Hotel Lilla Roberts website communication

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Abstract

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Hotel Lilla Roberts website is the most important selling channel of the hotel based on statistics from Kämp Collection Hotels. Hotel website communication includes verbal and visual communication. Visual communication is always the more important as people want to see pictures. There should be no mixed messages in the website communication. The communication of the website should be coherent and cohesive.

It is challenging to keep the website communication uncluttered as there are numerous partners and collaborators. In addition to these many partners, within Kämp Collection Hotels there are many employees involved in the communication of the website. Good human communication and chemistry help maintain the website communication clear. It is vital that all employees have a similar vision of the hotel brand and image.

In my thesis I used qualitative methods. I interviewed hotel management in order to understand the image the hotel wants to project to customers via website communication. To understand the customer perception, In April 2017, I organized a brief questionnaire in hotel Lilla Roberts lobby for business and leisure travelers.

The research revealed some discrepencies within management intended and also in customer perception. This proves the point how challenging it is to retain a cohesive website communication. The more the hotel keeps third parties in the minimum, the more chances it has to manage the website communication. From the customer point of view one of the most surprising results was how few customers actually visit the hotel website.

The product-oriented thesis is a core memory list for all hotel employees involved in website communication. It is aimed to help design successful online communication.

The research results cannot be generalized and are not trustworthy as the questionnaire sample of customers was not big enough. Respondents to the questionnaire are hotel customers and this is a delimitation of the research. The results give hints how customers perceive website communication.

Keywords
Website communication, customer perception, intended brand management, branding, customer expectation, customer satisfaction.

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1. Introduction

I have always been interested in how companies present themselves. I have worked with image and visual communication for over twenty years. In my thesis I research the communication of a hotel website. My thesis research is based on the computer and laptop platform of hotel Lilla Roberts website as these are physically biggest in size. The website is the main sales channel of the hotel. I find especially challenging for companies to keep both the visual and verbal side of communication in line with their brand and so that these two worlds do not send mixed messages. How the customer interprets the company´s communication is again a totally different story. It is the most important part for the company to understand in order to become a success. Consumers may not necessarily perceive the brand personality as intended. Only with successful implementation does this occur. (Mälar, Nyffenegger, Krohmer & Hoyer 2011, 728)

I will use the word "website" meaning the digital address of the hotel, www.lillaroberts.com. The website has several different sections such as rooms, specials and restaurant with their own webpages. "Visual communication" and "verbal communication" are the two forms of communication on the website. This communication of the hotel is one-way communication, from hotel to the customer. The hotel´s own social media communication, ie. Facebook, Instagram and Google Plus, is not studied. In order to understand customer feedback and perception, I read all Facebook and TripAdvisor reviews on March 3 and 10, 2017, These reviews serve as background material and are a valuable tool in realizing what matters the most to customers. Trust in traditional marketing channels has dropped while trust in peer-to-peer word-of-mouth is extremely high (Roberts & Alperts 2010, 199).

Communication is most effectively memorised when verbal communication is combined with visual communication. According to Gavinho (2017) this combination persuades humans to judge the presenter as more credible (67% more persuasive than purely verbal communication), more concise and being more interesting.

Companies spend a lot of time and money in building a brand. This brand image should be visible in the main selling and communication channel; the website. All of branding and thus communication should be cohesive. The speed of the website is critical. In just a couple of seconds the customer will decide whether to remain on the site or not. It is crucial that in these few seconds the company says as much as possible and convinces the customer into becoming a guest (Bullingham 2015).

My objective in the product-oriented thesis is to write a memory list for successful website communication for hotel Lilla Roberts and other Kämp Collection Hotels. The memory list acts as a guideline for all personnel involved in the hotel website design. I study the visual and verbal website communication of Hotel Lilla Roberts and how this is perceived by the customers. I divide my research into two sections; intended brand management and customer perceptions. In the section of management intended I explain the terms branding, website communication, visual communication and verbal communication. In the section of customer perception, I explain the terms customer expectations, customer satisfaction and customer perception. My target is to create seamless and congruent online communication for guests and clarify the guest experience.

In the empirical part, I use a qualitative approach. For management intended, I interview Kämp Collection Hotels management; Head of Digital, Strategic Marketing Director and hotel Lilla Roberts General Manager. I also interview the website coder of the company N84. For customer perception, I conduct a brief structured verbal interview with images of the hotel website to both foreign and Finnish guests of the hotel. The customer interviews have most examples directly from the existing website pages. In the interviews to customers I measure with pictures and contrasting words the different aspects of website communication and how the guests perceive the hotel communication. From these interviews and social media reviews I form the customer point of view. The limitation of these interviews is that the customers are not neutral. They already are customers of hotel Lilla Roberts. To obtain a truly neutral result, the interviewees should be randomly picked and of different nationalities. In this research, I interview 21 persons.

With the knowledge of what the management intends and what the customer perceives, I discuss how to improve online communication for customers. The important part is to be aware that all hotel communication, not only on the website, has to be coherent so that the customer does not get lost in mixed communication. The hotel manager and the hotel receptionist should be communicating in the same way as on the website.

As a result of these qualitative results I deduce the main ingredients for communicating successfully to customers and will design the guide for Kämp Collection Hotels. Lastly, a conclusion section summarizes the thesis, discusses limitations and suggests further study ending up with my own learning analysis.

2. Theoretical part

In this section I explain the terms in two sections via management intended and customer perception. In the section of management intended, the terms branding, website communication, visual and verbal communication are explained. In communication my emphasis is rather in the visual communication than the verbal communication. The visual presence of photographs is the most significant factor impacting website appeal and influencing the booking decision (Phelan, Christodoulidou, Countryman & Kistner 2011, 142). In the section of customer perception, the terms customer experiences, customer satisfaction and customer perception are explained. Through numerous international studies, issues and professional magazines I write about the latest documentation on the subject.

2.1   Intended brand management

It is difficult to describe brands as they are intangible. Services are, too. Brand thinking should be behind everything a company does, the red thread.

The simplest way to define the word is that "a brand is a name given to a product and/or service that it takes on an identity by itself" (The Economic Times 2017). A brand is created in the minds of consumers. First a company has to understand what customers want and need. With branding a company defines how their brand is different from competition. Identifying market segments and targets, differentiation and strategic positioning are key. A brand has an identity, an integrity and an image (Kotler, Kartajaya & Setiawan 2010, 35). People form images of an organisation based on the cues or signals that organisations transmit (Fill 2009, 257). Without differentiation and positioning the brand is not complete. Differentiation is the creation of tangible or intangible differences on one or two key dimensions between a focal product and its main competitors. Positioning is what you try to do to the minds of customers to help them perceive the product differences clearly. (Lilien & Ramgaswamy 2006, 117-118.) The aim of a company is to have a brand at "the top of the mind" so that it is the first name that comes up in a customer´s mind, like for example thinking of a toothpaste and automatically the customer thinks of Pepsodent. Other factors in favour of deciding to buy are the image of the brand and the price/quality ratio among others.

> A powerful brand is one that provides a strong identification and connection between a consumer and the brand through its name, logo, visual identity, sights, sounds, touch, smell – all aspects of the consumer experience must consistently reinforce an emotional belief around the brand.
> (Chasser & Wolfe 2010, 70)

There is not a single hotel chain in the 2016 best 100 global brands list (Interbrand 2017). A hotel brand must incorporate the right balance of hedonic and utilitarian features while providing an optimum user experience (Bilgihan 2016, 111). Fill (2009, 375.) goes further in distinguishing differences between online and offline branding. Online branding occurs in a virtual context available 24/7. Offline branding should focus on the different senses such as feel and touch, giving a personalized, face-to-face feel to the customer. The stronger the brand is offline, the online branding work will be smaller. Offline and online communications should be coordinated, being a part of an over-all communications strategy (Fill 2009, 375.). Online or digital media allow focus on the provision of information and so the emotional aspect of advertising messages tends to have a lower significance continues Fill (2009, 758). Word-of-mouth influences branding, too. Ring, Tkaczynski & Dolnicar (2014, 490) argue that sharing visual word-of-mouth content plays a key role for some tourist segments, and that both electronic and traditional word-of-mouth should be considered when developing strategies to foster word-of-mouth.

Fill (2009) defines communication as the process by which individuals share meaning. This means that there are at least two individuals in this process; the sender and the receiver. simplicity and consistency provide the basis to create a solid frame of reference leading to a shared context and greater shared meaning (Chittenden 2009). Sanchez (2017) continues that from a business perspective, effective communication is an absolute must, because it commonly accounts for the difference between success and failure or profit and loss. All communication begins from the sender. The sender learns from receiver feedback if the intended message is understood.

Three kinds of communication exist; verbal, oral and visual. I will focus in this study on verbal and visual communication. Nowadays visual communication is the most quickly received type of communication by our brain. It is important to keep in mind that in the beginning of human evolution cave paintings were the means of communicating. A baby cannot speak but a baby can communicate needs and emotions. Our brain has the capacity of receiving visual communication content faster and in a more understandable way than verbal communication (Golden 2015) and at the same time our attention span is diminishing in the digital era. On average, in 2000 the attention span was 12 seconds and in 2015 only 8.25 seconds (Statistic Brain 2017). This tells us the importance of visual communication as there is not a second to lose. The Greek philosopher Aristotle thought that "the soul never thinks without a picture" (Classics.mit.edu 1994).

In website communication Sharp (2002, 44.) states that the sender (website creator) initiates the process by transmitting a message (via the website). The message is sent within

the website via one or more of the following: words, pictures, video, music, animation and other special effects. For website communication the receiver has access to the internet. In 2016, the amount of internet users was estimated to be 3,4 billion (Internetlivestats.com, 2016). Internet penetration in Finland in 2015 was 93,5% (Internetworldstats.com 2017). 69% of Finns used a smartphone in 2015 (Tilastokeskus.fi 2017). According to Statistics Finland, new devices are used for the internet more and more on the move. These new devices can be smartphones, iPads, desktops or notebooks. In the end of 2016, for the first time in history, the internet was accessed more from mobile devices than from traditional computing platforms (Heisler 2016). As such, the tourism industry including hotels, are expanding in the digital world. Finland has augmented its digital presence (Top Digital Travel Destinations 2017). The digital country index is a measurement of the total amount of searches performed by all worldwide humans towards any given country. Finland has good internet coverage and also is an interesting destination for other travellers as interest shows.

Sharp (2002, 43.) continues that every website, as an entity, has an informational objective if for no other reason than the fact that a website is a mode of transmitting information, thus communicating. Designing a successful website, like in branding, needs to have research on the target audience. Understanding what the target audience likes or dislikes, can make or break the website. The internet as a communication medium, provides a means of reaching huge new audiences and enabling the provision of vast amounts of information (Fill 2009, 737). The internet is open for purchasing products and services at any time and location. Digital commerce is defined as buying and selling interactions among businesses, people and things for products/services via digitalization technologies. These interactions result in a valued transaction to the customer, based on a combination of factors, including good customer experience, inexpensive price, timeliness, ease of use, clear policies and others (Gillespie, Lowndes, Fletcher, Daigler, Dharmasthira & Shen 2017). Since the Internet serves as a major communicate channel between hotels and consumers, hotel managers should setup an effective communication strategy and to simplify their electronic reviews (Ye, Law, Gu & Chen 2011, 638).
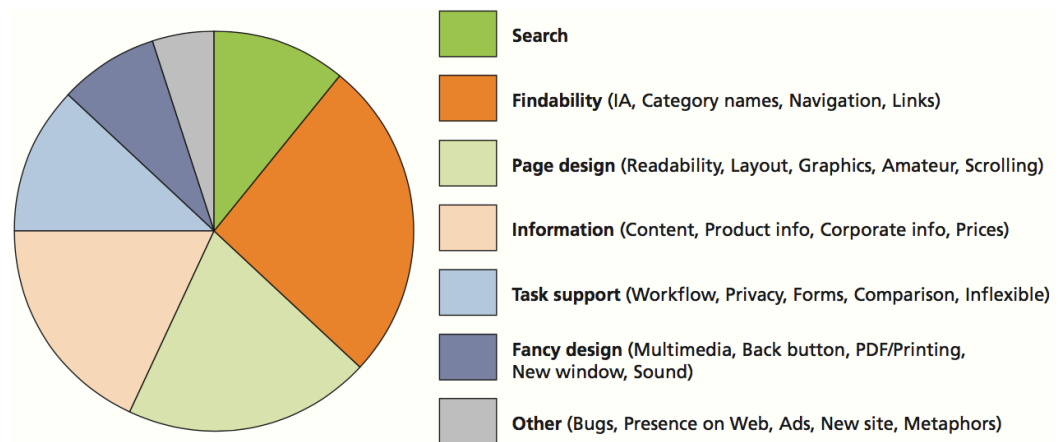
The internet changed dramatically the hotel industry distribution. Search engines play an important part in hospitality. Through the search engines, Google being the most popular one (Ebizmba.com 2017), people find information and answers, book hotels and flight tickets. Search engines work on popularity and relevance (Fishkin 2017). The hotel website desires to be found by search engines. Google will generate at least about $12.2 billion in revenue from travel advertisers in 2016 (Schaal 2016). Google is by far one of the largest travel businesses. This is why search engines matter for hospitality.

The early online reservation systems were primarily dominated by third party wholesalers such as Expedia and Travelocity (Law & Cheung, 2006). The growth of these third party distributors resulted in loss of revenue in the form of commissions and fees, and more importantly, decreased control over information presented to the consumer. Noting the consumer move to booking hotel rooms via the internet, hotels have attempted to regain control over their distribution from third party entities. (Phelan et al. 2011, 135.) The role of hotel websites has grown significantly. Sharp (2002, 46) points out that for success in website communication, all website objective(s), should be designed as catalysts for the achievement of the ultimate goal of positive response action. This means that the website visitor responds to the website in the desired manner. Both content and design are of vital importance. The visual component of website information delivery is directly and critically related to the physical ease of navigation. (Sharp 2002, 49.) Chung (1999, in Sharp 2002 50) describes nine design elements that work well within websites:

- High impact, good quality images
- Uncluttered design
- Bold titles and large print
- Sensible use of colour
- Non-linear thinking
- Modern or classic look
- Care with language
- Consistent style
- Quick-loading information

These nine components provide a solid framework for ensuring the marriage of content and usability is successful (Sharp 2002, 50). The ability to get around a website is extremely important for usability, but the key components of search and findability account for more than one-third of users´ difficulty doing so (Nielsen & Loranger 2006). By viewing the table 1. Chung´s list of website design elements are realized.

Table 1. Combining usability issues into broader categories show the major areas that cause confusion and dissatisfaction among users. (Nielsen & Loranger 2006 Pearson Education, Inc. and New Riders)

- **Search**
- **Findability** (IA, Category names, Navigation, Links)
- **Page design** (Readability, Layout, Graphics, Amateur, Scrolling)
- **Information** (Content, Product info, Corporate info, Prices)
- **Task support** (Workflow, Privacy, Forms, Comparison, Inflexible)
- **Fancy design** (Multimedia, Back button, PDF/Printing, New window, Sound)
- **Other** (Bugs, Presence on Web, Ads, New site, Metaphors)

Usability problems weighted by their severity score and grouped into larger categories of design mistakes. Combining usability issues into broader categories shows the major areas that caused confusion and dissatisfaction among users.

Website users are not only looking for informational content when visiting a website, but are also expecting a visually interesting experience (Phelan & al. 2011, 143).

Consumers as well as hotel websites are evolving, changing the requirements and expectations for making online room reservations (Stringam & Gerdes 2010, 32). The inclusion of attractive pictures was found to be the most significant factor in both site appeal and site influence while the "plainness" of a site was found to negatively impact the user's assessment in the study conducted by Phelan & al. (2011, 142). How would a hotel website look without any visual communication? It would be filled with text and website users would find the site unattractive and boring. Daily people see signs, graphic designs, wayfinding, films, typography, illustrations, pictures, video, music, animation and other special effects. Mostly on hotel websites the visual communication implies photographs. First and foremost, Phelan & al. (2011, 145.) results indicated the overwhelming need to include interesting pictures on hotel web sites, particularly photos which elicit an emotional response. There were four attributes which demonstrated significant relationships with both site appeal and site influence: pictures, ease of use, neat/uncluttered, and plain/boring. The pictures being the most important one. Figure 1 shows the positive and negative influences on website communication. Chung´s design elements are present, too.
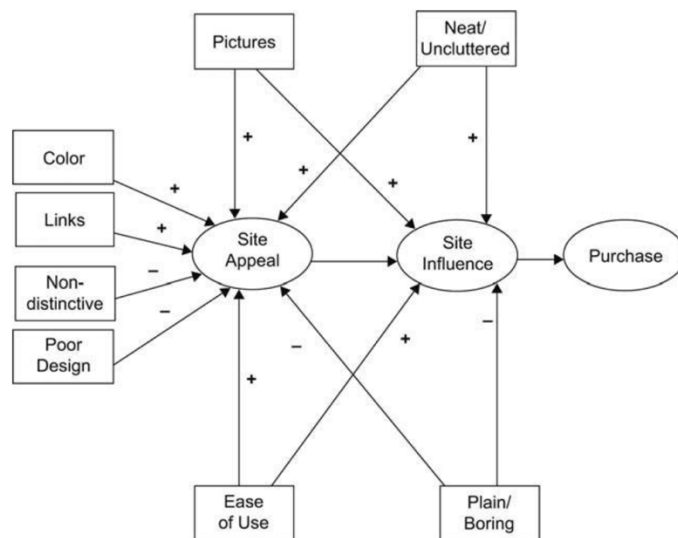
Figure 1. Variables significant to site appeal and site influence (Phelan & al. 2011, 142)

In Stringam & Gerdes (2010, 37) study on websites design influence nearly 70% of responses mention sites´ use of photographs. Also in another research by Kuo, Zhang & Cranage (2015, 37) the importance of having photos on the site was the most frequently mentioned factor in the participants´ assessment of hotel websites. Chung (1999, in Sharp 2002, 50) points out these following attributes concerning visual communication; high impact and good quality images, sensible use of colour, uncluttered design and consistent style.

Photographs are important to the website design as they have the potential to lure customers on the website. Years ago hotel websites pictures were taken with fisheye lenses that made rooms seem a lot bigger than they were in reality. Misleading hotel website photos can be considered as a type of deceptive practices that influences booking intention and makes consumers hold unrealistic expectations for the hotel physical environment (Kuo & al. 2015, 1303). Misleading hotel website photos will result in lower brand trust for upscale hotels than for economy hotels (Kuo & al. 2015, 1305). Placement of the pictures or graphics was a concern in the study of Stringam & Gerdes (2010, 38). Photographs are at their best when there is no text or wording on top of them. This way the photograph convey trust and presentability. Many hotel websites do not photograph people in the photographs since it is a cost issue and the photographs age quicker. Color use in photographs needs to be well thought through the hotel brand. If the hotel has distinctive coloring, the photographs should communicate this. According to Kuo & al. (2015, 1313) upscale hotels should make an effort to employ truthful and realistic photos on their websites.

The challenge for hotels is to provide high-quality pictures and information, yet to have a site that does not appear cluttered or busy (Stringam & Gerdes 2010, 41). This means thinking of the space between photographs and text. "Whitespace," or "negative space" is the space between elements in a composition, the space between smaller elements: between list items, between a caption and an image, or between words and letters (Boulton 2007). Whitespace is used to create a feeling of sophistication and elegance for upscale brands. Coupled with a sensitive use of typography and photography, generous whitespace is seen all over luxury markets (Boulton 2007). Whitespace is often used to create a balanced, harmonious layout. The hotel website does not want to communicate a claustrophobic feel. The aesthetics confirm the website appeal.

People want distinctive and differentiated hotel websites from one another (Stringam & Gerdes 2010, 40.). This can mean differentiating by not only visual communication but also verbal communication. Visual communication is the transmission of information and ideas using symbols and imagery (White 2017). Verbal communication is the process of exchanged information or message between two or more persons through written or oral words. Verbal communication may be two types: written and oral communication (The Business Communication 2017). In this study, I use verbal communication in reference to the written communication on hotel Lilla Roberts website. Chung (1999, in Sharp 2002, 50) points out these following attributes concerning verbal written communication; bold titles and large print, sensible use of color, care with language and consistent style.

Words are a powerful tool. The most important communication transformation in recent years has been the shift of mass communication to mass self-communication, mass self-communication being the process of interactive communication that can potentially reach a mass audience, but in which the production of the message is self-generated, the retrieval of messages is self-directed, and the reception and remixing of content from electronic communication networks is self-elected (Castells 2013, XIX).

All communication begins with the sender (Sanchez 2017). Written communication is the most common form of business communication (Ink.com 2017). The receiver of written communication decides when to read the communication on the website. Often though the receiver scans the images and then searches for the needed communication. This being on the website the room rates. Another characteristic of verbal communication on websites is that the receiver does not want and have time to read long stories. The message has to be brief and clear. The choice of words has to be spot-on for this reason, too.

Naturally it is vital that in the written communication there are no misspellings nor mistakes on any kind of information. For the actual wording, hotel Lilla Roberts uses different words to describe its environment and hotel than for example the traditional hotel Kämp. The brand of the hotel determines the wording.

2.2 Customer perception

Roberts & Alpert (2010, 199) ask how often is an organisation's intent or what they think (value proposition), what they say (brand advertising) and what they do (value delivered and customer experience) in perfect harmony from a customer perspective? A company follows brand concept in their everyday work. Management does not understand the impact of their work and results unless customer perception is studied. To understand customer expectations and satisfaction, one has to understand the customer perception.

Customer expectations are human nature, especially in service businesses. Excellent customer service and high customer satisfaction must start with understanding customer expectations (Beard 2013). Parasutaman, Berry & Zeithaml (1991) state that customers expect service basics, the service process is key to exceeding expectations, customer expectations are desired and adequate, customers want relationships and service businesses manage promises.

The "hospitality" word is often used to describe the rather broad field that incorporates lodging, food service, leisure, conventions, travel and attraction (Ottenbacher, Harrington & Parsa 2009, 275). The hospitality industry, and hotels in particular, have witnessed increasing competition for high service quality and customer satisfaction (Parayani, Masoudi & Cudney 2010, 7).

The customer journey starts from expectations, being the pre-service point and a hotel website is a pre-service touchpoint (Stickdorn 2014). Throughout the whole customer journey starting from pre-service to post-service, customers have expectations. If one has expectations as a pre-service point, one automatically has after the experience or service a post-service point, satisfaction compared to the expectations. Expectations and satisfaction are very much intertwined. It is important to remember that when the differences between expectations and satisfaction are positive, ie. the expectations are more than fulfilled, the experience or service has been successful in the mind of the customer (Stickdorn 2014).

Assouad & Overby (2016) propose five different sources of customer expectations; personal needs, explicit promises, implicit promises, word-of-mouth and past experience.

Personal needs are intrinsically primary. Our personal needs are one of the most significant influencers in shaping our perceptions of quality, value and satisfaction. Personal needs tend to act as motivating forces on the individual and are often believed to be less susceptible to outside influences, such as marketing communications (Zeithaml, Bitner & Gremler 2013). Explicit promises are made by the marketing organization and include personal and non-personal statements about a product or a service. Advertising, personal selling, contracts, and communication from service or repair departments are explicit promises (Zeithaml, Berry & Parasuraman 1993). A hotel website is an explicit promise. Photographs displayed on the hotel website are an explicit service promise that sets expectations for what the physical environment will be (Kuo, Zhang & Cranage 2015, 1303). Zeithaml, Berry & Parasuraman (1993) propose that the higher the level of explicit service promises, the higher will be the levels of desired service and predicted service. The more money one is willing to spend, the higher the expectations will be.

Implicit promises include external cues other than explicit promises. Implicit promises often represent the things taken for granted by consumers, including price, the appearance of salespeople, business interiors, and warranties. Zeithaml (1988) presents research that reveals that customers often use price and tangibles as surrogates for quality. In e-marketing, the design and appearance of a website would represent an implicit promise (Koufaris 2002). Word-of-mouth is considered one of the most trustworthy form of communication as it is seen as unbiased, credible and used a lot for products or services that are difficult to evaluate before purchase and consumption. Examples of these are restaurant food, spa treatments and hotels. In marketing word-of-mouth is advisable as customers rely on it, especially online reviews from guests, not only from friends and family members. This is why Facebook and TripAdisor reviews form a strong connection. Word-of-mouth influences the formation of expectations. Past experience refers to the customer´s personal memories and previous exposure to the product or service. Past experience shapes customer predictions and desires and therefore again is activating new customer expectations (Zeithaml, Berry & Parasuraman 1993). When there is little or no past experience of a brand, product or service, customers tend to focus on similar brands or topselling brands (Assouad & Overby 2016). Culture is believed to be one of the most significant influences on customer expectations and satisfaction. Cultural differences explain many behaviour related actions.

During the actual experience of the service for example a hotel stay, the customer has many touchpoints with the service provider. These touchpoints can be experienced front stage (talking with the receptionist) or backstage (the reception organizing a customer wish). From the experience the customer forms an opinion of the level of satisfaction

based from the expectations and the experience (Stickdorn 2014).

Kayaman & Arasli (2007, 93) state that when the nature of hotel services is considered, hotel guests leave a hotel with only the memories of their experiences. Customers consider their previous experiences and perceptions about a service company for each interaction (Shareef & Villatoro 2015,16). Every service provider strives for customer satisfaction because of its impact on their performance and profits (Ruy & Han 2009, 316). Ali (2016, 218) proposes that "customer satisfaction has a significantly positive influence on purchase intentions". Customer satisfaction has direct positive influence on customer loyalty (Segoro 2013, 309). In the context of human-computer interactions, customer satisfaction proved to be a major determinant of positive behavioral intentions, for example re-purchase intentions, e-word-of-mouth and long-term loyalty (Hsu, Chang & Chen 2011). The most recognized and accepted definition of customer satisfaction favors the notion of customers as affective beings. The term, "affective being" is representative of a specific mental process that includes emotions, feelings (i.e. pleasure/displeasure, contented/frustrated), moods, and attitudes of a customer (Chen & Cheng 2012). Estimating customer satisfaction of services is a lot more complicated than estimating customer satisfaction of products. In services many human and physical resources, technology and systems add difficulty in measuring customer satisfaction.

As the competition is intense, it is essential to understand what the customer wants. The hotel industry understands that there are many different customer segments and their needs vary a lot. Crick and Spencer (2010, 466) define that customers do not respond uniformly to specific service initiatives nor do they respond the same way to service problems. Thus customer satisfaction is not enough unless there is delight. According to Torres & Kline (2006, 291.) delight entails a stronger emotion and a different physiological state than satisfaction. Delight is when customer expectations are exceeded. Delighting customers is providing a service that is exceptional and stimulates customer preference towards a firm.

To understand customer expectations and satisfaction, one has to understand the customer perception. Customer perception refers to the process by which a customer selects, organizes, and interprets information/stimuli inputs to create a meaningful picture of the brand or the product (MBA Skool-Study.Learn.Share. 2017). In other words, customer perception is the image of that particular brand in the mind of the customer. According to Roberts & Alperts (2010, 207) the customer experience is typically a reflection of the com-

pany´s internal culture. Culture has an impact on perception, problem solving and cognition and often leads to differences in satisfaction levels for a single product between different global customers (Pizam, Shapoval & Ellis 2016, 20).

If the intended brand personality (what consumers should think and feel about the brand) differs from the realized brand personality (what consumers actually do think and feel about the brand), there can be negative consequences for the brand (Malär et al. 2011, 728). Miscommunication is a source of mistakes which leads to unmet expectations and represent a misalignment of strategy intent (Roberts & Alperts 2010). Customer perception on the service has direct influence on loyalty; therefore, communication should be clear so that customer does not have to suffer confusions (Segoro, 2013). Customer perception is a three stage process that translates raw stimuli into meaningful information. Three stages of perception are exposure, attention and interpretation (MBA Skool-Study.Learn.Share. 2017). Roberts & Alperts (2010, 200.) continue that every communication and customer interaction should be fully leveraged, optimised and treated as an opportunity to create engaged customers. Importantly, every interaction must be consistent and work together to achieve this objective. This is the same outcome as before mentioned, any kind of communication needs to be implemented coherently.

3.   Research Methodology

In this section I will concentrate on the actual thesis question and demonstrate the different approaches I have used to differentiate the "management intended" and "customer perception" point of views. I will further discuss the hotel Lilla Roberts website attributes and the different connections linked to the website. First I introduce the research context, hotel Lilla Roberts, and follow on explaining the research methodology terms then explain why certain tools were chosen.

3.1   Hotel Lilla Roberts

Originally Royal Ravintolat started to renovate hotel Lilla Roberts and sold it to Kämp Collection Hotels while being under construction (Moilanen 2015). Hotel Lilla Roberts opened its doors in August 2015 under the ownership of Kämp Collection Hotels. The Kämp Collection Hotels consists of several luxurious lifestyle hotels, Hotel Kämp being the most famous one (Kämp Collection Hotels 2017). The hotel Lilla Roberts is situated in the centre of old Helsinki. The building, now built heritage, was designed in 1909 by Selim A. Lindqvist, one of the most known Finnish architects of the Jugend style (image 1).

Image 1. The Hotel Lilla Roberts building, photograph by Mahlum, 2007

The 1909 building was built for the city electricity company and later in the 1970s a police station occupied the premises. The main entrance of the hotel is on the side of Pieni Roobertinkatu, a building designed by Taucher in 1931. There are three different buildings connecting hotel Lilla Roberts. The hotel has 130 rooms, 2 meeting rooms, a bar and a restaurant (Lilla Roberts 2017). The hotel belongs to the Small Luxury Hotels of the World chain.

On the website of Kämp Collection Hotels, the upper class hotel Lilla Roberts is described as modern and timeless but also as a trendy and beautiful boutique hotel. On the website of hotel Lilla Roberts, the hotel is described as the nicest and most welcoming hotel and as being the home of "hygge". Law and Cheung (2006, 529.) state that website users consider the overall quality of website features for upper-class hotels to be important

when they make an online purchase of a hotel room. The website users, however, view the website features as neither important nor unimportant for lower-class hotels.

The Danish word "hygge" has a lot of weight on the website of hotel Lilla Roberts. Therefore it needs to be explained. Nordic countries have consistently been rated as the best places to live for quality of life (Johansen 2016). Hygge is an emic Danish term for a certain quality of sociality, its etymological origin lying in the Norwegian language (Linnet 2011, 22). "We are the home of Hygge" is the first sentence on the homepage of hotel Lilla Roberts website. Written communication on the website continues by "hygge means creating a warm atmosphere and enjoying the good things in life with good people". The exact same words for defining "hygge" are used on VisitDenmark.com website (VisitDenmark 2017). Linnet (2011, 21) continues that the phenomenon of "hygge" is interpreted as located within central aspects of Scandinavian culture and everyday life, such as egalitarianism, home-centeredness, middle-class life, romantic and religious ideals, and concerns for 'inner spaces'.

Price & Nelson (in Johansen 2016, 166.) state that there is a timeless element to the Nordic aesthetic as often it features clean lines and feels contemporary. Nordic design is often focused around functionality rather than just the way it looks alone, which we think resonates with people. For creating "hygge" at home, Johansen (2016) writes that candles, indoor plants, soft furnishings, books, rugs on bare wooden floors and a variety of textiles, on the other hand, are key design features. For lighting, a few discreet sources are preferable to one big main light. Fraser (in Johansen 2016, 167) suggests that there is a respect for materials with an emphasis on natural and tactile materials like wood. In customer perception, I ask customers a couple of questions linked to "hygge".

3.2   Methods used for qualitative data collection and guest reviews

The purpose of research is to discover answers to questions through the application of scientific procedures (Kothari 2004, 2). The basic types of research are: descriptive versus analytical, applied versus fundamental, quantitative versus qualitative and conceptual versus empirical (Kothari 2004, 2.). Descriptive research is the descriptive of the state of affairs as it exists at present. In analytical research, the researcher has to use facts or information already available, and analyse these to make a critical evaluation of the material. Applied research aims at finding a solution for an immediate problem facing a society or organisation, fundamental research is mainly concerned with generalisations and with the formulation of a theory. Quantitative research is based on the measurement of quan-

tity or amount. Qualitative research is concerned with qualitative phenomenon. Conceptual research is that related to some abstract idea or theory. Empirical research relies on experience or observation alone. Other types of research are variations of one or more of the above stated approaches. (Kothari 2004, 2-4.)

Qualitative research is a research that usually emphasizes words rather than quantification in the collection and analysis of data (Bryman 2008, 366). It was the process of challenging the dominance of quantitative method, formulated in this way, that qualitative research itself came to be framed as a general style, approach, or paradigm (Hammersley 2013, 11). Qualitative research can be defined as a form of social inquiry that tends to adopt a flexible and data-driven research design, to use relatively unstructured data, to emphasize the essential role of subjectivity in the research process, to study a small number of naturally occurring cases in detail, and to use verbal rather than statistical forms of analysis (Hammersley 2013, 12.). Erickson (2011, 43) defines that "from Latin, qualitas refers to a primary focus on qualities, the features, of entities - to distinctions in kind – while the contrasting term quantitas refers to a primary focus on differences in amount".

3.3 Interviews of hotel management

Interviews have long been used by qualitative researchers as a central source of data, and in fact studies relying primarily or entirely on this type of data have become increasingly common in recent decades (Hammersley 2013, 67).

For intended brand management, I chose unstructured open-ended interviews of hotel management. Such interviews have been called conversational, active, qualitative, open-ended or even sometimes (confusingly) semi-structured. An interview of this kind will typically be guided by a schedule of topics or questions, although their order in the interview may vary and interviewers are likely to depart from the schedule and use a variety of follow up questions (Potter & Hepburn 2005, 1.). Researchers rely upon in-depth interviews as the best means of eliciting accounts of people´s experience and perspectives. These interviews will generally be relatively unstructured in character, and often carried out in contexts where interviewees feel relaxed, with the aim of allowing them to speak at length in their own terms (Hammersley 2013, 54.).

I interviewed in March 2017 three Kämp Collection Hotels employees; head of digital Haapkylä, strategic marketing director Kullberg and Lilla Roberts hotel general manager Jousimies at their work places. Haapkylä and Kullberg work for all Kämp Collection Hotels

and Jousimies at Lilla Roberts hotel. I also interviewed via Skype one of the website coders Strömqvist from N84 as Haapkylä suggested. My aim was to allow the interviewees talk freely and as much as possible about the subjects and learn facts between the lines. All interview questions are enclosed in appendices 1 - 4. All these employees are very much involved in the website communication and intended brand management.

Potter & Hepburn (2005, 15.) overview a set of contingent problems with the design and presentation of qualitative interviews: the deletion of the interviewer, the conventions of representation of interaction, the specificity of observations, the unavailability of the interview set-up and the failure to consider interviews as interaction. The second set of problems they considered were ones that are a necessary part of doing interviews: the flooding of the interview with social science agendas and categories, the complex and varying footing positions of interviewer and interviewee, the possible stake and interest of interviewer and interviewee and the reproduction of cognitivism. Harris & Brown (2010, 2) suggest that while interviews provide contexts where participants can ask for clarification, elaborate on ideas, and explain perspectives in their own words, the interviewer can use questioning to lead or manipulate interviewee responses. One reason often given for the use of interview research is that due to the sensitivity of the topic it would be impossible to do the research in any other way (Potter & Hepburn 2005, 16).

I sent for all management interviewees my questions two days in advance so they had time to think over their answers and I felt it was polite and respectful. All interviewees were asked how verbal and visual communication are congruent. I started my series of management open-ended interviews with head of digital Haapkylä (questions in appendix 1). As my thesis is concentrated on the website, it was natural to start the series of interviews from Haapkylä. I wanted to learn the practical side of designing and implementing the website for hotel Lilla Roberts. I also wanted to learn the different co-operative partners involved within the website. My questions to Haapkylä were practical like asking who decides the space given for verbal and visual communication and who edits the visual communication. My main point of the interview was to find out how the hotel checks that verbal and visual communication are congruent.

My interview with strategic marketing director Kullberg concentrated on the brand of hotel Lilla Roberts (appendix 2). From Kullberg, I asked about the customer segments, the social media choices, the marketing strategy and how branding is visible on the hotel website. My interview with Lilla Roberts hotel general manager Jousimies concentrated on the daily customer feedback from business and leisure travelers, verbal communication written on location and how Jousimies sees the customer flow and branding in her daily work

(appendix 3). My interview with senior developer and e-commerce specialist from N84 Strömqvist concentrated on the collaboration of N84 and Kämp Collection Hotels, partners involved in the website and their needs, hospitality industry and e-commerce in general and content communication (appendix 4).

3.4   Interviews of hotel customers

For customer perception, I chose a structured interview. This is also known as a formal interview. The questions are asked in a set / standardized order and the interviewer will not deviate from the interview schedule or probe beyond the answers received. These are based on structured, closed-ended questions (McLeod 2014). Structured interviews are often used in surveys for statistical purposes. Structured interviews are strong at being easily replicable and fairly quick to conduct (McLeod 2014). Structured interviews are limited at not being flexible and lacking detail. I limited the structured interview answers for interviewees to two or three different answer options. Harris & Brown (2010, 2) suggest that when scales involve few rating points (i.e., three or less), then it is highly probable that this agreement will be due to chance. Stemler (2004, 2) states that consensus of scores is deemed to be present if the exact agreement between methods is 70% or better. The questionnaire (appendix 5) used for researching customer perception had 23 questions with 5 questions in the end for statistical and demographic reasons. Answering the questionnaire took around three to five minutes.

Concerning research methodology, Harris & Brown (2010, 2) suggest that despite the weaknesses of both questionnaires and interviews, these are important means of obtaining direct responses from participants about their understandings, conceptions, beliefs, and attitudes; hence, these methods cannot and should not be discarded.

For customer perception, I decided to interview briefly hotel customers by a structured questionnaire provided by Webropol (appendix 5). Webropol provided the tools to design a digital questionnaire and the platform to collect the respondents answers. Webropol collaborates with Haaga-Helia University of Applied Sciences. As I wanted to interfere as little as possible with customer schedules, my questionnaire did not take a long time to answer. My interviews took place at the lobby of hotel Lilla Roberts. My questionnaire had a total of 23 questions; 12 questions focused on visual communication, 6 questions focused on verbal communication and 5 questions on customer demographics and expectations. The questions on visual communication had separate A4 papers with each a set of three different images to choose the answer from (image 2). As Webropol provided images of low resolution and in small pixel sizes, I decided to print selected images on A4 papers.

The layout of the images was horizontal as I wanted the customers to be able to choose the images equally. Finnish and English is written from left to right. The first language an individual learns has been shown to influence performance on cognitive tasks (Smith & Elias 2013, 355).

Image 2. Questionnaire example on visual communication, 2017. Questions 6 & 7 which of these hotel entrance pictures is the most inviting / least inviting to you?

The questionnaire had 5 questions related to intended management brand in the beginning, then 12 questions related visually to customer perception and in the end customer statistics. For both interview sessions I told in the beginning that the questionnaire was part of my thesis with the topic of hotel Lilla Roberts website communication. The question "Do you know what hygge means?" led to possibly skipping two questions. If the interviewee knew what "hygge" means, two questions afterwards were asked about "hygge" visually. If the interviewee did not know what "hygge" means, two questions were left unanswered. Otherwise all questions were answered by each interviewee.

Hotel Lilla Roberts general manager Jousimies mentioned in her interview the differences in perception between business and leisure travelers. I decided to research this by interviewing business travelers on a weekday and leisure travelers on a weekend. To understand if customer expectations were exceeded, I chose to interview hotel customers during check out times in the mornings. Business travelers were interviewed on Wednesday April 12th from 7 till 9 am and leisure travelers on Sunday April 9th from 10 till 12 am. At check out the customer has built an opinion of the hotel. I offered interviewees blueberry shots in exchange for answering the questionnaire. Jousimies hinted that customers are more willing to participate if they are rewarded.

3.5 Research results of intended brand management

In intended brand management, it was clear from the open-ended interview results that every interviewee answered to their job description background and answers were very much related to the nature of the interviewee´s everyday work. Haapkylä was focused on the digital side, Kullberg on branding, Jousimies on daily operations and management in general, Strömqvist on content and website workability.

The website of hotel Lilla Roberts had been launched before Haapkylä came to work to Kämp Collection Hotels. In the interview of Haapkylä (Haapkylä 1 March 2017) some questions remained unanswered as Haapkylä did not know why for example 9 images were chosen to represent hotel room sections. The most important feature of the interview was the amount of collaboration involved in designing the hotel website. There are 10 different partners collaborating, consulting and commenting the website design (figure 2). In addition, the hotel restaurant Krog Roba, the bar Lilla e. and partners (restaurants, museums, fashion, design district Helsinki and Helsinki Limo) are all in collaboration with the hotel website communication.
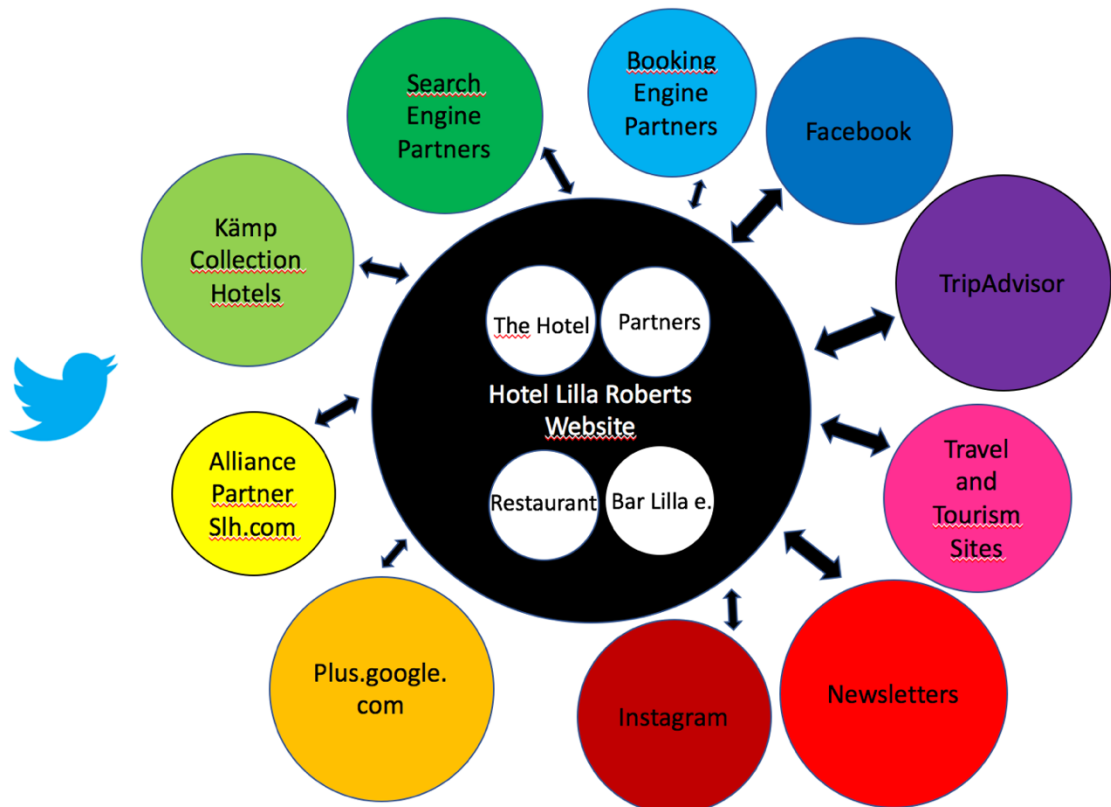
Figure 2. Collaborating partners of hotel Lilla Roberts website (all circles and arrows equal)

Haapkylä mentions that all collaborating partners have special needs but the actual decisions and work is done within Kämp Collection Hotels especially by Haapkylä. The coders N84 give input to Kämp Collection Partners and thus smooth the work with especially the search engine partners. For example, the alliance partner "small luxury hotels of the world" has a certain image and will want hotel Lilla Roberts to embody the same brand image as well.

One subject remained present throughout the interview. Hurry and quick daily decisions are characteristic in Haapkylä´s work. The website is never a finished product and "the digital is never as good as I would like it to be" (Haapkylä 1 March 2017). It needs to be monitored and evaluated daily. All elements on the website are optimized and there are so many platforms that Haapkylä does not remember the number of them.

Haapkylä uses heatmaps to see what clients click and if a segment of the website is not performing as well as intended, she makes alterations (image 3). Heat maps are visual representations of data that allow us to record what people do with their mouse or track-pad and quantify it, and then they display it in a way that is visually appealing (Birkett 2016). These alterations can be changing a photograph or changing verbal written communication. Hotel Lilla Roberts collects net promoter scores (NPS) from all staying guests. These results are shown on the website. AB testing is used on customers for testing purposes to see what new things might work better on the website. Practically AB testing means "let´s test variation A against variation B" and finding out which variation users click the most (Strömqvist 2017). The direct hotel bookings (bookings via sales service and walk-ins) are 41% and bookings from the hotel´s website are13%(Haapkylä 2017). These bookings together form over half of the bookings (54%).
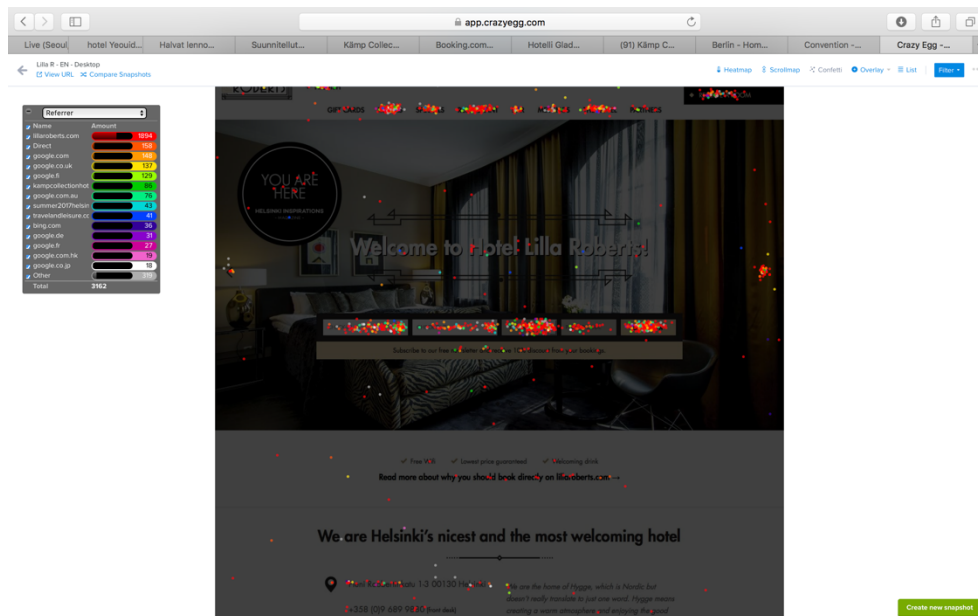
Image 3. Screenshot of heatmap from Haapkylä, 2017

Money plays an important part in Haapkylä´s work, especially return on investment (ROI). When discussing the use of images and videos, the answer has only to do with money. Haapkylä admits that there are never enough images. Social media coverage of images by customers provides the hotel with a transparent and cheap way to add fresh imagery. Every hotel of Kämp Collection Hotels has a different photographer. This ensures that the visual language remains different (differentiation of other Kämp Collection Hotels) and every hotel has a certain style (positioning). The written communication is provided from the marketing manager and general manager of the hotel. Both of these persons work physically in the hotel.

Content thinking is not present in Haapkylä´s work. It is on the level of trying to find a certain vocabulary to hotel Lilla Roberts customers. Haapkylä sees no problem in checking verbal and visual communication congruence. The content is left in the hands of the marketing manager and general manager of the hotel. In early 2017, Kämp Collection Hotels does strategic changes as every hotel is its own communication entity. Earlier the communication was centralized. Haapkylä brings up the importance of social media communication nowadays. The Facebook and TripAdvisor reviews are totally transparent and customers believe in them more than the official hotel website (Haapkylä 1 March 2017).

With Kullberg (Kullberg 7 March 2017) the interview is centralized on branding and content. Kullberg points out that hotel Lilla Roberts is a trendy neighborhood hotel inspired by art deco. She describes the hotel with adjectives flirtatious and feminine. Kullberg has written a brand manual for every hotel. With branding on the website Kullberg says that

there are issues. She states that the hotel is just presented with descriptions like any other hotel instead of talking about the ambiance. Storification is missing and it is a problem. She feels that the "hygge" advertised strongly on the website is an invented thing. Hotel Lilla Roberts is a Finnish-Swedish neighborhood hotel that needs to talk to the Finnish-Swedish neighborhood. The restaurant is an issue to Kullberg. Krog Roba does not live the hotel brand. The Bar Lilla e. as it is physically situated in the hotel lobby works well for the hotel brand. The website images need to be worked on as well. Kullberg feels that there are enough interior images but ambiance images are missing. Social media channel choices of Facebook and Instagram have been made in the beginning without a strategy. Kullberg remarks that it is best to "choose a theme, stick on and work on it" (Kullberg 7 March 2017). She continues that the website of a company is the most important channel in communication.

Kullberg does not believe in segmentation. She reminds that in Airbnb there is no segmentation and that the hotel industry should learn something from this. She feels that segmentation by nationalities is more predictable. Understanding the customer is key.

"Our hotels are like hosts welcoming the people and we know what makes the city exciting" (Kullberg 7 March 2017). She feels that nobody comes to Helsinki because of hotel Lilla Roberts. The reason for travelling are the people that make the content of a city. As Kämp Collection Hotels have a very strong focus on digital growth, "the digital starts living a faster life than the actual content life" (Kullberg 7 March 2017). There lies the issue. Kullberg feels that the left hand does not know what the right hand does. The construction work on the digital side is never ending and now there are tools to measure everything. Content has not been the main priority and Kullberg hopes it will take the role it should after the building phase. At the moment all content should be checked by Kuvaja, head of communication. Kullberg reminds that a learning and testing phase in communication is present and finding the proper balance in communication takes time.

Kullberg points out the hurry factor in everyday work and how easily employees get distracted. Sometimes things are happening too fast. She comments that educating the staff is an ongoing process and follow-up should be constant.

General Manager Jousimies (7 March 2017) of Lilla Roberts Hotel oversees the everyday life at the hotel. She comments on the written communication of the marketing manager and monthly reviews with Haapkylä and the marketing manager the tools for measuring the website. Jousimies says that there is a difference of mindset between business travelers and leisure travelers. A business traveler does not perceive many details as business

is the main priority. The things that matter are speed of service, sleeping well and having a cup of coffee. A leisure traveler notices small details as he/she is not in a hurry. Jousimies reminds that there is a big number of loyal Finnish customers living abroad. The typical customer on weekdays is a foreign business traveler and on the weekend a Finnish leisure traveler.

Jousimies states that the hotel has a "Nordic Madness" theme. The hotel wants people smiling and humour is very important. She points out the sea buckthorn shot in the breakfast selection and salty liquorice sweets (salmiakki) are found in the minibar. The bar Lilla e. serves cocktails with a Nordic twist. Customers smile when checking out and reading the hotel envelope "Money well spent". Jousimies comments that on the website the "Nordic Madness" theme is not visible yet.

The brand for Jousimies is Nordic, like the cocktails and the restaurant food. She mentions also the design, art deco and the history of the building. She and her hotel staff have the brand manual.

Senior developer and e-commerce specialist Strömqvist (15 March 2017) coded the website for hotel Lilla Roberts. His company N84 consults Kämp Collection Hotels. For Lilla Roberts website Strömqvist comments mostly on content, for example how are the images or the text. Strömqvist gives prominence to honesty between clients and N84. Everything comes down to communication, even in matters of communication. Strömqvist points out that the main issue that hotels have up to date, is that people tend not to work together as much as they should. "But when you start talking to each other, when marketing talks to IT, when IT talks to revenue, and they´ll all talk together, then you can get that good flow of what should we do, what´s the need" (Strömqvist 2017). Strömqvist (15 March 2017) states that it is integral to establish a strategic and collaborative link between engaged employees and engaged customers if you want to achieve long-term growth.

Hotels lack content. Strömqvist states that hotels tend to be either revenue focused or brand focused. The ideal would be to be both. N84 gives the tools to hotels to create their content and then N84 can content control it. Strömqvist says that N84 limits the possibilities for clients to make mistakes. For example the platform automatically corrects the image cropping and size.

Customer behavior has changed over the past decades to the digital world and the hotel industry is starting to change (Strömqvist 2017). People need to understand the website, he says. "People want to see pictures. You want to see where you are going to stay, that

isn´t going to change if the wording is really beautiful" (Strömqvist 2017). Strömqvist adds that pictures are always going to be dominant.

The future of website design is to control the third parties, Strömqvist admits. The more in command the hotel is of its partners, the less commission is paid to third parties. He continues that in the future we will see the hotel website that has the booking flow more integrated into the actual website. Nowadays some hotels have very simple, not so amazing website design. Others with stronger brands have more complicated website design with more visual appeal. Strömqvist continues that for all hotels the question is how to drive traffic to the hotel´s own website to get a booking directly.

3.6   Research results of customer perception

The customer point of view has a lot to do with the expectations, perceptions and image of the hotel. These are all very subjective matters. For customer perception, my aim was to interview 20 customers (interview questions in appendix 5). I interviewed 21 customers so my target was accomplished. On a Sunday morning, I interviewed 15 customers and on a Wednesday morning 6 customers. The gender distribution was predominantly female with 12 women and 9 men (figure 3). The customer distribution of hotel Lilla Roberts is 67% female and 33% male (Haapkylä 2017).
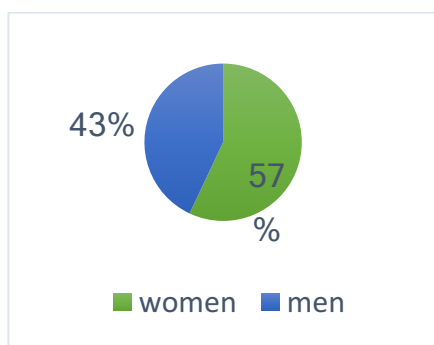

Figure 3. Gender distribution of interviewees

Customer segment answering possibilities were travelling on business, on leisure or business and leisure. As I interviewed on Sunday 15 customers, the majority of questionnaire respondents were on leisure, as expected. On Wednesday, I interviewed 6 customers and 5 of them were on business, as expected. Only 2 respondents were combining business with leisure (figure 4).

From the questionnaire a slight majority of respondents 52% had not visited the hotel Lilla Roberts website. 11 respondents had not visited the website when 10 respondents had

(figure 3). Jousimies (7 March 2017) suggested that often business travellers do not visit the website and Finnish leisure travellers do. The results of the questionnaire were opposite to this suggestion. Out of 6 business travellers 2 had not visited the website (38%) and out of 16 leisure travellers 9 had not visited the website (56%). Out of 6 business travellers 4 had visited the website (67%) and out of 16 leisure travellers 6 had visited the website (38%). When studying the gender distribution on visiting the website, a slight majority of men did not visit the website (56%) and a slight minority of women did not visit the website (46%).

20. I travel on

Number of respondents: 21
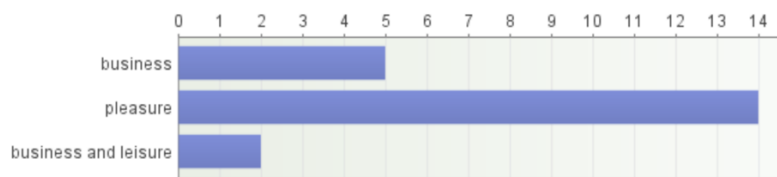
21. Have you visited Hotel Lilla Roberts website?

Number of respondents: 21
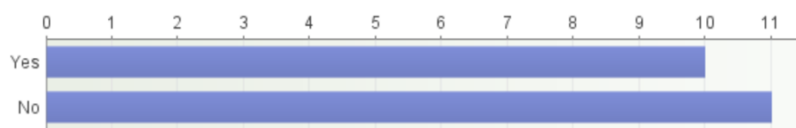
22. Did you have high expectations when arriving to the hotel?

Number of respondents: 21
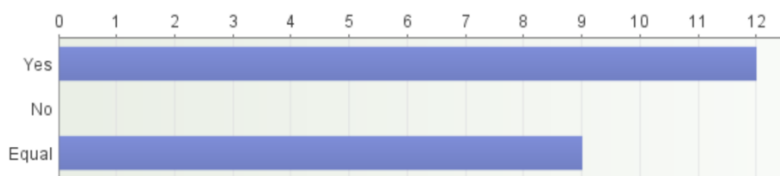
23. Were your expectations exceeded?
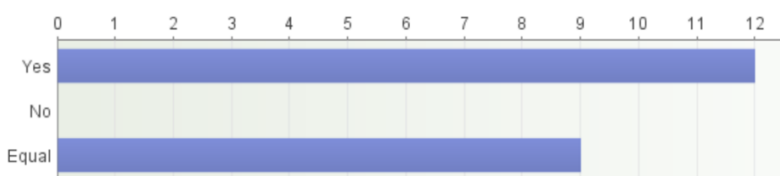
Number of respondents: 21

Figure 4. Customer demographics and expectation

Customer expectations were high for 12 respondents out of 21 (57%). Not a single respondent had no expectations while 9 respondents out of 21 (43%) said the expectations were not high nor low (figure 4).

Following the question of expectations I asked whether the expectations were met or not. The majority, 12 respondents out of 21 (57%), felt the expectations exceeded thus the service was successful. Torres & Kline (2006, 291.) state that when expectations are exceeded there is delight. Delighting customers is providing a service that is exceptional. For 9 respondents out of 21 (43%) the expectations were met. In the questionnaire there were no respondents that felt let down by the hotel (figure 4).

For the 5 questionnaire questions focused on verbal communication I could not ask direct questions linked to the understanding of website communication reading. This would have meant that the customers remember the verbal communication of the website. Therefore I derived my questions on the results of intended brand management results based mostly on Kullberg´s interview. I end with the 12 questions focused on visual communication. These questions are based on Chung´s (1999) nine design elements that work well within websites.

Questions 1, 2, 3 and 5 from the questionnaire were based on the interview of Kullberg (7 March 2017). The answers to these questions are: 1. The hotel is an art deco inspired hotel, not art deco hotel 2. Flirtatious and feminine are the adjectives used of hotel Lilla Roberts, 3. The hotel is a neighborhood hotel and 5. Restaurant Krog Roba is a hotel restaurant, not in a good sense. Kullberg says that the restaurant should find an own identity as a restaurant instead of being just a breakfast room for the hotel. Question 4 was based on the interview of Jousimies (7 March 2017). Jousimies says that the hotel is living and exploring a "Nordic Madness" theme but at the same time admits that on the hotel website the written content is missing. The above mentioned questions are of brand differentiation.

In question 1 most respondents perceived the hotel brand in discrepancy with the intended brand. 18 respondents out of 21 (86%) thought that the hotel was an art deco hotel. Only 2 respondents (10%) perceived the hotel as management intended (figure 5).

1. Do you feel Hotel Lilla Roberts is an Art Deco Hotel?

Number of respondents: 21

	N	Percent
Yes	18	85,72%
No	2	9,52%
Equal	1	4,76%

2. Would you describe Hotel Lilla Roberts as flirtatious and feminine?

Number of respondents: 21

	N	Percent
Yes	3	14,29%
No	10	47,62%
Equal	8	38,09%

3. Do you feel that Hotel Lilla Roberts is a neighborhood hotel?

Number of respondents: 21

	N	Percent
Yes	13	61,9%
No	3	14,29%
Equal	5	23,81%

4. Do you feel that Hotel Lilla Roberts has a "Nordic Madness" theme?

Number of respondents: 21

	N	Percent
Yes	10	47,62%
No	7	33,33%
Equal	4	19,05%

5. Do you feel restaurant Krog Roba is a hotel restaurant?

Number of respondents: 21

	N	Percent
Yes	8	38,09%
No	8	38,1%
Equal	5	23,81%

Figure 5. Questions focused on verbal communication

In question 2 most respondents were amazed by the adjectives as customers do not think of hotels with these kind of adjectives. Kullberg describes hotel Lilla Roberts as flirtatious and feminine. The answers to this question were mostly negative (48%). Only 3 respondents out of 21 (14%) responded according to the view of management intended. Nearly a quarter of respondents (5 out of 21) responded with an equal answer, not knowing what to answer (figure 5).

In question 3 most respondents answered consistently according to the intended brand management and Kullberg´s opinion. 13 respondents out of 21 (62%) agreed with this

statement. Only 14% of respondents did not feel the hotel being a neighborhood hotel (figure 5). Not knowing what to answer were 5 out of 21 respondents (24%).

In question 4, based on the interview of Jousimies, the majority of respondents, 10 out of 21 (48%) felt there was "Nordic Madness" in the air. One third of respondents, 7 out of 21, disagreed with this statement. 4 respondents out of 21 (19%) did not know what to answer (figure 5).

In question 5, based on the interview of Kullberg, the results of the respondents went quite evenly. The same amount of respondents answered both agreeing and disagreeing, 8 out of 21 respondents (38%). Nearly a quarter of respondents (5 out of 21) responded with an equal answer, not knowing what to answer (figure 5).

The remaining questions were focusing on visual communication of the website. Chung (1999) advises to use good quality images, clear design, bold titles and large print, sensible use of color and consistent style among the design elements that work well within websites. I intentionally asked these questions on visual communication in pairs, using contrasting words with examples like most/least, clear/unclear and high-quality/low-quality.

In question 6 and 7 I asked the respondents opinion on the hotel entrance pictures (see image 2, page 19). The hotel website uses pictures B and C. I took the picture A to demonstrate the entrance area in general and to show the cold light of the entrance. The cold light is in contrast with the verbal communication of the website "We are Helsinki´s nicest and the most welcoming hotel". The answers for the most inviting picture went to picture B by nearly a half (48%). Picture A with the general view and cold light received one third of the answers. Even picture C with the green plants got some answers (19%).

Question		A	B	C
	6. Which of these hotel entrance pictures is the most inviting to you?	7	10	4
	7. Which of these hotel entrance pictures is the least inviting to you?	7	1	13

Figure 6. Visual communication questions

In question 7 asking the exact opposite, the answers went mostly according to the opposite of question 6. Most respondents thought the green plants entrance picture C was the least inviting, 13 out of 21 respondents (62%). Picture A caused thoughts, 7 out of 21 respondents (33%) thought the picture was the least inviting and only 1 respondent thought that picture B was the least inviting. This was the picture that was thought to be the most inviting picture. With picture A the respondents were divided what to think of it (figure 6).

Question	8. Do you know what hygge means?			YES	13	NO	8
				A	B	C	
	9. Which of these pictures resembles hygge the most?					13	
	10. Which of these pictures resembles hygge the least?			2	11		

Figure 7. Visual communication questions on hygge

Questions 8, 9 and 10 were linked to the verbal communication on the website regarding "hygge" (figure 7). For question 8, I asked the customers if they knew what "hygge" meant. Most customers, 13 out of 21 (62%) knew "hygge". For the respondents that knew "hygge", questions 9 and 10 were asked. For those respondents who did know "hygge", 8 out 21 (38%), questions 9 and 10 were left unanswered.

For question 9, I chose 3 different pictures from the website describing the lobby. Picture A is the hotel Lilla Roberts homepage image (image 4). The picture is full of verbal communication in it. Picture B is another angle of the lobby with more space around it. Picture C is an image of the lobby fireplace with wooden furniture around it.
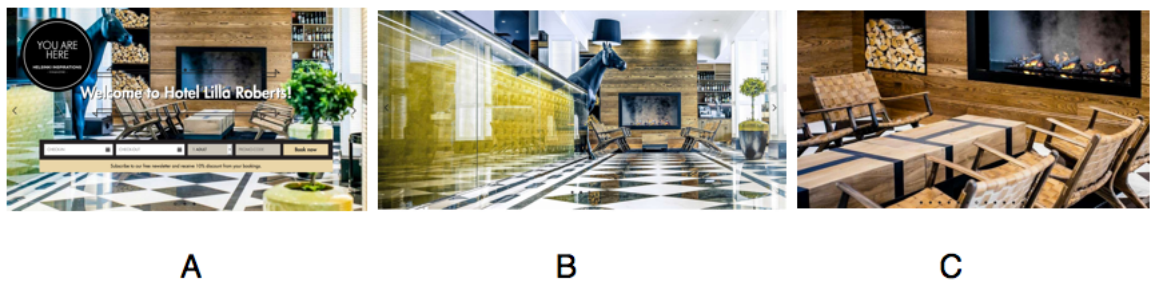
Image 4. Questionnaire pictures for "hygge"

In question 9, all 13 respondents that knew what "hygge" means (100%) thought that picture C resembled "hygge" the most. This is correct, Johansen (2016) comments that natural materials like wood and fireplaces are "hygge". In question 10, 11 out of 13 respondents 85%) thought picture B resembled "hygge" the least. According to Stemler (2004, 2) the consensus of scores is deemed as over 70% of respondents agreed with this. Only 2 out of 13 respondents (15%) thought picture A resembled the least "hygge".

Questions 11 and 12 were based on Chung´s (1999) uncluttered design element for the website (figure 7). All pictures were from the website (image 5). Picture B had a special cropping and picture C is the clearest of these pictures as picture A has a lot verbal communication in it. The vast majority agreed according to Stemler (2004, 2), 17 out of 21 respondents (81%) thought that picture C was the clearest. In question 12, the respondents

were divided. Picture A was the least clear for 11 respondents (52%) and picture B for 10 respondents (48%).
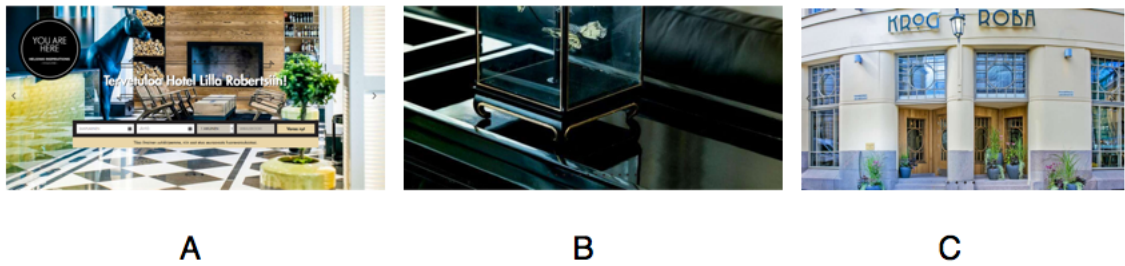

Image 5. Questionnaire pictures on uncluttered design

Questions 13 and 14 were based on inviting pictures, what pictures speak to customers positively and negatively (figure 8). All images were taken from the hotel website room section (image 6). Picture C shows a general view of the room with small sidelights on each side of the bed, the window giving natural light to the picture. Picture A is a picture of the bed showing mostly cushions. Picture B is a detail image of the headboard and a cropped lamp. This picture does not make sense as it does not add any information of value.
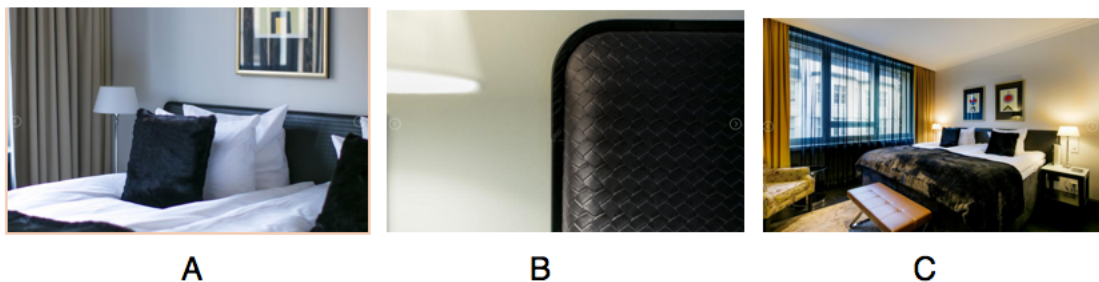
Image 6. Questionnaire pictures on inviting pictures

In question 13 the picture C was the most inviting for respondents (62%). Picture B did not invite anyone and picture A was inviting to 8 respondents (38%). In the contrasting question 14, most respondents agreed that picture B was the least inviting (Stemler 2004, 2.) 18 out of 21 respondents (86%) thought this. On the other hand, the most inviting picture was thought to be the least inviting by 2 respondents (figure 8). Only 1 respondent thought that picture A was the least inviting. These answers verify that picture B is not inviting.

Question		A	B	C
	11. Which of these pictures is clear to you?	2	2	17
	12. Which of these pictures is unclear to you?	11	10	
	13. Which of these pictures is the most inviting to you?	8		13
	14. Which of these pictures is the least inviting to you?	1	18	2
	15. Which of these pictures is the most high-quality to you?	10		11
	16. Which of these pictures is the most low-quality to you?	5	16	
	17. Which of these pictures represents the bar Lilla e. the most to you?	7	1	13
	18. Which of these pictures represents the bar Lilla e. the least to you?	9	11	1

Figure 8. Results of questions 11 to 18 from the questionnaire

Questions 15 and 16 were based on Chung´s (1999) use of good quality images (figure 7), all images were taken from the hotel website. The respondents were divided choosing a high-quality image between pictures A and C (image 7). Picture C was thought to be the best, 11 out of 21 respondents (52%). No one chose picture B as a high-quality image. In the opposing question 16, the low-quality image of choice was picture B, 16 out of 21 respondents (76%) thought so. According to Stemler (2004, 2.) consensus is agreed. Picture A was also seen as low-quality by 5 out of 21 respondents (24%). No one thought picture C was low-quality. In reality, picture C was the only high-quality picture and picture A and B were low-quality. Picture C has good resolution in all areas of the picture having good depth of field. Pictures A and B are blurry with not enough resolution and neither of the pictures have a sharp point.
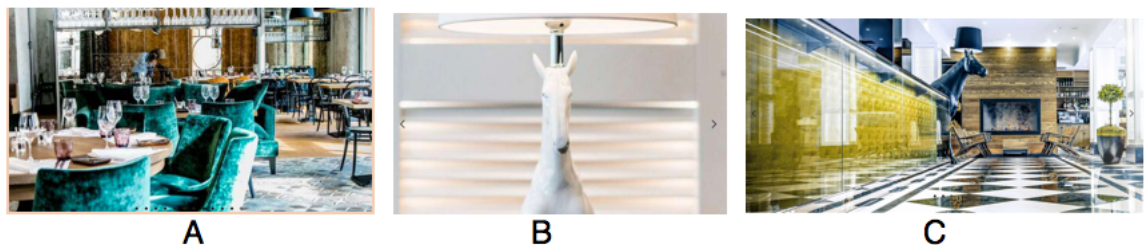

Image 7. Questionnaire pictures on high-quality and low-quality

Questions 17 and 18 were based on Chung´s (1999) consistent style element. All pictures were taken from the hotel website (image 8). The respondents thought picture C represented the most the bar Lilla e., 13 out of 21 respondents (62%). Picture A was thought to represent the bar Lilla e. the most by 7 customers (33%). Only 1 respondent thought that picture B, a general view of the lobby, represented the bar Lilla e. the most (figure 8). In the opposing question, most respondents, 11 out of 21 (52%) thought that picture B represented the bar Lilla e. the least. Picture A was thought to represent the bar Lilla e. the least by 9 out of 21 respondents (43%) and only 1 respondent thought that picture C. represented the least the bar Lilla e. There is a discrepancy in the answers regarding picture A. On one hand 7 respondents thought the picture to represent the bar Lilla e. the most

and at the same time 9 thought the picture to represent the bar Lilla e. the least (figure 8). Just 1 respondent thought picture C represented the bar Lilla e. the least. The pictures for these questions were difficult to choose from as pictures A and C were very similar. Picture B was a general picture of the lobby area. There are no pictures on the website of the actual bar desk.

Image 8. Questionnaire pictures on consistent style

4. Discussion

I start this section with discussing the intended brand management, then the customer perception and end with a conclusion comparing these two previous parts. Ideally these parts should be consistent.

Interviewing three employees from Kämp Collection Hotels and one coder from N84 gives me insight on the intended brand management. Haapkylä told me of all the different partners and collaborators. The number of different partners (figure 2, page 21) shows how complicated it is to try to keep all communication up to date. Within Kämp Collection Hotels there are many different employees involved in the communication of the website from head of digital to the marketing manager to the IT-person etc. It is a huge team effort within Kämp Collection Hotels to keep every employee up to date with all changes on the communication of the website, not to mention the enormous team work to keep all partners and collaborators satisfied and informed. It is also an immense challenge to educate the staff with brand understanding and core values of the hotel. Personal chemistry plays an important role in designing website communication. This is probably the biggest challenge in the website communication.

Within Kämp Collection Hotels all communication starts with good human communication. As the pace of changes is at times very quick, "our left hand doesn´t actually know what the right hand does and we have a lot of learning in that" (Kullberg, 7 March 2017). All hotel employees should have a clear image of the hotel brand and website communication. From the interviews I learnt there were discrepencies. Kullberg (2017) pointed out that hotel Lilla Roberts is inspired by art deco while Jousimies (2017) thinks the hotel is art deco. The hotel brand for the three employees of Kämp Collection Hotels is not congruent. Kullberg as Strategic Marketing Director has the clearest vision of the brand while Haapkylä, Head of Digital, concentrates purely on the digital side and Jousimies, Lilla Roberts hotel general manager, talks about cocktails and Nordic cuisine.

The digital side of Kämp Collection Hotels has great value as it is the most important selling channel of the hotel according to Kullberg & Jousimies (2017). Huge steps have been made to improve and implement the digital world by renewing websites, clarifying the chain of communication and using many tools (like NPS, heatmaps and AB testing) to measure customer behaviour and ROI (return on investment). Kämp Collection Hotels is owned by CapMan managed funds, Berling Capital Oy and Rake Oy and Kämp Collection Hotels' management (Kämp Collection Hotels 2017). CapMan Oyj is a Finnish private equity firm (Bloomberg 2017). As CapMan Oyj is a company listed in the stock exchange, it

expects dividends to its shareholders. Kämp Collection Hotels is managed by numbers. This attitude is reflected in Haapkylä´s response to website communication and content management. "For us the images do not matter, for us matters how many people buy" (Haapkylä 1 March 2017). Here the content is forgotten. Haapkylä (2017) did not understand how there would be any problem in the verbal and visual website communication.

From the point of view of intended brand management, Chung´s (1999) nine design elements that work well within websites, do not all occur. Not all pictures on the website are good quality images (questionnaire question 15 & 16). The customers had difficulty seeing high-quality / low-quality images as the image sizes of the questionnaire were small, 5 x 9 cm. If the pictures would have been double in size, the difference would have been clearer to notice. Uncluttered design and non-linear thinking are a work in progress and customer behavior and heatmaps help measure this. The aim is to build a website that is easy to navigate and that customers understand (Strömqvist 2017). The bold titles and large print are visible on hotel website (image 9). The sensible use of color relates both to the visual and verbal communication. Written communication on the website is in black or white reflecting the art deco inspired background of the hotel and the hotel logo. It is advisable to avoid too much black on the website communication as it makes the website feel heavy. The hotel website look is modern as Kullberg (2017) mentions the hotel is trendy and Jousimies (2017) states the hotel can be funny. These are attributes of differentiation.
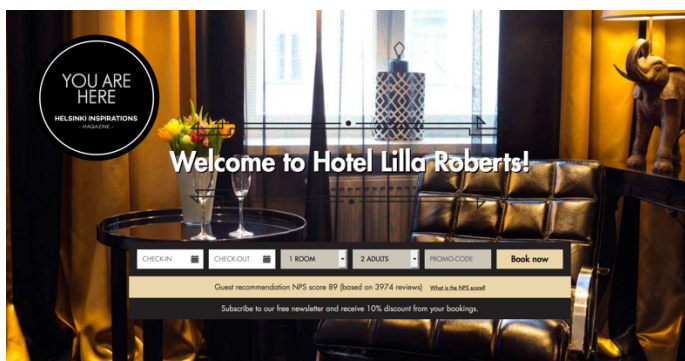

Image 9. Screenshot of hotel Lilla Roberts website

According to Kullberg (2017) verbal communication of the website is in a learning and testing phase as the employees responsible for this have changed a couple of months ago. Website words describing the Lilla Roberts hotel are modern, timeless, trendy, most welcoming and home of "hygge". In my opinion these words are not consistent. Trendy is a word used for a couple of years and timeless refers to decades. Care with language is not present in this example (figure 9). Quick-loading information is obligatory since the attention span of humans has diminished drastically (Statistic Brain 2017). Consistent style

involving verbal and visual communication is achieved by addressing female customers. From the intended brand management, the hotel is described as feminine and over 67% of the hotel clientele are female. This is proof that the hotel is preferred by women. Over half of the respondents to the questionnaire were female, too.
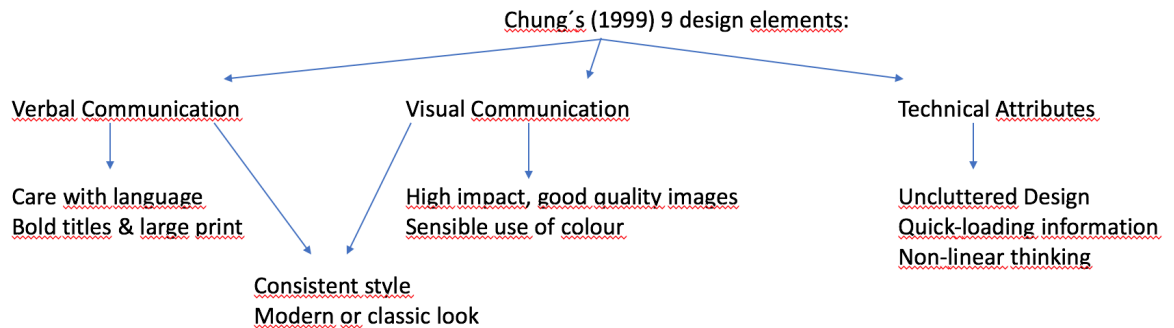
Chung´s (1999) 9 design elements:

Verbal Communication

Care with language
Bold titles & large print

Visual Communication

High impact, good quality images
Sensible use of colour

Technical Attributes

Uncluttered Design
Quick-loading information
Non-linear thinking

Consistent style
Modern or classic look

Figure 9. Chung´s design elements reconstructed

In customer perception, I base my discussion on the results of the questionnaire. The most worrying and alarming result in my opinion is the result for question 21 "Have you visited the hotel Lilla Roberts website". Just over half of the respondents (11 out of 21) had not visited the website. This remains a speculation whether this occurred because of laziness, unimportance, lack of time or simply because people do not care. Nonetheless, the result is surprising, especially since most of the customers interviewed were leisure travelers (71%). It is also possible that the interviewee was not the person who booked the hotel room.

I gave hotel customers the choice of only three different answers in the questionnaire. On several occasions the customers did not know what to answer and would have hoped for more answering options. Chance played a big part in the responses (Harris & Brown 2010, 2).

In general, the questionnaire answers were not surprising. The following were the main challenges in customer perception; customers saw the hotel as an art deco hotel and there were several website pictures that were not inviting (7C & 14B), unclear (12A & 12B) and low-quality (16B). According to the majority of respondents, the actual website homepage image (12A) is unclear. This is worth noting as it is the first image every web-site visitor sees. In the image there are too many elements and this is interpreted as un-clear. Chung´s (1999) uncluttered design is not present in the homepage image. The questionnaire took place in the hotel lobby with black and white squared floor tiles, typical color choices of art deco design. This might have influenced the respondents´ minds.

The following were the main successes in website communication for the customers; the hotel is thought as a neighborhood hotel, many customers surprisingly feel the "Nordic Madness" theme without any verbal communication on it, the respondents that knew what "hygge" means opted for the clearest "hygge" image, customers recognized a clear image (11C) and an inviting image (13C). Customer expectations and satisfaction met. This is a sign of good service. The challenges and successes in website communication are listed in figure 10 (page 37).

For website communication in general, both verbal and visual, it seems like people do not understand and read text and images. This is a sign of the times as our attention span is diminishing (Statistic Brain 2017) and simultaneously we are bombarded by limitless images and visual content. From the minimalistic point of view, it is worth embracing the thought "less is more". The simpler and clearer the website, the less there are chances of mixed messages. As Jousimies (2017) stated "sometimes you think, the less information on the website, the better".

A worrying example of the hotel website communication is the mentioning of "hygge" on the homepage of the website. Yet, as I went through all the 217 TripAdvisor guest reviews in English (3.3.2017) and the 37 guest reviews in Finnish (10.3.2017) there is not even once the mentioning of "hygge". Only 62% of the respondents to the questionnaire knew what "hygge" means. The plastic horse and fake fireplace hardly suggest "hygge" in anyway. Hygge seems very pretentious and fake in this environment. Kullberg (2017) says "hygge" does not fit and Jousimies (2017) suggests that "hygge" is a worn out word. As the hotel building has a colorful history, it is surprising that telling stories, storification, is not more used in this case. People remember better by telling stories. Storytelling has been shown to be an effective form of verbal communication; it serves an important organizational function by helping to construct common meanings for individuals within the organization (Open.lib.umn.edu 2017). In the case of hotel Lilla Roberts there are certainly many intriguing stories from its building history; being an electricity company and later a police station. The history is a lot more true than faking "hygge" from the Danish and why would a visitor be interested in something Danish while experiencing Finland.

Another recent example of the verbal communication on the website is the addition of the net promoter score (NPS) on the homepage. A link explaining what the NPS score is available. After clicking the link the website offers merely explanation to results in numbers. There is no information what the letters NPS stand for. I believe for a customer this is vital information. Communicating only score results shows lack of content thinking.

Transparency is a key factor in every business and deciphering the term NPS on the website shows respect to the customer, thinking what is in the customer´s best interest.

From the customer point of view, a surprise element is missing. A surprise would augment delight in customers minds thus exceeding expectations (Torres & Kline 2006, 291.). A suggestion for a surprise would be a Moomin character reflector or postcard designed by Tove Jansson. With this small token, the hotel could use storification in marketing and branding. Since the hotel brand and customer perception agree that Lilla Roberts is a neighborhood hotel adding Tove Jansson in the brand would make sense. Jansson had an ateljé and home for decades in the block in front of the hotel. She also went to school where the Design Museum stands nowadays. Kullberg points out that the neighborhood is Finnish-Swedish and Jansson represents the Finnish-Swedish.

In Figure 10 I have assembled all the research results from the intended brand management and customer perception into challenges and successes. These findings give an understanding of the many elements of the website communication. In the intended brand management, the biggest challenge lies in personal chemistry and for all employees finding a common vision. It is vital to remember that the website is an everlasting prototype and it is never ready. Improving customer perception involves that customers actually visit the website and that the website is clear and understandable (Strömqvist 2017).

	INTENDED BRAND MANAGEMENT	CUSTOMER PERCEPTION
Challenges	Personal chemistry	Visiting the website
	Having a common vision	Avoiding too much information
	Educating the staff	Quality of visual communication
	Verbal communication in learning phase	Surprise element missing
	Content missing	
	Storification	
	Ongoing prototype	
	Understanding and reading verbal and visual communication	
Successes	Professionalism in the digital world	Nordic Madness – theme
	Measuring tools	Neighborhood hotel
	Good service	Customer expectations & satisfaction met

Figure 10. Challenges and successes of management intended and customer perception

For successful website communication, I decided to write a 10 point memory list as the product (appendix 6). It is aimed for all personnel involved in the hotel website design to strengthen the hotel brand and to improve sales. The memory list is intended to act as a base for all communication. "Less is more" is advisable as is storification and remaining

true to the brand. Successful website communication is all about human interaction and never ending communicating, staff education is an ongoing process all along.

4.1   Trustworthiness, usability and future research

For understanding intended brand management, the open-ended interviews are trustworthy. Nevertheless, it is possible that the interviewees answered questions keeping in mind their positions within the company. It is also possible that the interviewer lead or manipulated interviewee responses (Harris & Brown 2010, 2).

For gaining knowledge of customer perception my questionnaire sample was only 21 customers. The research does not qualify as trustworthy. As the sample was this marginal, small differences in answers made big changes in the statistics. All the respondents of the questionnaire were hotel customers. They were not objective in the sense that they already had made a choice to stay at hotel Lilla Roberts. Most of the customers (86%) interviewed for the questionnaire were Finnish. Hotel Lilla Roberts clientele is mostly Finnish (80%) and only 20% of the hotel clientele is foreign (Haapkylä 2017).

Further research is recommended on the subject by interviewing different nationalities with a large sample. One suggestion would be to interview Scandinavians or people from the Nordic countries and Europeans versus Asians and Americans. There would certainly be many cultural differences in the results. Another approach would be to interview people at random and show different hotel websites and find out what kind of websites work well for people and for what reasons. Age would probably matter in how well the websites are understood.

4.2   Evaluation of own learning

When I started working on my thesis I did not realize how complex hotel website communication is. I had a vision of what the website communication consists but I quickly realized this was not accurate. I believe it is a good sign to find out new information and to be flexible in changing the research path. I added different visual elements to my thesis remembering that this helps memorizing.

There were many different learning points in writing a thesis. Firstly, I learnt to keep up with deadlines. Secondly, I learnt to be organized and systematic in my thinking. I tend to think of many things simultaneously. Now I had to be very focused. Thirdly, I learnt a lot

about human relations and how to communicate with different kinds of people. Fourthly, the topic of my thesis keeps me always intrigued.

Acknowledgments

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Appendices

Appendix 1. Haapkylä, H. 1 March 2017. Head of Digital. Kämp Collection Hotels. Interview. Helsinki.

How do you start designing a website for a new hotel? Describe the main process of it

How does this work within Kämp Collection, especially your part?

Since you are in charge of the website, from your team comes both the visual and the verbal communication on the webpages?

How do you decide how much space is available for text and images/videos?

For the hotel rooms section, why did you decide to have 9 images?

Who designed the logo for the hotel? Where did the inspiration for the logo come from?

Who decides the need for visual communication, based on what criteria?

Who edits the visual material? Who writes the verbal communication on the website´s webpages?

How do you check that the verbal and visual communication are congruent?

Have you done some corrective moves since the hotel has opened? why?

How do you monitor customer satisfaction?

How do you decide the partners and how many times per year do they change?

Appendix 2. Kullberg, M. 7 March 2017. Strategic Marketing Director. Kämp Collection Hotels. Interview. Helsinki.

How does Lilla Roberts differ from the other Kämp Collection hotels in its brand?

Did it also come very much from the logo itself or had it been already done before?

If you now say that it´s not a timeless hotel, how many years do you then predict that you will change something?

Do you have some main words with which you describe the branding of Lilla Roberts, do you have like some main words?

But flirtatious, feminine, this sort of things?

Since branding is your thing, how does the branding itself, how do you see the brand on the website or how does it come through there?

The thing that you trying to look more for any hotel now, is the storification behind it sort of?

You were saying that the staff understands what is behind it, how do you educate the staff that they understand the importance of the brand? How do you do it?

What is actually the customer segment that you are most hoping to get to Lilla Roberts or what have you been aiming for the most?

What about Russians for example? What about Finns?

What is the strategy in marketing for Lilla Roberts?

The hotel is in Facebook and Instagram. Who decided these and where did that come from?

For the hotel Lilla Roberts, is the website the most important channel in communication first of all or what is the main channel of communication?

For the website design, how do you co-operate with Heli and I know Liisa comes more only in choosing the photographer and trying to look at the photo sessions?

For the website, when you have some sort of a text ready through Heli or through actually Lilla Roberts hotel management, do you go through it and have a look at it and say your own say also?

For small seasonal things, whatever is happening, the hotel writes the texts themselves because they know their clients and they know who they are talking to. If they are lacking the big picture, isn´t there a problem?

So for the website construction, you personally you don´t have the say there directly?

Hygge is something that Lilla Roberts advertises a lot. Not one word of hygge in the reviews.

How does the restaurant and bar fit with the hotel brand?

For the branding and the website or communication in general, is there something that you hope could happen or change that everything would go smoother?

Brandwise, what do you think of the Lilla Roberts website images? Do they fit the brand?

Have you been General Manager since the opening of the hotel?

Heli told that the marketing manager and hotel manager are the ones that write the texts on the website. Do you write yourself or does the marketing manager also?

So, it´s the one whose here now?

So, he or she writes first and you have a look at it?

And do you say your say, do you still after that take it to actually Kämp management or does it go then directly on the website?

The text that you are writing here, it is more for these seasonal themes that are happening like some certain campaigns that you are having?

So practically since this hotel was launched the front page or the homepage sort of, it has stayed the same and also the rooms sections like what is in the rooms?

I did not realise in a sense how big the website is, because Heli mentioned that you have the search engine, the booking engine partner. I forgot to ask what are they or can you tell?

Do you have somebody here in staff that is responsible for the meeting side?

Then there are also the coders who actually do the coding for the website and then you still have the alliance partner, Small Luxury Hotels. So it´s really a huge mix in a way to balance and keep everything always the same?

Once you have a text and you want to change it, do then afterwards, do you put it on the website, do you inform the alliance partner, search engine, booking engine like how does it work?

Do you feel that your website is the most important selling channel of the hotel?

The main topic for my study, how do you check that the verbal and visual communication on the website is congruent, that it is the same, cohesive?

Are there like certain things that certain clients from abroad like certain nationalities notice or mention more than others? For example the fireplace or the horse, these sort of things, does it matter to some sort of people more than others?

If I am understanding correctly, when you´re on a business journey, business is number one and you aren´t present in the hotel in the same way as when you are on a holiday, sort of?

One thing that I noticed that on the main page you talk a about about this hygge and what it is and so on, when i read all the reviews there, nobody even has written the word hygge anywhere, it is more art deco, black and white, this sort of thing. What do think of this?

Of all the associations that I have personally for hygge for example, all the materials for hygge like the stone floor, it´s not hygge for me, this sort of things, you don´t have comments on what to do with this… Nobody comments these sort of things?

What kind of feedback do you get yourself like when customers and guests come to talk to you?

The customers that you have here, do you have certain segments or certain types of people that come here the most? Do you have many loyal customers for example?

Do you have certain comments coming from Finns concerning the hotel in general vs the foreigners that comment differently?

Do you feel that Finns don´t comment so easily?

What sort of words do you describe on the website for this hotel´s writings? what do you have in mind when you are writing for the customers, are there somethings that you definitely try to avoid?

Like you were saying, the Nordic Madness if there is in the hotel in the minibar, here you have in the lobby the cocktails and in the breakfast you have also something so it´s getting there.

All the photographs must have been taken in the beginning, they have been all the time the same, you just rotate them practically. Are there some pictures that you try to avoid using or you just don´t like them or ?

Heli mentioned about tagging customers Instagram pictures for the hotel. How do you feel about that using them?

Are you looking together with Heli and marketing manager these heat maps and how people are using the website or where they are clicking and this sort of thing?

What was N84 role in designing the website of hotel Lilla Roberts?

Is Heli Haapkylä the person with whom you are in contact?

Does the client decide do you either code or/plus design?

For the communication of hotel Lilla Roberts website. Do search engine partners, booking engine partners, Facebook, Tripadvisor, Instagram, newsletters that go out. All this is coming from the website?

What kind of advice or tips do you give to Heli and Juhani concerning hotel Lilla Roberts website?

Do you think when you are very focused on a certain point like digital, that you can become blind and loose to see the big picture?

Do you feel that hotels are so focused on the revenue that they easily then forget the content?

Did you have any say on the choice of photographs on the website?

Do you get variations of the photographs or do you just get the one photograph?

Is it sometimes annoying then if they do something that you disapprove of?

What will the text vs picture scale be? Do you have a say on this?

Textwise, do you comment on the words that might work well fro the SEO companies?

Where is website design going in the future?

All third parties naturally take a commission, so the hotel keeping everything in its own hands is better moneywise?

Do you feel that the hospitality industry is very conservative?

Image vs text, it will always depend on the hotel itself? Bigger pictures, videos, this sort of thing?

Is there a time limit when you should redo the website?

Do you have a hotel website that for you is the most successful as a customer?

Finally, Kämp is always in contact with all these SEO partners and booking partners? You aren´t?

Appendix 5. Questionnaire for hotel Lilla Roberts customers

1. Do you feel that Hotel Lilla Roberts is Art Deco hotel? Yes / No / Equal

2. Would you describe Hotel Lilla Roberts as flirtatious and feminine?

Yes / No / Equal

3. Do you feel that Hotel Lilla Roberts is a neighborhood hotel? Yes / No / Equal

4. Do you feel that Hotel Lilla Roberts has a "Nordic Madness" theme?

Yes / No / Equal

5. Do you feel restaurant Krog Roba is a hotel restaurant? Yes / No / Equal

6. Which of these hotel entrance pictures is the most inviting to you?

7. Which of these hotel entrance pictures is the least inviting to you?

| A | B | C |

8. Do you know what hygge means? Yes / No

9. Which of these pictures resembles hygge the most to you?

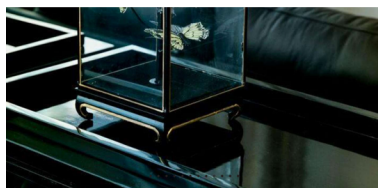10. Which of these pictures resembles hygge the least to you?

| A | B | C |
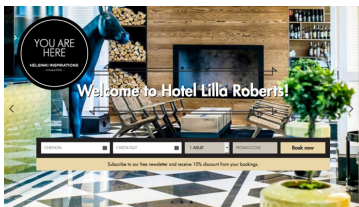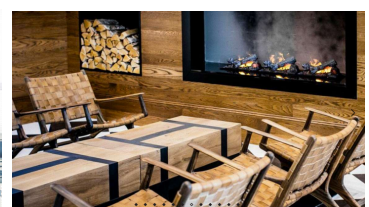
11. Which of these pictures is clear to you?

12. Which of these pictures is unclear to you?
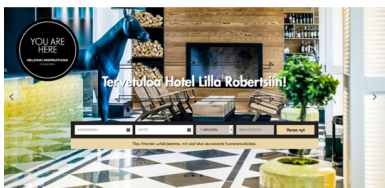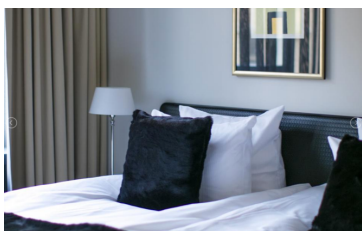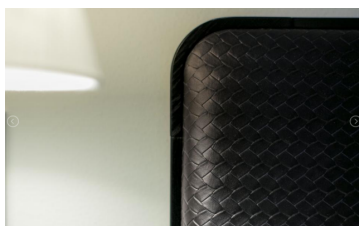

| A | B | C |

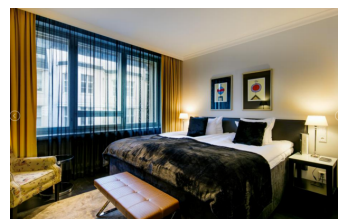13. Which of these pictures is the most inviting to you?

14. Which of these images is the least inviting to you?

| A | B | C |

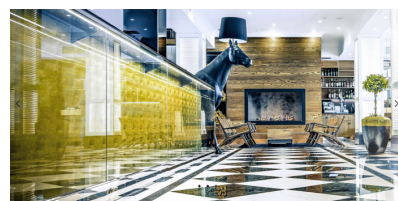15. Which of these pictures is the most high-quality to you?

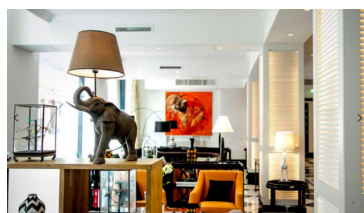16. Which of these pictures is the most low-quality to you?

| A | B | C |

17. Which of these pictures represents the bar Lilla e. the most to you?

18. Which of these pictures represents the bar Lilla e. the least to you?

| A | B | C |

19. I am a man / woman

20. I travel on business / on leisure / on business and leisure

21. Have you visited Hotel Lilla Roberts website? Yes / No

22. Did you have high expectations when arriving to the hotel? Yes / No / Equal

23. Were your expectations exceeded? Yes / No / Equal

Appendix 6. The Product

1. Think of the brand, it always comes first
2. Communicate clearly
   If there is a chance to misunderstand, it is not clear enough
3. All communication starts with good human communication
4. Be consistent in your style and imagery
5. Verbal communication, content matters, do not write fake stories
6. Verbal communication, same information found in all languages
7. Visual communication
   Think of white space (the space without writing and images)
   It is equally important as verbal and visual communication
   With enough white spacing you achieve an elegant and luxurious feel
   With little white spacing the website looks cheap and cramped
8. Visual communication, too much information on a picture is disturbing
9. Visual communication, avoid many pictures with text on them.
10. Think of the brand again, does your communication fit the brand?
    Be sure it does