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**OBSTACLES TO ONLINE YOGA**

Empirical Study on Yoogaia's Passive Customers

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**ABSTRACT**

Yoga is an ancient Indian physical and mental practice that has become extremely popular in the Western World, and is nowadays also available on Internet. The case firm of the study is a Finnish start-up company Yoogaia that offers yoga and other body and mind exercises online. Yoogaia’s special feature is that an online class can be attended with a web camera, which enables two-way interaction. Yoogaia has a large register of customers, but only a minority of them is currently paying for the service. The research purpose is thus to find out what are the obstacles for Yoogaia’s passive registered customers to buy the service. In order to answer the research problem three objectives were set: 1) to define the potential beneficial elements in this field of business: yoga service online, 2) to examine empirically what are regarded as Yoogaia’s beneficial elements, and 3) to empirically discover the reasons for customers’ passive behavior.

As the study is quantitative by its nature a theoretical framework was created to serve as a basis for the empirical analysis. Yoga, online environment and membership were recognized as the beneficial elements in Yoogaia’s business idea. In addition four supplementary theme interviews were performed before creating the questionnaire. All in all 599 valid answers were received, of which 26 were from sign-ups who had not taken advantage of the free trial. The results were analyzed with IBM SPSS program using factor analysis and cluster analysis as methods.

It appeared that Yoogaia’s main benefits were relaxation from yoga practice, price, flexibility, quick reactivity and communication provided by Yoogaia. The main reasons for having joined Yoogaia were free trial and special offers. That there no longer was a possibility to attend a singular class was considered as a disadvantage. Three segments were created according to their considerations about Yoogaia: True yogis, Happy customers and Busy yogis, and their potential for Yoogaia were estimated. Happy customers appeared to be the most potential ones. The only reason for passive behavior that came out was the fact that Yoogaia is not available via tablet. The identified obstacles for buying the service were: the assumption that signing up was done out of curiosity or because of the free trial, or reluctance to pay the full price for the service.

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**KEYWORDS:** yoga, online yoga, online environment, e-commerce, membership



## 1. INTRODUCTION

*"Do you wear yoga pants? Why not try yoga?"* (Germano 2014).

The roots of traditional yoga lie in Indian asceticism (Puustinen, Rautaniemi & Halonen 2013: 22). The history of yoga is rather long, as there are texts handling yoga philosophy and practice dated between 400 BC and 400 AD. Originally yoga was a series of exercises based on a philosophy, with which one could practice mental enlightenment, and it was practiced mainly among men. The aim of yoga was the isolation of self and with yoga one could control the body in order to gain mental release. A Calcutta based Hindu monk Swami Virekananda has played a large role in the development and launching of the modern yoga. In the end of the 19<sup>th</sup> century he gave lectures in the United States and Western Europe presenting his idea about yoga. He represented yoga as a "spiritual commodity", which had health and freedom as its "specific values for the western people". Interestingly, Virekananda's transformed versions of yoga became later popular also in its birthplace India. (Strauss 2004: 2, 4–6.)

The "modern yoga" in its global forms has diverged essentially from its original form (Puustinen et al. 2013: 22). The classical yoga exercise begins with the practice of morality in social life, proceeding to physical practices (*asanas*), and as last to the different stages of mental attention and consciousness (Strauss 2004: 2), as the "modern yoga" focuses mainly on the physical part of yoga (Broo 2011: 55; Puustinen et al. 2013: 22). As before yoga was a hobby of a marginal group, now it has been consciously "demystified" and made accessible to the modern world (Puustinen et al. 2013: 22; Gosling 2013). At the same time new forms of yoga, such as Power Yoga and different sorts of Flow Yoga, have sprang up (Strauss 2004: 4).

Yoga seems to be especially popular in Finland. The first yoga book in Finnish was published in 1911 and the Finnish Yoga Association was established in 1967 (Ala-Risku 2014). It is estimated that yoga is practiced in Finland more than anywhere else in the world (YLE verkkouutiset 2008). A survey conducted by *Kirkon tutkimuskeskus* (Gallup Ecclesiastica 2011: 38) revealed that 14 percent of the Finns practice other than religious form of spiritual growth, in which taiji and yoga were included. According to the survey made by *Suomen kuntoliikuntaliitto* (Liikuntatutkimus 2009–2010) there are 62,000 yogis and 64,000 potential yoga practitioners in Finland (Suomen kuntoliikuntaliitto 2010: 8, 12).

Yoga's popularity – in Finland and elsewhere – can have to do with the fact that it has become a brand with a special distinction from other sports: connection to the Indian mythology. Regardless the predominant rationalism and secularity, people want to experience spirituality, which can be fulfilled by consuming yoga. (Puustinen et al. 2013: 22, 24.) This leads to the fact that, with Carrette's and King's (2005: 1) words, also "spirituality is a business". The brand of yoga is indeed utilized for a variety of marketing purposes, such as for yoga mats, clothing, books, courses and tea. Also, yoga as an exercise has been turned into a brand: "yoga is marketed as a tool, which enables customers turning into better people through physical and psychological changes". For instance, Bikram yoga is a registered trademark and in order to teach it, the institution has to pay for the license. On the other hand, at the same time there is a group of yogis that is very much against this kind of commercialization, and finds that yoga in its original sense and finances have nothing to do with each other. However, it seems that yoga and commercialisation take advantage of each other. (Puustinen et al. 2013: 24, 37.)

Apart from numerous physical yoga studios, yoga has found its way also to the Internet. The case firm in this study, Yoogaia Ltd., operates in health and wellbeing field of business providing mind and body exercises (Maaranen 2014). It is a Finnish startup founded in October 2013 and offers currently different sorts of yoga, Pilates, core and kettle bell classes online in real-time, approximately 20 live classes a week. As a recent renewal, also recordings of live classes are available for seven days for anytime use. A computer or laptop and Internet connection are required for being able to participate. Signing in happens with a Facebook account or an e-mail address. Yoogaia functions currently apart from Finland, also since November 2014 in United Kingdom. In near future Yoogaia extend its business to the United States and Hong Kong. Classes are offered partly in Finnish and partly in English. (Yoogaia 2014.) In 2014 Yoogaia's revenue (anticipatory) was 150,000 euros and the amount of staff was eight persons (Koho & Nousiainen 2015: 34–35).

As a stimulus to sign up for the service, Yoogaia offers a free trial. The period of time for trying out the service varies. In January 2015 a free trial of seven days was offered for a limited amount of time (Yoogaia Facebook 2015). The uniqueness of Yoogaia's online classes is that they are live, so a participant can attend a real-time class using his/her own web camera. This enables the instructor to see all the participants on a screen and to give guidance if necessary. (Yoogaia 2014.) Even though there are plenty

of recorded yoga classes available, it seems that there are no other online yoga providers, which function interactively like Yoogaia (Lemarchand 2014).

Yoogaia has in its register currently (June 2015) in total 34,581 customers, of whom 5,888 are having a subscription and the rest (83 %) are not paying for the service (Raussi 2015). These registered customers are probably attracted by yoga and find Yoogaia tempting, but only a part of them becomes active users of the service. What makes people signing up for a yoga service? Do they even plan to ever use it, while signing up? And more importantly, what would motivate these people subscribing for an online yoga service?

### 1.1. Research purpose and objectives

Yoogaia's problem is that a large part of the (potential) customers in register do not pay for the service. They stop using the service after a free trial or after expiration of a subscription, or they sign up, but never end up actually using it. The aim of this study can be divided into two parts: to find out what are the attractive features of the service that motivate people to sign up, and to examine what prevents customers from buying the service.

Therefore, the research purpose is to find out *what are the obstacles for Yoogaia's passive registered customers to buy the service?*

The following three objectives have been set in order to answer the research problem:

*The first objective is to define the potential beneficial elements in this very field of business: yoga service online.* The essential elements combined in Yoogaia's business idea are: yoga, online environment and membership. First, the main reasons for practicing yoga in general will be examined. As the second element of the business, benefits of online environment as a market place compared to offline will be examined. Third, what comes to membership, customer loyalty program literature will be examined in order to find out what motivates people to join loyalty programs in other contexts.

*The second objective is to examine empirically what are regarded as Yoogaia's beneficial elements.* This will be carried out with an inquiry. The questionnaire will be

constructed on the theoretical framework created within the first objective and on supplementary interviews. The results will be analyzed with the aim to discover what are the customers' considerations about Yoogaia. Finally the customers will be grouped according to their considerations.

*The third objective is to empirically discover the reasons for the customers' passive behavior.* One group of the passive customers consists of those who have tried out the service and possibly even had a subscription for a while. Members of the other group have not taken advantage of the free trial and stopped using the service after signing up. If possible the passive customers will be categorized according to their reasons for their behavior. The interest will be in evaluating in what extent the different segments can be influenced by marketing actions. Managerial implications and suggestions for developing the service will be made based on the conclusions.

## 1.2. Research approach

In this study the aim is to find out, why certain customers do register themselves into a service, but do not reach the status of an active customer. This will not be approached by thoroughly understanding the motives behind singular customers, but by studying them as members of different classes. As the study will result in numeric outcomes, quantitative research approach will be used (Field 2013: 882). Quantitative research enables classification and the possibility to create different kinds of user groups (Ryan 2006: 21). The research will proceed and the scientific knowledge will be gained deductively. Deduction is based on the idea that theory is the first source of knowledge. The researcher can form a hypothesis through applying the theoretical knowledge concerning the phenomenon. According to deduction the certainty of developing a theory will be achieved through testing the hypothesis with empirical examination. (Eriksson & Kovalainen 2011: 22.) First generalization based on the theory about the reasons for using an online yoga service will be performed. In this study "hypotheses" in its strict meaning will not be created, but the theoretical framework will mostly define the statements for the questionnaire, which will be analyzed. The framework can be completed with use of qualitative methods. Finally, the non-active customers will be grouped according to their reasons for not actively using the service in that extent that is possible according to the results.

This study has a post-positivistic nature. Positivism, a philosophy of which post-positivism stems from, is a normative attitude towards scientific information (Raunio 1999: 111). Positivists believe that the world is knowable: what is still unknown will be uncovered as the improvement of technology and the evolvement of science allow it to happen. Further, there is one singular truth that is applicable to everything according to positivism. (O’Leary 2004: 5.) Positivism refers to a presumption that only knowledge found from experience is legitimate (Eriksson et al. 2011: 17), so it is empirical by nature (O’Leary 2004: 5). It judges, which sentences concerning the world deserve to be called science (Raunio 1999: 117). According to positivism, “research produces facts and accounts that correspond to an independent reality, is value free, and prioritizes observation” (Eriksson et al. 2011: 18).

The era of positivism as a philosophical movement took place during time between the two world wars. After the World War II positivism was divided into the analytical research theories of the “hard” line and the “soft” line schools of analytical philosophy. Wittgenstein played a large role in the development of post-positivism. He was interested in what was the function language had in science and saw first that language was able to express only things that were objective. Later on he saw language as a social construction, which meant that the social reality was created in the reality mediated by language. Decisive for the meanings that linguistic expressions gained, were the situations in which they were used. In Wittgenstein’s latest view science is determined as a sort of social practice or “play of language” among others. This indicated abandoning the aim to search for a reliable and universal scientific knowledge that existed in logical positivism, as well as admitting the relativity of knowledge. (Raunio 1999: 117–118.)

Even though post-positivism was born as a counterattack towards positivism, it can be characterized as “a modified version of positivism”, in which control and predictability remain the aim (Guba 1990: 20). Both positivism and post-positivism argue that knowing about the world is an end itself and constitutively valuable (Lincoln & Guba 2000: 172). A post-positivist researcher stresses the creation of new knowledge and reckons that the research methods and data mirror reality (Ryan 2006: 12, 18). They recognize the uniqueness of the situation, but can seek broader value in their findings, which can be transferable: applicable to another context (O’Leary 2004: 7). This study aims to create new knowledge about the obstacles, which exist to the active use of an online yoga service. So, the aim is to find an answer to this specific question, but eventually also to create transferable knowledge.

An ontological difference between the two philosophies is that post-positivists think that reality exists, but can never fully be apprehended. Thus, objectivity remains an ideal, but can never be fully reached. A post-positivist thinks epistemologically that findings are “probably true”, rather than “true”. (Guba 1990: 23; Lincoln et al. 2000: 168.) In a post-positivist research instead of trying to achieve full *objectivity* the question that should be asked is rather: “have the subjectivities been managed”. The indicator in this case is neutrality. It is very close to objectivity, but recognizes that most researchers have some positioning in relation to their research topic, which makes objectivity troublesome. Neutrality requires that the subjectivities are recognized and negotiated in a way that tries to avoid biasing results or conclusions. So, the researchers should reflect on their own subjective positioning and attempt to mediate them to be true to the research process. (O’Leary 2004: 57–58.)

Methodologically post-positivism allows the use of a variety of methods, which means that for instance a qualitative method could be used beside if necessary. (Guba 1990: 23; Lincoln et al. 2000: 168.) When it comes to this study, the positive attitude towards mixed methods makes it possible eventually to perform a pre-qualitative research or analyzing the numeric outcomes eventually with a qualitative method. A post-positivist researcher is subjective, acknowledging being value-bound, as well as participatory and collaborative, rather than a positivist objective and removed expert. He/she admits biases that can affect their studies. (O’Leary 2004: 6–7.) This allows the contact with the target group of the research if necessary, and is characteristic for this study in that sense.

This study has dominantly a customer’s viewpoint. However, managerial implications will be drawn from the results of this study.

### 1.3. Structure of the study

In the first chapter of the study the history and development of yoga towards “modern” and finally to online yoga are described. Also, the context of the study: the case firm and its business idea, is introduced. This chapter includes descriptions of the research problem and question, the three objectives through which the question will be answered, and the methodological choices.

In the second chapter the essential elements (yoga, online environment and membership) of Yoogaia's business idea and the motivating factors for using an online yoga service, are examined. Like this the theoretical framework will be created to serve the empirical part of the study. This coincides the first objective.

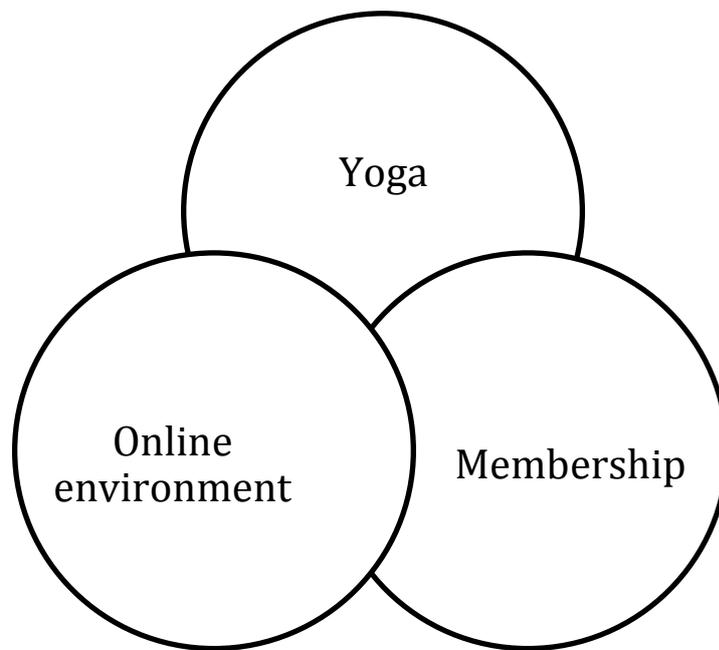
The third chapter includes the complete methodological design of the study. Characteristics of quantitative study and mixed methods will be presented. The chosen research methods: positivistic inquiry and qualitative theme interview and their role in data collecting will be described in detail. The questionnaire will be constructed and finally, the plan for analysis of the results will be designed.

The fourth chapter represents the empirical part of the study, as the results of the inquiry will be reported and analyzed. The sample will be described according to the background information. The further analysis will be split in two sections. First the aim is to find out what in customers' opinion are the benefits of Yoogaia, and second, what on the other hand are the reasons not to buy the service.

Finally, conclusions and the managerial implications will be drawn in the last, fifth chapter.

## 2. POTENTIAL BENEFITS EMBEDDED IN YOOGAIA'S SERVICE-PACKAGE

In this chapter the aim is to create a theoretical framework about the research subject. That will serve as a basis in the empirical part of the study. The case firm Yoogaia offers yoga and other body and mind services online. In this study Yoogaia is analyzed particularly as an online yoga provider. In this sort of business the following elements are combined: yoga, online environment and membership. At the same time these can be considered potential benefits of Yoogaia's business idea and reasons for the customers to buy the service. In an ideal situation all these benefits cross each other making the service an ideal choice. This is demonstrated in Figure 1.



**Figure 1.** The essential beneficial elements combined in Yoogaia's service.

In this chapter the potential benefits of being Yoogaia's customer will be examined based on the previous research. First, reasons for practicing yoga in general will be examined. Second, benefits of online environment compared to offline commerce and its affects on purchase process will be examined. As membership is the third element of the business, literature concerning loyalty programs will be examined. The interest is in

finding out the beneficial elements of loyalty programs in customers' point of view and the reasons to join them.

## 2.1. Motivating factors for doing yoga

Yoga is a very fashionable and popular sport, and it is everywhere, as it gets a lot of attention in media in several forms. These days the ideal yogi is presented as a “vital, harmonic despite all the rush of everyday life, in this world living and self-fulfilling person”. In addition, yoga exercise instructions are given to guide women losing weight, taking care of their beauty and expressing their femininity. (Puustinen et al. 2013: 35–36.) Is this reality or do people have other motivation for practicing yoga? Are the original aims, such as isolation of self and control of the body in order to gain mental release still involved? In this section research concerning the actual motivating factors for yoga exercise today will be examined.

### 2.1.1. Health elements

There is plenty of empirical research about yogis' reasons to practice yoga. The main reason to practice yoga seems to be according to several studies better health in general (eg. Dayananda, Judu, Rajesh & Natesh 2014: 68; Ross, Friedmann, Bevans & Thomas 2013: 318; Zajac & Schier 2011: 71; Park, Riley, Bedesin & Stewart 2014: 5). More specifically, according to one survey, getting exercise was the primary reason for starting to exercise yoga. Flexibility and getting into shape were other important reasons to take up yoga. (Park et al. 2014: 5.) In addition, following associations between yoga and health elements among respondents has been found: energy level, improvement of sleep (see also Park et al. 2014: 6), personal relationships, attaining or maintaining a healthier weight and a better diet because of yoga. (Ross et al. 2013: 318–319, 321.)

Yoga has also been reported to treat specific medical conditions, such as musculoskeletal conditions and mental health especially. Practicing Iyengar yoga (a form of hatha yoga), for instance, has been proved to have a positive impact on anxiety and depression (Griffin 2013: 70). The findings suggested that patients with certain medical conditions, such as musculoskeletal, mental health, severe sprains, or asthma, are more likely to use yoga than the general population. Respondents in this study were predominantly female, white, college educated and young. The limitation of this study, though, is that respondents were initially asked if they used yoga for health. (Birdee et

al. 2008: 1653, 1656.) This means that respondents could have had also many other reasons for practicing yoga, which didn't come out in this survey. Medical conditions may nevertheless be an important reason for yoga exercise.

Responding yoga practitioners in American studies were predominantly female, white, educated (Ross et al. 2013: 321; Birdee, Legedza, Saper, Bertisch, Eisenberg & Phillips 2008: 1653) and young (Birdee et al. 2008: 1653). Regardless of age, race, gender, or education levels, yoga practitioners tended to hold similar beliefs about the impact of yoga practice on their health. What could not be figured out was whether having these beliefs was the motivation to take up the path for yoga to improve their health, or whether these strong beliefs emerged after they had experienced therapeutic benefits of yoga practice themselves. (Ross et al. 2013: 321.) Yoga users also feel having a higher health status as compared to non-yoga users (Birdee et al. 2008: 1656.) So, it seems that yoga is practiced mostly for health maintenance among healthier individuals, which form a rather homogeneous group.

#### 2.1.2. Spiritual/mental and other elements

Some people have found new reasons to keep up with yoga after some regular practice. Newly discovered primary reasons for continuing to practice yoga were – interestingly – spirituality, stress relief and relaxation (Park et al. 2014: 5). So, spirituality, for instance, came in only after having experienced yoga. Quality of life was mentioned as one of the primary reasons for doing yoga exercise according to a survey conducted in India. On the other hand, modern lifestyle, family, and occupational commitments, as well as irregularity in lifestyle were perceived as serious barriers for practicing yoga on a regular basis, according to the same survey. (Dayananda, Judu, Rajesh & Natesh 2014: 68.) Because part of the Indians have a rather western kind of lifestyle, findings about modern lifestyle and commitments as an obstacle for practicing yoga can probably be applied to the Western people, and this very study as well. Stress management occurred to be a significant reason to exercise yoga in a Polish-Canadian survey, in which reasons for doing yoga and aerobics were compared (Zajac et al. 2011: 71).

Western people seem to be attracted to Hatha yoga because of its physical calming effects. People who chose hatha found themselves hyperactive and nervous. (Strauss 2004: 95.) Other motivating factors for yoga exercise were sense of community, along with fun, enjoyment/euphoria, self-discovery (Park et al. 2014: 6) and happiness (Ross

et al. 2013: 318). One study has indeed found connection between long-term yogic practice and brain structure. They found out that meditation increases the area of the brain, which associated with positive moods, equanimity and emotional resilience. (Griffin 2013: 71.) All the motivational factors for exercising yoga according to the different themes are collected in Table 1.

**Table 1.** Motivational factors for yoga practice.

Theme	Health reasons	Spiritual/mental reasons	Other reasons
<b>Reasons for yoga practice</b>	<p><b>General health</b> Energy level, sleep, relationships, weight, diet, getting exercise, flexibility, getting into shape, dealing with physical health reasons.</p> <p><b>Specific medical conditions</b> Musculoskeletal conditions, mental health, sprains, asthma.</p>	Spirituality, stress relief, relaxation, self-discovery, calming effects, quality of life, happiness, stress management.	Sense of community, fun, enjoyment/euphoria,

Reasons for yoga practice can be divided into health, spiritual or mental and other reasons. Other reasons include sense of community, fun and enjoyment or euphoria. Interesting will be to find out whether these are the benefits of online yoga as well. Practicing yoga via computer does not prevent from enjoying the health effects of yoga, so this is expected to be beneficial in Yoogaia's service, too. On the other hand, spiritual or mental elements of yoga practice could be limited when attending a class via computer. Other elements such as sense of community and fun emerge also as aspects that Yoogaia may lack as an online yoga provider. Practicing yoga at home alone is not the same experience as together with other yogis in a physical yoga studio. Especially

creating the feeling of community can be problematic for an online yoga provider and an obstacle for the customers to use the service.

## 2.2. Yoga online

Internet is nowadays a place that affects our everyday lives, when it comes to socializing, managing money, and purchasing goods and services (Wilson, Zeithaml, Bitner & Gremler 2012: 296). In Finland Internet shopping has increased enormously the last decade. Even though in general the growth of online shopping has started to slow down, at the same time service purchase in Internet has started to grow until 2013. (Tilastokeskus 2013.) Online services have their own character compared to offline environment. According to Jiang and Rosenbloom (2005: 152) “it is increasingly evident that online service quality involves issues that are unique to the Internet environment.” A loyal customer tends to spend greater amounts of money and lead to a positive word-of-mouth (Lynch et al. 2001: 17; Srinivasan, Anderson & Ponnabolu 2002: 41). Attracting customers to the sites is highly competitive, though, and firms invest loads of money in advertising without knowing what actually are the critical points in the process of online purchase (Lynch et al. 2001: 16). How do the ancient yoga and the reasonably modern online environment fit together? Why does someone like to practice yoga through an online service? In this section the benefits of online commerce and the elements affecting purchase processes via Internet will be examined.

### 2.2.1. Benefits of online commerce

The rapid growth of e-retailing reflects that it can offer conclusive benefits compared to offline environment (Srinivasan, Anderson & Ponnabolub 2002: 41). One benefit of online commerce is simply greater convenience (Srinivasan et al. 2002: 41; Lynch et al. 2001: 21) in form of greater flexibility (Srinivasan et al. 2002: 41). Within online environment a customer is able to access a firm’s services despite of time and place. In an ideal situation online channels manage to attract people to purchase services, which they would not buy if only an offline service was available because of time schedules (Wilson et al. 2012: 296), or distance. When it comes to place, wide distribution is one of online service distributors’ benefits, too. Online commerce enables people in any geographical location to subscribe to a service. Further, it can be more challenging for a company to make potential customers aware of their physical address and to attract them to find their ways their. (Wilson et al. 2012: 296.)

On the other hand, it is not necessarily a benefit that attending a yoga class is enabled whenever and wherever it suits one. Yoogaia offers interactive live classes at certain hours, but all the classes are available anytime as recordings as well. The “easiness” of a service can have a contrary effect if it means that in the end the customer will not use the service at all, because it does not demand any kind of planning. In addition, practicing yoga at home posits certain requirements for the circumstances, as for having enough space and a space without any distractions.

In monetary terms, a benefit for an online service is a lower cost structure (Srinivasan et al. 2002: 41; Wilson et al. 2012: 296.), which enables keeping a lower price level. Electronic media allows an unlimited amount of people to join the service, which affects the price to a customer’s benefit. When it comes to an online yoga provider it makes no difference how many people join the class (benefit of scale), as for a physical yoga studio has a limited amount of places for yoga practitioners. In January 2015 the prices for a subscription were following: 1 month 20 €, 4 months 70 € and a special new year’s offer 12 months 120 € (normally 180 €) (Yoogaia 2015a). To compare, the prices for an anytime season ticket for Helsingin astanga joogakoulu are: 1 month 145 € (reduced 119 €), 3 months 393 € (reduced 325 €) and 5 months 619 (reduced 525 €) (Helsingin astanga joogakoulu 2015). Yoga online via Yoogaia’s service is without any doubt more affordable than yoga class in a physical yoga studio.

Quick customer feedback is one of the most important strengths of e-commerce. After using the service online, there is a lower threshold for a customer to fill in the questionnaire than it would be after a purchase in an offline situation. (Wilson et al. 2012: 297.) This is also a customer’s benefit, as this makes it easier to develop the service more efficiently towards customer’s desire. Closely related to customer feedback one is customer choice and ability to customize. Srinivasan et al. (2002: 42) define that “customization is the ability of an e-retailer to tailor products, services and transactional environment to individual customer”. Especially when it comes to start-up firms, Internet allows companies to design services from the beginning on, as they probably want to hear customers’ needs and desires and design their service according to them. (Wilson et al. 2012: 296–297.) Yoogaia’s customers seem to have actual influence on what the provider offers in its schedule. For instance, because of a large interest towards child-parent-yoga this kind of class has been included into the schedule (Yoogaia Newsletter 2015a). Yoogaia is also constantly asking customers’ opinions related to features of the classes or preferential classes on the timetable.

### 2.2.2. Elements affecting decision making process online

Geyskens, Steenkamp, Scheer and Kumar (1996: 314) have found out that in the traditional brick-and-mortar context the size and reputation of a company perceived by a consumer increase trust towards a company. As an online company lacks the physical substance, and the communication with the service provider may remain electronic until the end, trust plays a large role in the loyalty of a customer. According to Lynch (2001: 19) trust does indeed affect brand loyalty. This is especially effective within “high-touch” products, which are the ones that a customer would rather like to see before buying, such as clothes. This explains why “low-touch” products and services, such as flight tickets, are the most leading ones in online commerce. (Lynch et al. 2001: 17.) Yoogaia can be considered to be a high-touch service, as the role of an instructor is important.

The emotions experienced and “how good” a customer feels during the site visit may also influence outcomes. Lee and Sternthal (1999: 126) reckon that a positive feeling hastens the process of decision-making and enhances positive associations towards products. Also when it comes to the positive affect, the product category makes a difference. Nevertheless, when comparing low-touch product to a high-touch product the positive feeling may have less effect in the shopping experience, as the brand and the price of the product may serve as decisive elements. The studied people were more willing to buy high-touch products if they felt happy, excited and enthusiastic about their experience on the website. (Lynch et al. 2001: 17, 20.)

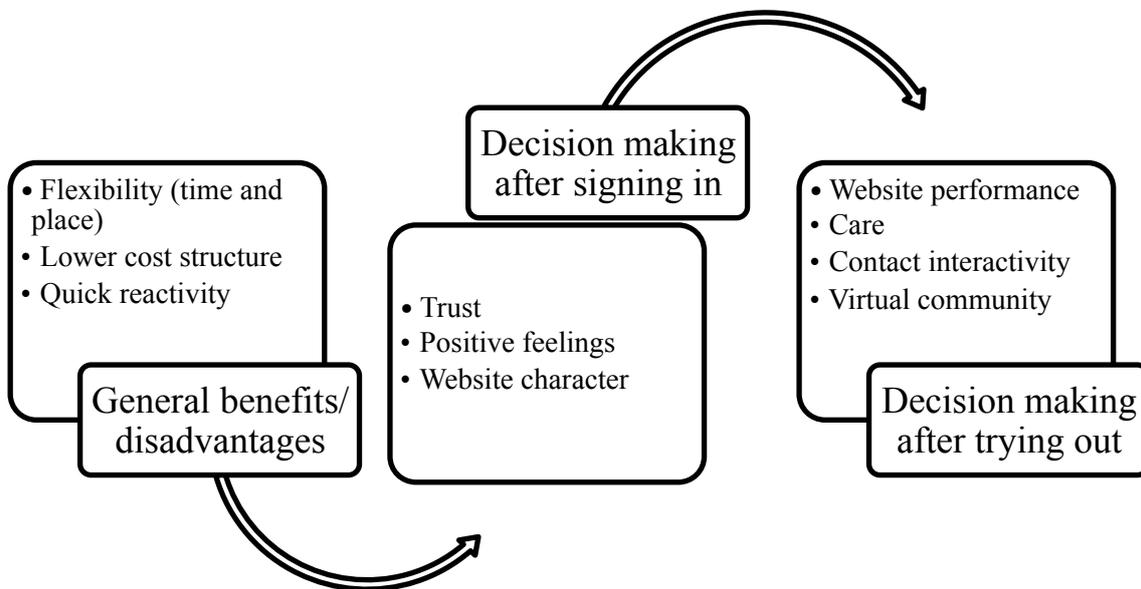
According to Lynch et al. (2001: 19) “a website’s trustworthiness is crucial in encouraging consumers to shop there and to repurchase products from that site”. The effects of the quality of the website appeared to be higher for an aesthetic product such as garments and less important for a low-touch, branded product, such as a mobile phone these days (Lynch et al. 2001: 21). Providing an online yoga service one could expect the website performance be rather important, as the website functions as a source of information and as a platform for the service as well. Website performance includes “character” that is defined by Srinivasan et al. (2002: 44) as “an overall image or personality that the e-retailer projects to consumers through the use of inputs such as text, style, graphics, colors, logos, and slogans or themes on the website.” Website character has a significant impact on e-loyalty, as the stimulating personal interaction does not exist and because websites often lack personality. (Srinivasan et al. 2002: 45, 47.)

Contact interactivity includes the degree to which the two-way interaction is facilitated on the website. It increases customer loyalty for two reasons. First, interactivity should help the customer to find efficiently what he is looking for. Second, it increases the amount of information that the customer can receive and creates in that manner value to the customer. (Srinivasan et al. 2002: 42–43.) Yoogaia communicates with customers via e-mail, a live chat widget and Facebook (Yoogaia 2014). In this case contact interactivity can be understood largely including communication between the customer and the computer or other technical equipment through which the service is used.

Care can be defined as all the attention that an online retailer provides to all the pre- and post-purchase customer interface activities “designed to facilitate both immediate interactions and long term customer relationships”. It includes the attention paid in order to make sure that there’s no break down in the service and the concern the provider shows in resolving quickly any breakdowns that occur. This is important, because if the service fails customers have plenty of choice to choose from on Internet. Also, by paying attention on care the provider prevents the negative word-of-mouth and spoiling the future relationship with the customer (Bolton & Drew 1992). Further, several researchers have established the negative impact of service breakdowns on customers’ repeat purchase behavior (Srinivasan et al. 2002: 43.) Taking care of a safe payment via Internet belongs to this category. The accepted methods of payment in Yoogaia are online, credit card and several kinds of sport vouchers (Yoogaia 2015a). Safe and unproblematic payment can be an issue for some of the customers, as some risks are considered existing in online transfers.

“A virtual community can be described as an online social entity comprised of existing and potential customers that is organized and maintained by an e-retailer to facilitate the exchange of opinions and information regarding offered products and services”. According to Conhaim (1998), Strum (1999) and Donlon (1999) several businesses have recognized the potential to increase customer loyalty in these virtual communities. The reasons for this according to Hagel and Armstrong (1997) are the facilitation for word-of-mouth and the possibility for exchanging information and comparing experiences of products. By making this easy the e-retailer has a big chance to increase customer loyalty. “Communities also enable individual customers to identify with a larger group” and to develop strong bonds with them. “Even random social interactions facilitated within virtual communities can be valuable to consumers”. (Srinivasan et al. 2002: 43.) Yoogaia’s Facebook site functions as a virtual community where users can

provide recommendations, share their experiences and ask questions. Yoogaia uses Facebook also as a channel for collecting information about users' preferences. (Yoogaia Facebook 2014.) Yoogaia's Facebook page might even be a solution for creating a feeling of belonging to a yoga community and in that sense an important part of the service. Yoogaia itself calls the group of their customer a "community": "*Liity yhteisöömme ja voi hyvin!*" ("*Join our community and feel well!*") (Yoogaia Newsletter 2015b). "Community" can be applied to those sign-ups who have tried out the service. Figure 2. represents the elements that are characteristic to online context regarding its benefits and/or disadvantages and affects on decision-making.



**Figure 2.** Online yoga's benefits and online context's affect on decision-making.

Benefits of online commerce can be divided into flexibility in terms of time and place, lower cost structure and quick reactivity. These are probably considered as beneficial elements in Yoogaia's service and no reason for the customers' passive behavior. Aspects affecting decision making, are here categorized into two groups. The first group includes aspects, which are relevant before actually having used the service. Thus, trust, positive feelings and website character can be crucial in the phase of signing up. Yoogaia has plenty of sign-ups, so this stage of decision-making has been managed to take care of. Website performance, care, contact interactivity and virtual community

represent the aspects that affect decision making after having become familiar with the service. These aspects are crucial in whether the customers want to purchase the service and become long-term users. A virtual community can be challenging to provide, and the lack of feeling for belonging to a “Yoogaia community” might be a reason for the passive behavior of the customers.

### 2.3. Membership

In this study the element of membership will be examined with help of customer loyalty literature. One of the greatest paradigm shifts in marketing over the past two decades has been the change in marketing objectives from a transaction focus to a relationship focus. The aim to attach customers to a certain chain can be seen as a development and management of formal loyalty programs. (Allaway, Gooner, Berkowitz & Davis 2006: 1318.) Yoogaia’s members do not receive a member card, but a registration for the online service is required. That is why the following membership description by Arantola (2002: 91) fits the case: “memberships in explicit programs that use some other type of identification and therefore, there is no card involved. The customer is aware of being a member, but relational behavior takes place in different channels (usually the web) or with different identification methods than with the physical card (e.g. opticians, cleaners, manufacturers)”.

Joining a loyalty program can be simply a spontaneous deed without any deeper meaning. However, relational benefits perceived from loyalty programs have been identified. Relational benefits can be defined as “benefits customers receive from long-term relationships above and beyond the core service performance”, and those can be divided into monetary rewards, soft i.e. special treatment benefits rewards and recognition. (Arantola 2002: 95, 101.)

#### 2.3.1. Monetary rewards

Economic benefits, such as building up rewards and saving money, came out to be the most universal motivations for joining a loyalty scheme in the retail trade (Costa 2012). Also in frequent-flyer-program context cash value of the redemption rewards is one of the essential elements, which define a program’s value for a customer (Dowling & Uncles 1997). Arantola (2002: 101) divides monetary benefits into two categories. Free items or services include free items (cash value), using the program currency (relevant

options in redemption choice) and aspirational value (see also Dowling et al. 1997). Aspirational value can be described as looking forward to reaching the benefit. In frequent-flyer context exotic free travel is more desirable than a cash-back offer, for instance (Dowling et al. 1997). Arantola has identified as an empirical indicator of perceived free items or services benefits a situation in which airlines carry aspirational value when the benefit is perceived to be within reach.

The most applicable sort of monetary benefit in this case is a free item in a form of a service trial. Laochumnanvanit and Bednall (2005) define a free trial as something that “offers generate an inequity in an exchange to both consumers and the service provider in that, consumers receive “something for nothing” while the service provider gives “something for nothing””. With other words the service provider makes a sort of sacrifice in order to attract the customer to try out the service. A study suggests that promotions that include something for free are viewed more favorably than promotions that involve rebates, and result in more favorable purchase intentions in the future (Munger & Grewal 2001: 192). In the beginning of year 2015 Yoogaia offered a seven days free trial for new users until the end of February (Yoogaia 2015). The period of free trial changes during the time. So far it has varied from one week to one month.

The second category of the monetary benefits according to Arantola (2002: 101) is discounts and bonuses. Those include discounts and bonuses based on volume. If the discount based on identifying a good customer is unexpected it is valued more, as this is considered to require more effort from the company. Close to Arantola’s description of monetary benefits is Dowling’s et al.’s (1997) perceived likelihood of achieving the rewards, such as how many points are required to qualify for a flight. Dowling et al. (1997) talk about the “psychological benefits” of belonging to a program and accumulating points. The potential of a loyalty program to attract members depends not only on the value of its rewards but also on *when* the rewards are available. Research in psychology suggests that delaying a loyalty program’s redemption rewards makes them less powerful. (Dowling et al. 1997.) In Yoogaia the price of a subscription is more profitable the longer the subscription endures. In January 2015 Yoogaia’s prices were the following: 1 month 20 €, 4 months 70 € and a special new year’s offer 12 months 120 € (normally 180 €). There is no longer possibility for buying attendance to a singular class. (Yoogaia 2015a.)

### 2.3.2. Soft/special treatment benefits rewards

Marketers gain to offer the “soft benefit” for the customers. It is often described as “a perk that best customers receive above and beyond (or, in some cases, instead of) the promotional currency”. However, the advantage that is meaningful to the consumer, and affordable to the brand can be hard to discover. (Duffy 2005: 285.) Soft or special treatment benefit rewards can be divided into three categories. Convenience benefits include limited hassle with, for instance, coupons and mailings, as well as non-monetary time-savings, in forms of faster service, reduced search costs and avoided learning costs. Shortly, the benefit can be defined as not having to make choices. (Arantola 2002: 101.) This is close to scheme’s “ease of use” (Dowling et al. 1997). *Customization benefits* consist of preferential treatment (overall and customer service), special service not available to others, customer history as an enabler and customer information not available to all customers, or earlier than to other groups of customers. (Arantola 2002: 101.) Also, in independent and local store schemes context, access to exclusive information is a motivation driver for joining a customer loyalty program (Costa 2012).

Convenience of having membership in Yoogaia’s service is not necessarily the fact that one can stop searching for other alternatives, but rather that the service itself is convenient to use. An electronic service has a large potential with the use of customer history, as the Internet site can register all the activities during the customer’s visit. This enables recalling the classes the customer normally takes part in and providing a ready weekly timetable. Yoogaia could suggest new classes the user has never tried out, or remind of the favorite classes. This could be a competitive advantage of Yoogaia compared to a physical yoga provider.

The “specials” include happenings and seminars, and gifts. These are applicable especially to brick and mortar businesses in form of a regular customers’ cocktail evening, for instance. An empirical indicator to the previous sort of benefit is “relevant and well organized happenings”. On the other hand, if one is not invited to such a happening, a customer might perceive this “benefit” as a disadvantage asking oneself “I don’t know what criteria they use, I’ve never been invited”. (Arantola 2002: 101.) Yoogaia organizes special online lectures, competitions and several kinds of raffles for the customers online. Facebook is mainly the channel to inform about the happenings and these happenings take place mainly online. If there is call for “specials”, it might be a challenge for Yoogaia, as the social aspect and personal presence is missing.

### 2.3.3. Recognition and brand relationship

Customers want to feel that the service provider considers them important and that they are taken into account. Arantola (2002: 101) has divided recognition benefits based on an empirical study into several categories. The first category is confidence benefits, which can be described as feelings like comfort, security, trust, reduced anxiety and reduced risk through familiarity. These can be created with time. Relevance benefit, which is the second category of recognition benefits, has to do with the role of being a member in a customer's life or in one area of a customer's life. Relevant is also the question how that role creates meaning. Further, relevance benefits include the provider's ability to understand this mentioned role and to support the customer better than other providers do. All in all, the relationship should remain "fresh" in order to avoid boredom. Relevance benefit is considered to be lost if the customer has the feeling that mailings are addressed to masses instead of a singular customer. (Arantola 2002: 101.) Individual approach demands of course more service provider's resources than mass mailing does, but online context should enable the tools to customize the messages sent to singular customers.

Social benefits can be divided into tangible signs of relationships and benefits realized by the personnel. An example of the tangible signs is signs visible to the personnel and to other customers. An empirical indicator of perceived benefit is describes as: *"It's a nice gesture that they recognize that there is a category of people that is more important than others"*. An example of a tangible sign could be a visible loyal customer card depending on the volume of the purchases. In that sense tangible signs are not a significant benefit type concerning this case. Still, this is a potential for development. Yoogaia could, for instance, give recognition for the active users of the service by creating different kinds of user statuses depending on the volume of use. Benefits realized by the personnel include personal recognition (remembering, individual level), fraternization or affinity ("togetherness" with personnel or group of customers). Further, friendship with personnel and self-esteem, which can include social status (community) or individual status (personal perception) belong to the benefits realized by the personnel. (Arantola 2002: 101.) In online context there is no personal two-way contact with the personnel or other customers, which is a challenge. Still, if one attends regularly a certain class the teacher can become "familiar". It would be an advantage if the relationship to the other users could be strengthened somehow.

When it comes to self-esteem, in independent and local store schemes context same kinds of motivation drivers to join a loyalty program emerged. Feeling part of a community (i.e. social status) and the fact that it "says something about me" (i.e. individual status) were identified as important drivers. Getting gratification for helping that company was also mentioned as motivational driver. These drivers reflected in start-up loyalty schemes with an ethical core like a charity donations or encouragement to shop at green, local businesses. (Costa 2012.) The younger the respondent, the more likely they were to say that loyalty schemes made them feel closer to the brand. Consumers are also increasingly claimed to use loyalty schemes to differentiate between brands. (Costa 2012.) In the end, aspects related to social status and brand relationship may have to do with willingness to feel part of a community. Yoogaia's potential customers could possibly want to identify themselves with a group of yogis. All the reasons arisen for joining a loyalty program are summed up in Table 2.

**Table 2.** Motivational factors for joining a customer loyalty program (modified after Arantola 2012: 101).

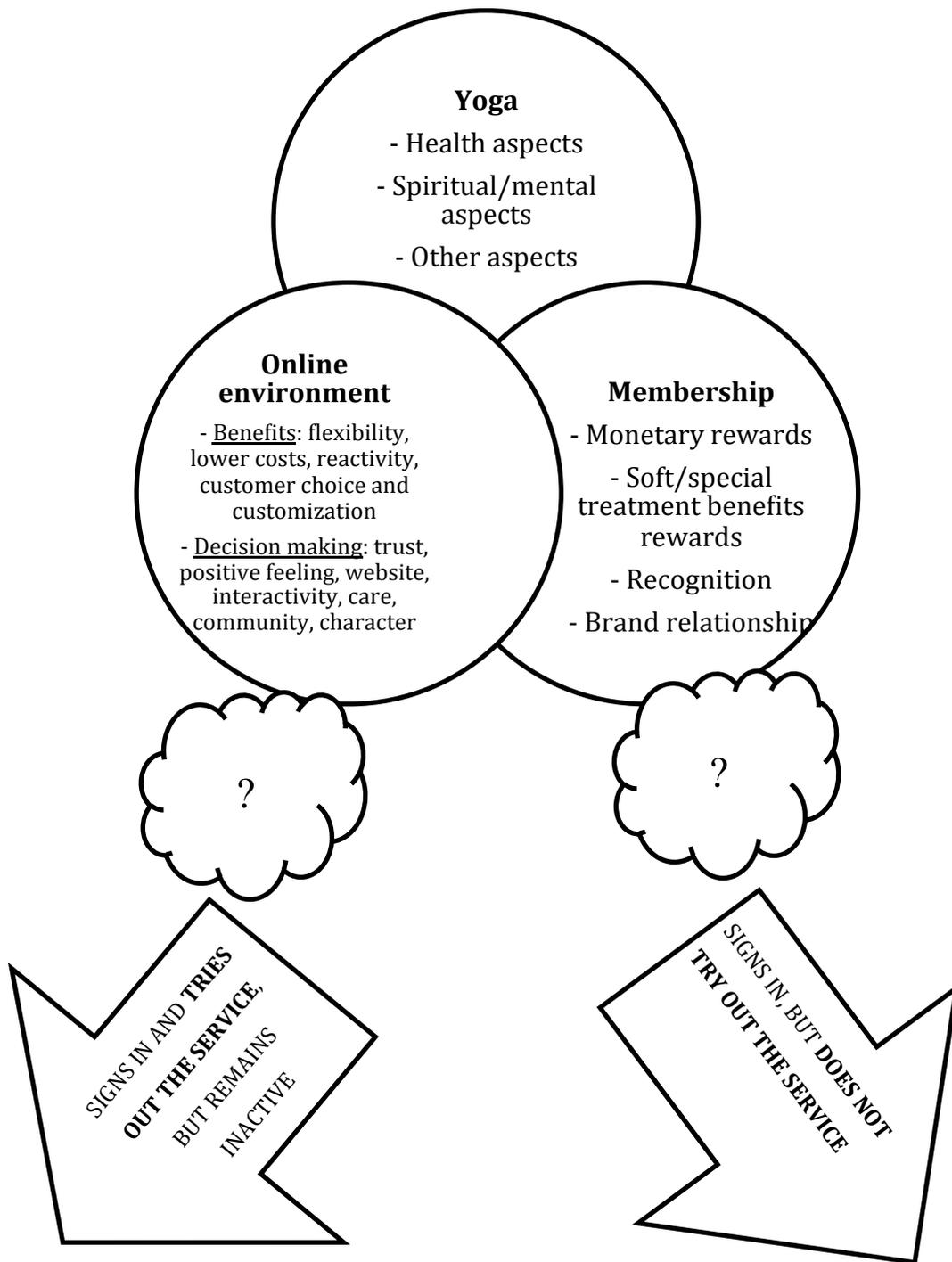
REWARDS		RECOGNITION	BRAND RELATIONSHIP/ COMMUNITY
Monetary	Soft/special treatment benefits		
<ul style="list-style-type: none"> <li>- Free items or services</li> <li>- Discounts and bonuses</li> </ul>	<ul style="list-style-type: none"> <li>- Convenience benefits/ease of use</li> <li>- Customization benefits</li> <li>- "Specials"</li> </ul>	<ul style="list-style-type: none"> <li>- Confidence benefits</li> <li>- Relevance benefit</li> <li>- Social benefits:               <ol style="list-style-type: none"> <li>1. Tangible signs of relationship</li> <li>2. Benefits realized by the personnel</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>- Feel closer to the brand</li> <li>- Differentiating between brands</li> </ul>
(+ no deeper meaning)			

As Table 2. shows, monetary rewards can be divided into free items or services and discounts and bonuses. A free trial of the service in the category of monetary rewards is definitely a reason for signing up, but how to keep the customers after the validity period has expired? Also when it comes to discounts the question is how to motivate the customers to pay the full price if they have bought a subscription for a reduced price. Soft or special treatment rewards include convenience benefits, customization and "specials" in a form a different kinds of supplementary events. As mentioned before, Yoogaia lacks the physical existence in their customers' life, but organizes specials

events. The question is how relevant they are considered. Recognition rewards have to do with the feeling of confidence through familiarity, how the service provider can gain a relevant role in customer's life and social benefits, such as being remembered individually by the personnel, togetherness with the customers or social status. Yoogaia sends a weekly newsletter to all the sign-ups. The challenge of the one-way communication is to keep it relevant and interesting for the receivers. The last category, brand relationship, has to do how the brand can attach a customer and customer's willingness to support it. It might be a challenge for Yoogaia to get the registered customers attached to the brand.

#### 2.4. The embedded potential benefits and two groups of passive customers

In this chapter the aim was to identify the existing potential benefits in Yoogaia's service. The identified potential benefits were yoga, online environment and membership. These features can be the motivating factors for becoming Yoogaia's customer. The reasons to practice yoga appeared to be health, spiritual or mental aspects of yoga and feeling of belonging to a community. The element of online environment was divided into the general benefits of online commerce and issues affecting decision-making in that context. The reasons to become a member were divided into monetary rewards, soft/special treatment benefits rewards, recognition and belonging to a community. The leading question in this study is why so many people sign up for the service, but do not end up purchasing it, or stop using the service after having subscribed it for a while. The passive "sign-ups" can be divided into two groups. The first group consists of those those who have tried out the service and maybe even had a subscription and stopped using the service since. The second group has seen the trouble to sign up, but has not taken advantage of the free trial.. Figure 3. describes the theoretical framework of the study, in which Yoogaia's embedded potential benefits and the – nonetheless – passive behavior of the sign-ups are combined.



**Figure 3.** Yoogaia's beneficial elements and the two groups of passive customers.

As it was stated before, several beneficial elements embedded in Yoogaia were recognized. Still majority of the customers remain passive in the purchase behavior. The empirical part will show what the customers actually consider as Yoogaia's benefits and, possibly, disadvantages. The "clouds" between the benefits and the two paths of the passive customers are the unknown reasons for the passive behavior, which this research aims to find out. In the following chapter the methodological design of the study will be described.

### **3. EMPIRICAL ANALYSIS OF YOOGAIA'S REGISTERED PASSIVE CUSTOMERS**

In this chapter the aim is to present the complete methodological design of the study. Structure of the chapter is the following: first, characteristic elements of quantitative methodology, as well as mixed methods in general will be presented. Then, the chosen research methods: inquiry and theme interview and their role in data collecting will be described. After this the final questionnaire and its statements will be presented. Finally, the design of results' analysis will be described.

#### **3.1. Quantitative research**

This study has a post-positivist nature, and the traditionally quantitative survey method will be the driving one in this study. Quantitative research is based on positivism, which stresses argumentation, reliability, objectivity and unambiguity of the knowledge (Kananen 2011: 18). In positivism the aim is to describe what is experienced through observation and measurement (O'Leary 2004: 5). As in qualitative research the focus is in founding knowledge about the reality on people's daily experiences, in quantitative research the aim is to produce a more comprehensive picture of the phenomenon than daily experience (Raunio 1999: 216) in form of justified, reliable and generalizable knowledge (Kananen 2011: 18). Quantitative research gives a general picture about the relationships and differences between the variables (Vilkka 2007: 13).

Qualitative methods can be applied in situations where there is no knowledge, theories or research available about the subject. Performing a quantitative research on the other hand calls for knowing the phenomenon, with other words, factors that affect it (Kananen 2011: 12, 16). Another characteristic feature of quantitative research is its measurability. When performing a quantitative research it is presumed that the basic features of the researched phenomenon can be systematically measured, and that measurable parts can be isolated from the phenomenon (Raunio 1999: 215.). This is essential in identifying things that are going to be measured (Kananen 2011: 12).

In quantitative research choices has to be made, as the whole phenomenon cannot be measured. The structures and processes of the research topic are measured only partially, so the quantitative data is always a qualified projection of the research subject, described at an abstract level (Raunio 1999: 215). Quantitative research is an approach,

which gives a general picture about the relationships and differences between the variables (Vilkkä 2007: 13). Even though, roughly speaking, quantitative research aims to generalize (Kananen 2011: 17), the aim is not to produce exhaustive knowledge about the whole subject (Raunio 1999: 215), but to focus on a limited and controllable part of it. In this study the phenomenon of an online yoga service is limited by describing it in terms of yoga, online environment and membership (Figure 1.).

The meanings or practices that singular people relate to phenomena can be researched with an interview, but if interest is on the frequency of the behavior quantitative research is demanded. In that case one has to make compromises within the diversity of the phenomenon by simplifying it. The advantage of this is the fact that the gained simplified information can be applied to a large number of people. Another strength of the quantitative methods is the efficiency and economy when information is needed of a large amount of people. (Raunio 1999: 216.) As quantitative research's advantages Raunio (1999: 216) claims further that the results can be called certain (at least in terms of statistics) and the guaranteed results equivalent to the amount of investments. The results are interpreted according to strict rules (Kananen 2011: 20) what makes the stage of analysis more straightforward than in a qualitative research.

In this study the aim is to receive a general picture about the reasons for not being an active user of Yoogaia. That means that the focus is not in understanding every single registered customer, but customers as a whole. Customers' opinions will come up in form of quantitative data that will be analyzed. If possible the passive sign-ups will be segmented according to their reasons for not using the service.

### 3.2. Mixed methods

In order to fully comprehend a complex phenomenon, the research may require the usage of several research methods. Instead of conducting several studies it is more practical to combine several methods in one study (Morse & Niehaus 2009: 13). A mixed method research, as it will be called in this study, can be defined as a research design "consisting of one core component with an additional supplementary component that fits into the core component of the study". The second method, combined with the primary or core one, functions as a strategy for addressing the research question by collecting or analyzing data. It is not complete and not conducted thoroughly enough for standing alone as a method in the study. (Morse et al. 2009:14.) According to Raunio

(1999: 338) the information collected with the supplementary method should nevertheless have an independent position as data. Traditionally quantitative and qualitative methodologies have been applied separately. Since the 1980's there has been more and more discussion about combining those two methodologies: "multiple methods research" (even though without calling it "mixing methods" a quantitative research must always have been preceded by some kind of quantitative research). As quantitative and qualitative research conventions stem from different basic methodologies, ontological and epistemological basic viewpoints, strictly speaking they would rule each other out. Some people claim that in that case actually different phenomena would be researched. (Raunio 1999: 337.) In this study it is not seen as a problem that some of Yoogaia's customers will be interviewed with interest on their individual opinions and conceptions in the spirit of qualitative research, in order to complete the theoretical offering as a basis for the inquiry.

The scientific world is still barricaded into two camps (Kananen 2011: 16). A fundamental research practice would not allow mixing methods, but adopting a pragmatic research practice makes it possible to combine methods coming from different viewpoints. Choice of the methods is based on their applicability for solving a certain research problem, not on a loyalty to a methodological basic view. (Raunio 1999: 338.) According to e.g. Locke, Silverman & Spirduso (1998) using mixed method conducted with deliberate care delivers a strong methodological design, as it enhances validity and broadens the perspective in understanding the results " (Morse et al. 2009:14). Qualitative and quantitative methods complement each other, and using several viewpoints can sometimes lead to a more reliable knowledge (Kananen 2011: 15, 18).

Even though in the discussion about mixed methods it is presented as a recent renewal in research this can be criticized. It is hard to imagine that before quantitative research was performed without any preceding qualitative research. Anyhow, resting on the previous summarized literature, this study has elements of a mixed method research. In this study qualitative interview has been chosen as a complementary method for survey in order to complement the theory in understanding the phenomenon. The aim of the interviews is to find out possible unexpected reasons for not using the online yoga service actively. In addition, interviews will possibly affect the word choice (through wording of statement) in the questionnaire. The supplementary method would not be sufficient on its own to address the research question.

### 3.3. Research methods

As described in the section about mixed methods, in this study two research methods stemming from different methodological traditions will be used. The chosen methods are traditionally positivistic survey as the dominant one, and from the qualitative tradition stemming theme interview as a supplementary method. The two methods and their use will be described in this section of the methodological chapter.

#### 3.3.1. Survey as a method for collecting data

The general meaning of a survey method according to Alasuutari (1993: 14) is “beforehand structured data collection with a questionnaire” (Raunio 1999: 194). A questionnaire is the most common data acquisition method in quantitative research (Kananen 2011: 12). In social sciences, into which economic sciences belong (Eriksson & Kovalainen 2008: 3), survey is often considered to represent the positivistic methodology in its purest sense. It is viewed to cross the requirements of the demands in social sciences, as a statistic research method is applied: information is collected from a randomly chosen representative sample with a structured and standardized form (Silvermann 1993, 1999). (Raunio 1999: 198.)

Survey is an applicable method when there are plenty of examined people and when they are scattered. It is also used when the researched subjects are personal, such as experienced health, eating habits or things that have to do with consumption. (Vilkka 2007: 28.) It aims to collect detailed information, which describes the existing phenomenon. Also, the goal is to identify problems or existing practices, and to compare or evaluate them. (Anttila 1998: 251.) The phenomenon in this study is the passive usage of Yoogaia’s service. The aim is to identify the issues that prevent registered customers from using it. As Yoogaia’s service is provided and consumed online, an electronic inquiry is appropriate in this case.

Questions of the survey are derived from different elements and variables of the phenomenon (Kananen 2011: 18). A researcher must know exactly what he or she is researching in order to being able to measure the right thing. That is why the concepts must be defined in a measurable way. So that the results of the research would be reliable and could be *generalized*, the respondents should be able to understand the concepts and the question in the same way. (Vilkka 2007: 36–37.) Asking all the participants everything exactly in the same way means standardization of the method

(Hirsjärvi, Remes & Sajavaara 2000: 180). It includes also the demand that the questions should be in the same order for every respondent (Vilkka 2007: 28).

As there are plenty of (according to O’Leary 762) ways to ask the same question, the real challenge is to know how to formulate them in the best manner. The target group should be able to answer questions clearly and without hesitations (Anttila 1998: 251.). For instance, complex terms and language, ambiguous questions, double negatives and double-barreled questions should be avoided. Also, “ring true statements”, like “You can’t really rely on people these days”, statements, which are hard to disagree with, and leading questions (“Do mothers have the right to murder an unborn child?”) should be omitted (O’Leary 2004: 157–158). Questions including the same content should follow each other, either from general to independent, or vice versa (Vilkka 2007: 77). Closed or multiple choice questions ask people to choose from a range of given responses. The latter ones are in general easy to code and analyze with statistical tools. (O’Leary 2004: 159.) Multiple-choice questions help the respondent to recognize the issue instead of having to remember it, which makes answering easier (Hirsjärvi et al. 2000: 188). The questionnaire in this research will consist of multiple-choice questions and they will be formed in such a way that they are comprehensible to all the respondents.

The aim of a survey is to collect answers from a group of people, selected according to certain criteria, to the same questions (Anttila 1998: 251). As generalization is the aim of a quantitative research the idea is to ask a little group of the representatives and to come to the general conclusion based on that (Kananen 2011: 22). A population refers to the target group of which conclusions will be drawn (Vilkka 2007: 51). Sample is a part of the population, which enables to create a general picture of the whole population. It should represent all the characteristics and manifestations of the population (Vilkka 2007: 56). With Kananen’s (2011: 66) words: sample is a miniature of the population. That is why everyone who belongs to the population should have the same chance to become chosen for the survey (Vilkka 2007: 56). Sampling method is the way by which the observation units are chosen from the population (Vilkka 2007: 51). Those methods can be divided into total population sampling, simple random sampling, systematic sampling, stratified sampling and cluster sampling (Vilkka 2007: 52).

The population of this study is limited and easy to define: all the passive, registered customers of Yoogaia. In this study “passive customers” is defined as customers who are currently not paying for the service. Thus, it includes people who have signed up for

the service, possibly taken advantage of the free trial and people who have made a subscription, but have stopped using the service. In June 2015 the amount of passive customers was 28,693. If the questionnaire is sent to everyone belonging to the population, total population sample is at stake (Hirsjärvi et al. 2000: 166). That is why total population sampling is suitable in this case. According to Vilkka (2007: 52) total population sampling is not actually even a sampling method, as the entire population is included in the research. The questionnaire will be sent via e-mail to all the passive customers in Yoogaia's register.

Survey can be performed either by post or with an electrical form (Vilkka 2007: 2a8). As stated before, electric form is suitable in this study. Budget is no issue in this case when it comes to the size of the sample. In a web survey the price of a contact makes no difference. Precision requirement, on the other hand, affects the size of the sample. (Kananen 2011: 66.) As a multivariate analysis, such as factor analysis is performed, the sample size of a survey should be ten-fold per every question. However, this is a thumb rule and it can be applied. An absolute minimum size of the sample according to Janssens et al. and Vilkka (2007: 57) is 100 respondents. (Janssens, Wijnen, de Pelsmacker & van Kenhove 2008: 246–247.) The larger the sample, the bigger the chance, that it represents the features in the population. (Vilkka 2007: 57.)

As the mistakes are hard to correct afterwards, the questionnaire should always be tested beforehand. Testing a form means that an experimental inquiry is performed. For instance experts of the matter or people belonging to population can function as test persons. The goals in testing the form are to judge, whether the meters function in relation to the research problem. For instance possible unnecessary question will be detected and it will be found out whether the questions measure the right thing. Also the length of the form and the modesty of time taken to answer have to be defined. (Vilkka 2007: 78.) According to Hirsjärvi et al. (2000: 190) filling a form should not take longer than approximately 15 minutes. If all the respondents give the same answer, or choose from two alternatives only, the question is to be changed or removed. Questions where respondents cluster heavily in one or two categories give no information whatsoever. (Fowler, Jr. 1995: 133.) The proposed data collection process itself, which consists of issues like access and approach, ethical issues and cover letters, must be tested. Taking care of it is likely to help increase response rates. (Punch 2003: 34.)

After performing an inquiry researcher receives the quantitative research data numerically or it has to be grouped into a numerical form (Vilkka 2007: 14). After the

data has been processed with statistic techniques (Kananen 2011: 18), it will be interpreted and explained verbally, and described how different matters differ or have to do with each other. (Vilkka 2007: 14.) This stage will follow in the fourth empirical chapter of the study.

### 3.3.2. Theme interview as a research method

A quantitative research can be made only at that stage when the subject is amplified enough. In order to amplify the phenomenon qualitative research can be used as a supplementary method. (Kananen 2011: 18.) One disadvantage of the survey method is that a question might appear to be wrongly put. Also, it is recommended that when designing the questionnaire, it is prudent to exploit the experts and target group members of the issue in order to get right points of view and a better gut feeling to the research subject (Anttila: 1998: 251–252). Also Punch (2003: 34) recommends as preliminary work the use of qualitative techniques as basis for developing data collection questions. That is why interview will be used before launching the survey to prevent from leaving out essential questions about not using Yoogaia's service.

Interview as a method in qualitative research can be divided into three types: structured, semi-structured and in-depth interview (e.g. Koskinen, Alasuutari & Peltonen 2005; Hirsjärvi & Hurme 2008). The division is made according to how exactly the questions are formed beforehand and how much the interviewer lead the conversation (Eskola & Suoranta 1998: 86). The sort of interview chosen for this study is a semi-structured theme interview and individual interview as its form. The interview framework, which leads the interview in an essential way, has two roles. First, it creates the form for the interview and makes sure that all the questions belonging to the theme will be asked. On the other hand, it makes sure that the interview will go forward in a natural way. The researcher can let the interviewee talk freely, as due to the framework all the issues will be handled for certain. (Koskinen et al. 2005: 108–109.)

As in general interview is a flexible method for collecting data it fits several kinds of research requirements. During an interview there is a direct interaction with the interviewee, so data collection can be done in this situation and it is possible to further define the motives behind the answers. (Hirsjärvi & Hurme 2008: 34.) Interview is a suitable method when the topic has not been widely researched or when the aim is to put the answers into a wider context. Further, it can be used, as the goal is to deepen the knowledge available. (Hirsjärvi et al. 2008: 35.) In this study, in order to deepen the

knowledge received from the literature, a few theme interviews will be performed. The main reason for choosing this supplementary method was the doubt – derived from the daily experience – that the theory was not sufficient as a basis for the questions. The main themes in the interview are driven directly from the factors that were found out in the theoretical chapter.

Altogether four theme interviews were performed before launching the questionnaire. Half of the interviewees consisted of researcher's acquaintances and the other half of contacts provided by Yoogaia. The interviews were held in several places, depending on what was practical for the interviewee. By nature interviews were informal conversations where the respondents shares their experiences about yoga in general and about Yoogaia. The beforehand drawn up interview framework functioned as an instrument to make sure that all the themes became talked through. One interviewee had signed up, but had never tried out the service. Two interviewees had signed up and tried out, and one had purchased the service once, but had stopped using it since then. The main themes were driven directly from the theory section: yoga in general, yoga online and membership. In Table 3., thinking of the questionnaire's design, the most important issues arisen in interviews are gathered. Interviewees are numbered from 1 to 4 and the number(s) after a issue refer to interviewee(s).

**Table 3.** The main issues arisen during the interviews.

Theme	Appeared issues during the interviews
YOGA <b>General health</b>  <b>Spirituality</b> <b>Community</b>	<ul style="list-style-type: none"> <li>- Mobility! (1, 2, 3)</li> <li>- Especially a physical sport, but staying in the moment and "stopping" considered important (1)</li> <li>- Yoga in principal a sport among others, but has special characters, such as breathing and staying in the moment (3)</li> <li>- Relaxing (4)</li> <li>- Interested in yoga philosophy (2)</li> <li>- Communalilty was considered important (1, 4)</li> <li>- Important to have the possibility to do yoga in a group (all)</li> </ul>
ONLINE YOGA <b>Benefits</b>	<ul style="list-style-type: none"> <li>- An interesting idea (1, 4)</li> </ul>

<p><b>Disadvantages</b></p> <p><b>Website performance</b></p> <p><b>Website character</b></p>	<ul style="list-style-type: none"> <li>- Flexibility on time and place, also when travelling (1, 4)</li> <li>- Saving on time (2)</li> <li>- Attending a live-class prevents from “dodging”(?) (vs. a recorded class) (3)</li> <li>- A good choice of classes (4)</li> <li>- Price: cheaper than a “normal” yoga studio or a membership at a sports school (1, 4)</li> <li>- Call for possibilities to attend a singular class (1, 4)</li> <li>- Not the same atmosphere as in a physical yoga studio (4)</li> <li>- Prefer teaching on a spot and direct contact with the teacher (1)</li> <li>- Lack of space (physical or because of distractions) can be an obstacle for yoga at home (2)</li> <li>- Concentration at home can be challenging, because it is hard to rule out certain things (3)</li> <li>- Has experienced technical problems with the Internet camera, but on the other hand preferred exercising yoga without camera (2)</li> <li>- Unsatisfied with the website: possibly too simplified (hard to find information), pictures originated from a photo bank alienate, website not directed to anyone specifically (3)</li> </ul>
<p><b>MEMBERSHIP</b></p>	<ul style="list-style-type: none"> <li>- Signed up out of curiosity towards the service (1, 4)</li> <li>- Signed up because a suitable situation in life (4)</li> <li>- Signed up because of a recommendation of a friend (2, 3)</li> <li>- Signed up during a special offer (2)</li> </ul>

It appeared that the majority of the interviewees considered yoga in particular as a sport among others, yet including something special. The special element included “staying in the moment” and importance of the breath. In general yoga was considered relaxing. One of the interviewees was interested in yoga philosophy, but the rest was content with what yoga gave them personally. All the respondents preferred exercising yoga in a group. Flexibility on time and place, and the price were mentioned as advantages of online yoga. Disadvantages were the demands considering the space where to practice online yoga and the lack of concentration and suitable atmosphere at home. One respondent was unhappy with Yoogaia’s website because of its impersonality and lack of information. One respondent had had problems with the online camera, but did not ask for help, though. The reasons for membership varied the most among the interviewees: two of them were interested in how such a service function, one

respondent had been recommended by a friend and one had signed up because of a special offer.

### 3.4. Creating the questionnaire

In a quantitative research the variables are often conceptual, so before measuring they must be taken down structurally into smaller sections, such as questions and answer alternatives: to operationalize. (Vilkka 2007: 36.) In the first face the researcher moves from the scientific language to the level of everyday language by sketching and defining the used elements in general. After that different elements will be taken down into dimensions and further into questions and standardized answer alternatives. (Vilkka 2007: 38.) In this manner trustworthy meters (unity consisting of questions that measure things related to each other) can be created (Vehkalahti 2008: 23).

Operationalizing is always an interpretation by the researcher between theory, everyday language and the research topic. The term created by the researcher does not reveal its semantic meaning. Thus, one cannot draw conclusions on what those terms *mean* to the respondents, only how many people chose a certain alternative, how often something occurs and how much those things affect each other. These aims require that the terms used in the research have a standardized and certain content regardless of what they mean to different people. The stage of operationalizing has a direct influence on the validity of the research (Vilkka 2007: 44.), which will be discussed in the end of chapter 4.

An attitude scale measures the opinion of a person based on his or her experience. The scale used in the inquiry is a five step Likert scale that is an ordinal scale, and very much used in opinion statements. It can be used in presenting numerically the order of categories. The idea of the Likert scale is that from the middle point on, depending on the direction, either agreement or disagreement grows. (Vilkka 2007: 45–46, 49). In this study the answer alternatives were from 1 to 5, answer 1 meaning strongly disagree, 3 neutral and 5 strongly agree. Outside the scale there was also an answer alternative “I cannot judge”. In this study this answer is indicated as “no answer”, so they are not included in the number of sample. This is justified as all the questions are compulsory, and giving the answer “I cannot judge” is the only way for the respondent to dismiss a question. Yoogaia had a request that the questionnaire would be both in English and in

Finish. The researcher translated the questions and all the other texts, such as the introductions from English into Finnish.

Statements in the pilot questionnaire were formed on grounds of the theoretical framework and interviews. The electronic form was tested among eight respondents who were mostly student acquaintances of the researcher. Some alterations were done according to the results and comments. A practical change was that the layout of the text was changed so that in order to see all the answer alternatives no scrolling was needed. Some beneficial elements, such as yoga's health effects were removed completely, as there seemed to obtain a consensus of yoga's positive effects on health. "Website performance" was removed as it seemed that all agreed that the website was easy to use. Also some meters were combined. Before publishing the questionnaire Yoogaia asked for the possibility to have a look at the questions in order to see if there was lacking something essential in their opinion. Statements "I enjoy the fact that can choose in Yoogaia's class offering a class in length that suits me" and "I want to be able to use Yoogaia's service via tablet" were included upon their recommendation.

The statements in the inquiry are based both on the theoretical framework and the performed interviews. The questionnaire has got 44 or 45 questions, depending on the respondent's experience of Yoogaia. Questionnaire's statements are represented in Table 4.

**Table 4.** Statements in the questionnaire.

Benefits of Yoogaia*		Statement
YOGA		
B1	Spirituality	1. I consider yoga as a physical exercise like any other sport.
B1		2. Doing yoga enables me to relax in a specific way compared to other sports.
B1		3. To me spirituality is an important part of yoga.
B1	Community	4. It is important to me to practice yoga in a group.
B1		5. An important part of yoga is belonging to a certain community.
B1		6. I prefer doing yoga on my own.
ONLINE YOGA	Benefits of online	

	commerce	
B2	Flexibility	7. Practicing online yoga requires sometime special arrangements concerning place.
B2		8. If I do not have to go somewhere else to practice yoga, it might happen that it remains neglected.
B2		9. To me, lack of time is sometimes a reason for not being able to attend a yoga class in a physical yoga studio.
B2	Lower cost structure	10. To me a reason to choose online yoga is the price.
B2		11. The price of a yoga class is no issue for me.
B2		12. I think that going to a physical yoga studio is too expensive.
B2	Quick reactivity	13. Anytime available recorded classes is a good idea.
B2		14. I consider Yoogaia's class offering diverse.
B2		15. I enjoy the fact that can choose in Yoogaia's class offering a class in length that suits me.
MEMBERSHIP		
B3	Monetary benefits (free items/services)	16. I would not sign up for Yoogaia's service if there were not a free trial available.
B3		17. The reason for me to sign up for Yoogaia was a recommendation of a friend or an acquaintance.
B3		18. I think that one week is a sufficient length for a try out free of charge.
B3	Discounts and bonuses based on volume	19. It is necessary for me to have the possibility to attend a singular class without subscription.
B3		20. I decided to sign up for Yoogaia because of a special offer.
B3		21. I think it is wise to purchase a long-term subscription if it is relatively the cheapest alternative.
OTHER SERVICES		
B3	Specials	22. I like to attend lectures organized by Yoogaia.
B3		23. I would like to have the possibility to meet Yoogaia's personnel, like teachers, in

		person.
B3		24. I would like to meet other Yoogaia's customers within special happenings.
B3	Relevance benefits	25. The content of the newsletter provided by Yoogaia interests me.
B3		26. I like to read about what is going on in Yoogaia's newsletter.
B3		27. The news provided on Yoogaia's Facebook are interesting in my opinion.
B3	Social benefits	28. I feel belonging to a community as Yoogaia's customer.
B3		29. Being Yoogaia's customer does not say anything particular about myself.
B3		30. I do not have any image of a person who joins Yoogaia.
DECISION MAKING		
I am not an active user of Yoogaia at present, because...		
I	Not interested at all/ doesn't manage to do	33a. I am not interested in doing yoga in the first place.
I		34a. I prefer going to a physical yoga studio.
I		35a. It is not easy for me to find a good moment for online yoga.
B2	Contact interactivity + Care	36a. I have experienced the level of teaching variable in Yoogaia's service.
B2		37a. I experienced the instructor remote.
B2		38a. Using computer during yoga hinders my concentration.
B2	Virtual community	39.a To me it is important that I have the possibility to share my yoga experiences.
B2		40a. I would like to have a forum where I could share my or read about other users' yoga experiences.
B2		41a. I do not feel that I share a common bond with other Yoogaia members.
B2	Website character + Trust	42a. I find paying online dubious.
B2		43a. I want to be able to use Yoogaia's service via tablet.
B2		44a. I do not feel that Yoogaia's website and thereby its service is directed to a person like myself.
I have not tried out Yoogaia's service, because...		
I	Not interested at all/ doesn't manage to do	32b. I am not interested in doing yoga in the first place.

I		33b. I prefer going to a physical yoga studio.
I		34b. It is not easy for me to find a good moment for online yoga.
I	Inconvenience	35b. I do not have a suitable or calm enough space for practicing online yoga.
I		36b. At home there are too many distractions for online yoga practice.
I		37b. I do not want to make a long-term subscription.
I	Technical reasons	38b. I had technical problems while trying to attend a class.
B2		39b. I want to be able to use Yoogaia's service via tablet.
I		40b. I do not like the idea of doing yoga via computer or any other technical equipment.
B1	Community	41b. I want to do yoga in a group.
B1		42b. To me it is important to have a face-to-face contact with the instructor.
B1		43 b. Doing yoga together with other people motivates me.
<p>*Question is based on:  Benefit 1 (B1) = yoga  Benefit 2 (B2) = online commerce: benefits and decision making  Benefit 3 (B3) = membership  I = interview</p>		

There are many opinions about where the background or demographic questions should be placed in the questionnaire. Bourque and Fielder (1995: 57) claim that they should be placed in the end for several reasons. First, as questionnaires are often preceded by an introductory letter that describes the subject of the study encouraging people to filling in the form, demographic questions in the beginning tempt to negate the purpose of it. Second, many people find demographic questions boring, and having them in the beginning can make respondents uninterested and prevent them from finishing the form. There is a risk that if the demographic questions are left in the end they will not be answered properly because of lack of interest. On the other hand this kind of respondent would not necessarily even return the form. (Bourque et al. 1995: 57–58.) In addition, in an e-form all the questions can be set compulsory. In this study questions concerning background information are partly in the beginning and partly in the end.

The covering letter (Attachment 1.) contained information about the purpose of the inquiry, an assurance about its confidentiality and a mention of a raffle of two gift tokens of free yoga among the respondents. Covering letter and the link for the inquiry were sent to all the 10,887 passive customers of Yoogaia at that time (March 2015). The final questionnaire including all the statements and questions concerning background information in Finnish is as an attachment (Attachment 2.). A reminder to answer the questionnaire was included in the regular newsletter, which was sent to all the registered Yoogaia customers (16,010 persons). Additionally the link to the questionnaire was shared twice both on Yoogaia Finland and the international Yoogaia.com Facebook sites.

### 3.5. Analysis methods

In order to comprehend the structure of the phenomenon *explorative grouping* techniques are used. Then the aim is to find out what the phenomenon consists of. *Factor analysis* is a suitable technique for this purpose. (Erätuuli, Leino & Yli-Luoma 1994: 46.) The main goals of factor analysis are: understanding the structure of the variables and reducing the data into a more convenient size, without losing too much information (Janssens et al. 2008: 245). The aim of factor analysis is thus the “parsimony” as for the amount of data, as it aims to explain common variance as much as possible in the correlation matrix. The remaining explanatory constructs are known as the factors of the factor analysis and they describe the cluster variables (statements), which correlate strongly with each other. (Field. 2013: 666–667.) The bigger absolute value of the loading between the factor and the variable, the more the factor explains the variation of that variable. Factors can be seen as sorts of combination of variables that “hide” in the data (Nummenmaa 2009: 397, 402). In this study the aim is to find out the latent structure behind the phenomenon of passive usage of Yoogaia by detecting the correlations between the variables.

The stages of a factor analysis are following: first, the data has to be prepared. In the second stage of factor model design the preliminary plan for performing the factor analysis will be done. In the extraction stage the aim is to define the loadings for the variables. This is followed by the rotation stage in which the factor solution is changed into a more sensible form by interpretation by rotating the factor axes. (Nummenmaa 2009: 407–408.) The data explaining function processed in factor analysis can be used in the future analysis, such as in cluster analysis (Janssens ym. 2008: 245). In factor

analysis the aim was to find variables (questions) that are similar by their variation, as for in cluster analysis the aim is to divide the findings into more or less homogeneous groups. This kind of procedure is to be indicated in research frames where the examined items will be grouped according to their features. Cluster analysis can be considered to be a sort of “transverse factor analysis”. In a factor the grouped ones are the variables and in cluster analysis the research subjects. (Nummenmaa 2009: 428.) It has to be highlighted that, unlike factor analysis, cluster analysis is not based on statistic models (Vehkalahti 2008. 151). It is an exploratory technique: the intuition and choices made by the researcher have a large influence on the results. (Nummenmaa 2009: 428, 432). Cluster analysis is used in this study for discovering groups according to their reasons for not being an active customer of Yoogaia. Further, this knowledge can be used in designing Yoogaia’s marketing actions.

## 4. ANALYSIS OF THE RESULTS

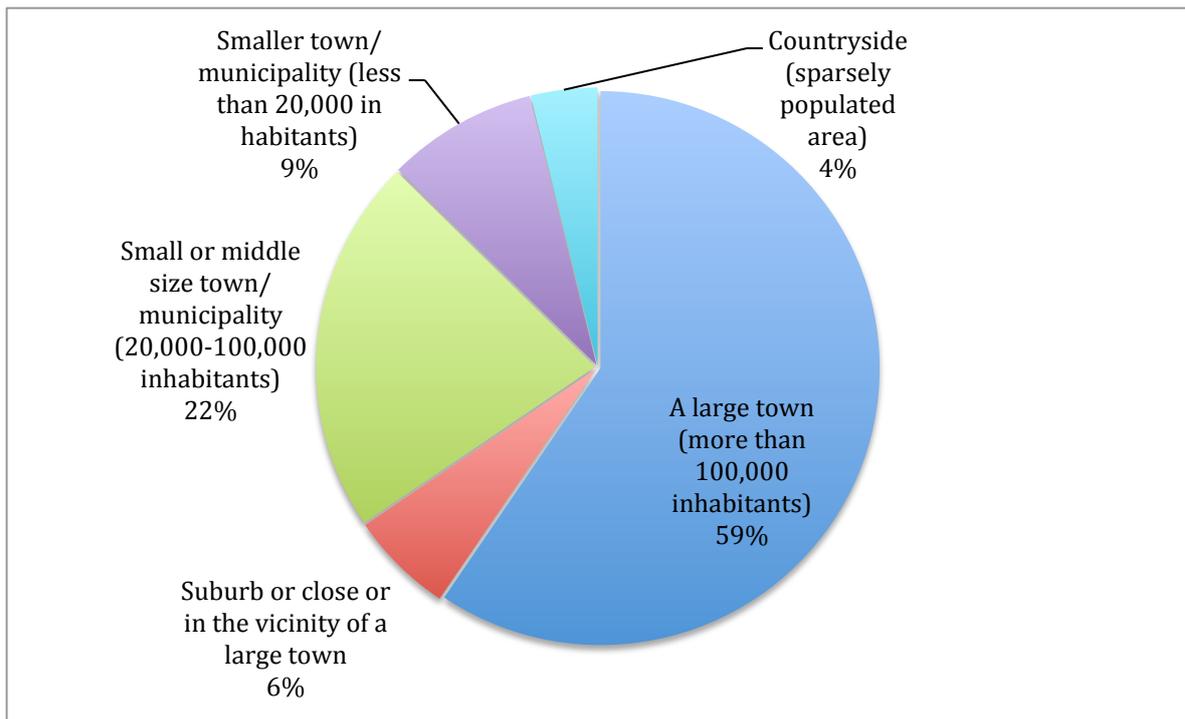
This chapter counts as the empirical part of the study. The results of the inquiry will be reported and analyzed. First the sample will be described in size and according to the background information. Second, considerations about Yoogaia's beneficial elements will be examined. This will be done by looking at the frequencies and by performing factor analysis in order to discover the possible hidden structures behind the phenomenon. Then, the results will be analyzed asking what are the obstacles for using Yoogaia. First the singular frequencies of the results will be examined and after that a factor analysis will be performed. Opinions of those who have not tried out the service will be analyzed separately because of the size of the sample. Finally, the quality of the study will be judged in the end of this chapter.

### 4.1. Description of the sample

The final amount of valid answers was 599 out of 16,010 passive customers (answer percentage 5.5). 104 of the 702 responses had to be removed from the analysis, because they did not meet the definition of the population: customers who are currently not paying for the service. Clearly the majority: 81 percent of the respondents claimed they had practiced or did practice yoga at the moment. The result could have been different if the question would have been formulated so that Pilates and other sports offered by Yoogaia would have been included. This study is interested in online yoga, but on the other hand some of the customers choose to practice other sports than yoga via Yoogaia. One respondent sent personal feedback due to this shortcoming. There were Finnish and English versions of the questionnaire, as Yoogaia operates next to Finland also in Great Britain and Hong Kong these days. Nevertheless, majority (94 %) of the respondents were living in Finland. Females were clearly the largest respondent group: 97.5 percent and age-wise the respondents between 30 and 39 years represented the largest group of the sample.

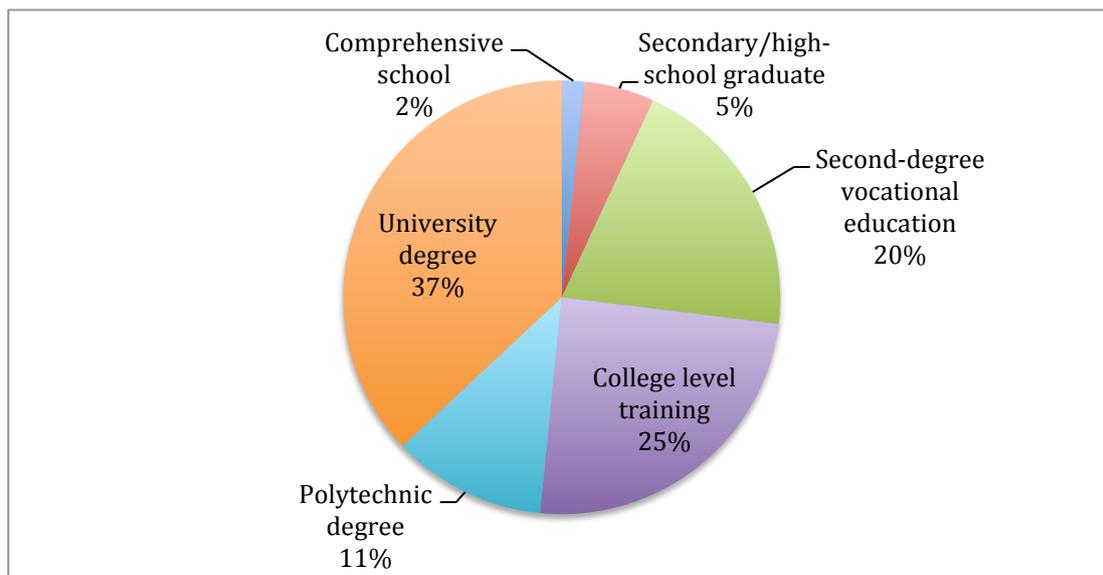
The questionnaire was meant for all the respondents who did not have a valid subscription for Yoogaia's service, including those who have not taken advantage of the free trial. Nevertheless, only 4.4 percent of the respondents had no experience of Yoogaia. The low percentage causes some limitations for further analysis. However, it is understandable that sign-ups who have not tried out the service are not motivated to respond to such an inquiry. The conclusion that can be drawn already in this stage of the

analysis is that those who have no experience of Yoogaia are hard to reach. Another reason that may have affected the low answer rate of the customers with no experience of Yoogaia is that in Facebook the invitation to answer was formulated so that it could be misunderstood to concern only those who have tried out the service. Most of the respondents (59 %) lived in a large town and the minority (4 %) in the countryside (Figure 4.).



**Figure 4.** Residential environment of the respondents.

The fact that only a minority of the respondents lived in smaller towns and in the countryside tells that online service's advantage to reach in any geographical location is not actualized in a large scale. It is remarkable that Yoogaia is most popular in larger cities where there is a large choice of yoga schools. Countryside and sparsely populated areas are thus an unused possibility for Yoogaia. A majority of the respondents (37 %) had a university degree education (Figure 5.). This strengthens the previous findings in previous research that yoga practitioners are most often college-educated people.



**Figure 5.** Education level of the respondents.

All in all, the respondents were a rather homogeneous group concerning sex, age, residential environment and education. On average they were female, between 30 and 39 years old living in a city and highly educated. Only 4.4 percent of the respondents had not tried out the service, which affects further analysis. The main focus will be on those who have tried out (i.e. have experience of) Yoogaia. A summary of the complete background information is as an attachment (Attachment 3.).

#### 4.2. Yoogaia's beneficial elements according to the respondents

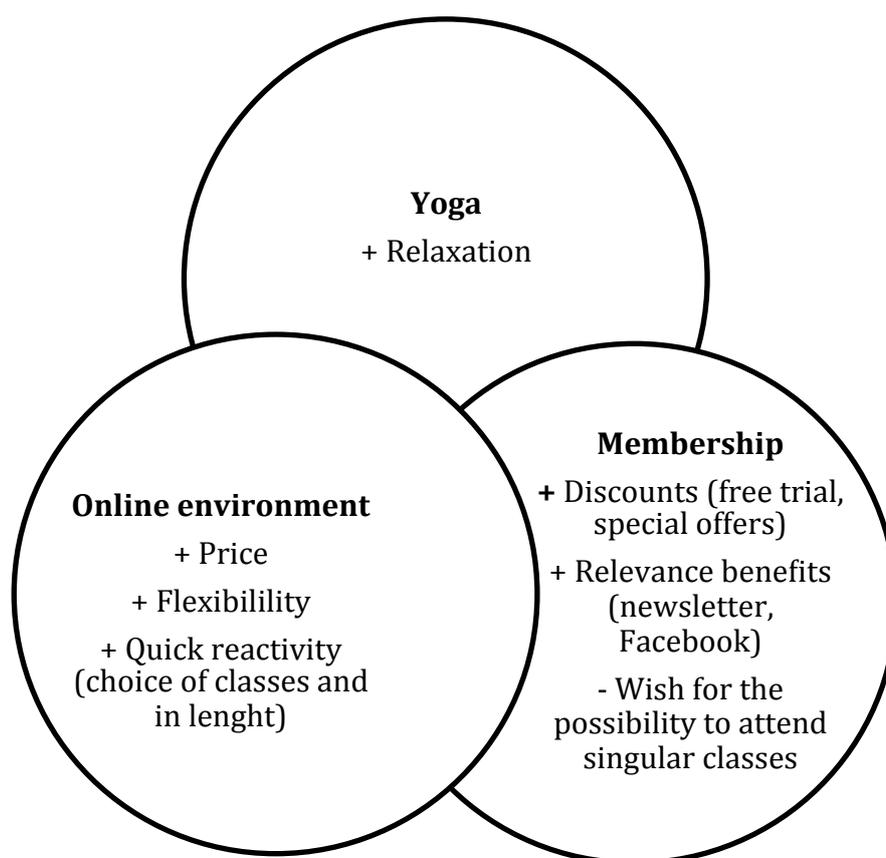
The beneficial elements embedded in Yoogaia's service were described in the second chapter of this study, creating the theoretical framework. The recognized elements were yoga, online environment and membership. Figure 3. illustrated Yoogaia's potential beneficial elements combined with the two groups of the sign-ups. In this part of the analysis interest is in the "upper part" of the figure. The aim in this section is – according to the second objective – to find out empirically what are Yoogaia's actual benefits. In the questionnaire statements 1.-30. had to do with Yoogaia's general features. The analysis of the frequencies covers customers who have tried out the service, eliminating those who have no experience of the service. All the frequencies are collected in Attachment 4.

Yoga in its several forms is Yoogaia's main product. The questions concerning yoga's health effects were removed from the questionnaire because of a consensus on them in the pilot questionnaire's results. According to the results of the actual inquiry 62 % of those who had tried out Yoogaia strongly agreed that yoga enables to relax in a special way (mean: 4.52). This can be considered to belong to the health benefits of yoga. As for yoga community (mean 2.02) or practicing yoga in a group (mean 2.47) were not considered that important. The fact that online yoga is typically practiced alone is not a shortcoming for these respondents. Even though the majority did somewhat disagree of spirituality's importance as part of yoga, the mean was 3.26. Online yoga provides mainly a physical exercise. For those who do not want to know about the spiritual part it is actually an advantage.

The expected benefits of online environment were described in the theory chapter. Yoogaia's prices were appreciated by majority of the respondents. Of them 44 % somewhat agreed and 30 % strongly agreed that the price level is one reason to choose online yoga (mean 3.85). When it comes to the choice of a physical yoga studio 34 % of the respondents thought that going to a yoga studio is too expensive (mean 3.6). The respondents with experience of Yoogaia were also content with anytime available recorded classes (90 % strongly agreed, mean 4.82). This feature can be categorized under quick reactivity or flexibility, as the recorded classes is a reasonably new renewal of the service. 62 % of the respondents strongly agreed that Yoogaia's class offering is diverse (4.47) and the majority were happy with the rather recent feature that there are classes in different lengths (4.74). Lack of time was considered as a reason for not being able to go to a physical yoga studio (mean 3.9). This does not mean automatically that these respondents do have time for online yoga, but it creates a potential. All in all Yoogaia seems to have succeeded in providing a flexible and reasonably priced service.

Membership was the third element in Yoogaia's business idea. 58 percent strongly agreed and 30 percent somewhat agreed (mean 4.38) with the statement "I would not sign up for Yoogaia without a free trial". The majority (76 %) of the customers somewhat or strongly agreed that they had joined Yoogaia because of a special offer (mean 4.13). Yoogaia has had plenty of campaigns with reduced prices. Some customers may tempt to wait until a campaign begins and buy a subscription then to avoid paying the full price. A clear majority (36 % + 32 %) would like to be able to attend a singular class. This is a feature that Yoogaia used to have, but have abandoned since then. Some of these respondents might have signed up when it was still possible, but have stopped using the service because of reluctance for long-term subscription.

Statements 25.-27. stemmed from the relevance benefits in the theoretical framework. Customers seemed to be rather content with the newsletter (mean 3.45) and liked to read about what is going on in Yoogaia (mean 3.59). They were also happy to some extent with the content of Yoogaia's Facebook site (mean 3.58). Yoogaia has thus succeeded in creating communication that is considered rather interesting. Yoogaia's beneficial and one disadvantageous element based on the empirical results are gathered in Figure 6.



**Figure 6.** Yoogaia's beneficial and disadvantageous elements according to the empirical results.

Yoga, which is Yoogaia's main product, is considered to help to relax by a clear majority of the customers. Thus, yoga in itself is considered beneficial in Yoogaia. The benefits of online environment appeared to be the price, flexibility and quick reactivity, as the theory suggested. Most of the respondents would not have registered themselves to the service without a free trial and they had signed up because of a special offer. A

challenge might be to get the customers to pay a full price for the service in the future. Yoogaia's newsletter's content and Facebook posting fairly appreciated.

#### 4.2.1. Factors describing the beneficial elements in Yoogaia

In order to deeper understand the structure of the set of variables (Field 2013: 666) factor analysis using IBM SPSS program was performed. In this analysis the aim is to find out, which variables correlate strongly with each other when it comes to Yoogaia's beneficial elements. In the factor analysis only the sample of the respondents with experience of Yoogaia is included, as in the previous analysis of singular frequencies. Statements 1.-30. measured Yoogaia's beneficial elements. Some of the statements were formulated with different logic than the others: the other way round. That is why the scale of statements 6., 11., 29. and 30. were transformed to ensure that the means of the factors are correct. Factor analysis was performed using Varimax rotation.

Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy measures the sufficiency of the sample. According to Metsämuuronen (2008: 607) the value should exceed .6. This sample's KMO's value (.690) and Bartlett's Test of Sphericity's significance (.000) indicate that correlation matrix is a suitable method for factor analysis. SPSS provided a rotated component matrix suggesting 11 factors (Attachment 5.). Factor rotation enables variables to load maximally to only one, minimizing loadings on the remaining factor(s) (Field 2013: 679). Metsämuuronen (2008: 601) advises that variables whose loadings are less than .3 should be removed from the further analysis. Altogether 11 variables were removed and after this it was ensured that the structure of the factors remained the same. The KMO of the new model improved into .708. The formed final factors are illustrated in Table 5. The transformed variables in the table are in their original forms.

**Table 5.** The final factors of the beneficial and disadvantageous elements in Yoogaia.

Statement	Factor	Factor	Factor	Factor	Factor	Factor
	1	2	3	4	5	6
	LOADINGS					
25. The content of the newsletter provided by Yoogaia interests me.	.856					
26. I like to read about what is going on in Yoogaia's newsletter.	.850					
27. The news provided on Yoogaia's Facebook are interesting in my opinion.	.696					
28. I feel belonging to a community as Yoogaia's customer.	.512	(.442)				
5. An important part of yoga is belonging to a certain community.		.604			(.454)	
22. I like to attend lectures organized by Yoogaia.		.568				
23. I would like to have the possibility to meet Yoogaia's personnel, like teachers, in person.		.844				
24. I would like to meet other Yoogaia's customers within special happenings.		.861				
2. Doing yoga enables me to relax in a specific way compared to other sports.			.523			
13. Anytime available recorded classes is a good idea.			.708			
14. I consider Yoogaia's class offering diverse.			.752			
15. I enjoy the fact that can choose in Yoogaia's class offering a class in length that suits me.			.821			
10. To me a reason to choose online yoga is the price.				.770		
11. The price of a yoga class is no issue for me. (transferred)				.814		
12. I think that going to a physical yoga studio is too expensive.				.761		
4. It is important to me to practice yoga in a group.					.880	
6. I prefer doing yoga on my own. (transferred)					.874	
29. Being Yoogaia's customer does not say anything particular about myself. (transferred)						.852
30. I do not have any image of a person who joins Yoogaia. (transferred)						.863
Cronbach's $\alpha$ (rounded values)	.76	.75	.67	.71	.77	.73
Mean	3.34	2.40	4.64	3.67	2.70	2.57
Std. Deviation	.71	.82	.51	.85	1.00	.99

The first factor was named *Communication*, as the variables have to do with receiving and reading news provided by Yoogaia in its newsletter and Facebook, and feeling of belonging to a community. Unlike the others, statement 28. originated from social benefits. It fits well with the other variables as it makes sense to feel belonging to

Yoogaia's community if you are interested in following Yoogaia's communication, as well. Statement 28. loaded also to the second factor, but as loading was stronger to factor 1, it makes sense to think that it is more part of that. Commitment's Cronbach's Alpha's value is above .7, which can be considered good. The mean of the factor is 3.3. The means of statements 25.-27. were close to 4, but the mean 2.02 of the statement "An important part of yoga is belonging to a certain community" brought down the mean. This factor revealed the connection of following Yoogaia's news and the possible feeling of belonging to a community. It can be concluded that, on average, customers do like to read the news and postings, but there is something that prevents binding the customers to the firm. It seems that Yoogaia as a company and what is going on with it interests people, but Yoogaia does not manage to invite the customers to "join the Yoogaia family".

*Social interaction* is the second explanatory factor and it contains variables of social activities outside Yoogaia's class offering and face-to-face contact. Statement 5. had a cross-loading with factor 5., but the loading to this factor was clearly stronger. Cronbach's Alpha's value is sufficient and the mean of the factor is 2.4. This makes it justified to say that in general the sign-ups do not recognize a need for special social activities outside Yoogaia's main product: yoga and other classes.

The mean of the third created factor, *Convenience*, is 4.64. That proves that sign-ups do consider Yoogaia convenient to use. Interesting is variable 2. that stemmed from a different part of the theoretical framework than the other three. It seems that there is a connection between an easy-to-use service and relaxation. An average customer wants to receive an easy-to-use service that provides guaranteed relaxation. No spiritual growth is attempted to reach by means of yoga practice via Yoogaia. According to the results (mean) Yoogaia has succeeded in providing a convenient service. What comes to the value of Cronbach's Alpha, it is slightly below .7, which makes the result a little bit less reliable than the other factors, but can still be considered good enough. Std. Deviation is low, so the mean describes the sample in a representative way.

The fourth factor is called *Price* and it describes how Yoogaia's prices are considered as an advantage (mean 3.67). The price level is clearly Yoogaia's asset in the competition against physical yoga studios. Cronbach's Alpha's value ( $> .7$ ) makes the interpretation reliable. On the other hand, it has to be stated that in this study the price level is not compared with completely free (offline) yoga videos available on Internet. The free

offering of (not real time) online yoga videos can be Yoogaia's competitor. Yoogaia might be competing simply with customers' time, as well.

*Shared yoga* practice is the name of the fifth factor. Because of the existing previous research it was assumed in the theoretical framework that people like to practice yoga in a group. The mean (2.7) of this two-variable-factor strengthens what could be seen in the frequencies already: Yoogaia's sign-ups do not mind practicing yoga on their own. The fact that online yoga is mainly practiced alone at home cannot be defined as Yoogaia's benefit, but the results show that Yoogaia has managed to reach people who do not find practicing yoga in a group that important.

The sixth factor is called *Identification with Yoogaia*, and it measures in what extent customers identify themselves with Yoogaia. The mean of this factor (2.57) tells that on average Yoogaia's customers relate rather neutrally to the company. On the other hand, for some of the sign-ups Yoogaia might be only a practical choice because of its utilitarian benefits, without any need to identify oneself with the brand. If one looks at the background information of the respondents the users are a rather homogeneous group. Most of them are female, live in cities and are highly educated. This could be a sign that under the surface Yoogaia does awaken an image of some kind of typical user. The typical Yoogaia customer fits also well with the previous research about yoga practitioners in general.

Statement 16. (I would not sign up for Yoogaia's service if there were not a free trial available) did not end up into any of the factors, but it is interesting knowledge that it had cross-loadings with three different factors. This means that the free trial variable correlates with several other variables. The importance of the free trial's role in the process of registering is thus clear.

### 4.3. Grouping the passive users according to their reasons to join Yoogaia

In cluster analysis items are classified in order to create more or less homogeneous groups. In order to identify differences in customers' reasons to join Yoogaia factors created in 4.3. are used as variables. K-means clustering is a method used for grouping observations and it is suitable for large samples (Metsämuuronen 2008: 803). With the K-means method, the criterion for clustering consists of minimizing the distances within each cluster to the center of that cluster (Janssens et al. 2008: 319). K-means clustering was performed using IBM SPSS program. Three, four and five clusters were tried out. Three clusters were chosen and saved, as the respondents grouped most evenly into three groups and there appeared to be clearer differences between means. ANOVA table revealed high significance ( $p = .000$ ) for all the six variables. Crosstabs were formed between clusters and different background information variables. The background variables did not create apparent differences between the groups, as the distributions followed approximately those of the whole sample. That is why background variables are not included. Table 6. describes the three segments and differences in their considerations about Yoogaia. Again, only those who have tried out the service are included in the analysis. The means are rounded.

**Table 6.** Yoogaia's customers segmented according to their considerations about Yoogaia.

Yoogaia's features	Measure	Segment (% of the respondents; valid n = 259; 312 missing)		
		1 (31,7 %)	2 (31,7 %)	3 (36,7 %)
<b>Communication</b>	Mean*	3	4	3
<b>Social interaction</b>	Mean*	3	3	2
<b>Convenience</b>	Mean*	4	5	5
<b>Price</b>	Mean*	3	4	4
<b>Identification with Yoogaia</b>	Mean*	3	4	2
<b>Shared yoga practice</b>	Mean*	4	2	2
<b>Practices or has practiced yoga in general</b>	% within the segment	75 (93 %) (n = 81)	72 (88 %) (n = 82)	72 (77 %) (n = 95)
<b>How often do you practice yoga?</b>	Twice a month or less	26 (34 %)	23 (32 %)	35 (47 %)
	Once a week	28 (37 %)	30 (42 %)	19 (40 %)
	2-3 times a week	16 (21 %)	13 (18 %)	17 (23 %)
	4 times a week	6 (8 %)	6 (8 %)	3 (4 %)
	<b>Total</b>	76 (100 %)	72 (100 %)	74 (100 %)
<b>How do you practice yoga?</b>	In a group	29 (38 %)	7 (10 %)	5 (7 %)
	Alone	6 (8 %)	27 (38 %)	38 (53 %)
	Both	41 (54 %)	38 (53 %)	29 (40 %)
	<b>Total</b>	76 (100 %)	72 (100 %)	72 (100 %)
* 1 = Strongly disagree, 2 = Somewhat disagree, 3 = Neutral, 4 = Somewhat agree, 5 = Strongly agree				

Members of the *True yogis* appreciate the most doing yoga together with other people. Clearly the minority (8 %) practiced yoga alone. Of these members over 90 percent already practiced or had practiced yoga in general, so they are experienced with yoga. It seems that for them price of a yoga class is not such an issue, at least compared to the other two groups. This can suggest that the price of a yoga class does not prevent them from going to a physical yoga studio. True yogis are most committed to the very sport

(if they even agree to to call yoga a “sport”) of yoga. It is not just an exercise among others, but an important part of life. They are not concious in yoga trends, but practice yoga for their own well-being. True yogis are probably interested also in other health realted things, like nutrition and mindfulness. Yoogaia will be never be the first choice for this segment of the customers, but a good second alternative if they do not have the chance to go to a “real” yoga studio. True yogis’ obstacle for buying Yoogaia’s service is probably the fact that online yoga in their opinion can never replace yoga practice in a physical yoga studio, in a group.

The second group is the most committed one in terms of openness towards Yoogaia’s communications and identification with Yoogaia compared to the other segments. That is why this segment is named *Happy customers*. (It has to be admitted that the name is slightly paradoxical, because at the same time these customers do not have a subscription for the service.) These sign-ups have an image of a Yoogaia customer and can perhaps identify themselves with her (most of the users are women). They like to read Yoogaia’s news and postings. Even though on average Happy customers attend a yoga class once a week, they probably like to wear yoga pants as a normal outwear (see the very first sentence of the study). Convenience’s mean (5) reveals that Yoogaia’s ability to offer a yoga service that is available anytime and in different kinds of lenghts is highly appreciated by these customers. They appreciate also Yoogaia’s prices. “Happy customers” scored pretty high in all the features of Yoogaia, except in shared yoga practice. This segment is the most content one and provides the largest potential for Yoogaia. If they are so content with all the features, why do not they remain active customers? It could be simply a matter of time, or Happy customers are waiting for the renewal of being able to consume the service via tablet.

*Busy yogis* is the largest one of the three groups. The members appreciate Yoogaia’s price level and are happy with the convenience of the service. They do not normally practice yoga in a group. Only seven percent of the members practices yoga in a group in general and more than a half of them practices yoga alone. They practice yoga most irregularly of all the segments. Busy yogis are least interested in the social interaction around the service. This segment’s consideration about identification with the brand was the lowest: they do not identify themselves with Yoogaia. For them identification is probably even not important, but are satisfies with the convenience of the service. This segments uses Yoogaia when they have time. In a way the service is ideal for this kind of user who does not mind practicing yoga alone and has no need for social interaction. On the other hand it can be problematic to attach this kind of user to the service. This

group should not be neglected but reminded about the service. The reason that prevents Busy yogis from using the service can be simply a situation in life at the moment, and they might be eager to get back to yoga and Yoogaia when the time is more favorable.

#### 4.4. Reasons for not being an active user of Yoogaia

Statements 33a.-44a. suggested reasons for not being an active user (not having a subscription) of Yoogaia at present. These statements could be answered if the customer had some kind of experience of Yoogaia. That is why the sample of these resultst contain respondents who had taken advantage of the free trial.

The results show that the majority (78 %) strongly disagreed about the statement that he or she would not be interested in doing yoga in the first place (mean 1.33). Apparently at some level these sign-ups would like to do yoga, but for some reason they do not do it, at least via Yoogaia's service. This shows that there is potential among these sign-ups for becoming an active user. The mean of preference for going to a physical yoga studio was 2.17, so a physical yoga studio does not seem to be such a big competitor against Yoogaia. On the other hand 14 percent somewhat and 4 percent strongly agreed on this statement. Lack of time was expected to be a reason for not using Yoogaia actively. Most of the respondents (29 %) strongly disagreed about it and almost the same amount (28 %) somewhat agreed on the statement, so for some of the sign-ups lack of time can be part of the reason for passive usage. Only three percent of the respondent found paying online dubious, so Yoogaia's service is considered safe in that sense.

In general the means of the results were close to 3 (neutral), so not many conclusions could be made. The only statement which mean was above 3 (3.65) was statement 43a.: the majority, 62 percent of the respondents wanted to have the chance to use Yoogaia via tablet. Yoogaia was already conscious about this demand, but the results of the inquiry confirmed the presentiment. All in all, these statements did not reveal any outstanding knowledge about the reasons to for not being an active user of Yoogaia.

##### 4.4.1. Factor analysis describing the reasons for not being an active user of Yoogaia

As the analysis of the singular statements did not reveal any remarkable knowledge about customers' passive behavior, factor analysis was used to discover possible latent structures of the variables. Factor analysis was performed including statements 33a.

using Varimax rotation with IBM SPSS program. The value of the KMO .745 and Bartlett's Test of Sphericity's significance .000, which allows using correlation as an analysis method. Rotated Component Matrix (Attachment 6.) suggested four factors. Finally five variables were removed in order to improve Cronbach's Alphas within factors. As a result two factors were formed (Table 7.) and the KMO of the new model was .737, which is a sufficient value.

**Table 7.** The final factors about the reason for not being an active user of Yoogaia.

Statements	Factor 1	Factor 2
	LOADINGS	
34a. I prefer going to a physical yoga studio.	.619	
36a. I have experienced the level of teaching variable in Yoogaia's service.	.700	
37a. I experienced the instructor remote.	.828	
38a. Using computer during yoga hinders my concentration	.641	
41a. I do not feel that I share a common bond with other Yoogaia members.	.626	
39a. To me it is important that I have the possibility to share my yoga experiences.		.832
40a. I would like to have a forum where I could share my or read about other users' yoga experiences.		.883
Cronbach's $\alpha$	.724	.706
Mean	2.31	1.92
Std. Deviation	.79	.93

The first factor was named *Online yoga experience*. This factor is hard to describe with one concept, as it includes several features of online yoga, including teaching and electric device related things. Interestingly, also statement 41a. belongs to this factor, even though it has to do more with lack of connection with other Yoogaia customers than concrete facilities. As these variables correlate with each other, they belong together in the judging Yoogaia's service. The correlation matrix shows that statements 34a. and 37a. correlate positively ( $r = .428$ ) with each other, so if someone prefers going to a physical yoga school, she or he has experienced the instructor remote and vice versa. Also 36a. and 37a. ( $r = .524$ ), as well as 38a. and 37a. ( $r = .429$ ) correlate positively. Nevertheless, the mean of this factor is 2.31, so the statements cannot be interpreted to be the reasons for not actively using the service. They describe more the wholeness of experiencing and judging Yoogaia's service.

Theoretical framework suggested that creating a virtual community increases customer loyalty. The second factor consisting virtual community related things was named accordingly *Virtual community*. Statements 39a.-40a. correlate positively ( $r = .524$ ) with each other describing the need for sharing experiences of yoga. As the mean is rather low (1.92 = somewhat disagree) it can be concluded that being member of a virtual community is not considered very important. Thus, lack of a virtual community is not a reason for the passive membership in Yoogaia's service. Yoogaia clearly attempts to create a feeling of belonging to a community through its Facebook postings and the weekly newsletter. The question is whether they do not succeed in it, or whether customers do not actually have a need for this kind of community. It is possible that online yoga can be simply a practical solution because of lack of time without any deeper meaning. In that case Yoogaia would be wasting its efforts in attempting to create a Yoogaia community.

All in all, in addition to the analysis of the singular frequencies, factor analysis did neither provide clear explanations for the passive behavior. It did reveal the structure of the variables. This knowledge is useful for the service provider in order to know which aspects of the service have to do and affect each other. Because only two factors were created cluster analysis based on them was not reasonable to perform.

#### 4.5. Reasons for not having tried out Yoogaia

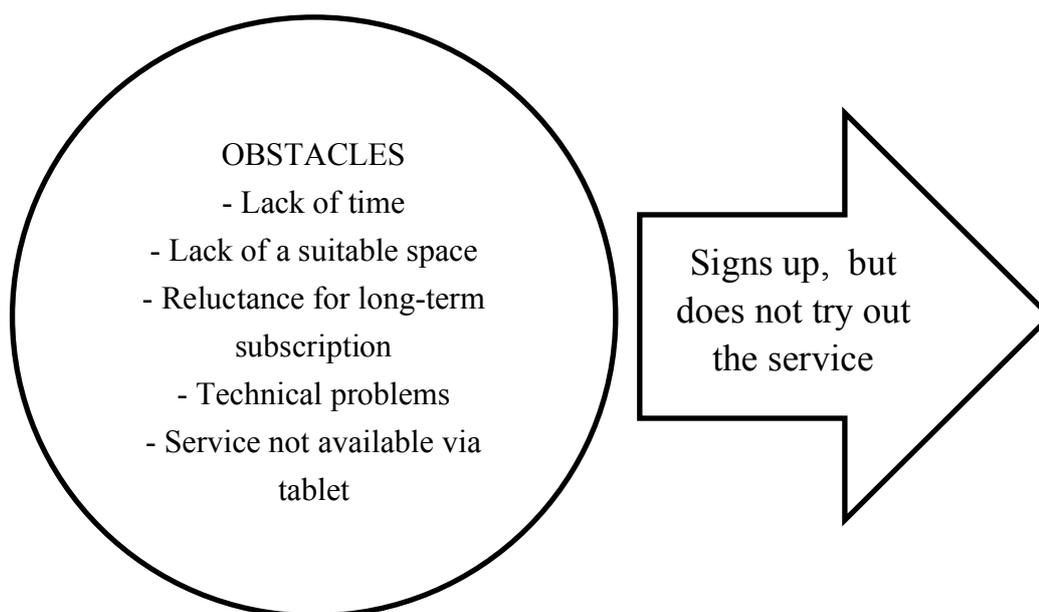
One group of the passive customers in this research was defined as those who have signed up for Yoogaia, but have not tried out the service. Statements 32b.-43b. suggested reasons for not having tried out Yoogaia and they were meant only for those respondents who have whatsoever no experience of the service. As it was mentioned before only 26 respondents (4.4 %) belonged to this group of passive customers, which affects the possibilities for applicable analysis methods. Analysis that can be done is examining the frequencies of singular statements. Statements and the division of the answers altogether are gathered in Table 8.

**Table 8.** Frequencies of the statements about reasons for not having tried out Yoogaia.

Statement	N	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	Std. Dev.
I have not tried out Yoogaia's service, because...		1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree						
32b. I am not interested in doing yoga in the first place.	25	76	12	4	0	8	1.52	1.159
33b. I prefer going to a physical yoga studio.	24	16.7	20.8	25.0	33.3	4.2	2.88	1.991
34b. It is not easy for me to find a good moment for online yoga.	24	8.3	8.3	20.8	33.3	29.2	3.67	1.239
35b. I do not have a suitable or calm enough space for practicing online yoga.	24	4.2	37.5	12.5	41.7	4.2	3.04	1.083
36b. At home there are too many distractions for online yoga practice.	23	8.7	34.8	4.3	47.8	4.3	3.04	1.186
37b. I do not want to make a long-term subscription.	24	8.3	0.0	4.2	58.3	29.2	4.08	.830
38b. I had technical problems while trying to attend a class.	14	42.9	14.3	28.6	0.0	14.3	3.55	1.371
39b. I want to be able to use Yoogaia's service via tablet.	22	13.6	4.5	27.3	22.7	31.8	3.55	1.371
40. I do not like the idea of doing yoga via computer or any other technical equipment.	23	39.1	43.5	13.0	0.0	4.3	2.63	1.209
41b. I want to do yoga in a group.	24	15.5	28.2	32.3	20.6	3.4	2.63	1.209
42b. To me it is important to have a face-to-face contact with the instructor.	23	17.4	21.7	26.1	34.8	0.0	2.78	1.126
43b. Doing yoga together with other people motivates me.	23	21.7	13.0	17.4	43.5	4.3	2.96	1.296

76 percent of those who had not tried out Yoogaia's service strongly disagreed about the claim of not being interested in doing yoga in the first place (mean 1.52). For this group physical yoga studio was not Yoogaia's competitor, as the majority (17 % +21 %) disagreed about the statement of preferring a physical studio. Lack of time seemed to be a reason for most of the respondents for not being able to do yoga (mean 3.67). Demands concerning the space and circumstances (questions 35b. and 36b.) were not considered a problems if the means of the responses are observed. On the other hand to both statements the answer alternative "somewhat agree" did get the highest percentage (42 % and 47 %). This is can suggest that even though the service is available anytime (recorded classes), someone might have an apartment where it is not easy to create a peaceful and commodious enough space for a yoga practice.

77 percent of the respondents (mean 4.08) agreed on the statement “I do not want to make a long-term subscription”. This suggests that there is reluctance for committing to the service and could be a reason for not having tried out Yoogaia. Still, the question remains why they have signed up in the first place. 57 percent of those who had not tried out the service claimed that they had had some kind of technical problems while trying to attend a class. Nevertheless, it has to be noted that in this claim the number of answers was even lower than in the other claims: 14 of 26. Anyhow, a technical problem during the attempt to try out may have been a practical reason for dropping out the trial. If the service fails once, a customer may not have the patience to give it another try. Mean (3.55) of “I want to be able to use Yoogaia’s service via tablet” indicates that there is interest towards this possibility. Yoogaia does not yet offer the service via tablet, but this is going to be launched in the future (Petäjä 2015). Figure 7. describes the reasons for not having tried out Yoogaia’s service. The number of items varies between 14 and 24, which makes the results not reliable.



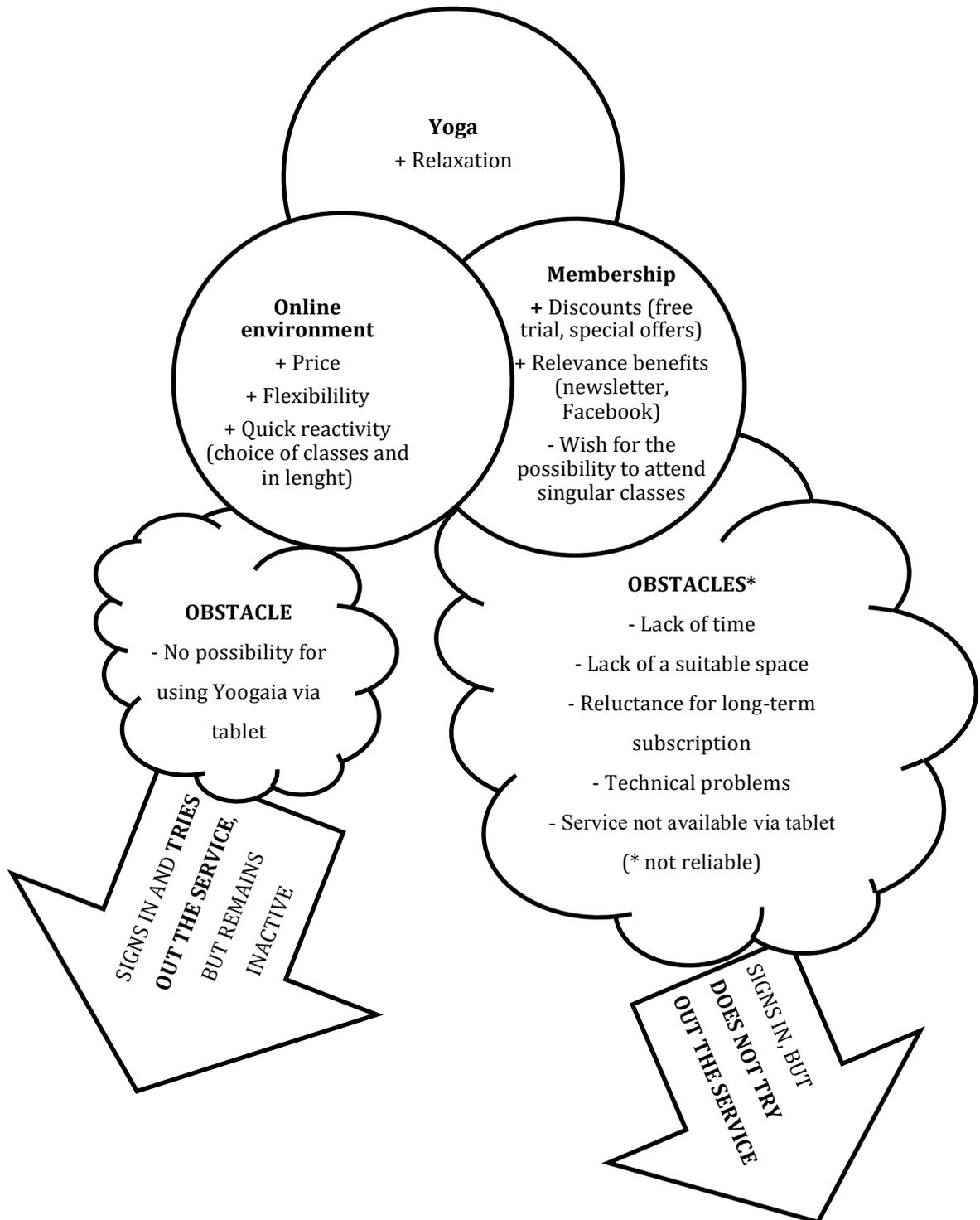
**Figure 7.** Reasons for not having tried out Yoogaia’s service.

To sum up, the possible reasons for not having tried Yoogaia can be simply lack of time or because a customer does not have a suitable or calm enough space at home. In addition a registered customer might already know that she or he does not want to make a long-term subscription for the service provider. Even though the number of items was

outstandingly small (14) in this variable, some of the registered customers had had technical problems while trying out the service, which has resulted as neglecting the free trial.

#### 4.6. Summary of the results

In this chapter the aim was to discover empirically what are considered as Yoogaia's advantages and what on the other hand are the reasons to purchase or not to try out the service. The analysis of the results was divided into two parts accordingly. First, customers' considerations about Yoogaia's beneficial elements were found out, and then answers concerning reasons not to buy and not to try out the service were analyzed. The main results as a whole are collected in Figure 8.



**Figure 8.** Summary of the empirical results.

According to the empirical results Yoogaia's beneficial elements were related to its main product yoga, online environment and membership. Relaxation was a benefit gained from yoga practice. Online environment's benefits were price, flexible service and quick reactivity. Membership's benefits were discounts in the form of a free trial and special offers, and relevance benefits, such as the newsletter. On the other hand, a disadvantage of Yoogaia was that there was no possibility to purchase an attendance for a singular class. In the end the customers were divided into three segments according to their considerations about Yoogaia: True yogis, Happy customers and Busy yogis.

The only reason not to purchase Yoogaia's service that arose from the results was that it is not (yet) available via tablet. This result concerned those who had taken advantage of the free trial. Number of items who had not tried out Yoogaia's service was really small, which affects the reliability of the results. Anyhow, the identified reasons for their behavior were lack of time, lack of a suitable space, reluctance for long-term subscription and technical problems.

#### 4.7. Quality of the research

In quantitative research issues of reliability and validity are generally not considered to be a problem, as it can be in qualitative research. Erätuuli et al. (1994: 100) claim that quantitative research has that very advantage that reliability, as well as validity, can be brought to the level of numeric evaluation. However, as this study has a post-positivistic nature reliability and validity are judged with a larger perspective than that.

Reliability is concerned with the internal consistency of the research. It is interested in whether the results collected, measured or generated are the same under repeated trials (O'Leary 2004: 58). So, it means the measurement's capability to produce non-coincidental results (Hirsjärvi et al. 2000: 213). The answer rate of the inquiry was 5.5, which is rather high and improves the reliability of the study. On the other hand, the amount of respondents belonging to those passive customers who had not tried out the service was very low. Results concerning their reasons not to use Yoogaia cannot be considered to be reliable. Nevertheless, the obstacles were included in the results, because this knowledge was considered better than nothing in this context. The mentioned obstacles can also serve as a guideline in the future research about the reasons for not taking advantage of the free trial.

Different statistic methods are used for evaluating numerically the trustworthiness of the meters (Hirsjärvi et al. 2000: 213). Reliability can be measured with variance and correlation of the results (Erätuuli et al. 1994: 100). Cronbach's Alpha is based on the correlation of the variables. It means that the same variable is measured with two meters, in which case the results should be the same. (Kananen 2011: 120.) However, there are various opinions about the demanded value of Cronbach's Alpha that vary from .5 to .8. As the number of items on the scale increases, the value of the alpha increases as well. Thus, a high alpha value can be claimed to tell nothing more than about the size of the sample, not about the reliability of the research. (Field 2013: 709.) In this study Cronbach's Alpha is considered as a meter of reliability and the demanded value of the alpha was .7. The values were represented together with the results earlier in this chapter. Using cluster analysis as a method affects also the reliability of the study, as it is not based on statistic models, but the consideration of the researcher plays a large role.

Reliability does not assure the validity of the research, as it is possible to get correct results with a wrong meter. A valid meter measures what it was supposed to measure. (Kananen 2011: 120–121.) Operationalization of the variables was done with great care and a pilot inquiry was performed. Some variables, such as yoga's health effects, were removed from the pilot questionnaire, as the answers clustered heavily in one or two categories, according to Fowler, Jr.'s advice. In the end, some of them could have been kept, as they provided important knowledge concerning the subject. Now some information that the pilot questionnaire revealed, could not be included in the results.

Validity can be defined further by using several methods. The joint use of different methods is normally called triangulation, of which mixing methods is a form. (Hirsjärvi 2000: 215.) In this study both quantitative survey and qualitative interviews were used. In order to be sure that relevant questions will be asked in the inquiry interviews were performed next to examining existing theory, which improves the validity of the study. Some of the variables stemmed from the interviews directly. Interviews functioned also as a confirmation for some of the suggestions that arose from the theoretical framework. The indicator of validity has a positivistic nature. It is applicable according to O'Leary (2007: 60) if one believes that there is only one truth that can be uncovered and understood. Dependability, on the other hand, is a post-positivistic indicator to the question if the methods are approached with consistency. It accepts that reliability,

consistency and standardization in social studies may not be possible. That is because people are not consistent, and it is easier to find consistency in laboratory circumstances than in real world. Dependability confirms the quality of the research through using the chosen methods systematically, and if their use is well documented and designed to account for research subjectivities. (O'Leary 2004: 58, 60.) In this study the phenomenon was approached trying to avoid biases by using several research methods. Also all the actions, decisions made and results were reported with greatest caution.

## 5. CONCLUSIONS

The research purpose of this study was defined as what are the obstacles for Yoogaia's passive customers to buy the service. Yoogaia has a large register of customers who have signed up for the service, but the majority of them, 83 percent, do not have a valid subscription. Three objectives were set in order to answer the research problem. The first objective was to define the potential beneficial elements in Yoogaia's business field: yoga service online. Three essential elements in Yoogaia's business idea were recognized: yoga in itself, online environment and membership. Benefits of these elements were examined with the help of existing literature concerning yoga, e-commerce and customer loyalty. Like this the theoretical framework for the study was created.

The second objective was to examine *empirically* what are regarded as Yoogaia's beneficial elements. The theoretical framework was used as a basis for the empirical analysis. In addition four supplementary theme interviews were performed before creating the questionnaire to make sure that the statements in the questionnaire were relevant. The sample size (599) was large enough for statistical analysis. The results showed that Yoogaia's beneficial elements were relaxation provided by yoga, price, flexibility and quick reactivity. The main reasons for having joined Yoogaia were free trial and special offers. Also Yoogaia's newsletter and communication via Facebook were appreciated. On the other hand, a disadvantage that arose was the fact that there no longer was a possibility to purchase an attendance for a singular class. Then, factor analysis was performed providing six factors: Communication, Social interaction, Convenience, Price, Identification with Yoogaia and Shared yoga practice. According to the factors Yoogaia's main benefits were communication via the newsletter and Facebook, service's convenience and price. According to the factor analysis, customers do not identify themselves strongly with Yoogaia. An interesting discovery was the connection between customers' willingness to follow Yoogaia's news and Facebook posting, and feeling part of a Yoogaia community. The latter lowered the mean of the factor, which can be interpreted so that there is interest towards the company, but something that prevents people from feeling part of the "Yoogaia family".

Next phase was cluster analysis, in which the respondents were grouped into segments according to their considerations about Yoogaia. The created factors were used as variables and three segments were recognized. The first one consists of True yogis who have a special relationship with yoga and prefer practicing yoga in a group. Yoogaia

will probably never be the first choice to them, but it can serve as a supplementary way for practicing yoga, next to the “traditional” way.

The second segment was named “Happy customers” as they scored reasonably high in almost all the variables. Compared to the other groups they appreciated most the communication provided by Yoogaia. What was special about this group was the fact they could identify with the brand. This is the most potential group of all the segments and should be invested in.

Busy yogis are the largest and in a way the most problematic segment. For them Yoogaia is purely a utilitarian choice. Busy yogis cannot identify themselves with Yoogaia, and for them it is not even important to build a relationship with the provider. They like to practice yoga alone and are not interested in the social aspect of it. Busy yogis are the most irregular ones with their yoga practice. Yoogaia does suit this kind of yogi who uses the service when it suits her, but this group is also hard to attach to the provider. Among busy yogis there might be potential within those customers whose reason not to use Yoogaia is their situation in life. That is why this group should not be neglected, but kept reminded about the service and special offers.

The last objective was to empirically discover the customers’ reasons not to use Yoogaia. In this respect the passive customers were split into two groups according to whether they had taken advantage of the free trial. This was because sign-ups who had no experience whatsoever could not answer certain kinds of questions. The only clear reason that arose from the frequencies on behalf of those who had tried out the service, was that they wanted to be able to do online yoga via tablet. An interesting discovery was the fact that these respondents did not agree on the statement that they would not be interested in doing yoga whatsoever. For some reason they just have not chosen to do it via Yoogaia. Two factors, Online yoga experience and Virtual community, were created as a result of the factor analysis. Online yoga experience described the ”package” of features that are connected and define a yoga class experience. The mean of the factor was below “neutral”, so it did not provide reasons for being a passive customer. Virtual community’s low mean was interesting, as according to the first factor analysis customers liked to read about Yoogaia’s news, but still, they had no need to share their own opinions or experiences. It seems that one-way communication is sufficient for Yoogaia customers. All in all, the second factor analysis was a disappointment in that sense that it did not provide remarkable knowledge about the reasons not to purchase the service. Finally the aim was to segment Yoogaia’s customers according to their

reasons not to purchase the service. The small amount of created factors did not allow performing any grouping of the customers who had taken advantage of the free trial.

The number of respondents who had signed up, but not tried out the service was unfortunately very poor: 26 respondents. It can be concluded that sign-ups who have not even tried out the service are hard to reach. It is easy to imagine that they ignore the newsletters as well. Because of the small number of items results concerning respondents without experiencing Yoogaia are not reliable. Still their reasons for not having tried out Yoogaia were decided to report, as they can serve as a guidance in the future research. Those were: lack of time, lack of a suitable space, reluctance for long-term subscription, technical problems and the fact that the service was not available via tablet. Because the amount of items was so small, they could not be grouped into segments according to their reasons for neglecting Yoogaia.

So, after having achieved all the three objectives that were set, what are the obstacles for Yoogaia's passive customers to buy the service? It seems that the service in itself functions well and is convenient to use, so the product in itself is not an obstacle. What Yoogaia already knew was confirmed with this study: most of the customers want to be able to use the service via tablet. It appeared that the free trial and special offers played a large role in joining the service. So, simply curiosity towards the new kind of yoga service and the possibility to try it out for free can be reasons to sign up. Even though the price level was considered as an advantage of Yoogaia, there is a threshold from trying out the service for free to the next step of becoming a paying customer. Also, some of the customers did not want to commit to the service by purchasing a long-term subscription. What comes to special offers, it is probable that some of the customers have taken advantage of a special offer and stopped since. Also, Yoogaia has plenty of different sorts campaigns on. This may cause reluctance to pay the full price for the service or encourage for postponing the new purchase and waiting for the next upcoming campaign. A solution for this could be some kind of reduction for those who lengthen their subscription during that time when the old one is this valid. The perhaps the most profound finding was that the customers' identification with the brand was rather neutral. This is not clearly an obstacle for using Yoogaia, but worth being conscious of. This, and how the three segments should be approached, will be reflected in the managerial implications.

### 5.1. Managerial implications

Three fairly equal-sized segments of Yoogaia customers were created based on their considerations about Yoogaia. The segment of Happy customers appeared to be (accordingly) the most potential one in terms of the possibility to identify with Yoogaia and their openness towards the firm. They are content with Yoogaia's flexibility and price level. Still, they belong to the group of passive customers. What is the reason for this? Members of the other segments may have joined Yoogaia simply out of curiosity towards interactive online yoga, in which case it is easy to drop out after having tried it out. For Happy customers it is probably more than that, as the members of this group seem to have some kind of relationship with the company. A reason for the passive behavior can be practical, like a situation in life, or Happy customers are simply waiting for being able to consume the service via tablet.

Still, this segment could be directed some kind of special attention. They could be offered a platform where they can plan their weekly yoga practice in advance and which reminds of the coming classes. Or Happy customer could be sent tailored communication including news about the latest yoga and health food trends according to their actions in Yoogaia. Even though according to the factor analysis Happy customers' consideration about social occasions outside regular classes was neutral, some kind of happening with personal contact could help attaching these customers more strongly to the service. Happy customers could be offered a one day retreat (possibly subject to a charge) with yoga classes instructed by Yoogaia's own familiar teachers, lectures and vegetarian food. Attending this kind of happening would strengthen a feeling of belonging to the Yoogaia community and motivate for further yoga practice via Yoogaia. This kind of happening would also be a great chance for Yoogaia to see the "field" and to collect information about its users.

True yogi is the segment that prefers practicing yoga in a group and they are probably the most experienced yogis of all the customers. As it was stated before, this group considers Yoogaia probably as a second alternative after a physical yoga studio. They use Yoogaia if they do not manage to attend a "normal" yoga class. This is one reason for True yogis' passiveness. What can be disturbing for True yogi is the wide range of sports in the schedule. In the eyes of the True yogis the diversity can blur the concept, and thus weaken the credibility of being an online *yoga* provider.

Busy yogis were the largest segment and the least committed to the company. They appreciated highly the price and convenience of the service, but are reasonably irregular with their yoga practice. This group should not be considered as a lost case, but reminded about the service and special offers (and about the calming effects of yoga in the busy life), as Yoogaia already does with its weekly newsletter. When their situation in life is different Busy yogi can come back to Yoogaia, as they highly appreciated the price and the convenience of the service.

Finally, a proposition concerning the ability to identify with Yoogaia is given. In general, the results showed that the customers are very satisfied with the convenience of the service. Still, their consideration of the image of a Yoogaia customer was neutral and they did not identify themselves as being a “Yoogaia customer”. This can be explained partly by the visual material on Yoogaia’s website and Facebook page. The photos used seem to originate mostly from anonymous photo banks and remain somewhat distant. The visual material (and so the brand) could be more accessible if it would consist of pictures or, perhaps even preferably, looping videos of different sorts of users in age and gender, attending a Yoogaia class in different sorts of apartments. In addition, this material would demonstrate straight away what the service is about. According to the background information Yoogaia’s customers are now a rather homogeneous group of women between 30 and 39 years living in cities. These are the people who are typical yoga practitioners in general. With a more accessible image the potential of elderly people, men and people living in sparsely populated areas without competing yoga studios could be exploited.

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## ATTACHMENTS

**Attachment 1.** Covering letter.

# Hyvä Yoogaian asiakas!

**Auta meitä kehittämään palveluamme ja voita 4kk Yoogaiaa!**

Opiskelen markkinointia Vaasan yliopistossa ja teen parhaillaan pro gradu – työtäni yhteistyössä Yoogaian kanssa. Tutkimuksen tarkoituksena on kehittää Yoogaian palvelua sen käyttäjien eduksi. Empiirinen osa toteutetaan teettämällä kysely Yoogaian asiakkaille.

Vastanneiden kesken arvotaan kaksi (2) Yoogaian neljän kuukauden lahjakorttia. Voitosta ilmoitetaan henkilökohtaisesti sähköpostilla sekä [Yoogaian Facebook-sivuilla](#).

Mielipiteesi on todella tärkeä tutkimuksen onnistumisen kannalta. Teet suuren palveluksen vastaamalla kyselyyn. Lomake löytyy seuraavasta linkistä:

<https://eforms.uwasa.fi/lomakkeet/3761/lomake.html>

Kiitos paljon avustasi jo etukäteen!

If you wish to answer in English, please click here... and win 4 month subscription:

<https://eforms.uwasa.fi/lomakkeet/3764/lomake.html>

Ystävällisin terveisin / Best regards,

Anna Savelainen

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## Kuinka parantaa Yoogaian palvelua

Kerro, miksi et ole kokeillut Yoogaian palvelua ja auta meitä sen kehittämässä. Valitse vastausvaihtoehto, joka vastaa parhaiten mielipidettäsi.

En ole kokeillut Yoogaian palvelua, koska...

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä	En osaa sanoa
* 32. En ole kiinnostunut joogasta ylipäättään.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 33. Menen joogatunnille mieluummin joogakouluun.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 34. Minun ei ole helppo löytää sopivaa hetkeä nettijoogan harrastamiseen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 35. Minulla ei ole sopivaa tai tarpeeksi rauhallista paikkaa nettijoogan harrastamiseen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 36. Kotiloissa on liikaa häiriötekijöitä nettijoogan harrastamiseen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 37. En halua tehdä pitkäaikaista sitoumusta palvelun käyttöön.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 38. Minulla on ollut teknisiä ongelmia yrittäessäni osallistua tunnille.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 39. Haluan, että voin käyttää Yoogaian palvelua tabletin välityksellä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 40. En pidä ajatuksesta harrastaa joogaa tietokoneen tai muun teknisen laitteen välityksellä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 41. Haluan harrastaa joogaa ryhmässä.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 42. Minulle on tärkeää, että voin olla yhteydessä ohjaajaan kasvotusten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 43. Joogan harrastaminen yhdessä muiden kanssa motivoi minua.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Taustatiedot

Vastaa lopuksi vielä seuraaviin taustaasi liittyviin kysymyksiin. Näitä tietoja tullaan käyttämään tilastollisissa analyysissa.

Mies Nainen

\* Sukupuoli

\* Ikä  0-19  
 20-29  
 30-39  
 40-49  
 50-59  
 60-

\* Asuinpaikka  Suomi  
 Iso-Britannia  
 Hong Kong  
 Joku muu

\* Asuinympäristö  Suuri kaupunki (yli 100 000 asukasta)  
 Suuren kaupungin lähiö tai lähiseutu  
 Pieni tai keskikokoinen kaupunki tai kunta (20 000-100 000 asukasta)  
 Pienempi taajama tai kunta  
 Maaseutu (haja-asutusalue)

\* Koulutus  Peruskoulu  
 Lukio  
 Opistotason ammatillinen koulutus  
 Ammattikorkeakoulu  
 Korkeakoulu, alemman asteen tutkinto  
 Korkeakoulu, ylemmän asteen tutkinto

Kyllä En

\* Haluaisitko osallistua arvontaan?

Mikäli päätit osallistua arvontaa, täytä tähän yhteystietosi. Muussa tapauksessa voit olla antamatta tiedot. Yhteystietoja käsitellään luottamuksellisesti ja ne tullaan hävittämään välittömästi arvonnän suorittamisen jälkeen.

Nimi:

Sähköpostiosoite:

**Attachment 3.** Background information of the respondents.

<b>RESPONDENTS' BACKGROUND INFORMATION</b>	<b>Frequency</b>	<b>% (valid)</b>
<b>Have you practiced or do you practice yoga at present?</b>		
Yes	597	81
No	113	19
<b>TOTAL</b>	597	100
<b>How often do you practice yoga?</b>		
Twice a month or less	180	37
Once a week	172	35
2-3 times a week	106	22
4 times a week or more	29	6
<b>TOTAL</b>	487	100
<b>How do you practice yoga?</b>		
In a group	112	23
Alone	152	31
Both alone and in a group	221	46
<b>TOTAL</b>	485	100
<b>Have you tried out Yoogaia's service?</b>		
Yes	571	95,6
No	26	4,4
<b>TOTAL</b>	598	100,0
<b>Sex</b>		
Male	15	2,5
Female	582	97,5
<b>TOTAL</b>	597	100,0
<b>Age</b>		
0-19	8	1
20-29	166	28
30-39	256	43
40-49	102	17
50-59	50	8
60-	15	3
<b>TOTAL</b>	597	100
<b>Place of residence</b>		
Finland	562	94,1
Great Britain	6	1,0

	Frequency	% (valid)
<b>Hong Kong</b>	1	0,2
<b>Other</b>	28	4,7
<b>TOTAL</b>	597	100
<b>Residential environment</b>		
<b>A large town (more than 100,000 inhabitants)</b>	355	59,5
<b>Suburb or close or in the vicinity of a large town</b>	36	6,0
<b>Small or middle size town/municipality (20,000-100,000 inhabitants)</b>	131	21,9
<b>Smaller town/municipality (less than 20,000 in habitants)</b>	52	8,7
<b>Countryside (sparsely populated area)</b>	23	3,9
<b>TOTAL</b>	597	100
<b>Education</b>		
<b>Comprehensive school</b>	10	2
<b>Secondary/high-school graduate</b>	31	5
<b>Second-degree vocational education</b>	120	20
<b>College level training</b>	147	25
<b>Polytechnic degree</b>	68	11
<b>University degree</b>	221	37
<b>TOTAL</b>	597	100

**Attachment 4.** Frequencies of the statements 1.–30. and 33a.–44a.

Statement	N	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	Std. Dev.
		1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree						
1. I consider yoga as a physical exercise like any other sport.	571	1.8	17.0	4.6	43.6	33.1	3.89	1.097
2. Doing yoga enables me to relax in a specific way compared to other sports.	554	1.4	2.2	2.3	31.4	62.2	4.52	.775
3. To me spirituality is an important part of yoga.	557	21.6	34.8	22.3	17.8	3.6	3.26	1.289
4. It is important to me to practice yoga in a group.	561	21.6	34.8	22.3	17.8	3.6	2.47	1.119
5. An important part of yoga is belonging to a certain community.	555	36.0	36.2	18.4	8.1	1.3	2.02	.992
6. I prefer doing yoga on my own.	558	3.4	19.9	32.1	28.7	15.9	3.34	1.071
7. Practicing online yoga requires sometime special arrangements concerning place.	567	16.6	32.8	4.9	34.2	11.5	2.91	1.337
8. If I do not have to go somewhere else to practice yoga, it might happen that it remains neglected	558	18.6	33.2	11.1	30.1	7.0	2.74	1.261
9. To me, lack of time is sometimes a reason for not being able to attend a yoga class in a physical yoga studio.	548	4.6	13.7	4.6	41.6	35.6	3.90	1.163
10. To me a reason to choose online yoga is the price	560	2.1	13.0	11.8	43.9	29.1	3.85	1.050
11. The price of a yoga class is no issue for me.	552	16.8	44.2	15.6	17.9	5.4	2.51	1.129
12. I think that going to a physical yoga studio is too expensive.	525	3.4	13.1	24.4	37.7	21.3	3.60	1.066
13. Anytime available recorded classes is a good idea.	565	1.1	1.9	.4	7.1	89.6	4.82	.632
14. I consider Yoogaia's class offering diverse.	559	.9	4.3	3.6	29.7	61.5	4.47	.829
15. I enjoy the fact that can choose in Yoogaia's class offering a class in length that suits me.	563	.7	.7	2.3	16.3	79.9	4.74	.606
16. I would not sign up for Yoogaia's service if there were not a free trial available.	567	2.1	5.1	4.1	30.3	58.4	4.38	.937
17. The reason for me to sign up for Yoogaia was a recommendation of a friend or an acquaintance.	564	38.3	8.9	5.3	15.6	31.9	2.94	1.748
18. I think that one week is a sufficient length for a try out free of charge.	567	7.6	32.1	6.2	27.7	26.5	3.33	1.361
19. It is necessary for me to have the possibility to attend a singular class without subscription.	557	3.4	14.9	14.0	36.1	31.6	3.78	1.145
20. I decided to sign up for Yoogaia because of a special offer.	561	4.5	9.1	10.2	21.2	55.1	4.13	1.184
21. I think it is wise to purchase a long-term subscription if it is relatively the cheapest alternative.	548	5.7	22.6	15.3	34.7	21.7	3.44	1.215
22. I like to attend lectures organized by Yoogaia.	455	9.7	26.4	24.0	25.3	14.7	3.09	1.220
23. I would like to have the possibility to meet Yoogaia's personnel, like teachers, in person.	535	26.7	40.4	21.3	9.9	1.7	2.19	.996
24. I would like to meet other Yoogaia's customers within special happenings.	544	28.9	36.6	18.4	13.8	2.4	2.24	1.087

25. The content of the newsletter provided by Yoogaia interests me.	416	2.4	9.6	35.3	45.7	7.0	3.45	.852
26. I like to read about what is going on in Yoogaia's newsletter.	457	2.8	7.7	28.7	49.2	11.6	3.59	.894
27. The news provided on Yoogaia's Facebook are interesting in my opinion.	382	2.4	6.0	34.3	46.3	11.0	3.58	.853
28. I feel belonging to a community as Yoogaia's customer.	525	15.4	31.4	27.4	21.7	4.0	2.67	1.098
29. Being Yoogaia's customer does not say anything particular about myself.	546	1.6	23.4	21.1	34.8	19.0	3.46	1.095
30. I do not have any image of a person who joins Yoogaia.	549	3.6	36.4	18.0	28.6	13.3	3.11	1.148
I am not an active user of Yoogaia at present, because								
33a. I am not interested in doing yoga in the first place.	569	78.0	16.0	1.4	4.2	.4	1.33	.738
34a. I prefer going to a physical yoga studio.	561	36.5	31.9	13.4	14.1	4.1	2.17	1.185
35a. It is not easy for me to find a good moment for online yoga.	568	29.0	28.5	8.5	28.2	5.8	2.53	1.321
36a. I have experienced the level of teaching variable in Yoogaia's service.	488	17.6	26.4	25.8	24.6	5.5	2.74	1.171
37a. I experienced the instructor remote.	537	31.8	39.1	16.9	10.2	1.9	2.11	1.027
38a. Using computer during yoga hinders my concentration.	564	29.6	36.0	8.5	22.7	3.2	2.34	1.210
39a. To me it is important that I have the possibility to share my yoga experiences.	559	44.9	36.9	9.7	6.4	2.1	1.84	.986
40a. I would like to have a forum where I could share my or read about other users' yoga experiences.	560	42.9	30.9	12.0	11.4	2.9	2.01	1.125
41a. I do not feel that I share a common bond with other Yoogaia members.	529	27.6	23.1	31.0	11.7	6.6	2.47	1.198
42a. I find paying online dubious.	567	63.1	25.9	5.6	4.2	1.1	1.54	.862
43a. I want to be able to use Yoogaia's service via tablet.	532	15.0	8.1	14.3	22.2	40.4	3.65	1.451
44a. I do not feel that Yoogaia's website and thereby its service is directed to a person like myself.	562	64.1	26.3	7.1	1.8	.7	1.49	.765

**Attachment 5. Rotated Component Matrix (statements 1.–30.)**

Rotated Component Matrix; Rotation Converged in 8 iterations											
Statement	Component										
	1	2	3	4	5	6	7	8	9	10	11
1.			.308						-.651		
2.			.586								
3.		.331							.746		
4.					.840						
5.		.609			.402						
6.					.849						
7.							.806				
8.							.748				
9.										.625	.351
10.				.757							
11.				.820							
12.				.698							
13.			.703								
14.											
15.			.788								
16.				.308				.408			.447
17.											.711
18.										.763	
19.								.796			
20.				.349							.461
21.								-.595			
22.		.542									
23.		.807									
24.		.848									
25.	.821										
26.	.831										
27.	.706										
28.	.515	.423									
29.						.852					
30.						.845					

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization
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**Attachment 6.** Rotated Component Matrix (statements 33a..-44a.)

Statement	Component			
	1	2	3	4
33a.				.870
34a.	.596			
35a.			.897	
36a.	.733			
37a.	.813			
38a.	.556		.451	
39a.		.736		
40a.		.846		
41a.	.591			
42a.				
43a.		.582		
44a.	.508			.558
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization				