (Webster, 2009) and even today a huge amount of companies have not realised the opportunities technology could give them (Fulgoni, 2013), (Bhanap, Bernnat, Roets, & Bieber, 2013). On the other hand, company alone is quite helpless if it could not control global client`s habits. Creating company`s own database binds client locally is probably supportive act toward customer`s loyalty (Lord & Velez, 2013), (Egol, Peterson, & Stroh, 2014). At the same time, heavy connection between the company`s location and client`s decreased freedom to choose, where he/she needs that certain service, leads, sooner or later, to lose that client (Webster, 2009). Additionally, watching the situation from the customer`s point of view, there are different hindrances which make it difficult to use wellness services in a best proper way, regularly (Yeoman, Rebecca, Mars, & Wouters, 2012), (Clark, 2006). There, explaining the best proper way: personal wellness programme is followed, taking into account customer`s personal needs according his/her personal problems in wellness context. There are considered one`s age, lifestyle, habits, health conditions generally, possible allergies, skin condition, hair condition and body condition plus personal preferences, starting from favourite scents and music and other factors impacting senses. The list above is already long enough to understand how much information service provider needs to offer the best solution for the customer at that certain moment. It is understandable, that during a regular spa treatment the therapist cannot collect that data. Advanced salons have collected that kind of data, and keep that info in their own databases. Thus, they could offer their clients the most suitable treatment for that certain moment. Clients could trust their therapist and could follow his/her own wellness programme, which is worked out for them. The author can see

different problems to solve from customer`s point of view, in a perfect customer`s service chain. First, problem arise, when customer needs or wants to travel. Could he or she give the abovementioned data, again, in every spa? Today the problem is solved in an easiest way: denying a problem and offering a treatment by following, in the best case, customer`s skin type or personal choice. Second, as mentioned, the situation today is, that data is collected only in advanced salons. Usual service providers follow the same way of solving a problem: denying it and offering service, which is adapted to suit to everyone. The aim of this paper is to offer a key to solve these problems and help wellness companies to win more loyal customers, except losing them. Solution for wellness service providers - a Network DigSpa – identity for spa customers in Internet. DigSpa (digital Spa identity) could be a medium for spa professionals to provide a high standard service, using modern digital tools. A Network provides personal profile to the final customer through the digital files, where could be presented all the information about customer`s personal spa programme. A Network could be handled also as a tool for spa professionals to offer a high standard and modern service to the final customer through the personal profile where could be presented all the information about customer`s personal spa programme. This approach helps service provider to fill the files easily in PC or tab or in smartphone to record the information related with the service offered (Lord & Velez, 2013). At least, it replaces paper files what are widely in use today. According to the data collected by brands in paper files (see the results of the survey, chapter 3.1.1.) and following the needs of service provider (see chapter 3.1.2.) the solution covers following fields:

- The file consists of general information (seen by the customer and by the professionals in service points only after entering the password or personal ID number): name, gender, age, skin type, allergies, personal preferences, history of appointments (here only by dates) etc. plus any general information customer finds is useful to share with the therapist
- Individual information (seen by the professional only): history and comments of the treatments, products used, results, suggestions etc.
- All different treatments like facials, body treatments, manicure, pedicure, hair treatments etc. are in one profile.
- Digitalised files of customer`s profile will help to avoid misunderstandings during a visit and helps to reduce the time consuming explanations in different salons. When customer comes first time to the new salon and has his/her own identity and the salon is the user of DigSpa it will be easy to offer the best service suitable at that moment.

- It could also increase the usage of treatments by tourists, who are used to have maybe only specific treatments and are afraid to visit strange salons, but now they could trust the new place also, because she/he needn't to explain his/her personal requirements.
- The Network offers translation service, i.e. if the original file is for example in Estonian, the therapist in Germany could read it in German (or at least in English).
- Those brands who have worked out standard treatments could give the warranty, that the service in these salons, where DigSpa is in use, is always the same.
- Information about the spas and treatments around the world could be found easily.

4.1. Value model of the Network DigSpa

Analysing the model offered here, from stakeholders' point of view, the author relies on a widely used SWOT analysis, but also with tailored value model based on Maslow's hierarchy of needs (Lainema, 2001). If the main stakeholders of the Network DigSpa, are spa clients, spa treatment-product brands and spas, here the last one is sectioned in three parts: spa operators, spa managers and spa staff.

Table 2. DigSpa SWOT analysis (created by the author)

Stakeholder	Strengths	Weaknesses	Opportunities	Threats
Spa customer	Interactive Time-saving Personalised service	If all spas and salons are not connected with SpaTrack.com	Rising incomes rise opportunities to travel	Rising risk of identity-thievery
Spa staff	Connection to information about the clients` needs and requirements and history of treatments	Higher need of professionalism Higher need to really take care of the customer No chance to make mistakes	Rising demand of wellness services	Higher competition on labour market
Spa manager	Connection to information about the clients` purchasing behaviour	Need for extra time for one treatment	Rising demand of wellness services	Lack of professional therapists
Spa operator	Connectivity between the spa and client	Higher need of IT technology	Cloud computing decreases the costs of data storage	Rising competition in general
Spa brand	Stronger brand image; Information about end customers` needs, requirements and behaviour	Decrease a competitive edge in some amount	Rising demand of wellness services rise the number of end customers	Higher risk of the leak of business secrets

Finnish scientists Lainema, Lahdenpää and Puolakka (Lainema, 2001) have worked out a hierarchy of organisations` basic values for diagnosis of organisations. The model divides organisation`s basic values according to Maslow hierarchy of basic needs. On the lowest level of the hierarchy of values are surviving values. Here are taken into account values like productivity, profitability and satisfaction of shareholders. Next level of the value-pyramid is for safety value. Customers` satisfaction, ethics in business actions and security are the indicators of that level. Third level is for social values. That

means communication, sharing a know-how, satisfying a need of belonging. Next level is for recognition value as the sum of trustworthy and employees` satisfaction and the highest level is for self-realization value, where creativity and learning are taken into account. The ability of crossing borders is the indicator of the highest level.

In the analysis of DigSpa above-mentioned values indicating following parameters:

- Surviving values: time, money
- Safety values: security and safety
- Social values: communication, sharing of know-how, need of belonging
- Recognition values: trustworthy
- Self-realisation values: creativity and learning

Each value in that hierarchy is evaluated by the stakeholders` point of view in three-level scale: weak-moderate-strong importance.

Table 3. Network DigSpa basic values from stakeholders` point of view

stakeholder	Surviving values	Safety values	Social values	Recognition values	Self-realisation values
Spa customer	strong	strong	strong	moderate	moderate
Spa staff	strong	moderate	strong	strong	strong
Spa manager	strong	moderate	moderate	strong	strong
Spa operator	strong	moderate	moderate	moderate	moderate
Spa brand	strong	moderate	moderate	strong	strong

Innovative destination development requires tighter links between stakeholders and needs to include information and knowledge sharing. Moreover, innovation may be particularly successful through merging knowledge and skills across industries (Voigt & Pforr, 2013). The same authors quote to researchers, who acknowledge that there is much more potential for development if organisations across sectors were to cooperate further. In this paper, the author offers one way, how stakeholders of wellness sector could cooperate.

Table 4. Network DigSpa requirements from stakeholders` point of view

stakeholder	Technology	Knowledge	Experience	Legislation
Spa customer	+	++	+++	+
Spa staff	+	++	+++	+
Spa manager	++	++	+++	+
Spa operator	++	+++	+++	+
Spa brand	+++	+++	+++	+

Key for reading the table:

+ Existing value

++ Value exists in moderate level, but needs improvement

+++ Value exists in low level and needs a huge improvement

4.2. Implementation of the Network DigSpa

BUSINESS IDEA

With innovating wellness sector destinations by merging stakeholders knowledge and skills linking them with modern digital tools, DigSpa idea is to become a middleman between spa brands, beauty salons, day spas, spa hotels and other wellness service providers and their clients by offering a boundless digitalised database about wellness service providers and wellness service users.

BUSINESS CONCEPT

DigSpa offers an interactive environment in clouds, to help spa customers communicate with service providers, makes it easier to find suitable wellness services in right time and in right place without breaking regularity in person`s customised spa program even in travel. By giving a chance for immediate feedback, DigSpa acts like protector for all three stakeholders: spa treatment-product brand owners, spa owners and spa customers. Spa customers` personal profiles keep recorded all purchased services and info is accessible always and anywhere, when and where needed.

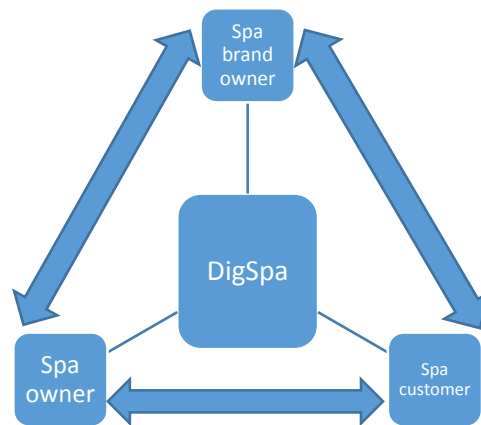


Figure 9. DigSpa stakeholders (created by the author)

Following 6W`s – why, what, whom, who, when and where - explain the simple business model of DigSpa.

WHY

DigSpa, with virtual interactive environment, offers a win-win (-win) solution for all three stakeholders by economies of scale in many ways:

1. Spa customers win by:

- Saving money, as one does not need to use services randomly. It is possible to plan a wellness program without drawback or compromises, which are inevitable today for those people, who travel a lot. One could follow his/her treatment plan without exceptions and excuses.
- Saving time, as one does not need to share his/her personal information or preferences time after time in different destinations or even in same salon.
- Getting a personalised wellness service, meeting high standards, suitable them just in a right moment, in a right location and in right condition.
- Having a chance to give timely feedback and benefit by getting immediate answer or better i.e. more personalised, customised and in best case, even tailored service.

2. Spa service providers win by:

- Saving money, as they don`t need to create their own IT solution for clientele database, but have the same options to get a contact with their loyal customers, and not less important, with a lot of other possible customers, who have joined with DigSpa through the other service providers.
- Saving time, by edging time-consuming development of IT programmes, which are nowadays outdated immediately after launching.

- Knowing better the needs of their customers, background information and track of used services can spa offer a better, personalised service for the customer.
 - Digitalised customers` profiles will replace paper files and information about the customer is easier to find and handle.
 - More loyal customers: word of mouth marketing balancing loyal and new customers level
3. Spa treatment-product brands win by:
- Getting a targeted marketing place, as the main audience logs in as much as the service is need and most probably searching information, related with wellness.
 - Getting more information about their end customers purchasing behaviour globally, as the real track of one`s purchases is recorded in real time and is easily accessible when needed.
 - Getting an access to a bulk of potential new customers, who joined with DigSpa through the other brands.
 - Chance to control and guide service providers according to the feedback from end customers.
 - Knowing better the needs of their customers, background information and track of used services, spa brand could improve products and service design to meet the end customers` expectations.
 - Digitalising customers` profiles, paper files could be replaced and are accessible globally. Information about the customer is easier to find and handle.

WHAT

DigSpa is a boundless digitalised database/network of spa clients, spa service providers and spa brands. In-clouds technology allows an unlimited storage of data. Creating and administrating a database, is the main goal of DigSpa. DigSpa creates the basic files for each client, which could be tailor for each brand special needs. At the same time, it gives an option for the end customer to add personal information, the customer finds is useful to share.

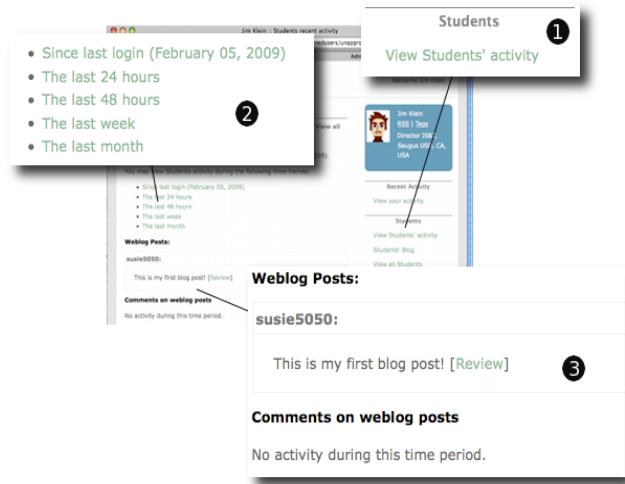


Figure 10. Digitalised personal file for spa client (picture is illustrative. Source: open source of images for Windows users)

Spa service provider will add during each visit a log about a treatment, products used and sold, skin/hair/body condition, suggestions etc.



Figure 11. Spa client`s spa track (picture is illustrative, created by the author)

WHOM

There are three main stakeholders, who are involved in wellness service chain: spa treatment-product brand, spa service provider and spa customer. DigSpa offers a contract to spa brand owner, who makes it obligatory to use in salons and spas, where their products are in use. Then each salon and spa will add their clients, who visit them first time (or first time after salon has joined with DigSpa), to the database. Stakeholders start to network and network will grow day by day.

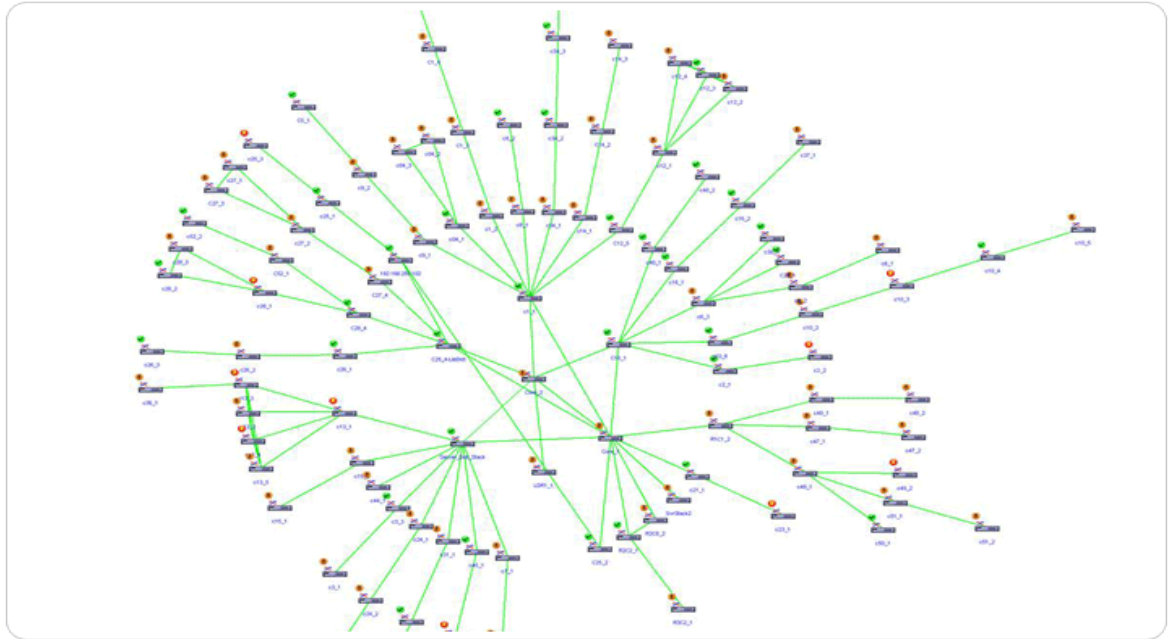


Figure 12. Network of DigSpa stakeholders (picture is illustrative, source: open source of images, from Windows database)

WHO

The main users of the DigSpa will be the spa customers. Without their permission, no other stakeholders can take actions in customers` files. That ensures the security and privacy of the spa customer. Anonymous information for statistics will be gathered by DigSpa, who offers that information for spa brand owners and spa owners in request.

WHEN

Spa client opens his/her file and therapist will fill necessary data about client, treatment and suggestions during a treatment. Spa client has an access to his/her account whenever it is needed, at home, at journey, in spa or salon etc.

WHERE

Spa service providers are supplied with IT technology (mobile or other similar) in treatment rooms, where the files will be filled during a treatment.

COMPETITIVE EDGE

Instead of counting travelling spa hotel guests as non-loyal clients who come and go, the new interactive environment gives a chance to offer a same high-level service to

them as well as to local clients. If nowadays each spa should create their own database, then through the DigSpa each localised database of spa clients is merged to one boundless database offering a comfortable approach to spas and spa clients. Travelling spa clients and these customers who visit only local spa or salon near their home have the same privilege: they could be loyal now to their favourite brands and they could follow their customised spa treatment programs.

HINDERS AND BARRIERS

From the brand owner point of view the DigSpa could be seen as a threat to lose customers instead of attracting them. DigSpa database consists of many spa brands and competition comes harder. On the other hand, the same database gives a huge potential to find new customers who could be attracted with strong competitive arguments.

Barriers from service providers` point of view:

- Crash and chaos caused by digital collapse
- Lack of technology
- Lack in internet connectivity
- Security risk (data leaks)
- Data-transaction time
- Inevitable “software glitch”

COSTS

The implementation of DigSpa starts with implementing a trial version of the program, which will be offered for one spa treatment-product brand to test. Test-period lasts several (2-3) month and during that, the usability and possible gaps or barriers in daily use will be figured out. As DigSpa is a web-based business solution, the costs of first investment are mainly connected with info technology, software and hardware. The costs, as well as the assets on company`s balance sheet consists mainly intangibles like a goodwill, an international trademark, webpage, software program, a contract and public cloud space. Noticeable amount of first investment is calculated for marketing. A complete mix of marketing actions consists of an interactive webpage, PR and advertising. Advertising campaigns are planned to held on in print and online, in professional` and end users` magazines. PR actions consists articles in professional magazines and participation in international professional trade fairs. The costs in table 5 and 6 are calculated by the author and are based on information available in internet.

After searching possible service providers, the author calculated a moderate level of certain cost articles and gave approximate numbers. These numbers could be different from real numbers, which will be offered by the service providers after contacting them directly for getting a real business solution. Administrative costs in table 5 consist salaries for 3 employees during one fiscal year and costs for supportive goods and services during one year.

Sales revenue for DigSpa comes from the contract fees with spa treatment-product brands and monthly payments from points of sales, i.e. from spas and salons. Additional income comes from additional services, like statistical analysis and other relevant information or support, what DigSpa offers for its partners. Contract fee is differentiated by the size of the spa treatment-product brand. By the contract, the brand is obliged to pay for the DigSpa a fee, which is in correlation with the number of spas and salons, where their product line is in use. Actual cost of contract does not exist for the brand, as the contract necessitates that brand asks the fee from each point of sale and that means the real cost for spa or salon. The amount of fee depends again of the size of the brand market size, i.e. the bigger the number of the sales-point is the smaller the fee is for the spa or salon. A contract fee is calculated to fit between 10 to 100 euros per spa or salon and will not exceed the maximum boundary. Monthly payments for spas and salons will stay on a level 10 euros and could be paid also once a year, meaning as less troubles as possible for the point of sale. Sales budget for DigSpa puts a strong force for a launching period, when the first 10 contracts, with noticeable market size, should be reached. Next months during the year of launching are not that demanding, but approximately 1 or 2 contract, with large or moderate market size are in plans. Calculations in Table 7 consist 10 contracts with brands with under 2000 points of sales and 15 contracts with the brands with more than 2000 points of sale. A proportion of estimated partners is based on the results of the research carried on with this paper (see results above, chapter 3.1.1.) Accordingly, with the contracts, the amount of monthly payments increases month by month. Table 7 concludes the revenue streams for first year of running including launching period. Some amounts of incomes are calculated from additional services.

Table 5. DigSpa first investment plan (compiled by the author)

FIRST INVESTMENT	
COST	EUR
International trademark	2500
Website design	2500
DigSpa trial version design	2500
Contract design	2500
Marketing costs 1st year	125000
Administrative costs 1st year	100000
TOTAL	235000

Table 6. DigSpa marketing costs for first year. (compiled by the author)

MARKETING COSTS, 1st year	
COST	EUR
Web hosting	500
Print campaigns	
issue 1/Professionalbeauty.co.uk	15000
issue 2/Spabusiness.com	15000
issue 3/europeanspamagazine.com	15000
issue 4/Professionalspawellness.com	15000
issue 5/spaopportunities.com	15000
issue 6/Women`s health	15000
issue 7/ Men`s health	15000
Online campaigns	
button 1/spaadvisor.com	500
button 2/facebook.com	500
button 3/professionalbeauty.co.uk	500
Trade fairs	
Attempt 1	6000
Attempt 2	6000
Attempt 3	6000
TOTAL	125000

Table 7. DigSpa sales revenue for first year (compiled by the author)

SALES, EUR	TOTAL
Contract fees	950000
Monthly payments	350000
Analysis per Brand	5000
Analysis per Point of Sale	50000
TOTAL	1355000

5. Conclusions

Relying to the theory, the author could conclude, that loyal customers are most valuable for the company and the main approach for the company to increase the profit is to increase customer`s loyalty. Today company`s managements have to work out high-standard services, matching with their customers` high expectations. Loyalty programmes for customers, data collection, about customers` profile and purchasing habits and customising service as personal as possible is a must for each enterprise today. Digitisation has simplified the access to any information and to any service provider. A challenge nowadays is that, even if company has created its own network for customer relations management, they cannot avoid customers seeking alternative services. Effort made for binding a customer with the company devalued as soon as competitor has higher advantages. Wellness tourism companies expect that the flow of international travellers, who seek for different experiences, are their target market. Some decades ago, there was not obviously a chance to make that client loyal and even today a huge amount of companies have not realised the opportunities technology could give them. Creating a database about clients, it is probably supportive act toward customer`s loyalty. At the same time, heavy connection between the company`s and client`s location has decreased freedom to choose, where he/she needs that certain service. The author watched the situation from the three wellness service chain stakeholder`s point of view, and saw different hindrances which make it difficult to use wellness services in a best proper way, regularly. The best proper way, by the author`s opinion is, if the customer`s personal wellness programme is followed and customer`s personal needs according his/her personal problems in wellness context has taken into account. Items to consider are customer`s age, lifestyle, habits, health conditions generally, possible allergies, skin condition, hair condition and body condition plus personal preferences, starting from favourite scents and music and other factors impacting senses. The author saw different problems to solve from each stakeholders`

point of view and for figuring out possible gaps in service chain and find out the barriers in possible solution a research was carried on between three groups of stakeholders:

- Spa customers
- Spa service providers
- Spa treatment-product brands

With the survey about stakeholders` attitude and behaviour the author tried to get an answer for the question: Are the global spa treatment-product brands and service providers aware of their end-customers loyalty behaviour? The survey figured out the amount of data collected about clients, which methods of data collection are in use nowadays and how the information is used. The survey tried to find out the gaps and hinders from the communication point of view between spa brand, service provider and spa client. The sample group of the survey consist of 38 spa treatment-product brands, 36 Spas and approximately 100 spa customers, in total 174 respondents. Key finding of the survey gave out that spa treatment-product brands and spa service providers evaluate their customers` loyalty higher than spa customers themselves who rather declared that they are not loyal or not so loyal and rather seek different experiences and better offers. Connection between data collection and customers` loyalty behaviour came out and could be said, that customers are rather loyal if the service provider know more about them, i.e. collects data about them and they are rather not loyal if service provider does not know their purchasing habits or preferences. By the results of the survey, it also came out, that there are not very strong barriers in concern of collecting data about the customers and the main barrier, as it came out, was the opinion, that collecting data could mean a threat to customers` anonymity/privacy. Data security questions were not dealt with, anyway the author agrees, that it is a very important matter. On the other hand, spa customers are ready to share quite a lot of personal information in a purpose to get an appropriate service and only date of birth and home address seems to be a threat to their anonymity or privacy. An important finding of the survey, by the author`s opinion was, that even if spa treatment-product brands or spa service providers collect some data about their customers, the data has not found a use. Also the fact, that nowadays the majority of spa service providers collect data, if ever, in paper files. Relying on the theories and research results, the author offered a solution for wellness

service providers - a Network DigSpa – identity for spa customers in Internet. DigSpa (digital Spa identity) is an interactive environment for spa professionals to provide a high standard service, using modern digital tools. An existing network of spa treatment-product brands is a basic for interconnected network of stakeholders and will strength a spa treatment-product brand`s image. A Network provides personal profile for the end customer through the digital files, where could be presented all the information about customer`s personal spa program. A Network could be handled also as a tool for spa professionals to offer a high standard and modern service for the end customer through the personal profile where all the information about customer`s personal spa programme is presented. This approach helps service providers to fill the files easily in PC or tab or in smartphone, handled here as modern digital tools, to record the information related with the service offered. At least, it replaces paper files what are widely in use today. In a best scenario, solution creates an umbrella for a wellness sector, linking together all the stakeholders in wellness service chain.

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Resümee

Spaa-klientide lojaalsuse kasvatamine kaasaegsete digitaalsete vahenditega

Käesoleva magistritöö teemaks on uurida üldist heaolu- ja spaa-sektori klientide lojaalsuse taset. Uurimustöö teema tõstatamisel sai määravaks autori pikaajaline kogemus iluteenuste valdkonnas. Olles tegutsenud ilusalongi ja päeva-spaa juhina ning ka teenindajana, kosmeetikuna täpsemalt, mitmeid aastaid, on autor kogenud püsiklientide olulisust äri ülevõlpidamiseks ning kasumliku tegevuse saavutamiseks. Autor on kogenud, et pakkudes klientidele kõrgetasemelist teenust, on saavutatav ka klientide lojaalsus. Kõrgetasemeline teenus tähendab, et klient saab just sellise teenuse, mis vastab tema vajadustele just sellel hetkel. Iluteenuste kontekstis nõuab sellise teenuse osutamine väga palju informatsiooni kliendi kohta. Et tõesti saavutada kliendi naha-seisundi märgatav paranemine, on vaja igale kliendile isiklikult välja töötatud hoolduste programmi. Autor on teinud seda ning võib rahul olla püsiklientide hulgaga. Probleemiks on tõusnud aga info hulk, mida autor omab oma klientide kohta, kuna iga kliendi kohta on avatud n.ö. toimik, kus on andmed tema naha seisundi ja tehtud hoolduste kohta. Kui umbes 20 aastat tagasi oli see normaalne, et sellised toimikud on paber kandjal, siis tänapäeval, digi-ajastul pole see enam aktsepteeritav. Samal ajal spaa-hooldustoodete tootjad pole kaasaegset lahendust pakkunud. Autor on uurinud mitmeid spaa-tarkvara programme, kuid ükski ei paku terviklikku lahendust ei teenindaja ega kliendi seisukohalt. Samas näeb autor, et spaa-hooldustoodete tootjate olemasoleva suhte-võrgustiku kaudu on võimalik välja töötada kõiki osapooli rahuldav digitaalne lahendus. Kas see on vajalik, kellele see oleks vajalik ja millist kasu see tooks osapooltele, need küsimused said määravaks uurimustöö teema käsitlemisel.

Teoreetilises osas käsitles autor teemat globaalses võtmes. Spaa-teenus on oma olemuselt väga personaalne teenus, kuid globaliseeruvus maailmas on parem, kui teenus on võimalikult standardne. Autor tõstatab probleemi: Kas ja kuidas on võimalik pakkuda standardset ja samas personaalset spaa-teenust. Teooria käsitlemisel leidis kinnitust, et globaliseerumine, mis tänapäeval tähendab inimeste ja ettevõtete lähedasi suhteid läbi digitaalsete võrgustike, on pigem toetav trend personaalse teenuse pakkumiseks. Ainus, millele ettevõtted tänapäeval panustada saavad, on tihe side oma klientidega, nende vajaduste kohta info kogumine ning nende nõudmistega arvestamine. Tehnoloogia on võtmesõnaks, mis selliste suhete loomisel saab määravaks. Tänapäeval ei ole otstarbekas enam käsitleda turundust kui 4T`d, vaid pigem tähendab turundus suhte-turundust, ehk tihedate sidemete loomist klientidega. Klientide kohta võimalikult palju andmeid kogudes on aga vaja andmebaase, kus infot talletada. Samas, info omamine ei tähenda automaatselt klientide tundmist, seda infot on vaja ka töödelda ning kasutada kliendi huvides. Toetudes teooriale, pakkus autor välja digitaalse lahenduse, mis hõlmab spaa-teenuse kolme osapoolt:

- Spaa-kliendid
- Spaa-teenuse pakkujad
- Spaa-hooldustoodete tootjad.

Spaa-hooldustoodete tootjad on pakutud lahenduse võtmeks nende käsutuses oleva suhte-võrgustikuga. Spaa-teenuse kujundamisel on spaa-hooldustoodete tootjatel väga oluline roll, kuid spaa-kliendile jääb see roll märkamatuks. Selline olukord on spaa-hooldustoodete tootjale autori arvates ohtlik, kuna konkurents spaa-hooldustoodete vahel on tihe ning oma kaubamärgi kuvandi hääbumine võib kaasa tuua kogu ettevõtte hääbumise. Kui aga teadvustada kliendile kaubamärki, teha see temale atraktiivseks ning siduda klient kaubamärgiga, on pikaajalised kliendisuhed kindlustatud. Töös on välja toodud erinevaid kaubamärke näitena tugevate suhete loomisel oma klientidega. Esmaste andmete kogumisel võttis autor eesmärgiks välja uurida spaa-teenuse kolme osapoole lojaalsus-suhted ning välja selgitada, kas klientide kohta andmete kogumine tõstab klientide lojaalsust. Samas, et selle küsimuseni jõuda, vajab selgust, kas spaa-hooldustoodete tootjad ja spaa-teenuse pakkujad üldse koguvad andmeid oma klientide kohta ning kui koguvad, siis kuidas. Parima lahenduse pakkumiseks, mis rahuldaks kõiki osapooli, selgitas uurimustöö välja, kuidas senini kogutud andmeid kasutatakse.

Uurimuse proovirühma kuulus 38 spaa-hooldustoodete tootjat, 36 spaa-teenuse pakkujat ning hinnanguliselt 100 spaa-teenuse kasutajat ehk klienti. Uurimustööst selgus, et spaa-hooldustoodete tootjad ning spaa-teenuse pakkujad peavad oma kliente lojaalsemateks, kui kliendid ise, kes pigem ütlevad, et nad otsivad uusi ja paremaid pakkumisi.

Uurimustööst selgus ka, et kliendid on pigem lojaalsed, kui teenuse-pakkuja omab nende kohta rohkem infot, ning teab nende eelistusi ja vajadusi. Klientide kohta andmete kogumisel olulisi takistusi ei nähtud ühegi osapoolte poolt, kui siis klientide privaatsuse või anonüümsuse osas veidi. Samuti selgus uurimustööst, et kui üldse klientide kohta andmeid kogutakse, siis enamasti paberkanalil ning et see töö on liialt aeganõudev.

Toetudes teooriale ning uurimustöös kogutud esmastele andmetele pakkus autor välja lahenduse võrgustiku näol, mis seob kõik kolm osapoolt. Läbi digitaalse võrgustiku – DigSpa- mis identifitseerib spaa-külastaja, on tagatud osapoolte vaheline suhtlemine parema teenuse pakkumise/saamise eesmärgil. DigSpa on võrgustik, kus igal spaa-kliendil on oma konto ning kasutades seda kontot spaas, teenuse saamisel, teenuse pakkuja identifitseerib kliendi, tema eelneva teenuste ajaloo ning hetkevajadused. Kui mitte rohkem, siis vähemalt asendab pakutud digitaalne lahendus pabertoimikud, mis siiani kasutusel, kuid parimal juhul tekib Digspa abil digitaalne võrgustik kui katusorganisatsioon, mis katab spaa-teenuse osapoolte vajadused laiemalt.

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