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Elevating Sales and Customer Experience in a Beauty Salon's New Web Store

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Digitalisation has moved retailers into online platforms where customer experience has become increasingly important. Especially for small entrepreneurs, the market is competitive. This thesis focuses on the optimisation of a beauty salon's recently launched web store, with the intention of increasing sales and elevating customer experience and loyalty.

The research utilises service design principles by interviewing the salon's current clientele to get insights about their online shopping behaviour and observations to identify the development areas in the current web store. The findings are validated with a quantitative survey for a target group audience. The research is supported by benchmarking, statistics about online shopping and theory of customer experience and loyalty.

According to the research the web store navigation, product descriptions and so-called social proof where the most significant factors in online shopping. These were at a good standard but could be further developed with layout changes, cross-selling opportunities, and engagement features. For continuous improvement, giving feedback should be accessible during the customer's journey. The most appreciated benefits in loyalty programs were discounts and free deliveries which can be included in a ready-made solution or as targeted marketing and rewards which could be executed manually as well. The commissioner will have the authority to decide on the implementation of the made suggestions.

Keywords:

Customer Experience, Online Buying Process, Loyalty, Service Design.

Suvi Oasmaa

Myynnin ja asiakaskokemuksen kasvattaminen kauneushoitolan uudessa verkkokaupassa

Digitalisaation myötä jälleenmyyjät ovat siirtyneet verkkoalustoille, joissa asiakaskokemus on tullut entistä tärkeämmäksi. Kilpailu markkinoilla on erityisen kovaa pienemmille yrittäjille. Tämä opinnäytetyö keskittyy kauneussalongin vasta lanseeratun verkkokaupan optimointiin myynnin lisäämiseksi sekä asiakaskokemuksen ja uskollisuuden parantamiseksi.

Tutkimuksessa hyödynnetään palvelumuotoilun periaatteita haastattelemalla salongin nykyisiä asiakkaita ja havainnoimalla, kuinka he kokevat nykyisen verkkokaupan toimivuuden ja tunnistaa kehityskohteita. Havainnot validoidaan kohderyhmälle suunnatulla kvantitatiivisella kyselyllä. Tutkimusta tukevat kilpailijavertailu, tilastot verkkokaupasta sekä teoreettinen viitekehitys asiakaskokemuksesta ja uskollisuudesta.

Tutkimuksen mukaan verkkokaupan navigointi, tuotekuvaukset ja niin kutsuttu sosiaalinen hyväksyntä olivat merkittävimpiä tekijöitä verkko-ostamisessa. Nämä olivat hyvällä tasolla, mutta niitä voitaisiin edelleen kehittää asettelumuutoksilla, lisämyynti mahdollisuuksilla ja sitouttamisominaisuuksilla. Jatkuvan kehittämisen tueksi palautteen antaminen tulisi olla mahdollista milloin tahansa asiakkaan ostopolun aikana. Kanta-asiakasohjelmissa arvostetuimpia asioita olivat alennukset ja ilmaiset toimitukset, jotka on huomioitu myös valmiissa, automatisoiduissa ratkaisuissa. Kohdennettua markkinointia ja palkitsemista voi toteuttaa myös manuaalisesti. Toimeksiantaja päättää itsenäisesti annettujen ehdotusten toteuttamisesta.

Asiasanat:

Asiakaskokemus, Verkko-ostoprosessi, Asiakasuskollisuus, Palvelumuotoilu.

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List of abbreviations (or) symbols

AI   Artificial Intelligence (Cambridge Dictionary, n.d.).

CES   Customer Effort Score (Korkiakoski & Gerdt, 2016).

GDP   Gross Domestic Product (Cambridge Dictionary, n.d.).

KPI   Key Performance Indicator (Cambridge Dictionary, n.d.).

NPS   Net Promoter Score (Filenius, 2015).

1 Introduction

In today's digital era, shopping online has become a norm. Retailers and service providers have extended their products and services from brick-and-mortar stores to online platforms where people can do their shopping whenever they want. Consumers are overloaded with choices, and each shopping experience needs to be easy and efficient. The online environment has increased competitiveness since stores across the world are now accessible with just few clicks.

E-commerce platforms can provide engaging and personalised content which creates better online experiences. With the choice overload, the user experience is more important than ever. Positive user experiences create loyalty towards brands which can lead to a significant competitive advantage.

Small businesses have limited resources to compete in the online environment. That is the reason why the author of this thesis wanted to focus the research on a small business and their online shopping experience. The commissioner of the thesis is a small beauty salon in the Helsinki metropolitan area who has recently launched a web store for skin care products.

This thesis explores and provides suggestions for the commissioner's web store, with the intention of increasing sales and customer experience. The aim is to investigate the current state of the web store, identify areas for improvement, and proposes suggestions to improve the customer's online shopping journey. The research focuses on user-centric design, aiming to increase sales and customer satisfaction.

Additionally, the thesis extends it focus by providing suggestions for collecting customer feedback to support the continuous improvement of the commissioner's online services. Furthermore, the commissioner is contemplating the creation of a customer loyalty program, with the hope of further engaging the clientele, which this thesis will provide suggestions for.

1.1 Research objective and goals

The aim of this research is to investigate and develop suggestions for a recently launched web store's buying process by utilising service design methods and tools. Customer feedback and loyalty will be supporting the research and provide possibilities for further development in the future. The main research question is:

How can the beauty salon's new web store be optimised to increase sales and improve the overall customer experience and loyalty?

The following sub-questions were created to support the main objective:

1. *"What are the current challenges during the buying process?"*
2. *"Which design and functionality elements contribute to a positive user experience?"*
3. *"How to collect customer feedback effectively for continuous improvement and to create a loyal customer base?"*

As an outcome of this thesis, the commissioner will receive a concept for enhancing their web store and guidance of how to continually improve their customer experience and suggestions for a customer loyalty program. The commissioner will have the authority to determine the implementation of these suggestions.

1.2 Commissioner

The commissioner is a beauty salon specialising in cosmetology and hairdressing services. The company is run by a cosmetologist, who works at the salon full time, and her partner who takes care of the administrative duties. The salon has also a hairdresser and a beautician as contract workers. The company has one salon located in the Helsinki metropolitan area, established in 2019. The range of beauty services consist of various facials, microneedling, pedicures, sugaring, lash lifting and extensions, eyebrow modelling, laminating,

and colouring, as well as makeup services. Additionally, the salon sells cosmetology and hairdressing products, featuring the brands used in their salon during treatments. The beauty salon has an online booking for its services and has launched a web store for its cosmetologist products in February 2024. (Personal communication with commissioner, January 12, 2024.)

In this thesis, the focus will be on the cosmetology products which are offered in the newly launched web store. Other services, such as hairdressing, will not be included in the research. The suggestions are also targeted to the cosmetologist clients.

Clientele

The commissioner's primary beauty and cosmetology service clients are women, mainly aged between 20 and 50. Typically, younger clients seek cleansing treatments, while clients aged 40 and above opt for anti-aging facial treatments. The salon's services attract minimal male clientele, which primarily come for pedicures and sugaring treatments. Many of the customers come again and according to the commissioner's Timma statistics, little over 40 % of the customers book immediately a follow-up appointment after visiting. (Personal communication with commissioner, January 12, 2024.)

The commissioner uses Timma, a booking service provider, where customers book their appointments online. The statistics from Timma show that for the year 2023, the average purchase was around 86 euros per customer. The services are the core source of income, making up to 81 % from the total sales. Additional services bought on top of the main service, contribute 5,2 %, while products sold within the salon 13,8 %. With the web store, the commissioner aims to increase the sales of the products, with the focus on popular items like facial service-related products such as serums and moisturisers. (Personal communication with commissioner, January 12, 2024.)

1.3 Frame of reference

The frame of reference, visualised in Figure 1, highlights the main themes in the research. The research will be done by applying service design tools and principles, with a specific emphasis on enhancing customer experience and loyalty in a context of a beauty salon online service. Service design serves as a guiding framework, providing methods and principles aimed at optimising the overall online shopping experience and creating customer loyalty.

Service design tools, such as customer journey mapping and persona development will be done to identify the current state as well as the desirable future. These tools provide a structured approach to understanding customer interactions, identifying pain points, and providing improvement suggestions for creating a seamless online shopping journey.

Furthermore, the study will focus on customer experience. Influential factors of customer experience will be investigated from existing research and industry best practises. The research will identify key factors of customer experience and how those can be implemented in the context of a beauty salon's web store.

Finally, this frame of reference investigates the relationship of service design, customer experience, and online shopping within the context of a beauty salon. The integration of these elements will be the factors of building overall customer loyalty.

Figure 1. Frame of reference.

1.4 Research process

The research will utilise design thinking to help gain a deeper understanding of the problem and customers. The research process is divided into phases utilising the British Design Council's double diamond framework that consists of four stages: discover, define, develop, and deliver (The Design Council, n.d.).

The process starts by discovering the problem and to understand it. Then the problem is defined to more understandable form. After that, the possible solutions are developed to answer the problem. Lastly, the solutions are delivered which includes testing, possible rejecting and improving until the final solution. The process is not linear and previous phases can be revisited. The model was chosen because it offers a user-centred, iterative, and structured approach to design thinking, encouraging creativity, collaboration, and effective problem-solving. (The Design Council, n.d.)

The process has been altered to the schedule in Figure 2 by adding a background phase as the first step before the design process stages. Used methods and tools are presented on each step as well as the timeline in which the whole research is completed.
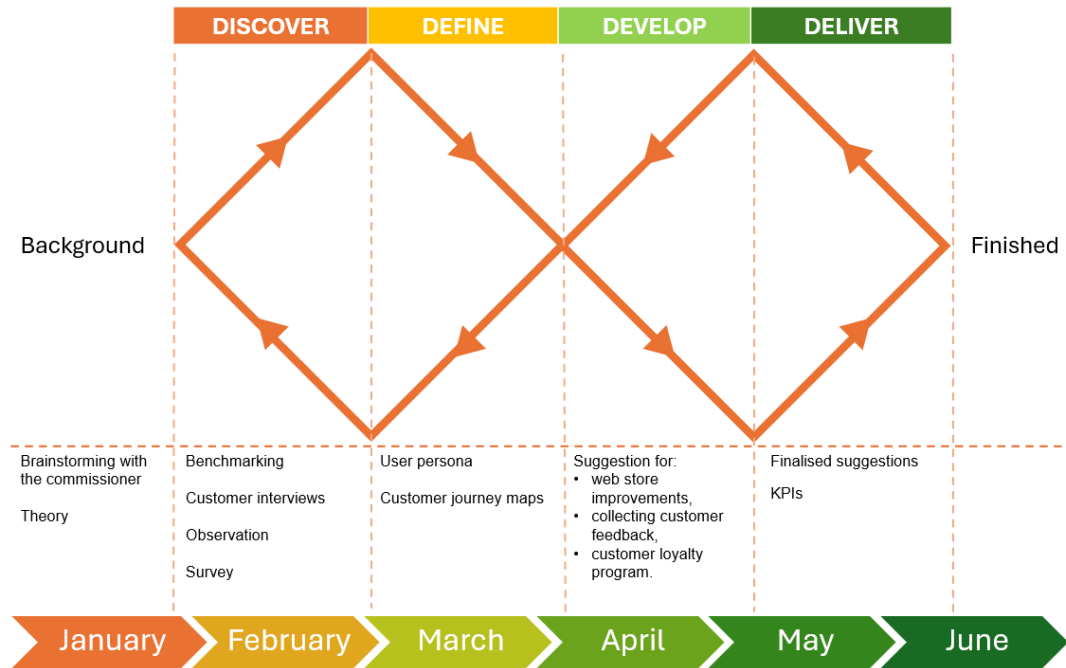

Figure 2. Research schedule and phases (The Design Council, n.d.).

The research methods are described in Table 1. The methods are introduced, described how they are used during the research, and what is the output from them. The phases of the research are described after the methods.

Table 1: Research methods.

Method	Description	Use	Output
Benchmarking	Investigating and comparing competitors in the same field and to utilise provenly good practises, avoiding mistakes, knowing the competitors for strategic decisions and find ways to differentiate positively. (Pöyhönen et al., 2023.)	Investigating some competitors online web stores.	Getting ideas for the suggestions.
Interviews	Conducting semi-structured interviews (defined open questions with open conversation) to gain more in dept knowledge about the users' thoughts and motivation. (Pöyhönen et al., 2023.)	Interviewing current clients of the beauty salon (five interviews).	Getting deeper knowledge of the current client's thoughts and wishes about online shopping (what features they value). Getting ideas for the customer feedback collection and loyalty program.
Observation and thinking aloud	Observing the users while using the service in a specific environment. Seeing and listening the user to understand their behaviour and to gain more deeper knowledge to optimise the service. (Pöyhönen et al., 2023.)	During the interviews, the interviewees share their screen and navigate in the online store for observing how they use the site and what they think of it. One more observation is done with a person who did not know the beauty salon in advance (six observations in total).	Gaining deeper understanding of the current state of the web store (what works and what does not).
Survey	Structured quantitative data collection with a questionnaire form that is sent to specific target group under investigation. Easy and fast way of collecting data. Good way of understanding phenomenon or general opinions or differences. The successfulness of	Survey questionnaire is sent to a Nordic style and beauty -Facebook group which represents the target group of the beauty salon.	Getting validation to the findings from the interviews which together forms the base for the suggestions.

	a survey relies on the questions asked and how those are understood. (Pöyhönen et al., 2023.)		
User persona	Fictional reference persona of a specific group of people. User personas are based on behaviours and needs and should represent the users of the service or product which is under investigation. It is important to include only relevant details to the context. (Stickdorn et al., 2018.)	Visualise the user on which the suggestions are based on (to answer their needs). The personas will be built according to the interview participants.	Summarising the interview results as personas. Personas can be used as a base for the future developments by the commissioner.
Customer journey map	Visualisation of the user's experience interacting with e.g., a service, product, or a brand. It describes all the key steps of the experience. It can be used to visualise existing experiences and potential future ones. The journey has stages from the beginning to the end and touchpoints where the user interacts with the service. Often, there's integrated a level of emotions that are experienced on each step. (Stickdorn et al., 2018.)	Visualise the users journey using the current web store. Pointing out the pain points and obstacles that needs to be addressed as well as the successful parts of the journey. Visualising also the possible new journey where the suggestions would be integrated.	Showcases the points which needs to be addressed and the suggested developments will provide answers. The new possible journey will help to visualise how the suggestions could develop the journey to the next level.

Background

The first stage of the research is to brainstorm with the commissioner to define what they want to receive from the research. The commissioner's wish is to get suggestions for their newly established web store to increase the sales and customer experience. In addition, the commissioner wishes to receive ideas for collecting customer feedback for developing the services further, as well as recommendations for a possible customer loyalty program.

Background information about the current situation and clientele is investigated from the data received from the commissioner. The commissioner provided information from their Timma and Google Analytics accounts which shows the sales numbers and statistics as well as the current website's traffic and use. These will set the ground for the Key Performance Indicators (KPI) set to measure the recommended developments (Parmenter, 2019). Theoretical framework of service design and design thinking creates a foundation for the research with a user-centric approach. Previous research about online shopping, customer experience and loyalty were investigated to support the research.

Discover phase

In the discovery phase, the data is collected to understand the problem. Benchmarking helps to find what similar companies have done and to collect the best ideas. The beauty salon's customers are interviewed about the company's current web store and insights on what they value in online shopping. The interviews are used to ask for opinions and suggestions regarding the customer loyalty program and for collecting feedback. The interviews are held in Microsoft Teams where the interviewees can share their screens for the observations. The interviewees are given tasks to navigate the web store and carry out certain actions. This is done to investigate how the web store flows and to identify the possible pain points.

A quantitative survey is done to collect more data about the web store customer experience and to obtain loyalty program suggestions. The survey will be posted on a Nordic style and beauty -Facebook group which has over 52 000 members. The group was recommended by the commissioner since the members fit well to the company's target group and clientele.

Define phase

User personas and customer journey map are developed from the gathered data during the discover-phase. It helps to understand the users and to identify the most crucial points in their journey in the context of the beauty salon's web store and overall customer experience and loyalty. The persona and customer journey map defines the key aspects which the solution suggestions should address.

Develop phase

The suggestions for the web store optimisation are developed based on the collected data. Customer feedback collecting suggestions and how to implement it to the web store process are developed, as well as suggestions for the future customer loyalty program. The company's resources and current web store platform are taken into consideration.

Deliver phase

During the delivery-phase, the developed suggestions are presented to the commissioner and finalised after feedback. The commissioner is provided KPIs to measure the results of the suggestions if they were to be implemented. The suggestions are not implemented or tested during this thesis process. The commissioner will decide whether to use the suggestions to develop the company's services.

2 Theoretical Background

The theoretical background for this thesis includes design thinking and service design which forms the framework for the research. The context of the research is the digital environment, with the focus being the customer experience, loyalty, and nudging. On top of the theoretical background, online shopping statistics are also investigated to support the research.

2.1 Design thinking and service design

Design thinking is a human-centred approach for innovation. It is an iterative, non-linear process, that includes phases such as emphasising, defining, ideating, prototyping, and testing. It is used to understand users, complex challenges, redefining problems and creating innovative solutions. The goal is to make desirable (answers people's needs), feasible (it is technically possible) and viable (generates profit) solutions. (Interaction Design Foundation - IxDF, 2016.)

Service design helps organisations look at their services from the customer's point of view. It balances the needs of the customer and the business, with the aim of making quality experiences. It is rooted in design thinking, bringing creative, human-centred process to improve existing services and create new ones. By collaborating with customers, organisations can truly understand their services from start to finish, making holistic and meaningful improvements. (Stickdorn et al., 2018.)

The principles of service design are the following:

- **Human-centred**, where every person's experience, affected by the service, should be considered.
- **Collaborative**, with engaging actively the relevant stakeholders from various backgrounds to the service design process.

- **Iterative**, experimenting, exploring, and adapting iteratively towards the implementation.
- **Sequential**, visualising the service in a sequence of interconnected actions.
- **Real**, research about actual needs, prototyping the ideas with actual users, and intangible values should be demonstrated as a physical or digital reality.
- **Holistic**, the entire service should be considered for all the relevant stakeholders and across the business. (Stickdorn et al. 2018.)

There are many service design frameworks, they all have the same principles but they utilise different tools. There's always diverging (collecting data and seeking opportunities) and convergent (making decisions) phases. The focus is always to solve the *right* problem. The process constantly moves forward and adapts. (Stickdorn et al., 2018.)

2.2 Customer experience

Customer experience has many definitions. Lemon and Verhoef (2016) define the term as:

"Multidimensional construct focusing on a customer's cognitive, emotional, behavioural, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey".

Customers interact with companies through multiple touchpoints in many different channels which creates complex customer journeys. Also, customer-to-customer interactions on social media cause significant challenges but also create opportunities for the companies. Creating strong and positive experiences during the customer's journey, is believed to increase conversion rates, customer loyalty and word of mouth. (Lemon & Verhoef, 2016.)

Saarijärvi and Puustinen (2020) define the customer experience as subjective experience which is built by every touchpoint between the company and the

customer. It has always existed, but it is now seen as a strategy and a major factor for competitive advantage. Customer experience broadens the perspective from the product or service to a larger multidimensional experience which is built during the customer's interactions with the company.

Overall customer experience can be divided into the stages of the customer's journey while interacting with the company, which includes different touchpoints. Lemon and Verhoef (2016) describes the flow in three stages from pre-purchase, purchase to post-purchase. There are only three main stages to make it more manageable. The customer's journey considers also past experiences which includes the previous purchases as well as the future experiences. All the stages are interconnected with each other and affects to the previous and to the future experiences. The stages are described on Figure 3.
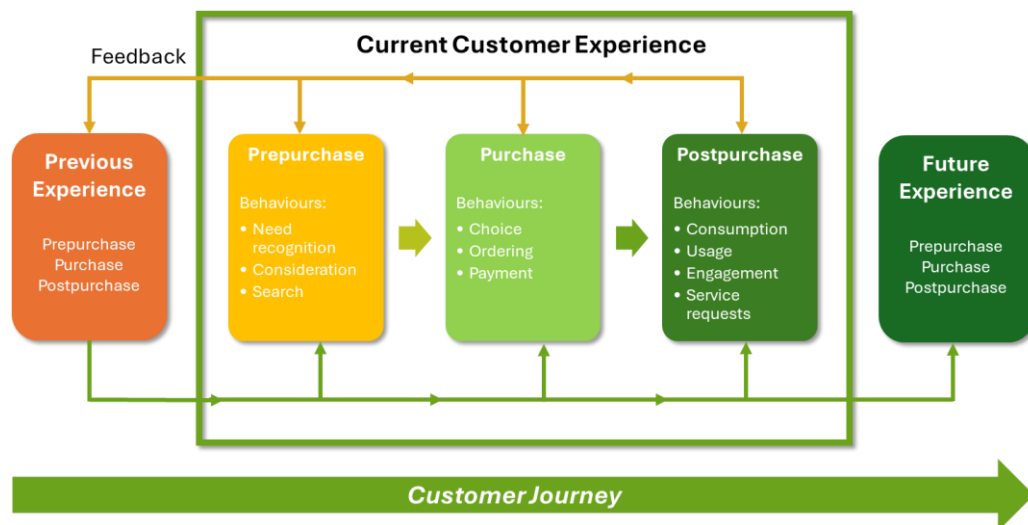

Figure 3. Process model for customer journey and experience (Lemon & Verhoef, 2016).

Prepurchase includes all customer's interactions with the company before the purchase. Identified behaviours are need recognition, consideration of options and search. It includes the customer's entire journey from recognising the need

or impulse to when they consider satisfying it with a purchase. (Lemon & Verhoef, 2016).

According to Filenius (2015), at this stage, the customer is exposed to the company's marketing and communication. The customer needs to decide that they want to purchase from the company. The choice can be based on the fact that the product is available immediately or the customer can use time comparing the products or services before the decision.

Filenius' experience model is similar to Lemon and Verhoef except it has a starting point phase before the prepurchase which includes expectations and attitudes towards the company or the service. Often the brand is familiar before from previous experiences or friends feedback or written articles. Attitude can be based on general experiences of the field of business, even though there would not be previous experiences with the business. (Filenius, 2015.)

The purchase is the most temporary stage out of the journey, but it is considered to be significant with how marketing activities, atmosphere, and service environment are influencing the purchasing decision (Lemon & Verhoef, 2016). The customer chooses, orders, and pays. This includes the actual business with the company (Filenius, 2015).

With multiple touchpoints leading to information overload, it becomes important to consider choice overload, purchase confidence, and decision satisfaction. These factors may influence customers to stop searching and either conclude or postpone their purchase. (Lemon & Verhoef, 2016.)

Post-purchase covers the interactions with the company after the actual purchase. It includes the usage, consumption, engagement, and service requests. The product is the most crucial touchpoint at this stage (Lemon & Verhoef, 2016). Customer can contact to ask advice, complain, return products, or re-purchase. The company can ask for feedback about the experience or approach the customer with targeted marketing (Filenius, 2015).

There can also be non-purchase behaviours such as word of mouth and other customer engagement. The post-purchase stage could lead to so-called "loyalty loop" where the customer returns to repurchase (Lemon & Verhoef, 2016). Loyalty loop is an ongoing cycle from post-purchase to retriggering, repurchasing and re-consumption experiences. It is a routinised cycle, and the customer loyalty builds all the time the service meets their expectations (Court et al., 2009).

To accomplish the loyalty loop, organisations need to streamline the customer journey by simplifying (eliminating unnecessary steps), personalisation (anticipating the customers preferences) and contextualisation (providing timely support). The experience is predictable, routinised, as well as effortless and satisfying. In the best-case-scenario, the customer becomes a brand advocate. The loyalty loops can also come to an end with loyalty-weakening incidents if the customer receives poor service or a competitive brand offers a better service. Such incidents can cause the customer to switch to an alternative brand or to a vulnerable repurchase for the time being but tentatively consider other brands. (Siebert et al., 2020.)

On top of the fact that the experience is always subjective and individual, the experience is also based on the situation at hand. It can change according to how urgent or important the situation is. The situation can make the customer very sensitive (good and bad), and the overall experience depends how in that situation the customer succeeds in the stages described earlier. It is almost impossible to create constantly good customer experience day after day. Especially when digital channels have become common, and the experience should be consistent at the physical store as well as in the web store. (Filenius, 2015.)

From the organisations point of view, every touchpoint is a possibility to build or destroy the desirable experience. Some touchpoints are easier for the company to manage than others. The company can affect their website and marketing content, but customers published reviews on social media, cannot be managed directly. The most important to remember is which factors can be affected.

Some touchpoints are more important for the customers than others, and it is important to understand which points are the most meaningful for the targeted customer groups. (Saarijärvi & Puustinen, 2020.)

People experience different types of customer experiences. The experiences are evaluated both with rational and emotional criteria. Most experiences are routine, everyday interactions and are not exceptional. These experiences have reached a limit for expectations from the previous experiences to a neutral, familiar, and safe level. Every now and then, the everyday experience can have unexpected moments that break the routine. The experience is not just *what* the customer gets, but also *how* they get it and how does it make them feel. There is always an opportunity for unexpected experience. (Saarijärvi & Puustinen, 2020.)

Predictable experiences meet customers' expectations, but they also may lead to loss of attention. Unpredictable experiences however generate excitement and curiosity to keep the interest but are also under the risk of fostering addictions. (Siebert et al., 2020.)

2.2.1 Customer experience in digital era

Digitalisation has changed the customer's journey radically. The customer handles a significant and increasingly larger part of the buying process by themselves. Social networks have become more important marketing channels, and in-person sales has at least partly made way for self-service. The digital customer journey does not often follow the traditional value chain because the customer moves as they feel between marketing, sales, and customer service. High customer satisfaction rate requires managing the customer experience beyond the organisation borders. (Korkiakoski & Gerdt, 2016.)

Digitalisation has increased the customer's power and effects the company's business in many ways. Most information is available openly online for consumers. The customer buying process has gotten more independent and the organisations possibilities of effecting it through in person sales has

decreased. Customers have real-time channels to share and give feedback to companies and their services. Online platforms create possibilities for re-sales between consumers. Increasing globalisation and online stores makes geographical borders become more insignificant, creating more competition. (Korkiakoski & Gerdt, 2016.)

In Ling Jiang et al. (2013) research about measuring customer perceptions of online shopping convenience, describes the key dimensions of customer experience in digital environment are:

- **Access convenience**, which is the primary driver for overall convenience in online shopping. Consumers online can access shops at any time and place which creates flexibility. This creates advantages of avoiding crowds, reducing waiting times, and minimising the effort to travel to a physical store. Consumers also appreciate a wide range of products, brands and stores that aren't available locally.
- **Search convenience**, which in theory allows online customers to research and compare products easily without physically visiting different stores. In the study, the search inconvenience was identified as a major obstacle for convenient and efficient online shopping. As potential issues were identified download speed, website design, search function and product classification.
- **Evaluation convenience**, meaning detailed and easily understandable product descriptions utilising for example, text, pictures, and videos on the website. There is an overwhelming selection of products and detailed information accessible with just one click, which makes online consumers more aware of evaluation convenience. Many shopping sites have incorporated customer review systems to save consumers time and effort during the evaluation process.
- **Transaction convenience**, meaning simple and easy to follow check-out process. Complex payment methods can stop the online shoppers from completing their purchase at the last minute.

- **Post-purchase convenience**, meaning how easily the customer gets the wanted products and starts to consume and enjoy them. This includes also how simple and easy it is to return a product. (Jiang et al., 2013.)

The main development areas in digital customer experience are service speed, personalisation, user-friendliness, which all are supported by technology environment. Customers expect immediate responses and receiving an order fast from the purchase. Services are expected to be real-time, always available, and mostly automated. The experience should feel personalised. Easiness has become a significant factor for customer loyalty – when using the service becomes troublesome, the customer loyalty will decrease as well. Lastly the technological environment is crucial in digital experience. Without a proper IT infrastructure, the digital time customer experience is difficult to achieve. (Gerdt & Eskelinen, 2018, pp. 57-58.)

2.2.2 Measuring customer experience

Customer experience is always individual and depends on the feeling at a specific time. That is why its absolute measuring is impossible. The goals for measuring customer experience are to (1) identify the current state, its development areas and pain points, (2) show the improvements to the previous situation, (3) comparing to competitors (benchmarking) and (4) help the organisation's management in decision making. (Filenius, 2015.)

It is important to realise the different levels of measuring the entire customer experience. It helps to identify the dimension in measuring the experience. Measuring the customer experience is relying on measuring a single action when it should be thought in a bigger picture. The levels are actions, experiences, and the business results. First it is needed to decide what business results the company wants to pursue. These could be financial (re-purchases) or functional (recommendations). If there is not a way to measure the specific goal, the actions that lead towards that goal can be measured

instead. When thinking about measuring the experience, it is always related to efficiency, easiness, or a feeling. On the third level, there are measurements for actions that lead to the experience. The levels are described in the Figure 4. (Korkiakoski & Gerdt, 2016.)
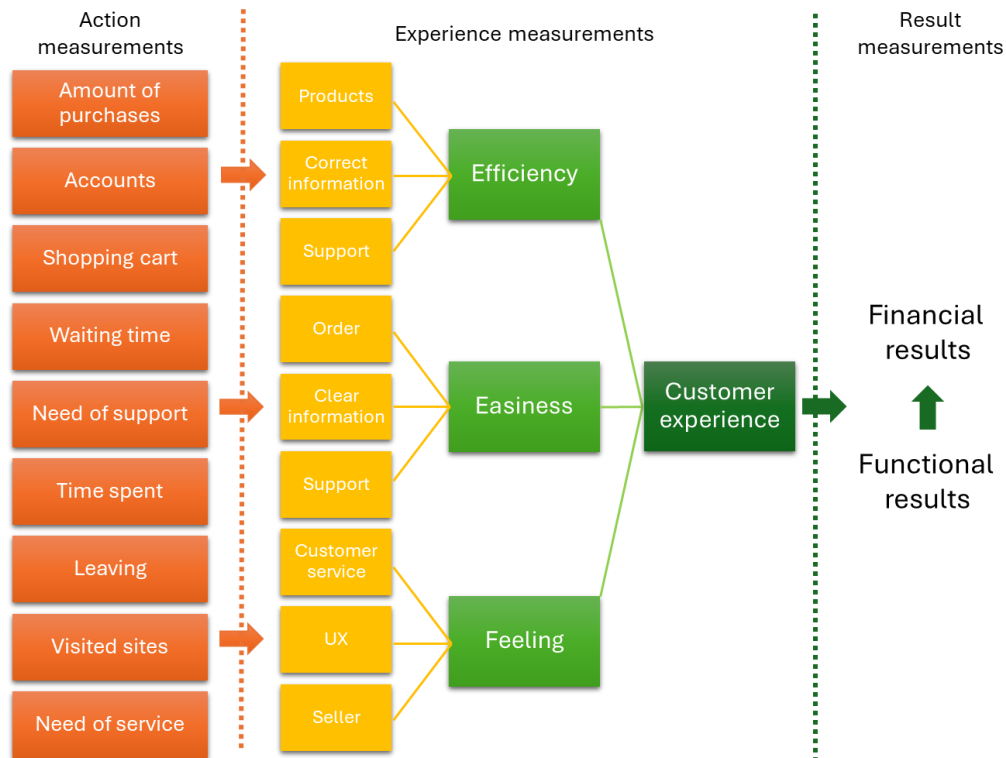
Figure 4: Factors of measuring the entire customer experience (Korkiakoski & Gerdt, 2016).

Customer experience is formed by the touchpoints during the customer's journey. It is essential to identify the relevant touchpoints for customer satisfaction, growth and viability and measure them. It is important to know the causes and effects on the experience, and consequences for the business. (Saarijärvi & Puustinen, 2020.)

The basis for measuring customer experience is to first define what to measure and why. It should be connected to the business goals such as growth and profitability. The measuring should be systematic, but not too often, for example once a month. Customers should be motivated to answer and not burden or annoy them with constant questioning. It is important to identify what the metrics

are measuring and what not, with analysing the results as well, to make sure the validity and reliability. The whole customer journey is impossible to measure, so there is a need to prioritise the most critical points to focus with the metrics and when to measure (during, after or even before the journey). The metrics should be tied to a context such as brand, service, or a product. The wording of the questions should be considered carefully. Target and goal levels are important to set, what is the satisfied level so the resources can be used effectively. Most importantly the results of the metrics should be then put into actions. (Saarijärvi & Puustinen, 2020.)

Popular metric that companies are using, is the Net Promoter Score (NPS) which measures how likely the customer would promote the product, company, or brand from a scale 0 – 10. The metric is a ratio number where the strong promoters are compared to the respondents that are not willing to promote. The promoters are the ones who choose 9 or 10 and the critics (not willing to promote) are the ones who chooses from 0 to 6. The answers 7 and 8 are neutral and are eliminated from the actual analysis. The NPS score is calculated with the percentage of the promoter decreased by the percentage of critics. (Filenius, 2015.)

The score is useful if it is used systematically because it shows the trend how the customer experience evolves. It also has some significant flaws. Firstly, the customer reports a feeling that is left after the whole process. It cannot identify for example if the process started with a good experience but turned bad in the last few steps. Secondly, it does not show where in the process the good and the bad experiences happen that creates the feeling which shows on the chosen number. That is why the companies need to add open questions after the scale to identify the development areas and reasons for the score. Thirdly, especially Finns are unlikely to give a score on the top of the scale which causes that the overall score will be easily negative. The score needs to be recognised as measuring the change from the previous score to the next, rather than just looking at the score itself. (Filenius, 2015.)

Another metric similar to NPS is the Customer Effort Score (CES) which measures how effortless the service felt. It is used especially in call centres where customers call for information or to solve a problem. Since, a one off phone call is so brief, it is more suitable to ask how easy or effortless the handling was, rather than asking their likeliness to promote the company. (Korkiakoski & Gerdt, 2016.)

For CES, there are not clear usage instructions, unlike the NPS model. The question can change according to the encounter. British Telecom has built a CES/NPS type formula where the easiness index is calculated in a similar way to NPS. Customer chooses from the scale 1-7 the easiness score (1 being very easy, 7 very hard and 4 neither). The percentage of answers that chose from 1-3 (handling being easy) is taken away from the percentage of answers that chose 5-7 (handling being hard) to produce the easiness index. (Korkiakoski & Gerdt, 2016.)

2.3 Customer loyalty

Customer loyalty means the consumers commitment to purchase the company's products or service also in the future (Oliver, 1999). For the company's profitability perspective, the customers that return are significantly important. Usually, the customer needs to do several transactions before they come profitable to the company which is why it is critical for organisations to get customers to return and stay as customers. On the company's perspective it can be called customer retention. On the opposite to this is the churn rate which are those customers that stops interacting with the company. (Saarijärvi & Puustinen, 2020.)

It is important to identify what kind of customer loyalty the consumers experience. In research literature, customer loyalty is defined through two components: behavioural and attitudinal. Behavioural customer loyalty is based on the customer behaviour for example visiting the company's store. It shows the actual purchasing behaviour, but it does not tell the whole truth about the

loyalty. The customer might visit the store because it is the only option for them, so they are in a way "forced" to be loyal for the store. Attitudinal customer loyalty on the contrary refers to the customer's motivation to be the company's customer and the strong belief that the company is the best choice for them. It is cognitive and affective attachment for a service provider. (Saarijärvi & Puustinen, 2020.)

The customer loyalty can be defined with different levels. In Oliver's model, the company's goal is to develop the customer relationship through cognitive, affective, and conative levels towards the action loyalty. The levels are presented on the Figure 5. (Oliver, 1999; Saarijärvi & Puustinen, 2020.)
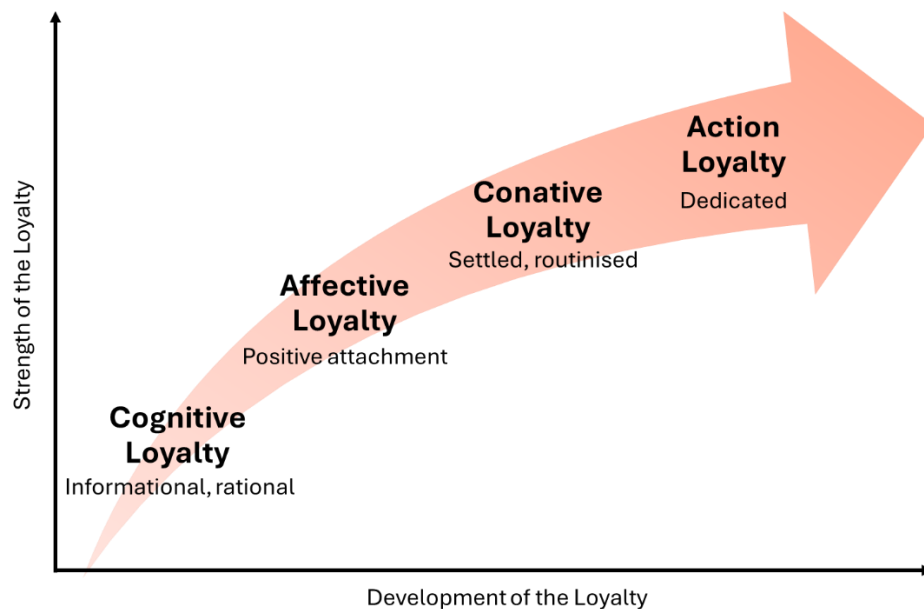
Figure 5: Customer loyalty levels (Saarijärvi & Puustinen, 2020).

The cognitive level of the customer's loyalty is based on information and deliberate preferring of the company's products and services. The loyalty is a consequence of rational decision making through information, comparing choices, ending up that the company is the most suitable option. On the affective level the loyalty is deeper, and it is caused by a positive experience that has led to an attachment to the company or its products or services. The customer is satisfied and has positive feelings that the expectations are met,

and they start to prefer the company or the brand from others. This level can be established with strong, emotive marketing which can resonate with the consumers personal values and creates an affection. On a conative level, the customer is settled to purchase from the company continuously. The customer is committed on a cognitive and affective level and does not question their choice of using the company's products or services. Even though the conative level is deeper than the affective level with the strong re-purchase actions with the satisfaction and positive emotions, it does not prevent the customer to switch to another provider. Finally, the action level of customer loyalty is reached when the customer is ready to make effort so that they can remain as customers. At this stage, the customer does not think other choices and is ready to make significant sacrifices to purchase from the brand. (Oliver, 1999; Saarijärvi & Puustinen, 2020.)

2.4 Online shopping

Online shopping became popular during the COVID-19 pandemic and in 2023, post pandemic, the trend has solidified. This can be shown from Paytrail's 2023 report of Finnish Online Shopping. The study shows that 77 % of respondents stated that they had purchased products or services online in the past 28 days. From age group of 18 – 49 the percentage was as much as 93 %. (Paytrail by Nets, 2023.)

Domestic online shopping

According to the 2023 International Post Corporation cross-border e-commerce shopper survey, there is an anticipated increase in domestic online shopping. A 70% of respondents expressed their intention to buy more from local online stores, with 25% specifying they plan to buy much more in the future (International Post Corporation, 2024). This trend is also reflected in Nets' 2022 e-commerce report, where 66% of respondents reported purchasing from a Finnish online store. Age-wise, 58% of individuals in the 18-29 category

preferred buying from domestic online stores rather than international ones. The percentages were 56% for the 30-49 age group and 49% for those aged 50-64. Supporting local businesses for more personal connection and avoiding support for international giants (such as Amazon) were cited as reasons by respondents. (Paytrail by Nets, 2023.)

However, with the consumers intention of supporting domestic stores, Vilkas Group's Online Shopping Index reveals a decline in purchasing power in Finland. The index measures the development of Finnish online shopping by considering the change in euros spent on online stores, number of orders and average value of the purchase (Vilkas Group, n.d.). The index had dropped almost 25% from the first to the third quarter of 2023. According to Vilkas CEO Markku Korkiakoski, this decline is attributed to rising interest rates and inflation, leading to reduced consumer spending. (Vilkas Group, 2023.)

By the end of the year 2023, the index rate had dropped 33 %, to the same level as in 2019. To stop the decline, Korkiakoski encourages Finnish retailers to utilise artificial intelligence (AI) which is already in use by foreign competitors. Online shopping is over five percent of the Finnish gross domestic product (GDP) which makes it national size matter according to Korkiakoski. (Vilkas, 2024.)

Reasons to shop online

The Paytrail's report identified easiness (36%), lower prices (10%), a broader selection (10%), and timesaving (9%) as the main reasons for online purchases. For beauty products the report showed a preference for in-store shopping at 38%, while 22% preferred online shopping. (Paytrail by Nets, 2023.)

Klarna's research found that 97% of the Finnish online shoppers compare prices between different retailers, with 57% doing so often. Lower prices, easier comparison, timesaving, better product information, and multiple payment methods were cited as the benefits of online stores. However, 63% still believe that the best overall experience is in physical stores. (Klarna, 2023.)

The most wanted innovations in online shopping were highlighted from Finnish respondents, with 57% wanting frictionless payments, 30% preferring personalized service, 33% seeking personalized product recommendations, and 32% aspiring for a seamless omnichannel experience. Virtual and augmented reality was chosen by 19 % of the respondents (Klarna, 2023). The most popular categories for online purchases in Finland include clothing (49%), shoes (33%), cosmetics and body care (26%), and drugstore and health products (21%) (Statista, 2023).

To increase the conversion, it is important to understand the reasons why customers abandon the shopping cart and leave the site. According to Baymard Institute's study in United States, the average cart abandonment rate was 70,91 %. Some are "window shopping", comparing prices, not yet ready to make the purchase et cetera which affects the conversion rate. The biggest reason for abandonment during checkout, with 47 % of the respondents, was extra costs added to the final price, for example shipping, taxes, or other fees. Some other reasons were forcing to create an account (25 %), slow delivery (24%), not trusting the site with credit card information (19%) and too long or complicated checkout process (18%). (Baymard Institute, 2023.)

Digital nudging

Digital nudging is used to guide people's behaviour with user interface design elements in the digital environment. The choice is often affected by how the choice is been presented. Simple alterations on the choices can influence people's behaviour and make them choose in a predictable way. Even just changing a default option can affect majorly on the outcome. (Weinmann et al., 2016.)

Weinman et al. introduced the term digital nudging the first time in 2016 (Jesse & Jannach, 2021). Research on nudging has traditionally focused on offline contexts. Traditional economic theory assumes human behaviour is rational, but nudging acknowledges that people do not always behave rationally.

Psychological research has shown that cognitive limitations lead people to act in limited rational ways, and various heuristics and biases influence decision-making. (Weinmann et al., 2016.)

Thaler and Sunstein (2008) present in their book *Nudge: Improving Decisions About Health, Wealth, and Happiness*, there is no such thing as neutral design. The environment where people make choices is always organised by the so-called choice architects who may or may not realise it themselves. The choice architects can steer the people into making *"better choices"* which Thaler and Sunstein calls with the term *libertarian paternalism.* The libertarian part stands for the freedom of choice and paternalism for influencing people's behaviour to steer them to the right direction. All the choices are available, and the people can choose what they like, but they are self-consciously steered to move towards the directions that makes their lives better.

Mirsch et al. (2018) introduced the Digital Nudge Design Method (DND) for designing digital nudges to influence users decision-making and lead to the desired goal. The method is formed with the requirements from both theory and practical application. The method has four main stages: defining the digital nudge context, ideation and design, implementation, and evaluation, which are visualised in Figure 6.
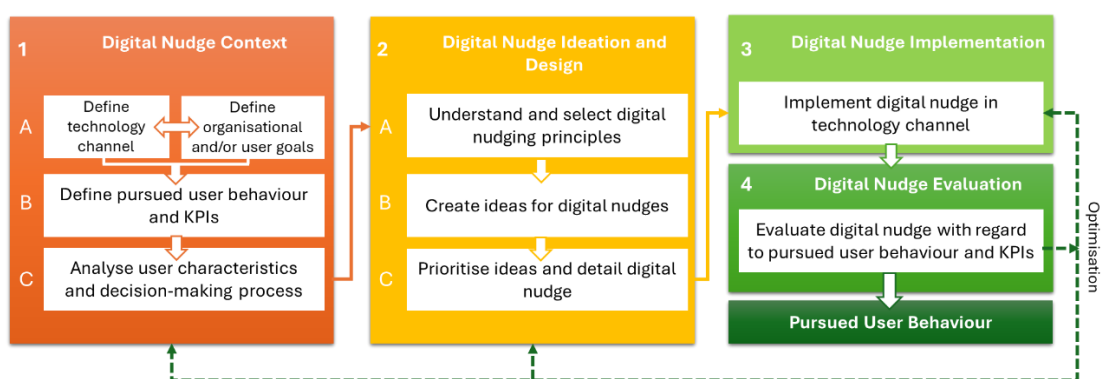

Figure 6: Digital nudge design method (Mirsch et al., 2018).

On the first phase, the technology channel (such as website or mobile) is defined in which the nudge will be implemented as well as the user and/or

business goal for example to solve a specific problem. It depends on whether the technology channel is available or what is wanted to pursued according to business or user goal. To identify the user goals, it includes qualitative approaches such as focus groups, user interviews, persona- and scenario-building, customer journeys and field tests, and quantitative approaches such as data analytics like Google Analytics and surveys. After that, the pursued user behaviour is defined and how it can be measured as well as analysing what drives the user towards the specific goal (for example, making a purchase) and what may prevent that from happening. The gathered insights from the phase one are used as a base for the next phase. (Mirsch et al., 2018.)

During the second phase includes understanding, creating, selecting, and prioritising digital nudges. It requires knowledge about the principles of digital nudges. Based on Mirsch, Lehrer and Jung's (2017) literature review in their report of *Digital Nudging: Altering User Behaviour in Digital Environments*, the common principles (most mentioned) and their psychological effects in a digital context are the following:

- **Framing**. Shaping how information and choices are presented. The way choices are framed, can have a significant impact on decision-making. That makes the decision outcomes more predictable. For example, in a digital context, on the product page in a web store can be presented also related products which might trigger the user to an additional purchase that was not planned in the first place.
- **Status Quo Bias**. Describes the tendency for people to prefer keeping things the same and maintain the situation, even if the alternative option would be better, rather than change it. As an example of this are default choices that are presented, and the user must actively make a change.
- **Social Norms**. Unwritten rules and expectations withing a society or a particular group that guides social behaviour without being part of laws. People tend to search for social proof and align towards the behaviour of others. For example, in a digital context having customer reviews or recommending what others have also bought.

- **Loss aversion**. A psychological impact where people are more motivated to avoid losses rather than pursue potential gains. For example, having statements of "in high demand" or discount only valid for today triggers the user to think that they can *lose* the opportunity. By implying the popularity or limitation, can accelerate the purchase decision.

- **Anchoring and Adjustment**. Providing information in the decision frame, that gives the user a reference point ("anchor") which serves as a starting point for assessing decision. For example, how prices are displayed, affect the users price perception.

- **Hyperbolic Discounting**. Perception of time and rewards, where people have the tendency of prefer immediate rewards, even if they would be smaller, rather greater rewards in the long term. The rewards can be direct price reductions or vouchers for example offering a discount when paying immediately which nudges the user to make the purchase.

- **Decoupling**. Separating the cost or effects from the decision to decrease the barrier to make the decision and the purchase would be more likely. For example, offering financing for the purchased products which makes the decision easier when the payment can be dealt later.

- **Priming**. Preparing the people for making decisions when the situation comes across. Different topic, moods, questions, and information can be provided in advance in different channels to lead them to the decision. This can be done by visualising the consequences of the decision which can also be seen as part of framing. For example, showcasing emotional traveling pictures and different destinations can nudge the user towards travelling and choosing the specific destination.

- **Availability Heuristic**. A mental shortcut that people use to make judgements and decisions based on how easily they can think of examples or instances of it the ease. If soothing comes to mind easily, they might think it's more comment and therefore more likely to happen. For example, media campaigns can showcase vivid pictures of fatal outcomes caused by smoking and plane crashes which can alter the

decision-making process if the image is in the forefront of the mind. (Mirsch et al., 2017.)

The appropriate principles, that drive towards the defined goal, are selected. Ideas are created through for example brainstorming session to find the most suitable and successful nudges (Mirsch et al., 2018). It is important to realise that copying nudges from another organisation is not recommended since the effects are strongly dependent on the context (Weinmann et al., 2016).

After creating ideas for digital nudges, they are prioritised based on the implementation and evaluation efficiency. They should be assessed by the influence of decision-making principles as well as respecting the freedom of choice and usefulness. Selected nudges need to be also corresponding to organisation's internal guidelines. Prioritised nudge ideas are then described using for example low- or high-fidelity prototypes. (Mirsch et al., 2018.)

On a third phase, technical knowledge is required, when the nudge is implemented to the chosen technology channel (e.g., website or mobile app). The implementation should be done in a standard that allows a valid test (e.g., with a minimum viable product). The implementation should consider responsiveness, accuracy, ease of use and convenience as well as organisation's design guidelines. (Mirsch et al., 2018.)

On the final phase the nudge's efficiency is evaluated based on achieving desired goals that were identified with the KPIs. If the nudge does not give the desired effect, the process recommends returning to previous phases. (Mirsch et al., 2018.)

Digital nudging is still a new concept. New design theories will likely be introduced in the near future that extend the knowledge in digital choice environments from psychology and behavioural economics. There will be new devices and interface design elements (for example, kinetics, virtual reality, and holograms) that designers need to understand and their potential effects on users' behaviour in judgment and decision making. (Weinmann et al., 2016.)

3 Research Process

The research process describes the conducted research which is divided into phases according to the Design Council's double diamond model (The Design Council, n.d.). This part presents the gathered data with the chosen methods (described on 1.4 Research process), defined results from them as well as developed suggestions. The findings from the research process and developed suggestions described on this part, were presented to the commissioner.

3.1 Discover phase

In this section, the results from the data gathering will be introduced. The competitors were investigated with benchmarking, the commissioner's clientele were interviewed and observed using the web store, as well as quantitative survey to validate results and ideas that came from the interviews. From analysing the results, the customer journey and personas were developed.

3.1.1 Benchmarking

Finnish skincare companies' web stores were investigated for ideas and to see what others on the field had done. The beauty industry is broad and there are many similar salons with a web store around the Helsinki Metropolitan Area. The base structure of the web stores was similar – navigation done by skin types, brands, or body parts (face, body, hair et cetera). According to the research, Finnish beauty salons utilise ready-made web store platforms such as Shopify and MyCashflow which is why features such as shopping cart and check out processes are similar. Also, the commissioner utilises MyCashflow platform. Ready-made platform makes the web store development easy but if there is a need for tailored functionalities or features that are not included to the package solution, they need to be purchased separately from the provider (MyCashflow, n.d.). This restricts the possibilities to personalise the site.

Three companies were chosen for a deeper investigation. The commissioner provided one company that had a similar look and to what they have. Two other companies were chosen as well which both had similar branding to the commissioner. The companies web store features are described on a Table 2.

Company A is a natural cosmetics and skincare company which has one salon in Helsinki Metropolitan area. Company B is a beauty salon and a hairdressing company which has three salons in Helsinki Metropolitan Area. Company C is fully online cosmetics and skin care products selling company. The companies have similarities with the commissioner's web store. Because of that, the features that were different or innovative compared to the commissioner's web store are noted.

Table 2: Benchmarking.

	Company A	Company B	Company C
Used categories for navigation	- Large selection divided into face, hair, body, make-up, and hair etc. - Subcategories by products. - Also, a category for "your skin's need".	- By brands (6) - Subcategories by products.	- Large selection divided into face, body, hair, make-up, home etc. - Subcategories below by products and by "find solution".
Product display	- Product card (when browsing) has a head statement of the product. - INCI, videos, more detailed info (where produced, vegan, fragrance-free etc.) - Reviews can be seen clearly.	- For some products, clinical testing, and consumer panel results. - For every product, different things in the description (not cohesive). Also laid out differently for each product.	- Product size well displayed next to the price. - Stated clearly what problems it solves. - Reviews are clear. - Ingredients available with description what they are. - Suggests sets where the product is a part of.
Shipping and delivery	- Can select a pickup point or home delivery. - Recommends the closest pickup point.	- Can select a pickup point. - No home delivery or from the store. - Recommends the closest pickup point.	- Can select a pickup point. - Recommends the closest pickup point.
Cross and up-selling	- When adding to basket comes big pop-up "what other customers bought as well".	- No cross- or upselling features.	- At the checkout before the summary of the order.
Social proof	- Many reviews, clearly stated on each product with stars. - Customer stories about their skincare etc.	- No customer reviews. - Some products have in the description results from consumer testing etc.	- Many reviews. Clearly shown with stars on each product.
Innovative features	- On the category page a short introduction to the category and the skin care routine with direct links to the categories mentioned.	- Live chat and after hours can be used for offline messaging. Powered by Tawk.to	- Videos and moving symbols which catch the eye.

	- Free samples option (did not work though). - Chat to ask help on and offline. Powered by Chatra.		- Bonus products to choose (with points got from the order) when joining the membership. - Free samples at the checkout to choose to the order. - Digital face analysis feature (with mobile or browser). - Chat to ask help. Powered by Zendesk.
Customer loyalty program	- Yes. Members need to sign up and get personal offers (offer codes, product gifts and free deliveries). Also provides the order history. Access to members only offers and events.	- No	- Yes. Members collect points from purchases and can be used to buy product from a bonus shop. Product samples for every order (voluntary to choose) and a birthday gift. Two stages and on the Gold stage getting orders from the top of the line, free deliveries and special bonus offers and bonus store includes the whole store selection. Bonus points can be also collected by reviewing products and ordering newsletter and text message notifications.

3.1.2 Customer interviews

The commissioner provided existing customers that agreed to take part in an interview. Altogether five customers were interviewed. Interviews were held in February 2024 when the web store had just been launched. The main goal was to find out the current state of the web store as well as the customers current buying habits with skin care products, what do they value in a web store, and experiences and suggestions for customer feedback collection and loyalty program. The interviews were semi-constructed, with predetermined open questions and an observation part.

The interviews were held in Microsoft Teams meeting for screen sharing purposes. At one stage of the interview, the interviewees were asked to share their screen and navigate in the web store to detect what works and what does not according to their use experience. This part is explained on the next section, 3.1.3 Observation. The interview started with background questions and skin care buying habits as well as asking opinions about online shopping. The interview questions can be found on Appendix 1.

Background

All participants live in Helsinki Metropolitan Area. Their ages were from 24 to 64 years old (two under 30, two between 30 and 40 and one 64 years old). All used online stores when buying familiar products. Two said that they buy the products from the beauty salon after they have used the salon's services because then it is the most convenient. Many mentioned that with new products, they prefer to go to a physical store to first try them out and having the opportunity to ask help as well. For everyone the reasons to use a web store is the convenience and the opportunity to buy whenever it is suitable for them. Three mentioned about having a problematic skin which is why they buy products that their cosmetologist has recommended or what has been proven to be working with their skin.

All interviewees said about buying skin care products every month or two – whenever they ran out. All were loyal to certain brands or products that they use but could change brands or products if recommended. Few said about trying every now and then products from the same brand.

Web store experiences

Participants were asked to about previous good experiences in a web store and what made it good. Everyone mentioned clarity and ease of use when finding products. Mobile optimising came up as well that it is important to use the site also on a mobile screen. One participant said that they use only mobile when shopping online. Product categories and easy paths were mentioned as most important factors in a web store. Also, participants valued the company information showing clearly and easily on the site, for building trust. When asked about a bad experience, the participants said about not having the product size showing, cluttered pages, not mobile optimised which causes unnecessary miss clicks, search of the products is hard, unable to search by brand and limited payment options (for example only card payment).

Purchase decision

Price and quality ratio, informative product description and recommendations came up as the factors that affect their purchase decision making. The factors that could help the decision making were product reviews, package deals, product descriptions and instructions how to use it. Also, the effortless on using the site and buying without any unnecessary hurdles. All said that they have abandoned shopping carts many times. The reasons were "window shopping" and adding the interesting products to the basket to then afterwards to see how the cart looks and how much all of it would cost. By then usually the impulse buying feeling had worn off and they had decided that they did not need the products.

Product samples was seen as a plus because they are easy way of trying new products. One said about not ever thought about them but would be nice. Some said that they are nice only if able to choose the samples. Otherwise, they would be wasted and put in a bin. Two participants mentioned about travel size products which would be better to have available for purchase.

Delivery and packaging

Everyone wanted the delivery to be fast – within a week from ordering. Pick up points nearby was important factor and the ability to choose the most convenient option. Estimated delivery time was a plus, as well as clearly notifying when the package has dispatched and when it has arrived. For the packaging, the participants said about having a proper size box, not too much filling which is then difficult to recycle. Few said about placing the products nicely in the package and having the order list on the top when opening it. Having a nice-looking package and with a thank-you-note was seen as a plus which creates a nice, rememberable feeling.

Customer loyalty program

Everyone said about being a member of some or many customer loyalty programs. The main reasons were having discounts from the purchases. Some mentioned for reasons also about receiving newsletters, electronic receipts, and access to purchase history. The most important benefits of belonging to loyalty program was the discounts as well as hearing about events, new arrivals or so called "club days" beforehand. The factors that the participants mentioned they would wish for were discounts (seasonal and campaign styled), themed events (for example, Christmas calendar, member evenings to try out new products or treatments), "stamp card" style collecting for discounts on future purchases (commits to come again) and recorded Q&A sessions.

Customer feedback forms

Everyone had received a customer feedback form from most companies after using a service or buying mainly via email. Some said that sometimes they come too often even from the same store (every time a new one after visiting). Many said that they have not answered them. Only one said that they answered every time, except if it came too soon again from the same store. Few said that they answer to them mainly if the product or service has been exceptionally good which then makes them want to share it. Also, some mentioned that if the timing is not right, they will not answer (if the product has not arrived yet). The best time for asking feedback was for most participants after a while from the purchase, so there would have been time to use the product first. Still, they thought that it should happen withing the buying process but at the latest phase, after the product has been delivered. One participant said that the feedback should be asked straight after purchase on the web site. It was also mentioned that the feedback should not be asked when there is already a lot of other emails sent about the purchase such as order confirmation, package dispatched and arrival notification, because it will get lost in the message overload.

Everyone mentioned that the best feedback form would be to have a scale (most said from 1-5) to choose a number, star, or emoji – easy and quick to do and would not require to move to another site. Open field was seen as a plus but not mandatory. The participants thought it is good to have the option to give open feedback if wanted but otherwise just answering questions with a scale.

3.1.3 Observation and thinking aloud

The observation was done during the interviews. The participants were asked to share their screen and go first to the beaty salon's website. From there they were asked first to find a way to the web store. At the web store they were asked to freely look around the site, click things and to think aloud whatever they were thinking, what works, what does not et cetera. They were asked to do

some tasks related to the buying process - find suitable products for them as well as adding them to basket and go to checkout. Every step they were asked opinions unless they actively said them out load.

Altogether, six observations were done. Five of the participants were the salon's current customers which were done during the interviews. One more observation was added after who was unfamiliar to the company. During the observations, it was shown that some of the current customers were mainly focusing on the positive factors and did not say criticism straightforwardly. Some development points were detected by their behaviour and reactions during the observation, but they did not say them out load like they did with positive factors. The customers were loyal towards the company which affected their comments during the observation. That is why there was a need to arrange another observation with someone who did not know the company beforehand to detect possible development areas better.

Finding the web store

The first task was to find to the web store from the salon's web site. Four participants found it easily on the top navigations of the web site. Their mouse went straight to the top navigation. Two participants were struggling to find it first since the contrast between the headline text and the background was low (white text on a picture of the salon) as shown on the Picture 1. A top bar appears after scrolling and then the headline text changes to black on white background as shown on a Picture 2. After that, they were able to spot the web store link. One participant clicked a news story on a carousel at the site which stated the opening of the web store but was unable to find a link from there.

Picture 1: Navigation bar on the Beauty Salon's web site (first) (Beauty Salon, 2024).

Etusivu   Verkkokauppa   Palvelumme ˅   Lahjakortti   Artikkelit   Yhteystiedot   **Varaa aika**

Picture 2: Navigation bar on the Beauty Salon's web site (after scrolling) (Beauty Salon, 2024).

First impressions

First impressions of the web store were positive from all the participants. They were complimenting the landing page's fresh and professional look, good colours (cohesive with the salon's site), navigation options with relevant categories of the products, big and good quality pictures, and a personal touch with a picture of the owners on the front-page picture carousel. Only two development areas were found on the landing page. Two participants said about the picture carousel changing the pictures too fast. One participant gave feedback on the top navigation bar that the headlines were too close to each other when there could be room for more space in between.
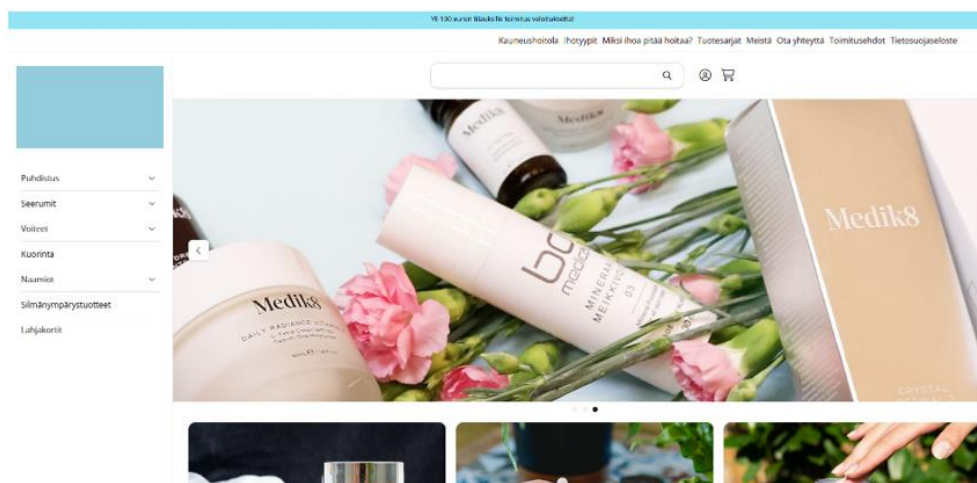
Picture 3: Landing page (Beauty Salon web store, 2024).

After scrolling and investigating the site more, all the participants thought positively about the product categories and underneath as sub-categories the skin types shown on a Picture 4. All found especially the skin type category

navigation the most useful and made the search easy. Recommended and the most popular product sections were received positively and drew the participants in to look more.
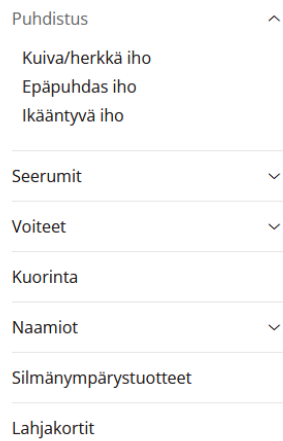
Cleansing, sub-headings: dry/sensitive skin, acne skin, aging skin, Serums, Moisturises, Peeling, Masks, Eye Creams, Gift Cards.

Picture 4: Sub-categories (Beauty Salon web store, 2024).

Information pages

The top navigation headlines had information pages such as "why skin needs to be treated", "skin types", "brands" and "ask from a cosmetologist" with a 24-hour response promise during weekdays. The participants thought the pages were good addition and if needed help or are new to skin care, they could guide how to start the skin care routine and even support purchase decision.

The information pages were informative and were filled with text. For some pages it was well organised but for some the text should be reduced or sectioned with headlines or having a summary with just main bullet points for people who just want a quick look. One participant read some of the pages and noticed that in the text it was partly written in a passive form and partly in a first-person. They recommended that it could be changed completely to first-person and even add the cosmetologist's picture so it would give expression that the

cosmetologist is given the tips. Also, there were comments to add pictures to the information pages to give it a livelier look.

The information pages opened as a blank page with just the headline as seen on Picture 5. A navigation appeared on the left side where the different pages could be opened. All participants, who clicked to the top navigation pages, reacted to the blank page but only two vocalised the problem. This problem does not appear on a mobile version since the navigation is below the headline.

Why skin needs care? Left navigation headlines: About us, Beauty Salon, Skin types, Why skin needs care? Subheadings: How to start skincare, Optimal skincare, CSA-routine, Cleansing.

Picture 5: Information page (Beauty Salon web store, 2024).

Product search

When searching the products, the participants found it easy and clear where everything is found. Two participants commented that when they clicked the product category, for example "Scrubs", it opens a page which is filled with a picture as seen on Picture 6. The headline or the products of the category could not be seen straight away which made the participants confused.

Picture 6: Category landing page (Beauty Salon web store, 2024).

The open search worked well, when two participants tried it. Sorting options were found useful, although the sorting with a specific price range was for many categories just one choice (0-50 €) which made that option useless. One participant thought that maybe a scale that the person can adjust themselves could work better. Two participants accidentally clicked a brand name when trying to go to the product details which caused confusion. Both realised quickly that the whole picture of the product and the product name led to the product details and thought afterwards that it is nice to have the opportunity to go the brand page as well.

Product descriptions

Product descriptions were informative and the key words describing the product as well as the instructions how to use it and to whom it suits was seen beneficial. All liked the fact that it was clearly stated that if the product is in stock as well as having a delivery cost on the product page. All participants said that they could make the purchase decision based on the given information about the product. Few development areas came across. The size of the product should be visible on the product description (also when browsing products). Some product names where descriptive enough by themselves but for some it was unclear if the product is a toner or a cleanser. Some participants liked how the discounts were showing and some said that discount tags should be bigger

on the product display and having a campaign name describing why it is on discount.

Underneath the product description are sections for similar products and suitable together with the product. They were found useful if the participant realised to scroll down to see them. Some participants read from the product description that the product was recommended to use together with a toner, but that was not found on the "suitable together" section. That lead to situation that the participant tried to then find toners and could not find that category. They went back to the cleansing category and then noticed that toners were there but not as own category.

Also, noted was that if the product did not have a picture, there was a generic placeholder image of an X which could have been replaced with something else shown on a picture 7.

Bielenda
Oil Cleansing balm
28,00 €

| **Lisää ostoskoriin** |

Picture 7: Product placeholder image (Beauty Salon web store, 2024).

Some participants were hoping to compare the products but also stated that maybe that is too much to expect. One respondent said about having the ingredients available on the product descriptions for comparing the products. One suggested that it would be nice to have sets displayed that they could buy individually or a whole compatible set.

Adding to basket

Adding the products to the basket was considered easy and well presented on the product page. Also, while browsing the products, the call-to-action button was clear and visible. Everyone appreciated that the basket appeared on the left side (seen from picture 8) when adding the products. When adding an item to the basket, original page went darker so that the customers attention was drawn to the basket. It faded away when clicked outside of it or closed it from the x-button. Only one participant got distracted and accidentally clicked the "edit basket" button thinking it was "continue shopping" button because it was underneath the "go to checkout". They realised soon after that they could have just closed the appeared side window and continued.
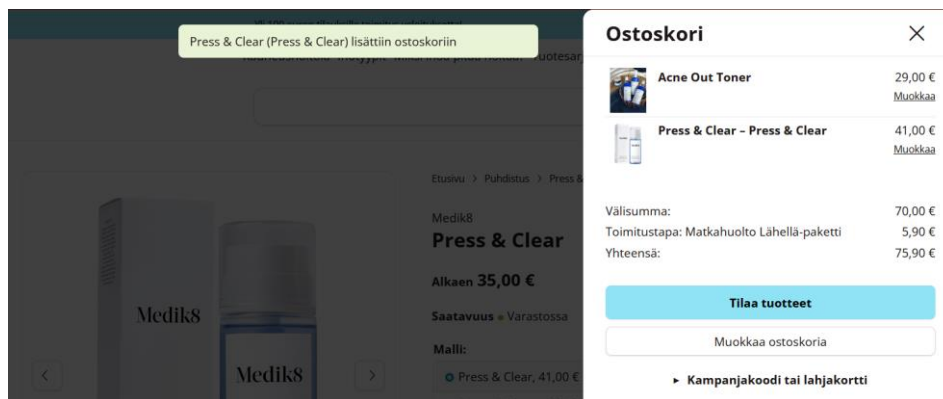
Picture 8: Adding to the basket (Beauty Salon web store, 2024).

The delivery method was confusing to many of the participants. It was chosen by default when adding a product to the basket. The default option was Matkahuolto delivery which costs 5,90 euros (during the first four interviews it was free since it had an opening month special offer). One participant was confused with the default delivery option and how it could be changed. They went to the basket and tried to change it from there which was not possible. The change was possible only at the checkout after adding email and a postcode.

Shopping cart

The basket was seen as nice and clear and easily modified, with a proper option to delete products as well as saving the basket and creating a shareable a link to it. All the features were found useful for the participants. Also, when deleting products, a pop-up appeared which stated the product has been deleted.
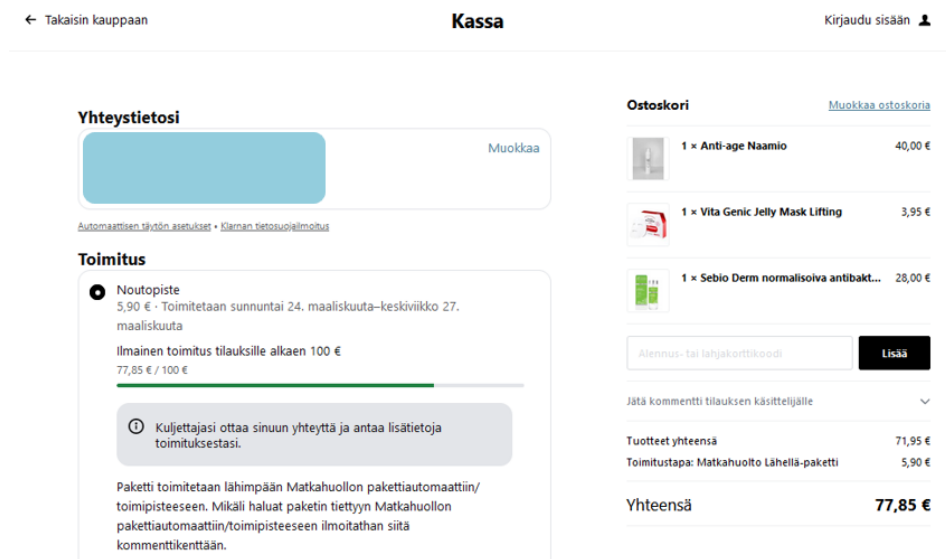
Checkout

Everyone found the checkout easily. The participants appreciated that the basket was shown on the left side of the screen when adding delivery and payment information. Some mentioned that it was nice, when there was no need to sign up to order which made it faster. Also, when adding the email and postcode, the other information (address and phone number) was automatically filled by saved information with Klarna. Some participants got confused first that how the site was able to fill the information automatically when this was their first time using it. Many commented that it was convenient.

Participants thought that the two available delivery methods were good, store pick-up and Matkahuolto. All appreciated the option for picking up from the salon without any fees. Many noted that it was nice to see an estimated delivery time on the Matkahuolto delivery option. Criticism came that there was not an option to choose the delivery point. Many thought that it would be nicer to choose it even though there was an option to write a comment which delivery point the customer would like the parcel to be delivered. Another noted observation came when trying to find the comment box. It took a while after the participants were able to spot it on a side below the basket and the voucher code field. The checkout page is shown on picture 9.

One participant noted that the wording of the "free delivery for orders from 100 €" (in Finnish: "Ilmainen toimitus tilauksille alkaen 100 €") should be reworded. Also, they thought that it would be better to see how much more is needed to

spend to get to the 100 euros rather than showing how much is already spent which included the delivery fees on the sum, although they should not if they want a free delivery. On the delivery it was stated that the delivery provider will contact and gives the delivery information. One participant would have wanted to know that how they will contact, with email, call, or text message, so they could be aware and follow for example their email more actively.

Picture 9: Checkout page (Beauty Salon web store, 2024).

There were enough payment methods according to the participants. *Pay later* with an invoice option got appreciation because the products can be expensive, so it gives more flexibility for payment. One participant was missing a mobile payment option since payments with her bank are challenging. Most of the participants preferred the online bank option which was the first choice of the payment methods.

Conclusions

The overall experience was positive, and the site worked well. Few participants said that nowadays web sites and stores are on a good standard and this site was much like other web stores – easy to use, nice looking, basic web store.

The challenge might be then how to make it special and to stand out from other sites. What could make people to stay on the site and explore more and of course choose this site over others.

3.1.4 Quantitative survey

The quantitative survey was created to validate some ideas that came up from the interviews. In the survey there were questions about giving customer feedback and ideas for loyalty program as well as what are the most important phases during online shopping. Also, some ideas that had come up during the research were added to the survey to see what the respondents would feel about them. The early suggestions were skin type analyser, cross-selling suitable products after adding them to basket, subscription for products and re-purchase reminders.

The survey was posted 26th of March to Nordic Fashion and Beauty -Facebook group which members fits to the salon's target market. It was surprisingly challenging to get answers to the survey. The goal was to get at least 50 answers, but the total number of respondents reached only to 27. First after posting the survey to the group, it got four answers within five days. Then it was reposted, and it got 23 more respondents. The survey was open in total for two weeks. To get more respondents, the survey was posted on online discussion forums such as Vauva.fi and Suomi24 but soon after posting, it was taken down. Apparently surveys and/or outsource links were not allowed to be posted. Even with a smaller number of respondents, some results showed similarities between the respondents. All the survey results can be found on Appendix 2 in Finnish.

Almost half of the respondents age was between 20-29 years. Third were 30-39 years and 11 % in both between 40-49 and 50-59 years. Most of the respondents (44 %) said they prefer to buy skin care products from both online and physical store, 30 % from online store and 26 % from physical store. The reasons to buy online were to compare prices, reviews and products as well as

getting it cheaper or the products are more easily found online. Also, convenience was mentioned as one of the reasons. The reasons to buy from physical store was to try out or smell the product, especially if it is not familiar from before.

Most of respondents (67 %) said they are not loyal to a certain online store. The most popular reasons to change the web store were discounts and offers, selection and product availability. The rest, 33 %, of respondents said they are loyal to a web store and as a reason they mentioned were easiness, delivery times, finding products, being part of a loyalty program and best prices.

For brand loyalty, 67 % said they are not loyal to certain brands. The reasons were that they want to try out new products or if they were recommended. Also, some mentioned that they use many products from different brands which have been found suitable for them. The 33 % who were brand loyal mentioned that their skin reacts easily or is very sensitive, so they use products that have provenly worked for their skin.

Up to 70 % said they know their skin type, only 8 % said they do not and rest, 22 % said they are not sure. Even though most respondents knew their skin type, 63 % said they would find useful if the online store would have a skin type analyser to detect your own skin type. 37 % said they would not find it useful. Reasons were that they prefer to have it detected by a professional cosmetologist face-to-face rather than online. Also, few mentioned that skin type might change between the seasons and aging so a professional could give better tips.

The most significant phase during the buying process was finding the products. As second important phase according to respondents was package delivery and third finding the web store, adding products to the basket and payment. Opening the package and after the purchase communication was not considered to be as important.

The most popular factors on making the purchase decision easier were clear product description and product reviews. Also factors that were mentioned more

than 10 times were discounts (16 answers), knowing the product in advance (14 answers), and information about skin types and problems (11 answers). Four respondents gave open suggestions which were written reviews of the product, ingredients list and testers or samples would help the decision making.

When asked about how beneficial it would be to show compatible products after adding a product to the basket, the responses were divided quite evenly between the whole scale from 1-5 (1= not beneficial at all, 5= very beneficial). The average score was 2,9. Because of that and the low number of respondents, it cannot be used to draw conclusions.

Respondents were hoping from loyalty program discounts (89 %), free deliveries (81 %), bonus products when ordering (74 %), free samples (63 %) and remembering on birthdays (59 %). A follow-up question was that how significant they think of them. The most significant factors were discounts on average score of 4,7 out of five and free deliveries on average score of 4,6 out of five.

When asked about how interested the respondents would be for subscribing products, almost half of the respondents said they would not be interested at all. The average score (adding all the answered values from 1-5 and combining them with the number of responses) was 2 out of five. Similar results were given on if they would like to receive reminders of buying again. The average score was 1,7 out of five.

Lastly the respondents were asked about giving feedback. On the timing when is the best time to ask feedback of the buying experience, the most popular answers were possibility to give feedback whenever during the time in the web store and after 1-2 weeks from the purchase. The answers were quite divided between the other options so there cannot be drawn clear conclusions.

The best way of giving feedback was via email with 56 % selecting the option. At the web site got 37 % of the answers and via text message 7 %. The respondents were more likely to give feedback if they liked the product that they had bought rather than when the products had not met the expectations. Some

explained further their choice as mentioned that they would not give bad reviews when the product might just not suit their skin but can suit to others. They did not want to effect on someone's opinion negatively when the everyone's skin is different.

3.1.5 Web store analytics

The web store was opened on 4th of February 2024. Google Analytics was added to the store to analyse the traffic on 19th of February. The Google Analytics show the purchase journey analytics which includes session start, show product, add to basket, move to check-out and purchase. Since the beginning to the 19th of April, the so-called exit rate (how many visitors leave on the site) was 60,4 % at the session start. It means that people left the site at the start of the session. From the product view the exit percentage was 91,4 %. This means that 10,4 % of the users continued to add the product to the basket where the exit rate goes down to 23.1 %. The number of users was small at this stage, so the exit rate cannot be evaluated reliably (with just a few users exiting makes the percentages high). (Google Analytics, April 19, 2024.)

These statistics show that the main concerns are at the start of the session and at the product view since there were the highest exit rates. The goal is to get the users to finish the purchase journey and the exit should be after the purchase and not at the beginning of the journey. Of course, with just the exit rate, it cannot show whether the user has visited other pages first and then got back to for example, product view and then decided to leave.

Most of the visitors have come to web store from social media channels, either from paid advertisement or salon's social media post. Even though most of the new visitors have come from the social media channels, there has not been any purchases from visitors that came through those channels. All the visitors that have made a purchase have come to the web shop through direct navigation to the web store, organic search (from search engines) and referral channels (through a link in for example a newsletter or from another web site). The most

events, such as clicks, page views, adding to cart et cetera, have been through organic search and referral channels. The number of events is double compared to the number of entering through social media channels. Same can be seen from the average duration of activity, where from social media channels it is under a minute and through organic search and referral it is almost three minutes. (Google Analytics, April 19, 2024.)

3.2 Define phase

During the define stage, the analysed results from data collecting were formed into user personas and a customer journey which were then used as a base for the suggestions. One persona was created from the interview results of the clientele. The customer journey of the web store's current stage were formed based on the observations and thinking aloud.

3.2.1 Persona

A persona was created based on the interview data from the salon's clientele (five participants). At the start of the interviews, the participants were asked some background information for the basis of the persona, their age and current job. It is also in line with the conversations that was held with the commissioner at the start of the research process when the commissioner explained her clientele (section 1.2 Commissioner). The persona represents the current clientele of the salon and according to the interviews, their online behaviour. The persona is described on Figure 7.

The persona is a woman in her mid-thirties living in Helsinki metropolitan area (in this case Vantaa). She has a higher education and a fulltime job which allows her financially to treat herself and use cosmetologist services and high-end quality products. She has been struggling with skin problems in the past which is another reason why she ended up to cosmologist appointment in the first place. She has a hectic schedule and must organise time for take care of

herself and her skin which is starting to have signs of aging. She values quality and is willing to pay for that when she is trying to fight against aging. She is brand loyal since she has found products that suits her well. She is not that active on reviewing products even though she is easily influenced by them when she makes purchase decisions. She values convenience and efficiency when shopping online. Complexity or if a page is not visually appealing or does not have professional image, will make her makes her leave a site. She is often on her phone, and she likes to browse and do most of the online shopping with mobile. Instagram is the main social media where she follows influencers and her favourite Beauty Salon.
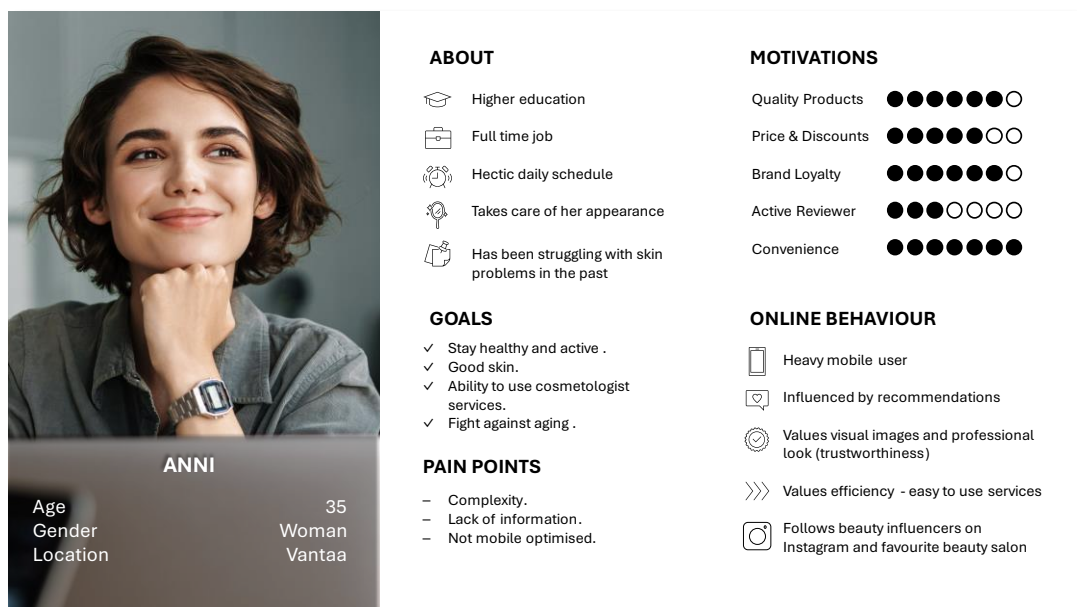
Figure 7: Current clientele web store user persona.

3.2.2 Customer journey map

The customer journey map was made according to the observation results to identify the improvement areas on the current journey. During observations, the journey started by navigating to the web store from the salon's website and ended to the shopping cart just before payment. The journey is visualised on Figure 8, and it is divided into the following phases that were investigated: awareness, search, evaluation, decision, and purchase.

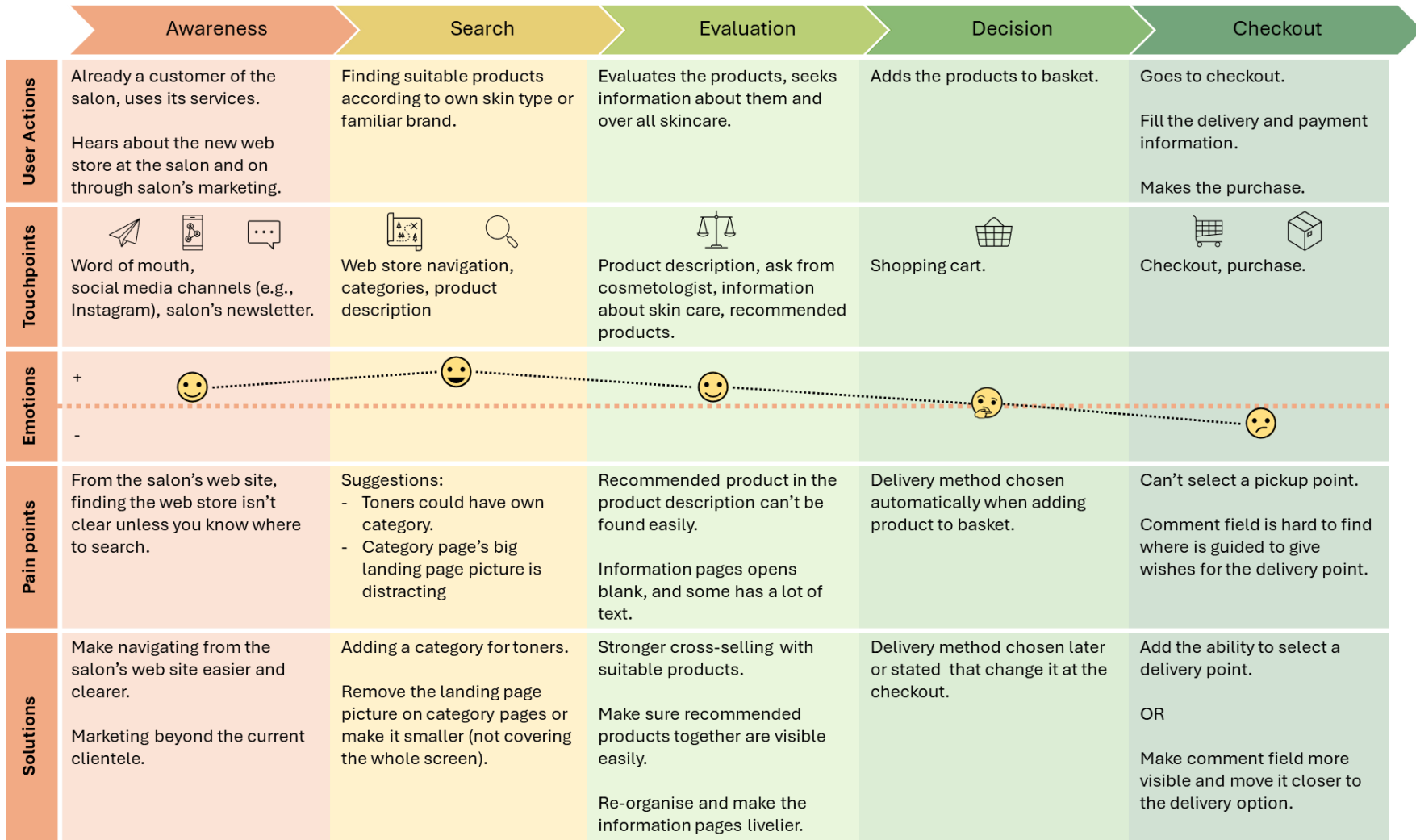|	Awareness	Search	Evaluation	Decision	Checkout
User Actions	Already a customer of the salon, uses its services. Hears about the new web store at the salon and on through salon's marketing.	Finding suitable products according to own skin type or familiar brand.	Evaluates the products, seeks information about them and over all skincare.	Adds the products to basket.	Goes to checkout. Fill the delivery and payment information. Makes the purchase.
Touchpoints	Word of mouth, social media channels (e.g., Instagram), salon's newsletter.	Web store navigation, categories, product description	Product description, ask from cosmetologist, information about skin care, recommended products.	Shopping cart.	Checkout, purchase.
Emotions					
Pain points	From the salon's web site, finding the web store isn't clear unless you know where to search.	Suggestions: - Toners could have own category. - Category page's big landing page picture is distracting	Recommended product in the product description can't be found easily. Information pages opens blank, and some has a lot of text.	Delivery method chosen automatically when adding product to basket.	Can't select a pickup point. Comment field is hard to find where is guided to give wishes for the delivery point.
Solutions	Make navigating from the salon's web site easier and clearer. Marketing beyond the current clientele.	Adding a category for toners. Remove the landing page picture on category pages or make it smaller (not covering the whole screen).	Stronger cross-selling with suitable products. Make sure recommended products together are visible easily. Re-organise and make the information pages livelier.	Delivery method chosen later or stated that change it at the checkout.	Add the ability to select a delivery point. OR Make comment field more visible and move it closer to the delivery option.

Figure 8: Customer journey map (current state).

Overall, the journey is in a good state, not many negative emotions were detected but a few improvement areas especially in the last two stages of the journey were identified. On the first stage (awareness), the web store was easy to find for most interviewers but because some were struggling to find it, it affected negatively and dropped the experience a notch. Second phase (search) was the most successful and had least improvement areas. Only some suggestions were made by the interview participants to make it even better, but the current level is already on a good standard. The third phase (evaluation) is also on a good level, but the experience dropped by missing the opportunity to cross sell products more strongly. Also, the information pages should be more engaging for the visitor to spend more time on them which can create even more opportunities for selling items.

On the fourth stage (decision) the confusion was caused by the default delivery option when adding the products to the basket and when it was available to change only at the checkout. It can be a possible "deal breaker" because it was unexpected and especially if the visitor would like to pick up the items from the store for free and has seen the option already available on the product page. On the last phase during the observations (checkout) the delivery point was the only cause for the drop in the experience. The delivery point was not available to choose but there was an opportunity to leave a comment to get it to some specific location. The "extra stage" of leaving comment as well as not finding the comment field easily dropped the experience. During the interviews, all the participants said about valuing the opportunity to choose the delivery point themselves and for seeing the possible delivery points to then choose the most convenient one.

3.3 Develop phase

During the develop stage, the suggestions are provided based on the research. The suggestions are divided into three sections, (1) web store improvement, (2) collecting customer feedback and, (3) customer loyalty program suggestions. The suggestions are created keeping in mind the commissioners web store platform provider as well as the size of the company, so that the commissioner could implement them with the current resources.

Suggestions for improvements to the web store

Suggestions for improvements to the web store are described in Table 3. Suggestions are based on the findings from the customer interviews and observations, supported by the survey results and benchmarking. The table shows the suggested improvement, its benefits, and possible implementation.

Commissioner uses MyCashflow -platform in which most of the suggestions can be implemented. Some factors could not be investigated during the research whether they are possible to implement on the current version of the platform in use. Those suggestions however were found from other websites that have the same platform provider but might have been tailored functions. The commissioner needs to be in contact to the platform provider if they want to implement those suggestions.

Table 3: Web store suggestions.

Page	Suggestion	Benefits	Implementation
Landing	Add a heading or a statement to the landing page.	Visitor will know where they have landed for example if they navigate to the web shop somewhere else than from the salon's website. It would also make it clearer when the visitor is at the salon's site and when at the web store.	At the settings, there can be added an introduction to the first page.
	Add moving pictures or videos.	Catches the eye and makes the user to scroll and spend more time on the page	Video files are possible to add in the settings to the pages.
	Add the social media posts and or user stories to the web store.	Creates more social proof. Customers who have been salon's customers and using the recommended products (sold in the web store), how their skin has improved et cetera.	Instagram integration is possible with Light widget add-on, which has a free version as well. Facebook has a *Page Plugin* and can be found from *Meta for Developers*.
Product Category	Change the layout on the category landing or reduce the size of the picture on the category page. Gift card category's picture should be without the gift card price.	User sees and understands immediately what page they have landed.	On the theme settings in "Product group" there is a possibility to choose the size of the picture. Layout changes might be restricted in the version in use.
	Add a category for toners.	Easier to find.	From "Product group" add a new group for toners and move the toner to the group.
Product	More cross-selling with compatible products and with product sets for example cleanser and toner or to build a whole skin care	Increase the average purchase and the number of products per purchase. By looking the purchases made from the web store, many have bought from	Cross-selling functionality under each product. Make sure the products that are recommended in the description are added in the cross-selling

routine package (cleanser, toner, serum, moisturiser).	the same brand a face and eye cream or face cream and a mask together. There could be product packages which could include a set.	functionality. Product packages can be created in the product settings.
Add the size of the product to the product name.	Customer knows the size of the product.	On the product settings adding the size of the product after the name.
Add a short statement for the product card.	Help to make purchase decision faster (adding to basket while browsing) or to make the user click the product to learn more.	Possibly restricted in the web store platform version that is in use.
Add the product type (e.g., cleanser, toner) after the name of the product.	Helps the customer to know what product it is if the name is not clear enough by itself.	Add to the name in the product settings.
Replace the missing picture "X" symbol with for example the company logo.	Creating more appealing look when there is no product picture.	Add a picture in the product settings.
Add ingredients section to the product page where user can open a list of the products ingredients.	Customers can check the ingredients if needed (for example in case of allergies or just curiosity). One of the companies under benchmarking had also explanations of the ingredients.	Add the ingredients in the detailed description in product settings.
Bigger tags (such as "best seller," "new", "on sale") on the product cards.	Draws the user's attention.	Possibly restricted in the web store platform version that is in use.
Add reviews of the product to the product page and to the product card.	Creates social proof and helps the user to make a decision.	Needs to be bought as an add-on.
Information Add pictures for the information pages.	Gives more lively look and the user might stay more likely longer on the page.	From the content settings adding pictures and introduction texts to the pages.
Links to the products which are recommended in the text.	Creating selling opportunities.	Add links to the products in the content settings.
Summarise the key takeaways with bullet points.	Ability to have a quick look of the content and continue to read in more detail if want to.	Edit the text in the content settings.

	Change texts to first person and adding for example the cosmetologist's picture.	Gives more personality.	Edit the text in the content settings.
	Fix the empty page problem when open the information pages (especially on desktop version).	Avoiding confusion when searching information.	From the content settings the layout of the pages should be changed that there would not be an empty title page or adding pictures and introduction texts to the title page.
Adding to Basket	Showing how much left to spend for free delivery. Current functionality shows how much is spent (includes the delivery fees as well).	Makes the user to consider buying more to get free delivery. When showing how much is left to spend, is easier for the user to know how much needs to be spend more.	Could not be investigated if it is possible to change with the current web store version in use. Commissioner needs to check from the provider.
	Add an info text that the delivery method can be changed at the checkout OR delete the default delivery option and replace it with showing the methods and their pricing.	Reduces confusion when adding products to basket.	Could not be investigated, if it is possible to change with the current web store version in use. Commissioner needs to check from the provider.
Checkout	Moving the comment field, where info for the sender can be added, to the checkout part before confirming the order. At the moment, it is hidden at the basket, and it is hard to find OR change the description text where the comment field can be found.	The comment field is more visible for the user and located better in the flow to minimize the distractions during the purchase.	Could not be investigated, if it is possible to change with the current web store version in use. Commissioner needs to check from the provider. Text change could be possible to do if the comment field cannot be moved to a different place.

Suggestions for collecting customer feedback

Customers should be motivated to give feedback. The most genuine feedback comes spontaneously (unprompted) and to get that, there is a need to be an easy way for the customer to give it. The feedback can be also asked from the customers (prompted) to get opinions on certain aspects that the company wants to measure. From the interview and survey results, the respondents preferred quick and easy feedback options with a scale to answer and a voluntary open field question to write more if they feel like it. With asking feedback, the best ways are to make it easy, timing it well, motivation to answer and to collect both qualitative and quantitative data (Filenius, 2015).

For the unprompted, spontaneous feedback, there could be more visible place to leave feedback or other comments when visiting the site. The current web store has a contact form which the customer can find from the footer of the page or on the top navigations where the information page links are. One option would be to integrate it as a chat bot on the page, for convenient contact when surfing on the site. Because the company is run by a small number of staff, there cannot be a live chat available where the staff could answer customer's questions live. Using artificial intelligence there could be a help chat bot to guide the customers and to leave other inquiries for later reply via email.

These kind of chat bots are provided by for example Chatra and Zendesk which were used by the competitors that were investigated in benchmarking. Chatra has a free version which providers a basic chat option with a person (on- and offline) as well as a paid version which includes the AI powered chat bot, more applications to integrate and broader analytics of the user (for example where the user is on the site) (Chatra, n.d.). Zendesk does not provide a free option (Zendesk, n.d.). At the start of the web store, the commissioner is not yet willing to pay extra monthly fees. Options that are free or included to existing platforms should be considered first.

For spontaneous feedback the suggested solution is to either move the current contact form to more visible place in the web store for example, as one category so it would be visible on the navigation menu. Another option is to implement a free chat bot (for example the free version provided from Chatra) where visitor can easily leave feedback or ask questions whenever browsing on the site. It would provide valuable information on what do the visitors ask and where do they need help so that those points can be improved.

For prompted feedback, there are solutions provided by companies such as Typeform which has a free version as well. With Typeform, there is a possibility to create any type of survey and embed it to web sites and emails or as a shared link. The service has a large image bank where background pictures can be added to the surveys. Also colours and fonts can be edited to fit for example the company brand. For web page embedding, the service provides different types, such as full page, pop-up, slider from the side, pop-over and side tab options. The service gives a readymade code with the created survey, which can be then added to the web store. There are upgradable paid versions where the surveys could be tailored with company brand and it would have a broader access to the data for example, where do the people leave the survey if they do not finish it. Picture 10 shows one example of the survey which have been created with Typeform. (Typeform, n.d.)

The example was created for the end of the purchase when the customer receives the order confirmation. The customer is asked from scale 1 to 5 "How would you evaluate your service experience in our webstore?". If the customer answers 3 or below, they would be forwarded to next voluntary open question of "Could you tell more where we could have done better?". If the customer answers 4 or 5, their next voluntary open question would be "Great! Tell more where we succeeded?". After that the customer sends the answers.

Picture 10: Survey example (Typeform).

The chat bot and survey are possible to integrate to the web shop through the web store platform provider's customer support personnel. Small additions do not cost extra which was checked from MyCashflow customer support on 2nd of May. Own changes are restricted, which means that all tailored options need to be asked first from the customer support.

The feedback enquiry could be implemented to various parts of the customer's journey depending on what the company wants to measure. It is important to realise not to have the surveys or feedback questionnaires on all points at the same time to overwhelm the customer. Suggestions for survey implementations are the following points during the customer's journey:

- **Straight after purchase** – asking about the customer's shopping experience. The goal is to detect what went well and how could it be improved. Something has already gone right since the purchase was

made, but to detect that what led to it. Customer could be rewarded with a free delivery or a discount on the next purchase to motivate to answer.

- **After the delivery** – asking the customer to give product review of the product they purchased. This will enhance the social proof of the web store when customer can see the reviews on the products. It helps them to make decisions. The customers could be rewarded with a free delivery or a discount on their next purchase. With a customer loyalty program, users could be given points for reviewing products. The product recommendation is an add-on feature on the current platform and costs 19 euros per month and four cents per review.

- **During the shopping journey** – having a pop-up survey appear during the session. The questions could be related to the selection of the web store or would they need more guidance or help with decision making et cetera. The customer could be rewarded with a free delivery or a discount for the purchase. It might boost the customer to make the purchase decision on the spot, such as introduced in the digital nudging principles by Jesse & Jannach (2021).

Suggestions for customer loyalty program

As Saarijärvi and Puustinen (2020) stated, the customer becomes profitable for the company after several purchases. The company should try to get the customer back to make re-purchases to hopefully become a loyal customer. With customer loyalty programs, the customers are rewarded or otherwise engaged to use the company's services or buy their products.

The interview and survey results showed that discounts and free deliveries where the most popular benefits among respondents of being part of a loyalty program. The discounts could be that the customer receives them on the next order and to spend a certain amount to then get a discount on the next purchase. This way the customer will more likely continue buying the products on the same store in the future to get the advantages. In order to keep the

customers returning to shop, web store should function smoothly with no inconveniences to the journey. The customer experience and the loyalty go hand in hand in that sense.

MyCashflow provides as a paid add-on to the web store, a customer loyalty program integration. It includes an automated program where a logged in customer can collect points from purchases and receive monthly discount vouchers according to pre-defined levels based on money spent in the web store. The discount vouchers are sent automatically to the customers via email and are found from their account in the web store. The discounts and levels for accumulating points are defined in the settings as well as the expire time for each voucher. It also includes an automated monthly customer loyalty message. Points are accumulated from purchases as well as joining the program and giving product reviews. The add-on costs 49 euros per month plus 0,16 cents per order made by the member. Also to give product reviews, it is a paid add-on service which costs 19 euros per month and four cents per review. (MyCashflow, n.d.)

Free options for customer loyalty programs are limited and it would require significant amount of manual work. The commissioner needs to evaluate whether to spend time to do the manual work or pay for the automated process. For example, the salon could inform customers that register to the web store to be automatically part of the loyalty program. The customers would need to accept the terms and conditions for giving their data in return for rewards, with the customer loyalty program when registering. Then the salon could for example, at the end of each month, check the registered customers and evaluate their total purchases and purchases made during the month according to set levels and send rewards manually via email based on reached levels. The reports on made purchases are possible to upload from the web store settings.

The manual option could be possible if the number of registered customers would remain small. Whenever the amount increases the more challenging and time consuming it gets and risk of treating accidentally the registered customer unequally would rise since the rewards are checked manually.

The easiest way to reward the customers are discount vouchers which are supported by the platform in use. The vouchers could be sent to the loyalty program members via email. For more personal touch, the rewards could be based on the purchases made and according to the customer segment. For example, customers that buy anti-aging products could get campaign products on the same product category and recommendations and tips of using them on a daily skin care routine. Also, it is a good chance to promote the salon's services as well and maybe introduce the members to facial treatments on a discounted price for the aging skin. The salon's site and the web store have information about different skin types that could be shared to these segments as content for the newsletters as well as product and treatment recommendations.

The registered customers could be divided into segments or customer personas according to what they have bought, and the rewards would be according to those. There is a possibility on the current platform to create customer groups of the registered customers. The segments, where the customers could be divided into, could be the same as in the web store navigations for the products: dry and sensitive, problematic, and aging skin types. There could be a campaign product for discounted price just for the certain customer segment. That way the customers would get more personalised content that suits their needs, and it could push them towards making a new purchase.

4 Results

This section represents the deliver phase of the research process where the results are introduced. The commissioner was provided the suggestions for improving the web store, collecting customer feedback and customer loyalty program introduced on the section 3.3 Develop. On 10th of May, the results from the research and suggestions were presented to the commissioner during a Microsoft Teams meeting.

The commissioner found the research, its findings, and suggestions useful and will implement most of the web store suggestions. The feedback was positive, and the commissioner valued especially the observation done which identified points in the web store buying process that they did not realise before. With customer feedback collecting, the commissioner needs to identify the areas what they want to measure first and then create survey to answer to a specific need. The same with the loyalty program the commissioner needs to evaluate whether they want to pay for automation or do some customer engagement manually. At this point it was not needed to re-define the suggestions based on the commissioner's feedback. (Personal communication with the commissioner, May 10, 2024.)

The suggestions can be measured with KPIs which are used to measure how the company is performing (Parmenter, 2019). In this case the KPIs are given as tools to see how successful or effective the implemented changes have been by comparing the analytics from before and after the changes. The baseline for the KPIs will be set with the current values before the implementation of the suggestions.

Google Analytics and MyCashflow platform provide the basic metrics that can be easily followed on a regular basis. These analytics can be used as the company's web store's KPIs. On a table 4 are described the KPIs for measuring the implemented suggestions.

Table 4: KPIs for suggestions.

KPI	Definition	Use
Conversion rate	Measures the percentage of the web site visitors who completes the wanted actions (most common is purchase). It is calculated by taking the number of web site visitors who complete for example a purchase and dividing it by the number of visitors from the same period.	Conversion rates could be used to measure the purchases as well as how many customers register to a loyalty program (if the commissioner decides to establish that). At the moment the calculated conversion rate with purchases made is 1,6 % (February 19th to May 8th). After implementing the suggestions, it should be increased. Registered customers could be measured as how many visitors registered or how many users who purchased registered.
Average session duration	Measures the length of all engaged sessions. Engaged session means that it has more than one event so that the user is clicking and browsing the site beyond one page view or makes a purchase. It is calculated by taking total engaged sessions and divide them with total sessions within the same time period. There is no time limit for how long a single session can be, but it expires automatically after 30 minutes of inactivity.	See how long the visitors spend on the web site. It shows how engaged they are with the content. If the average duration gets higher, it means that the user is more engaged. The changes on the duration can be then investigated more – what made users spend more or less time than before. The current average session duration value is 1 minute 23 seconds (February 19th to May 8th).
Order values / number of products per order	How much the made orders are in euros and how many products are bought per order.	Shows how well the cross-selling or marketing works. Also, by increasing the selling opportunities to the information pages as well could be seen in these numbers. Currently 38 % of the orders made have been 50-100 euros in value and 33 % between 100-200 euros. The average number of products per order is around 2.
Customer satisfaction	Will the customers make a re-purchase, what feedback have they left (unprompted), or analysing the possible customer feedback questionnaire results.	If the customer returns to make a re-purchase, it is an indication that something has gone right. With received feedback, can be found out, what the customers think and if there are development areas.

Figure 9 is visualising the overall customer journey in the beauty salon's web store. It includes the customers potential actions, touchpoints, and goals with the implemented suggestions considered. It has also the company's point of view with business goals, KPIs, company's actions and supporting systems on the same phases of the process. Because the suggestions were not tested or implemented during the thesis process, there cannot be any experience factors included.

On the awareness phase, the main business objective is to increase the awareness and interest of the web store. At this stage the user hears about the web store through different channels (word of mouth, newsletters, social media, salon's web site, Google search and marketing campaigns). The user's goal is to find a trustworthy site and the company needs to meet that expectation. The salon can build trustworthiness with a strong online presence and by telling the salon's customers about the web store to increase the word of mouth. Also, with newsletters, advertisement and meta descriptions of the web store products increases the awareness and search results. The KPIs are the number of people who reach the message through these different channels as well as the number of visitors in the web store.

On the next, search and evaluation phase, the customer has found the web store and is browsing the site, searching, and comparing products and is able to read more about skin care or even contact the cosmetologist if needed. The customer goals are to find suitable products or a solution to a certain problem and receive help if needed through chat or contact form to the cosmetologist. The business goal is to increase the number of new visitors and the duration spent on the web site which also forms the KPIs for this phase. It shows whether the customer is interested and engaged about the content. To reach the business goal, the company needs to create content that is relevant and engaging as well as answering the customers questions and feedback.

On the decision and checkout phase, the main goal for the customer is to make the order effortlessly. The customer adds the products to the shopping cart and makes the order. The business goal is to increase the number of purchases and

conversion rate. The company needs to optimise the purchase journey so it is effortless enough for the customer, that they will finish the order. The order handling needs to be smooth and efficient.

During the delivery phase the customer receives the order, and they will use the products. The customer's goals are to receive the order on time and effortlessly. Also, if there are some problems, they need to get help easily, and finally the products need to meet their expectations. The delivery is outsourced, and the salon needs to rely on the delivery provider to handle everything as promised. The salon can affect at this phase on the handling of feedback or being available if the customers need help. The salon needs to also stand behind the products that they sell and that they believe they fulfil the promised actions. The business goals are the on-time delivery, satisfied customers and quality products that were promised. These can be measured with the product reviews and received feedback.

Lastly the loyalty is built with good experience which makes the customer to order again and to share their positive experience which hopefully gets the salon more customers. The customer's goals are repeatedly good experiences as well as rewards of being loyal. This can be helped with a customer loyalty program where the customer can receive rewards for made purchases. If the customer follows the salon on social media and subscribes to a newsletter, they are then reminded about the salon through the posts and emails which can push them to come back to the store to make a re-purchase. The business goal is to increase the retention rate and order value as well as turn the customers into company's advocates. The salon can do targeted marketing, cross-selling, managing the feedback effectively, sharing customer stories and support the loyalty to reach the desired goals. The KPIs are the retention rates, order value and frequency, and customer satisfaction.

The stars on the journey represents the points where feedback could be asked from the customer. As stated before, the feedback should not be placed on all points at the same time. For example, the salon can choose to measure a certain point at the time and then make changes or move on to the next.

Stage	Awareness	Search & Evaluation	Decision & Checkout	Delivery	Loyalty
User Actions	Hears or finds the web store through • beauty salon's web site • online presence (Instagram, Facebook) • Google search • Marketing campaigns	• Search products • Evaluating and comparing • Reads about skin care and skin types • Asks help if needed (chat or contact form)	• Add products to the shopping cart • Make an order	• Receives the order • Using the product	• Orders again • Shares the experience
Customer goals	Find a trustworthy site	• Find suitable skin care products or a solution to a skin problem • Opportunity to ask help if needed	Order effortlessly	• Receives the order on time and pick up effortless. • Get help if needed • Quality products	• Repeatedly good user experience • Rewards for loyalty
Touchpoints Customer	• Word of mouth • Social media (Instagram, Facebook) • Newsletters • Google Search	• Web store navigation • Product description • Recommended/suitable products • Information pages • Ask from cosmetologist • Chat	• Add to basket • Checkout • Order confirmation email	• Delivery notice (email from the service provider) • Phone, email, chat, contact form • Packaging	• Creates an account for the web store • Subscribes to a newsletter • Follows on Instagram an/or Facebook
Company **Business goal**	Increase awareness and interest	Increase the number of new visitors and duration spent on the web store.	Increase number of purchases and conversion rate	• Delivery on time • Customer satisfaction • Products that fulfil their promised actions	• Increase retention rate and order value • Turn customers into advocates
KPIs	• Number of people reached • Number of visitors in the web store	• Number of visitors in the web store • Duration on the web store	• Number of purchases • Conversion rate (=number of visitors divided by purchases)	• Product reviews • On time delivery • Customer feedback	• Retention rate • Order value • Order frequency • Customer satisfaction
Company actions	• Social media posts and ads • Newsletters • Google ads • Meta descriptions for web store products • Telling salon customers about the web store	• Web store content (relevant and engaging) • Answering customer's questions/feedback	• Optimising online purchase journey • Order handling	• Delivery is outsourced • Customer feedback handling	• Targeted marketing • Cross-selling / product packages • Managing feedback • Sharing customer stories • Support customer loyalty
Supporting system	• Social media accounts • Company's email system • MyCashflow web store platform • Google Analytics	• MyCashflow web store platform • Google Analytics • Chatra (chat bot)	• MyCashflow web store platform • Google Analytics • Delivery provider	• MyCashflow web store platform • Delivery provider	• Google Analytics • MyCashflow analytics • Registered customers / customer segments

⭐ Opportunity to ask feedback

Figure 9: Customer journey with implemented changes.

Further research

The research could be extended further with the focus on the mobile version. On Klarna's research of mobile usage in the last quarter of 2021, showed that 77 percent of respondents in Finland had shopped on mobile and the trend is growing. The desktop is still preferred in shopping, but the trend is declining while mobile use gets more popular. Especially millennials rely more on the mobile when shopping. (Klarna Insights, 2022.)

Google has also announced in 2020 that they will switch the whole web to mobile first indexing, meaning that the search results prefer mobile optimised sites over desktop. This means that all websites should be mobile optimised to have better chances to show on search results on Google. Best way of doing that is to have a responsive design regardless of the device. (Google Search Central, 2020.)

It would be beneficial to assess the web store's usability also on mobile. In this research the user observation was done with the desktop version since the interviews were conducted online and it was the most convenient option for the occasion. In the future the similar observation could be conducted in person when the users browse the site on the mobile. The current site is mobile optimised already and all changed made will be also compatible to mobile version. That has been made sure with the platform provider. Still the usability between the desktop and mobile differ, and effects on the experience.

After implementing the suggestions, it is recommended to evaluate the usability of the web store to detect whether the made changes have been successful. User testing provides valuable insights, and it is a good chance to detect any new development areas as well. This research did not include prototyping and testing due to the limited time. The commissioner is given the suggestions, and they will decide whether they want to evaluate them first or implement them and measure in production. Some of the suggestions are easily implemented and could be evaluated in production and measure the results.

5 Conclusions

The main research question was *how can the beauty salon's new web store be optimised to increase sales and improve the overall customer experience and loyalty?* The research was done with service design principles of gathering qualitative data from current clientele with interviews and observations as well as quantitative data through a questionnaire for target group audience. The research was supported by the theories of customer experience, loyalty, and digital nudging as well as statistics of online shopping. The current customer journey and persona was visualised based on the findings.

The overall experience of the current web store was on a good standard. The main development areas on the web store were to increase the engagement, social proof, selling opportunities, and layout changes for a smoother journey. The most crucial factors on online shopping experience were navigation and clarity of the site, and informative product descriptions. Also noted that reviews and recommendations have significant impact on purchase decisions.

For continuous improvement, it is important to collect customer insights and for that there should be an opportunity to give feedback spontaneously (unprompted) whenever browsing on the website for example via a chat bot. Also asking the feedback directly (prompted) on different parts of the journey for example, during the shopping to detect where the visitors would need help, straight after shopping to know how the experience was, and reviews after receiving the ordered products to enhance the social proof on the site. The feedback questionnaires should be implemented carefully, not all at the same time, as a risk of overwhelming the customer. The most popular feedback form according to interview and survey respondents was a scale and having a voluntary open field question. Rewarding the customer for the feedback should be considered for motivation to answer.

For creating a loyal customer base, the web store platform provides an automated customer loyalty program as a paid add-on. Alternatively, there are manual ways to engage the customers with personalised and targeted

marketing and rewarding according to their purchase history. The main benefits of belonging to a loyalty program were discounts and free deliveries according to the interviews and survey respondents.

The conducted interviews of the current clients of the beauty salon gave good insights of the current clientele. There could have been more participants that were not familiar with the salon before to increase the reliability of research and to have more comparisons between the two groups. The survey was done to validate the interview and observation results and in many questions the results were in line, although the survey had a low number of respondents. To increase the reliability of the survey, there should have been more respondents. Due to the limited amount of time, the research data fell short.

The beauty salon received improvement ideas to optimise their web store's buying process and to increase sells, customer satisfaction and loyalty. The commissioner will evaluate if they continue the research for example by investigating the mobile version or if they implement the suggested improvement ideas. By following the conversion rates, customer feedback as well as durations on the web pages, the beauty salon can measure the effects of the implemented ideas.

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Appendix 1

Customer interview questions in Finnish.

Taustatiedot:

- Ikä?
- Mitä teet työksesi? / Mitä työtä teet?

Kysymykset:

Yleiset ostotottumukset

1. Mistä ostat ihonhoitotuotteesi? Kivijalkamyymälä/Verkkokauppa?
   o Mistä ostat eniten?
2. Kuinka usein ostat ihonhoidon tuotteita, entä palveluja?
3. Oletko uskollinen tietylle merkille tai verkkokaupalle, vai vaihteletko?
   o Miksi olet uskollinen?
   o Mikä saa vaihtamaan?
4. Muistele jotakin hyvää verkkokauppa kokemusta, mikä teki siitä hyvän?
5. Entä huonoa kokomusta, mikä teki siitä huonon/epäonnistuneen?
6. Mitkä ovat mielestäsi tärkeimmät asiat verkkokaupassa?
7. Mikä asiat vaikuttavat ostopäätökseesi?
8. Oletko hylännyt ostoskoreja? Miksi?
9. Mitä toivot toimitukselta?
10. Mitä toivot pakkauksesta? (kuljetus paketti ja kun avaa)

Kanta-asiakasohjelma

11. Oletko jonkun yrityksen kanta-asiakas? Miksi?
12. Mitkä ovat tärkeimmät hyödyt kanta-asiakkuudesta?
13. Mitä toivot kanta-asiakkuudesta? Mikä hyödyttäisi sinua?

Asiakaspalautekysely

14. Oletko vastaanottanut asiakaspalautekyselyjä asioinnin jälkeen?
15. Miten olet vastaanottanut kyselyt?
    o Sähköposti, tekstiviesti, ostamisen jälkeen verkkosivuilla?
16. Oletko vastannut niihin?
    o Mikä sai vastaamaan? / Miksi et vastannut?
17. Mikä on mielestäsi paras hetki asiakaskyselylle?
    o Heti oston jälkeen
    o Viikon jälkeen ostosta? (lyhyen käytön jälkeen)
    o Kuukauden jälkeen ostosta?
18. Minkälainen kysely on mielestäsi paras?
    o Kyllä / Ei kysely
    o Avoimia kysymyksiä
    o Asteikolla vastaus 1–5
    o Kombinaatio monesta?

Appendix 2

Survey questionnaire results in Finnish.

1. Age

Ikäsi
Vastaajien määrä: 27
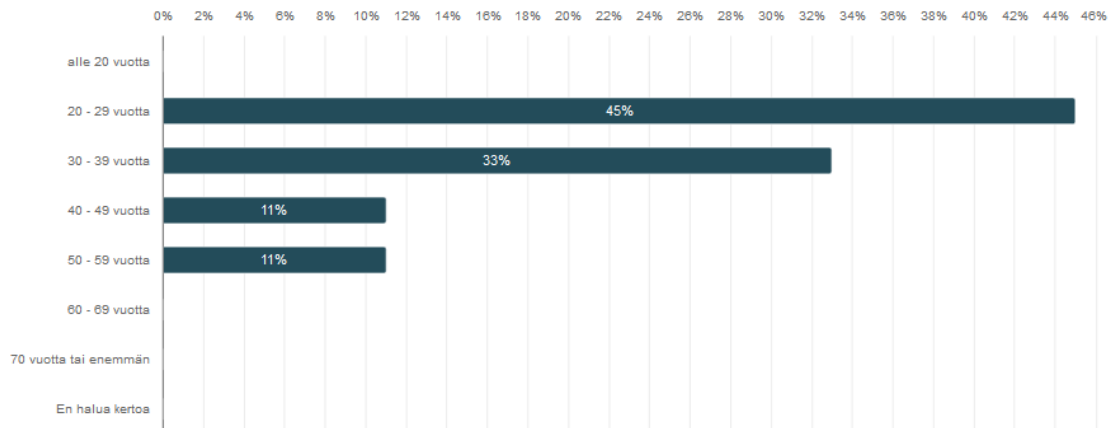
2. Where do you prefer to buy your skin care products?

Mistä ostat mieluiten ihon hoidon tuotteesi?
Vastaajien määrä: 27

3. Tell more about why?

Kerro omin sanoin tarkemmin miksi?
Vastaajien määrä: 19

Vastauksia yhteensä 19, joista 19 näkyvillä. Näytä vain 10 vastausta tai lue kaikki avoimet vastaukset Word tai PDF -dokumentissa

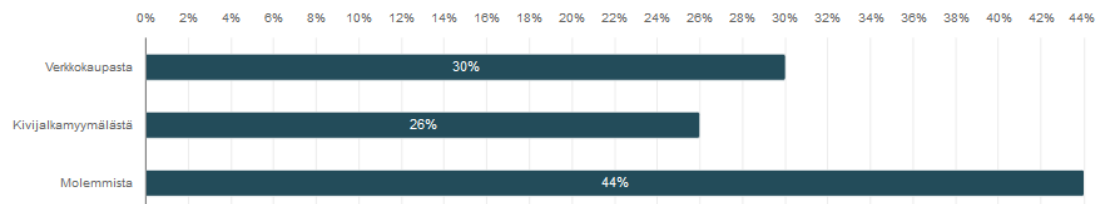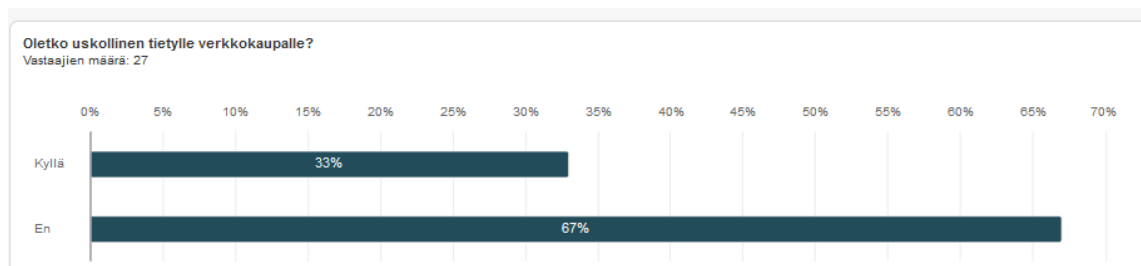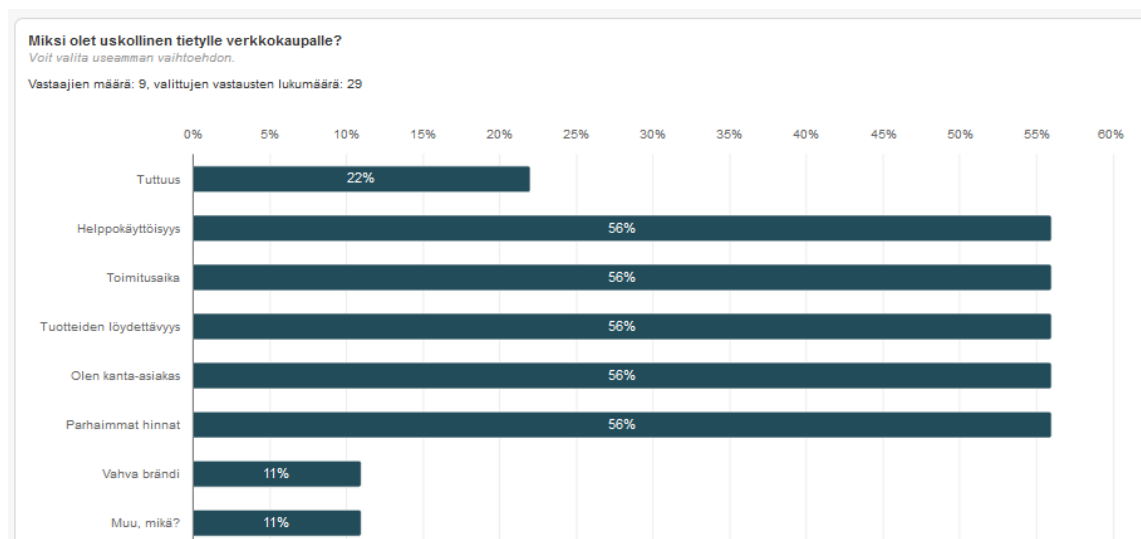|	Vastaukset
▼	Tykkään tuoksutella ja testailla tuotteita ennen kun ostan ne. Yleensä menen kivijalkamyymälään testailemaan ja tutkin tarjoukset, jonka jälkeen katson verkkokaupan valikoimat ja tarjoukset läpi. Sen jälkeen sitten ostan tuotteen/tuotteet.
▼	Käytän tiettyä merkkiä
▼	Tutut tuotteet hinnan perusteella netistä, muut myymälöistä
▼	Olen löytänyt valtavan hyvän verkkokaupan josta pääasiassa ostan ihonhoitotuotteeni, mutta tykkään myös käydä kivijalkakaupoissa tutustumassa uutuustuotteisiin.
▼	Mieluiten menen kivijalkamyymälään, sillä silloin saan tuotteen heti ja ilman postikuluja. Tilaan netistä, mikäli en pääse ostamaan tuotetta kivijalkakaupasta, se ei ole saatavilla kuin netistä tai sen saa netistä halvemmalla.
▼	Saa helposti kysyttyä apua ja pidän enemmän kasvotusten asioinnista
▼	Tahdon kannattaa kivijalkaliikkeitä
▼	Riippuu kuinka akuutisti tarvitsen tuotetta
▼	En usein löydä haluamiani tuotteita, liikaa ihmisiä ympärillä, ja kotona saan rauhassa tutkia ainesosia
▼	Laaja valikoima
▼	Verkkokaupasta ulkomailta ostettaessa saa halvemmalla, joskus tarvitsen vain yhden tuotteen niin sen haen kivijalkamyymälästä.
▼	Yleensä ostan uusia tuotteita mielijohteesta, haluan myös samalla testata koostumusta ja tuoksua
▼	Pääsen kokeilemaan ja tuoksuttamaan tuotteita
▼	Asun maaseudulla ja se on helpointa. Valikoimat myös parhaat.
▼	Ostan mistä saan haluamani tuotteet, kaikkia ei myydä kivijaloissa. Hyödynnän myös tarjoukset ja tilaan myös ulkomailta.
▼	Nopeaa, helppoa, helppo vertailla eri tuotteita, löytyy sisällysluettelot, hinnat
▼	Apteekkituotteet haen apteekista (esim kasvorasva ja meikinpoistoaine), mutta seerumit yms tilaan verkkokaupasta
▼	Verkkokaupoissa valikoima on parempi, mutta kivijalkakaupoissa pääsee testaamaan tuoksun ja koostumuksen. Jos valikoima olisi parempi ostaisin kivijalkamyymälästä varmaankin kaiken.
▼	Voin tutustua tuotteisiin rauhassa ja lukea tuotearvosteluja, sekä verrata hintoja

4. Are you loyal to a certain web store?

Oletko uskollinen tietylle verkkokaupalle?
Vastaajien määrä: 27

4.1 Why you are loyal to a certain web store?

Miksi olet uskollinen tietylle verkkokaupalle?
Voit valita useamman vaihtoehdon.

Vastaajien määrä: 9, valittujen vastausten lukumäärä: 29

4.2 What makes you change web stores?

Mikä saa sinut vaihtamaan verkkokauppaa?
Voit valita useamman vaihtoehdon.

Vastaajien määrä: 18, valittujen vastausten lukumäärä: 64

Kokeilun halukkuus	11%
Tarjoukset / Alennuskampanjat	94%
Suosittelu	39%
Brändi	22%
Toisen kaupan näkyvämpi markkinointi	11%
Valikoima	67%
Tuotteiden saatavuus	78%
Toimitusaika	28%
Muu, mikä?	6%
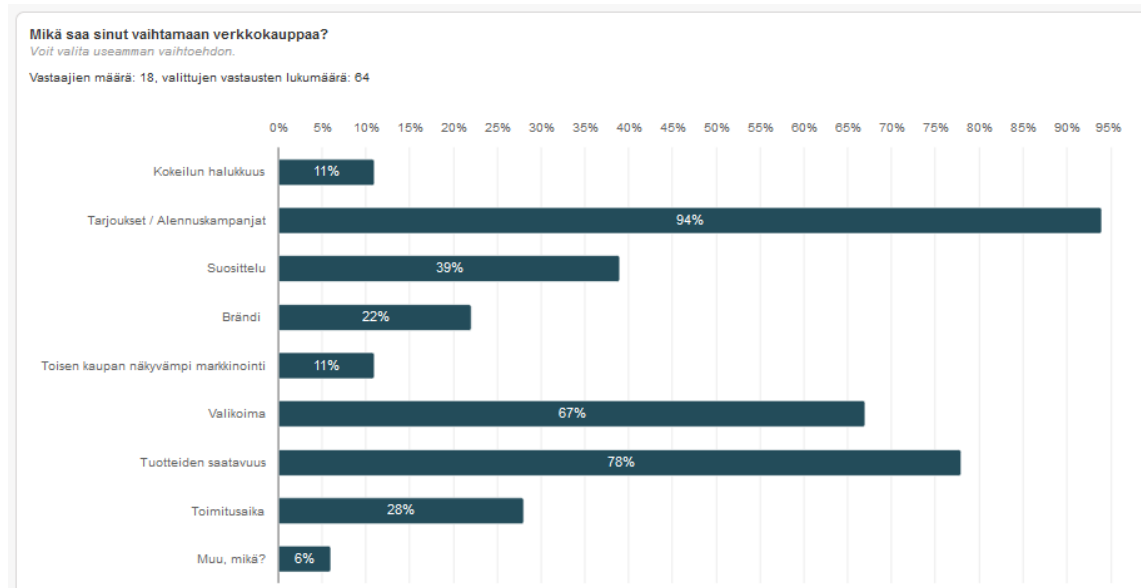
5. Are you loyal to a certain brand?

Oletko uskollinen tietylle tuotebrändille
Vastaajien määrä: 27

Kyllä	33%
En	67%
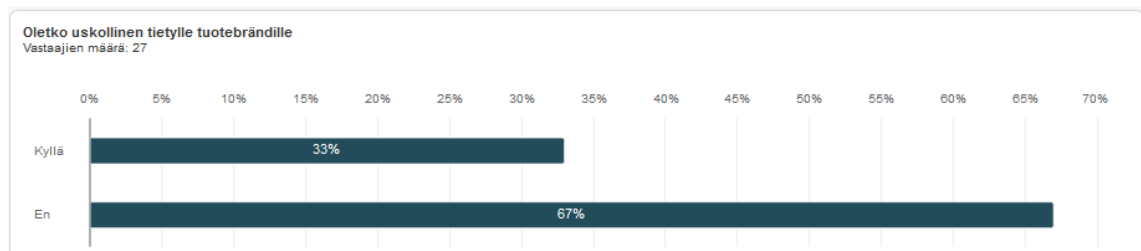
5.1 Tell more why you are brand loyal?

Kerro tarkemmin miksi olet brändiuskollinen?
Vastaajien määrä: 6

Vastauksia yhteensä 6, joista 6 näkyvillä. Näytä vain 10 vastausta tai lue kaikki avoimet vastaukset Word tai PDF -dokumentissa

	Vastaukset
▼	Tällähetkellä ainoa toimiva ihonhoito merkki mikä sopii
▼	Koska ihoni reagoi herkästi ja jos ostan tuntemattoman tuotteen jää se yleensä köyttämättä, rahat menee hukkaan
▼	Käytän vain iholleni jo sopivaksi todettuja tuotemerkkejä
▼	Tuotteet laadukkaita ja toimivia suhteessa hintaan. Kosmetiikka on helposti liian kallista vain testailla, jos on yhtään herkkä iho.
▼	Käytössä tietyt merkit ovat osoittautuneeksi parhaiksi.
▼	Herkälle iholle kun löytyy sopiva tuote, en helposti lähde vaihtamaan

5.2 What makes you change brands?

Mikä saa vaihtelemaan tuotebrändejä?
Vastaajien määrä: 10

Vastauksia yhteensä 10, joista 10 näkyvillä. Näytä vain 10 vastausta tai lue kaikki avoimet vastaukset Word tai PDF -dokumentissa

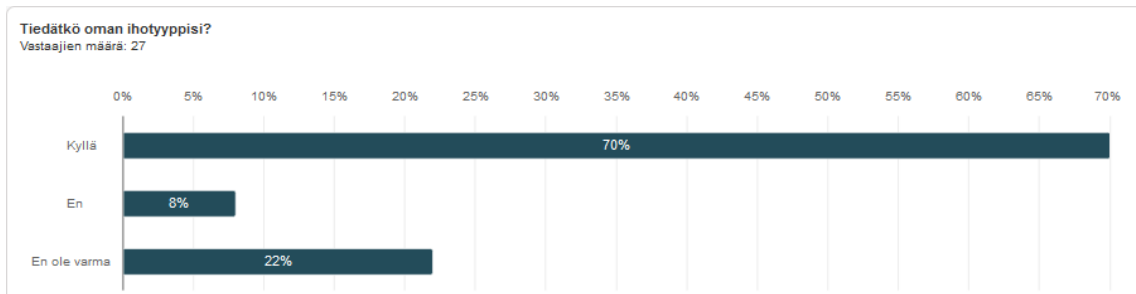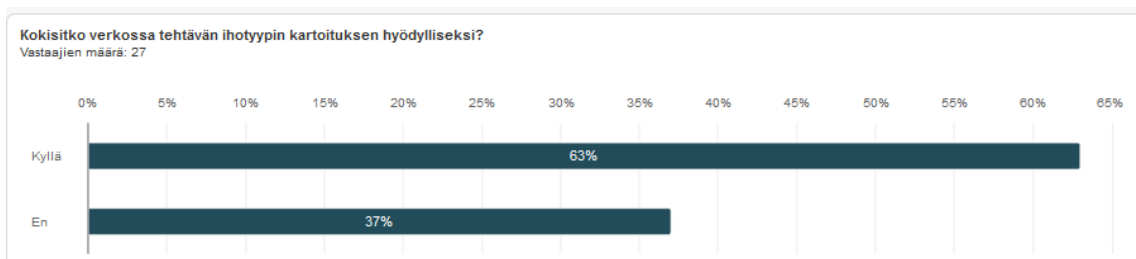|	Vastaukset
▼	Paljon kiinnostavia brändejä jotka käyttävät samoja raaka-aineita
▼	Tuotteen aineosat, jokaisessa brändissä saattaa olla yksi tai kaksi todellista helmeä, mutta muut tuotteet keskinkertaisia.
▼	Halu kokeilla uusia tuotteita. Yleensä näen somessa tuotesuosituksia, jotka saavat kokeilemaan tiettyjä tuotteita.
▼	Vaikea kysymys, pidän uuden tuotteiden kokeilusta varsinkin jos on suositeltu. Toki miksi toimivia tuotteita pitäisi taas vaihtaa, jolloin olen enemmän tuote uskollinen.
▼	Olen utelias testaamaan kaikkea uutta
▼	Muutama luottotuote löytyy, mutta riippuen vuodenajasta, ihon tarpeista ja kunnosta kokeilen tuotteita.
▼	Tarjoukset ja ihmisten suositukset
▼	Suosittelut,uuden kokeileminen,tarjoukset
▼	Kun yleensä se tuote on markkinoilla vain yhden kauden ja sitten sitä ei enää saa mistään. On pakko etsiä uusi.
▼	Eri brändeillä on hyviä ja huonompia tuotteita, joten yhdistelen eri brändien tuotteita.

6. Do you know your skin type?

Tiedätkö oman ihotyyppisi?
Vastaajien määrä: 27

Kyllä	70%
En	8%
En ole varma	22%

7. Would you find an online skin type analysis beneficial?

Kokisitko verkossa tehtävän ihotyypin kartoituksen hyödylliseksi?
Vastaajien määrä: 27

Kyllä	63%
En	37%

7.1. Tell more about your thoughts?

Miksi? Kerro halutessasi tarkemmin ajatuksiasi.
Vastaajien määrä: 8

Vastauksia yhteensä 8, joista 8 näkyvillä. Näytä vain 10 vastausta tai lue kaikki avoimet vastaukset Word tai PDF -dokumentissa

	Vastaukset
▼	Haluaisin itse, että pääsisin suoraan kasvotusten kartoittamaan ihotyyppini. Uskon että siitä olisi enemmän itselle apua.
▼	Ihoni on ollut samanlainen 20 vuotta ja olen sitä osannut hoitaa mutta yli 3kymppisenä ihotyyppini muuttui hetkessä. En osaa ostaa uusia tuotteita koska en ymmärrä siitä ihotyypistä mitään enkä ole käyttänyt kyseisiä tuotteita
▼	Tullut tehtyä jo aikaisemmin, yleisesti mielestäni hyvä idea silloin kun kuvia ihon kunnosta pystyy lähettämään ammattilaiselle.
▼	Uskon että ammattilaisen tulee nähdä ihoni
▼	Ei tarvetta, tiedän jo.
▼	Ihotyyppi voi vaihtua ja hoitotarve voi olla eri vuodenaikoina erilainen.
▼	Uskon että ammattilainen esim. kosmetologi tietäisi paremmin
▼	Se on loppupeleissä aika haastavaa tehdä etänä.

8. How significant next online purchase experience journey stages are for you?

Kuinka merkittäviä seuraavat ostopolun vaiheet ovat sinulle verkkokauppakokemuksen kannalta?
Voit miettiä aiempaa kokemusta verkkokaupasta ja kuinka merkittävä paino vaiheilla oli kokemuksen kannalta.

Vastaajien määrä: 27

Vaihe	Kuvaaja	Keskiarvo
Verkkokaupan löytyminen	15% / 33% / 48%	4,1
Tuotteiden löytäminen	15% / 74%	4,5
Tuotteiden lisääminen ostoskoriin	7% / 19% / 33% / 41%	4,1
Maksuvaihe	19% / 33% / 44%	4,1
Paketin toimitus	18% / 41% / 41%	4,2
Paketin avaus	7% / 11% / 52% / 11% / 19%	3,2
Oston jälkeinen viestintä (esim. palautekysely tai markkinointiposti)	41% / 15% / 29% / 11%	2,2

● 1 Ei lainkaan merkittävä ● 2 Hieman ● 3 Neutraali ● 4 Jonkin verran ● 5 Erittäin merkittävä

9. Which factors would make the online purchase decision easier?

Mitkä tekijät helpottaisivat ostopäätöstäsi verkossa?
Voit valita useamman vaihtoehdon.

Vastaajien määrä: 27, valittujen vastausten lukumäärä: 124

Tekijä	%
Tuotearvostelut	74%
Henkilökohtaiset tuotesuosittelut	30%
Videot tuotteen käytöstä	33%
Selkeä tuotekuvaus	89%
Tuntee tuotteen entuudestaan	52%
Mahdollisuus testata ensin tilaamalla testerin tai matkakoon	33%
Kosmetologin/ammattilaisen suositus	19%
Tietoa eri ihotyypeistä/-ongelmista ja niiden hoidosta	41%
Alennus	59%
Mahdollisuus kysyä apua	11%
Voi ostaa koko yhteensopivan tuotesetin samalla	15%
Muu, mikä?	4%

10. How useful it would be to get suggestions of suitable products after adding products to basket?

Kuinka hyödyllisenä pidät yhteensopivien tuotteiden esille nostoa ostoskoriin lisäyksen jälkeen?
Vastaajien määrä: 27

Keskiarvo

| 11% | 30% | 30% | 22% | 7% | 2,9 |

● 1 En lainkaan ● 2 Hieman ● 3 Neutraali ● 4 Jonkin verran ● 5 Erittäin
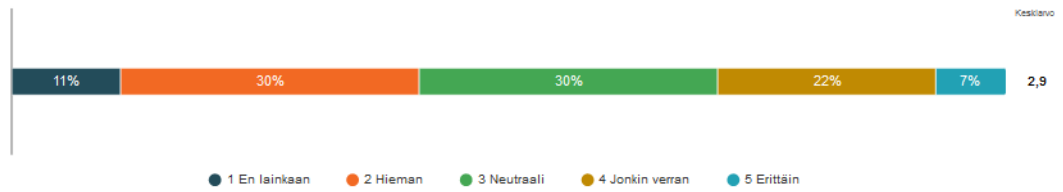
11. What do you wish from customer loyalty?

Mitä toivoisit kanta-asiakkuudesta?
Voit valita monta vaihtoehtoa.

Vastaajien määrä: 27, valittujen vastausten lukumäärä: 116

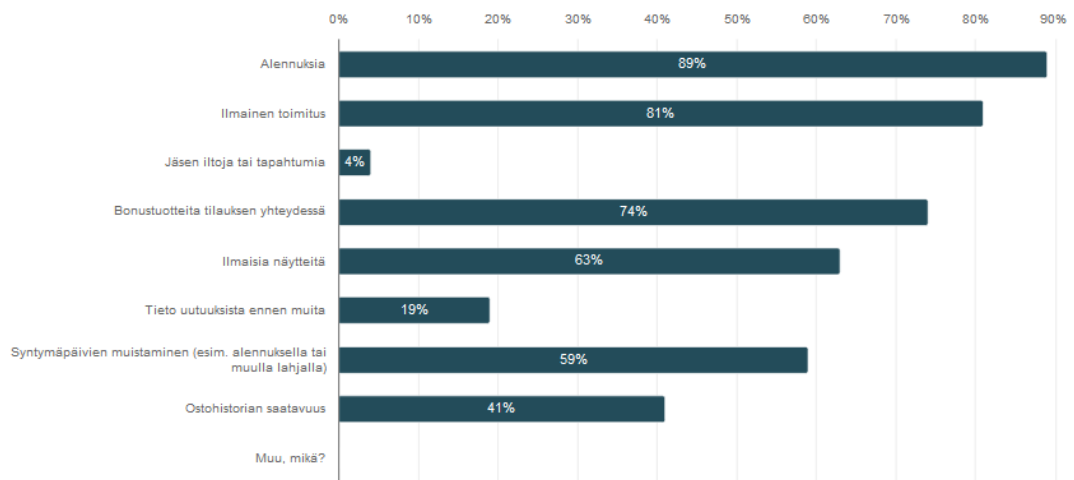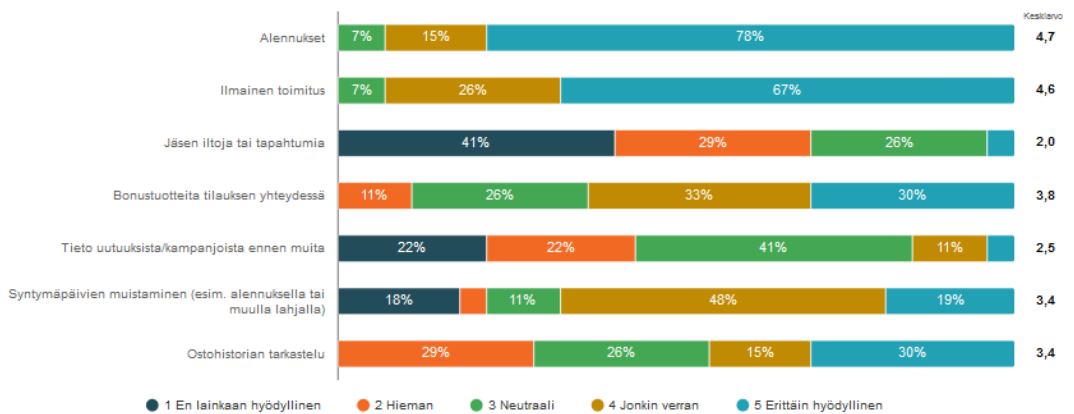|	%
Alennuksia	89%
Ilmainen toimitus	81%
Jäsen iltoja tai tapahtumia	4%
Bonustuotteita tilauksen yhteydessä	74%
Ilmaisia näytteitä	63%
Tieto uutuuksista ennen muita	19%
Syntymäpäivien muistaminen (esim. alennuksella tai muulla lahjalla)	59%
Ostohistorian saatavuus	41%
Muu, mikä?	

12. How beneficial or significant benefits you find the following?

Kuinka hyödyllisinä tai merkittävinä etuina pidät seuraavia?
Vastaajien määrä: 27

Keskiarvo

					Keskiarvo
Alennukset	7%	15%	78%		4,7
Ilmainen toimitus	7%	26%	67%		4,6
Jäsen iltoja tai tapahtumia	41%	29%	26%		2,0
Bonustuotteita tilauksen yhteydessä	11%	26%	33%	30%	3,8
Tieto uutuuksista/kampanjoista ennen muita	22%	22%	41%	11%	2,5
Syntymäpäivien muistaminen (esim. alennuksella tai muulla lahjalla)	18%	11%	48%	19%	3,4
Ostohistorian tarkastelu	29%	26%	15%	30%	3,4

● 1 En lainkaan hyödyllinen ● 2 Hieman ● 3 Neutraali ● 4 Jonkin verran ● 5 Erittäin hyödyllinen

13. Are you interested of subscribing chosen products?

Kuinka kiinnostunut olisit kestotilaamaan valitsemiasi tuotteita?
Vastaajien määrä: 27

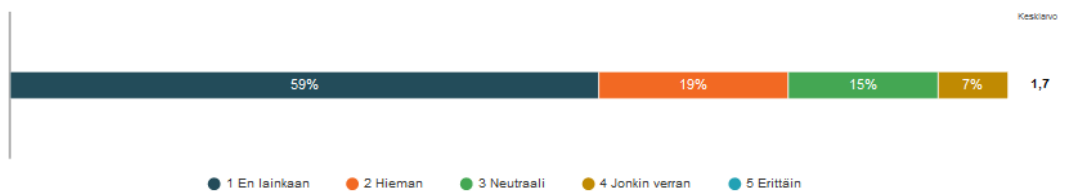|					Keskiarvo
48%	26%	7%	15%	4%	2,0

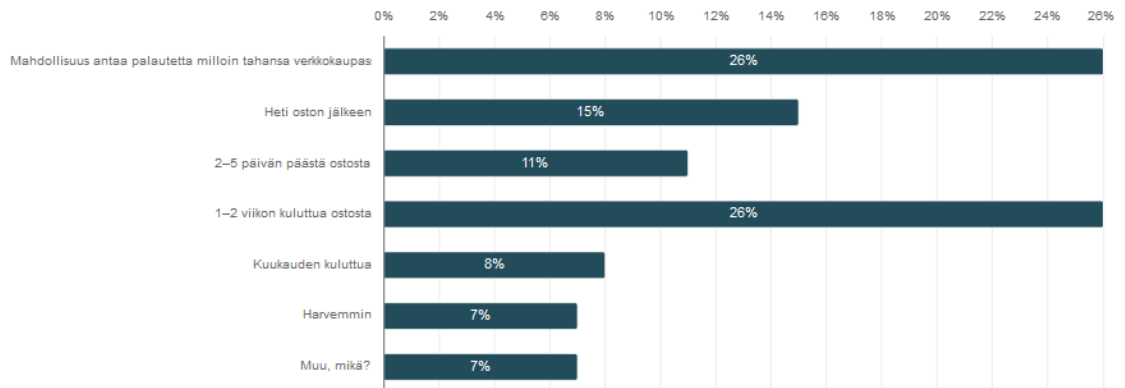● 1 En lainkaan ● 2 Hieman ● 3 Neutraali ● 4 Jonkin verran ● 5 Erittäin
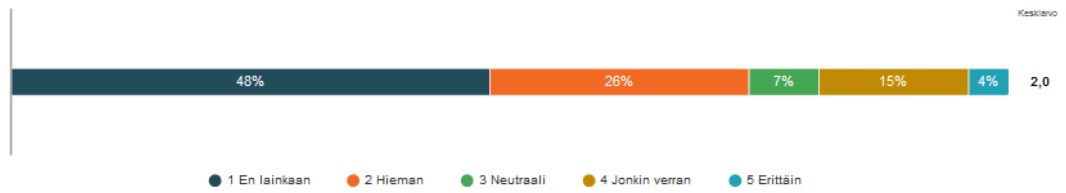
14. How interested you would be to get reminders on re-orders?

Kuinka kiinnostunut olisit saamaan muistutuksia uudelleen tilauksista?
Esimerkiksi kasvovoiteen oston jälkeen 3 kk päästä "Piditkö tuotteesta, tilaa uudestaan" -tyyppinen muistutus.

Vastaajien määrä: 27

				Keskiarvo
59%	19%	15%	7%	1,7

● 1 En lainkaan ● 2 Hieman ● 3 Neutraali ● 4 Jonkin verran ● 5 Erittäin

15. What is in your opinion the best time to ask feedback from purchase experience?

Mikä on mielestäsi paras hetki kysyä palautetta verkkokaupan ostokokemuksesta?
Vastaajien määrä: 27

Mahdollisuus antaa palautetta milloin tahansa verkkokaupas:	26%
Heti oston jälkeen	15%
2–5 päivän päästä ostosta	11%
1–2 viikon kuluttua ostosta	26%
Kuukauden kuluttua	8%
Harvemmin	7%
Muu, mikä?	7%

16. What is the best way to ask feedback?

Mikä on mielestäsi paras tapa kysyä palautetta?
Vastaajien määrä: 27

Sähköpostilla	56%
Tekstiviestillä	7%
Verkkosivulla	37%
Muu, mikä?	
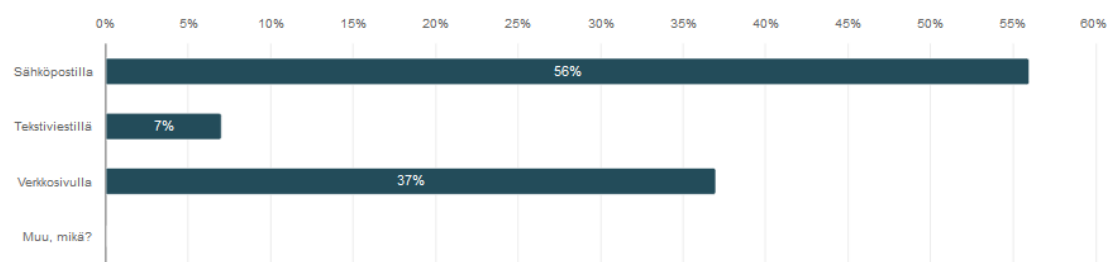
17. How likely you would give reviews on bought products?

Kuinka todennäköisesti antaisit tuotearvosteluja ostamistasi tuotteista?
Esimerkiksi kasvovoiteen oston jälkeen 3 kk päästä "Piditkö tuotteesta, tilaa uudestaan" -tyyppinen muistutus.

Vastaajien määrä: 27

					Keskiarvo
Jos tuote <u>on ollut</u> hyvä ja sopinut itselle	26%	8%	59%	7%	3,5
Jos tuote <u>ei ole</u> vastannut odotuksia tai sopinut itselle	33%	18%	30%	15%	3,2

● 1 En lainkaan ● 2 Pieni todennäköisyys ● 3 En tiedä ● 4 Todennäköisesti ● 5 Erittäin todennäköisesti