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Developing plan for hosting a successful event in a hockey box

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TIIVISTELMÄ

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Opinnäytetyön tilasi Vaasan Sport Oy, joka on jääkiekko tiimiorganisaatio Vaasasta. Tämän opinnäytetyön tarkoituksena oli luoda kehittämissuunnitelma, miten isännöidä onnistunut ilta asiakkaille jääkiekkopelin tai tapahtuman yhteydessä aitoissa. Tavoitteena on parantaa ja selkeyttää tehtäviä, jotka tulisi suorittaa illan aikana, jotta kokemuksesta tulisi asiakkaille parempi.

Osana selkeyttämisen prosessia oli apuna lean-malli. Se auttaa ratkaisemaan ongelmia, joita ilmenee pelin aikana sekä ratkaisemaan niitä. Lean-mallia käytetään monissa yrityksissä, sillä se keskittyy poistamaan hyödyttömiä osia tuotannossa, jonka tavoitteena on parantaa asiakastyytyväisyyttä, parantaa laatua, vähentää operatiivisia kustannuksia ja lyhentää tuotannon läpimenoaikoja. Teoria osa sisältää myös alkoholilainsäädäntöä sekä henkilöstöhallinnon teoriaa, sillä kummallakin näistä on valtava merkitys illan kulun kannalta. ja henkilöstöhallinnon kuin ottaa valtava merkitys, kun isäntä tapahtuma.

Tutkimustyön tuloksena syntyivät ohjeet työntekijöille tarkat ohjeet siitä, kuinka hostata ilta aitoissa pelin tai tapahtuman aikana. Ohjeet auttavat työntekijöitä työskentelemään mahdollisimman tehokkaasti. Kehitysehdotuksia annettiin myös yritykselle ja johdolle yleisesti, joiden avulla saadaan parannettua aitio työskentelyä.

Avainsanat: kehityssuunnitelma, lean-malli

ABSTRACT

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The thesis was commissioned by Vaasan Sport Oy which is a hockey team organization from Vaasa. The aim of this bachelor's thesis was to create a development plan on how to host a successful event in hockey boxes during a hockey game or in event. The goal was to improve and clarify the tasks that should be done during the events in order to make the experience better for the customers.

As an element of clarifying the whole service process was the lean model. It helps to solve the problems which are faced during the games and to improve the working process. Lean model is used in many companies since it focuses on removing different futility (productive function) which aims to improve customer satisfaction, improve quality and reduce operational costs and shorten production lead times. The theory part also included some parts of the alcohol legislation and human resource management as those take a large role when hosting an event. The research methods that were used in the research were observing, comparing and as a support these results few inquiries. Mainly the research was empirical.

The result of the research work was instructions for the employees who are working in the hockey boxes during the games. The instructions help new employees to work efficiently and as profitably as possible. Development proposals were also given to the company in general on how to improve the management and fluency of the hockey games.

Keywords: development plan, lean model

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Abbreviations

Mestis Jääkiekkoliiton mestaruussarja

TPS Toyota Production System

HR Human resources

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Table 1 Training at the events

1. INTRODUCTION

1.1 Background of the study

This job was subscribed by Vaasan Sport Oy. Vaasa's Sport is a hockey team from Vaasa, Finland. The aim of this work was to make an introduction for the employees who work in the hockey boxes during the hockey games.

This studies paid a lot attention to the training that workers receive. The goal was to find a way to train the staff properly in a short period of time so that the needed information and skills were still transmitted. The primary aim when making the guidelines was to make sure that information given is uniform and according to standards.

1.2 The objectives of the work

The objective for this work was to create a development plan and instructions on how to host an event in hockey box during a hockey game. The introductions should be easy to read and practical and they should contain pictures of the actual spaces where the employees work. The research includes an instruction basics for the preparations and a modified one with improvements.

The aim was to create a development plan for the company in order to improve their sales and customers experience. There was not any existing guide for how to host the event. Therefore, the thesis includes the development plan and also basic instructions.

The completed manual is to be available in electronic form so that it can easily be printed out for the use. In addition, creating a manual did not incur substantial costs to the case company.

The company that this development plan is for is Vaasan Sport. The original plan was to make a guide about how to host a good event in a hockey box during the

game but through the developing plan it can be easier to see what could be done better in the future and what not.

1.3 Case Company

Vaasa's Sport is a hockey team from Vaasa, Finland. The hockey department was established in 1962 even though the original mother company was established 1936 IF Sport (Idrottsföreningen Sport). In 1979, the hockey department resigned by its own initiative and started working by name Vaasa's Sport. The official registered name for the association is HT Vaasa's Sport Oy. The association operates as Vaasa's Sport's representative team and A-juniors responsible one. In 2002 the business changed to a limited liability company. During the years the hockey team has played in Division-I, mestis and now in the national league since the season from 2014 (Vaasan Sportin Historia 1960-luvulta, Vaasan Sport).

Since 1971 Vaasa's Sport has played their home games at Vaasa Arena (Vaasan Jäähalli Info, Botnia-Arenas).



(Sport – Liigatähdet-kirja)

2. CURRENT SITUATION

In the following the current service process from the beginning to the end will be explained. The whole event is divided into three parts in order to simplify it. This shows everything that the host has to take into consideration during the working night.

1.4 Preparations

The following list shows all the tasks step by step that to be fulfilled before the customers arrive:

1. Every evening starts by checking how many customers are coming. That defines the amount of time and work that is going to be used during the night. For example, if only three hockey boxes are rented for the night the working load is significantly smaller than if all the boxes are filled. According to the common rules the customers have the right to enter there one and a half hours before the game starts which means that everything must be ready latest by that time.
2. When its known how many customers are coming and also in which boxes the host can start to fill the boxes with all the needed equipment. In every box the following matters need to be found: plates, cutlery, glasses for soft drinks, water, white wine and red wine, coffee cups and coffee plates, napkins, sugar, teabags and a bottle opener. The glasses, coffee cups, coffee plates, sugar, teabags and a bottle opener have to be put in a cupboard and the rest of the items on the table beneath that nicely in order. Presentation of the equipment is crucial for giving a good impression. That is why the staff has to clean at the same time if they notice any disorder somewhere in the box.

3. Sometimes the customer's order for example wine bottles or snacks that they want to receive when they arrive so the hosts prepare the ordered snacks and beverages after preparing the box otherwise. The hosts are only responsible for smaller snacks such as chips or candy while the kitchen staff takes care of all the bigger food orders.
4. The lounge staff must open the alcohol fridges and lift up the small red wine bottles so that the temperature of the bottles will become. Otherwise the staff do not have to worry about filling the fridge or counting the number of the drinks that the customers has drank from it after the game.
5. After making sure that the boxes are ready and clean the staff can start to prepare coffee. Every box has its own coffee thermos, which means that the making process takes time. Automatic coffee filter machines are used for making the coffee. The method is very common for all the Scandinavian people. For making one pot of coffee a full pot filled with cold water should be poured into the water container and the brewed coffee beans should be put in the paper filter. The brewed coffee that is used is Presidentti and it is in portion bags which makes the process really easy since the staff do not have to worry about measuring the coffee. Then just by pressing the start button, the machine starts to boil the coffee. Usually one pot of coffee is more than enough for ten people, but depending on the situation and the customers who are coming the amount for each group may vary.
Pouring the milk into pitchers for each group is also recommended at this stage. It is important to remember to put those in fridge so that the milk will not go sour.

6. Before the customers arrive the staff should make sure that all the boxes are ready and that the kitchen staff has brought the foods into every box. The kitchen staff working during the event must also be clean and all the equipment must be in their own places. Working after the customers have arrived will be way more pleasant when everything is clean and ready.
7. During some events the preparations do not take that much time so the staff can fill the kitchen by bringing the needed equipment from the stock.

1.5 Service process

The service process contains all the working steps that are included in the evening from the moment that the customers arrive until their leave. The list below is going to show what basic steps are included in the evening, but it is good to remember that the cases vary always depending on what happens during the night.

1. The customers arrive earlier 1, 5 hours before the hockey game starts. The staff should be waiting and welcome everyone by the door and lead them to their own hockey box. According to the good manners the staff should show where they can hang their jackets and also help with that. The welcoming stage has a massive effect on how the customers' feelings towards the whole night will be formed.
2. After the whole group has arrived the host should go to the box to welcome the guests and introduce himself/herself and also to give a short introduction on how the evening will go. The introduction does not have to be necessarily long. The staff should show the guests where they can find the needed items for eating and drinking and also present the warm food which the kitchen staff has brought in the boxes. Information about the drinks and snacks that they are able to order during the event should also be shared. Deserts is served during the first game break, but in some cases the customers may

want it to be served earlier or later on which is always fine if the desert is ready. Often the staff may notice while sharing the info to the customers that they do not even know what has been ordered so the introduction part is often highly needed. At the end of the introduction the staff may take questions from the guests if something arises. The introduction has to be done to every group separately after they have arrived.

3. Since the customers can arrive 1,5 hours before the game starts the staff can collect the dirty plates and glasses. This makes it easier for the staff to wash the plates and more pleasant for the guests since now they can watch the game without disturbance. During the same time while collecting the tableware the staff should inquire if someone would like to order beverages and make sure that everything is well with guest.
4. During the first period the staff has time to wash dishes and put coffee and deserts ready to wait on the trails. This allows the staff to go straight away to serve those when the first game break starts and an unnecessary rush will be avoided.
5. When the first game break starts the staff starts to serve coffee and deserts. The easiest way of serving is to begin from the first box and move forward from there. The most important thing is to make sure that every box will get the right amount of deserts to avoid conflicts and to keep everyone pleased. When serving the deserts, the staff has perfect change to take orders and collect dishes. Depending on how many staff members are working during the night the orders can be prepared during or after the deserts are being served.
6. When customers order something from the hosts it is crucial to mark those down. In the kitchen the hosts have A4 paper forms where it is much simpler

to fill down what each box has ordered. The safest way is to take one paper per each box. The staff needs to be extra careful with those paper since they effect on the amounts that are charged from the guests later on.

7. During the second period the staff members may do the dishes and clean up the working area. By collecting the glasses and cans from the boxes during the game the prevent work will become lot easier.
8. When the last break arrives the staff should clean the boxes from the coffee cups and plates and take orders again. The basic idea is that is that the customers do not have to find the staff if they would like to order something. The staff has to ask for orders so often that it become unnecessary. Also, it gives the customer a feeling of being taken care of.
9. During the last period there might be a quiet moment which means that there is perfect time to clean and the staff has some time to eat and take a break. Even when having a pause, the staff must be alert if something happens. There should be always some employees in the boxes to observe the situation.

1.3 After the game

1. When the hockey game ends the guests have the right to stay in the box and enjoy beverages. The basic rule to be followed is that the customers have to leave two hours after the game ends. That way it is possible to avoid hosts being working alone without the security staff being present. The staff has the right to stop selling beverages if they see that the customer has enjoyed too much of them. In a case that the guests are not willing to leave there are security guards for that.

2. When the guests are leaving it is essential to say farewell them and welcome them back again. After everyone has left the staff can start to empty the boxes from the empty cans, glasses and trashes. For a cans and bottles there are separate bins that are found in the kitchen. After every game those bins are emptied. The kitchen staff will take care of the warm food. For safety reasons all the doors must be locked after a box is cleaned. If the guests have not drunk the red wines those should be put back in the fridges.
3. After the staff has cleaned the boxes and done the dishes as well they can dim the lights and shut the washing machines, take the trashes out from the kitchen and leave. The sheets about the orders should be left in the working counter so that the employee who is responsible for alcohols can calculate the consumption of the alcohol. Again, it is crucial to remember to lock the door when leaving. The hosts do not have to clean the floors or empty the other bins that they have in the kitchen since there is a cleaning company taking care of that.
4. After the box staff has locked the door and done theirs tasks they are able to end their shifts. Now they just have to mark their working hours in the paper sheets that are found in the main kitchen. Every employee has their own sheet. The part that are to be filled are: Arriving hour, leaving hour, the whole working time and working hours that they did after 18.00 pm. Every payment month the list changes to a new one.
5. The last thing to do is to take the trashes out in the bins. The box staff has to only carry their trashes out. After taking the trashes out the shift ends.

3. ALCOHOL

1.4 Service of alcoholic beverages

In Finland all the companies, bars, events and other similar happenings have to follow Valvira's guide on selling and serving alcohol beverages. Commercial serving of alcoholic beverages is subject to licence. It is highly recommended that every staff member who works with alcohols owns a license to sell alcohol. A person who has a license has comprehensive information about the alcohol legislation and on what is allowed when serving beverages. In case that a worker does not have a license the company should provide the possibility to get the license (Valviran ohje, 2/2015, Alkoholi)

Alcoholic beverages can only be served in licenced premises where the licenced authority has approved the area and the area can be easily controlled and organized. Any sport event, music event, or other public space stadium and similar events with stands shall not be accepted as licenced premises. Licensed premises have to be clearly marked so that the border is clearly visible to customers, unless the licensed premises is not otherwise clear. The passage to the licensed premises and out must be possible to control effectively. For the licensing authority has to be submitted a plan for marking off licensed area (AlkoA 21 c §).

Granting a license also requires that the licensed premises must have a responsible manager and possesses the necessary number of deputies to the license holder. They will be suitable for the role and they should be acquired through education or work experience, sufficient skills. The one responsible for the hockey boxes and his deputy are in addition to being license holders obliged to keep the fact that the alcohol services in licensed premises comply with the law (AlkoA § 21).

Advertising strong alcoholic beverages is permitted in licensed premises indoors in case that the company holds a license to dispense alcohol. It must not be contrary to good practice, inappropriate or misleading to consumers. Advertising is

prohibited to be visible from outside the restaurant (outdoor signs, window stickers, newspaper advertisements, the restaurant's website, social media). Adds may also be shown in such areas which are not visible from outside the restaurant (Valviran ohje 2/2016, Alkoholiasiat ravintolassa, Yleiset periaatteet).

When serving cocktails, they should always be served well chilled in an appropriately sized glass with decorations needed. Often many drinks are served from the traditional V-shaped glasses but it is good to keep in mind that if a long drink is to be consumed then a larger and longer class such as Slim Jim could be more suitable for the drink (Food and Beverages Service; 1998, 212).

The alcoholic beverage contains at least 2.8 cl and not more than 80 volume percent of ethyl alcohol. Strong alcoholic beverages contain more than 22 per cent by volume of ethyl alcohol and a mild alcoholic beverage contains up to 22 per cent by volume of ethyl alcohol (AlkoL 3.1 § 1 k; § 3.2 AlkoL 1-3 k). Alcoholic beverages can be dispensed only one basic portion at the time (AlkoA § 24.1).

Dispensing doubles when serving alcohol beverages is prohibited. This means that alcohol is served to the same customer in two separate glasses and each one includes one basic portion. Prohibition on dispensing doubles prevents a customer's fast intoxication (Valviran ohje 2/2016, Alkoholiasiat ravintolassa). In connection with a meal more alcoholic beverages can be served at the same time. Party is permitted to dispense bottles or in other sales packaging. However, dispensing bottle should not lead to over-dispensing or customers' strong intoxication mode. The basic portion for spirits is 4 centilitres but it is also of licensed 2-centilitre portions. In mild alcoholic beverages the basic dose is 8 centilitres but also is administrable 4-centilitre portions. Fermented beverages, which alcohol content not exceeding 5.5 per cent by volume is permitted to be served by the glass and by the bottle or in other sales packaging. Maximum single dose is one litre. When dispensing cocktails, the total amount of alcohol that is in cocktail may be equal or less than it would be four cents per litre spirits (AlkoA § 24). Selling alcohol beverages in bulk discounts is also prohibited when one customer would get two beverages more

cheapen that when ordered individually. However, the provision does not prevent restaurants from selling for example, from a cheaper price list in private ceremonies as long as the lower pricing does not require the purchase of certain amount of alcohol (Valviran ohje 2/2016, Alkoholiasiat ravintolassa, Hinnoittelu)

In case that restaurants sell alcohol beverages dispensing has to end before 01.30. The dispensing area has to be closed latest at half an hour after the dispensing time has ended (Laki majoitus- ja ravitsemistoiminnasta 308/2006; MaraL 3 § 1 mom.).

After closing the licensed premises, the customers may not be in the area nor enjoy alcohol beverages. Also, organizing any private events or ingestion of alcohol in the restaurant staff after the statutory closing is strictly prohibited (Valviran ohje 2/2016, Alkoholiasiat ravintolassa, Anniskeluaika)

1.5 Alcohol in events

Catered functions which are organized in the customer's own premises or in other premises that are not licensed or catered premises, when acquiring and serving alcoholic beverages has to take into account the provisions relating to the Alcohol Act. Transmission of alcoholic beverages for reward is strictly prohibited.

The alcohol Act is violated if a catering service procures alcoholic beverages at the request of the organizer and gets a reward of supplying for alcoholic beverages or serving them. If the organizer of the event/function procures alcohol beverages and the catering service only serves those with other refreshments the problems can be avoided. A catering service has the right to charge the organizer of the event when using the personnel at work, for example, by the hour.

The law restricts the consumption of customers' own alcoholic beverages in premises that do not have a license. According to the law consuming alcoholic beverages is prohibited in restaurants and other places where the public is expected to pay for food and beverages (Valvira - Alkoholijuomien nauttimiskiellot ja pitopalvelutoiminta).

1.6 Order in licensed premises

As intoxicated person is not allowed on licensed premises. A customer who behaves in a disturbing manner or who is noticeably intoxicated must be removed from the licensed premises (AlkoL 23 § 1).

An alcoholic beverage is not allowed to serve:

- 1) If the customer is under eighteen-year-old
- 2) To misbehaving or clearly intoxicated person
- 3) If there is a reason to assume misuse of alcoholic beverages

When purchasing an alcoholic beverage, it is required to prove identity by showing the ID-card to demonstrate to be in a legal age (AlkoA § 26). It is not prohibited for underage person to be in licenced premises. In these cases, it is the licensees and staff's responsibility to monitor that a minor cannot enjoy the alcoholic beverages given by others. Serving beverages to a minor is a serious offense which is followed by the sanctions as soon as the first time by withdrawal of the license for a fixed period. Law is broken whenever alcoholic beverages are served to anyone under 18 years of age.

An intoxicated person's judgment is considerably weakened. Because of this the person is unpredictable and his behaviour cannot be predicted. An intoxicated person can easily achieve disorder in the premises.

An intoxicated person can be identified from the following signs:

- The person has difficulty paying gaze or the person has glazed look
- The person behaves disturbingly, loudly, and he is overly self-confident
- The person has difficulty understanding
- The person's movements are uncertain and clumsy and reflexes are slow
- The person has difficulties to drink without spilling

- The person walks swaying or fully down without the support of the others
- The person has slurred speech and is no longer understandable
- The person is confused or it is difficult for him/her to control their emotions
- The person is sleepy
- The person feels sick.

Clearly intoxicated person's signs should always be assessed in each specific cases. When assessing the intoxication level, it has to be taking into consideration that in some case the characters may be due to illness or injury. Noticing the characters of intoxication should not lead to discrimination. In order to avoid all sort of inconvenience must the intoxicated person must be removed from the licensed premises as soon as there is clear reason for that. Removing has to happen in a sensitive way but also with determination. If the customer is considerably intoxicated and is unable to take care of themselves the staff should ensure that the customers can go safely to the apartment. Withdrawal situation requires sometimes the police to take care of a customer's safety. Abandonment is made subject to penalty under the Penal Code (Penal Code § 21:14).

4. HUMAN RESOURCE MANAGEMENT

1.7 Definition

Event industry as a business is substantially different from any other industries, which means that roles in a working place, tasks, working hours etc. are all very incoherent. Since the event industry is often very irregular additional volunteers are from a huge share of the workforce. All the irregularity in events gives challenges to manage staff which can change and vary frequently.

Human resource management plays a significant role in events. It contains three main areas: development of the manpower, attracting the manpower and maintaining the manpower. Every planning requires forecasting and estimating and a great amount of planning. The first step for a HR manager is to analyse the labour market. Already existing staff and volunteers are called internal labour and external is the needed staff if there are demand. The main question that has to be asked before any event is: do we have enough staff to work who owns the right skills at the right price? Staff which is selected carefully subsidizes immediately the message and legacy of the event itself. An event manager should not only consider the amount of the staff but also the quality and they assess ability to work in specific event. In the catering industry, the staff is required to have some kind of back ground in hospitality as well as good sales skills.

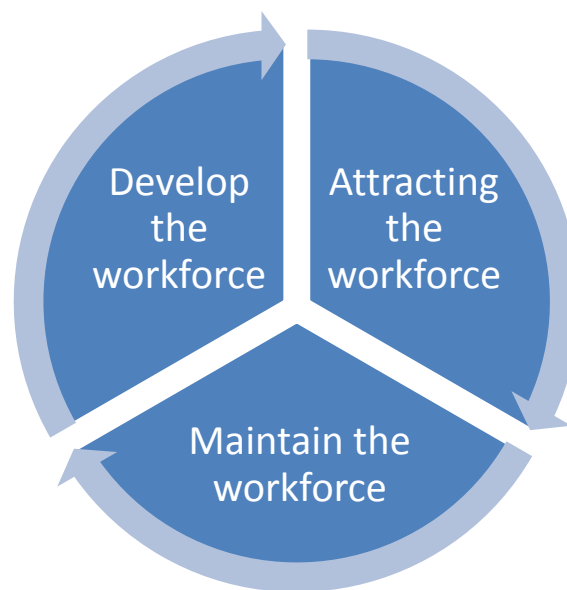


Figure 1. Human resource management cycle. (Events Management, page 114)

The external labour market opens its doors when the internal labour number is not enough and the assistance is needed. The both labour markets analysis the paid and unpaid staff has to be taken into account and the question where to get new employees has to be taken into the consideration. In event businesses the specific skills can be required depending on the length of the need and also the job description. In the catering business it is important the hired staff who own the required skills and licenses. The next question is how can the company attract people so that they want to be hired in that specific job? Usually in these cases the contract is not valid until further notice which means that the offering has to be more appealing. After the needed employees have been found they have to be trained so that in the future they can perform the job tasks. The staff has to be trained in order for them to fulfil the tasks that they have to do when working. The existing staff also need training days so that the skills of the whole group are in same required level (Event Management, Chapter 6). By taking good care of the staff, the staff will take care of the customers. The whole customer care starts from the top.

The principles of customer care come from the top level from senior management's levels. Prosperous management is a lot more than just the right management style. It includes attitudes inside the company, behaviour, culture and the techniques which are used in management. All those affairs have an effect on how the employee behave. (The Tourist Experience, page 105-106)

1.8 Development and training

Training of the staff should start immediately after recruitment is done. The training should start by orientation training by the company if there is some. After the paid and voluntary staff are appointed a structured training plan which contains different types of information to assist the employees within their new roles. (Event Management, Chapter 6)

For events the training is much faster and more impact. The development in the training is crucial to employee efficiency as also to their knowledge and skills. Training sessions can focus on certain specific job that will result in high level performance in action. (Events Management, Chapter 6, page 128-130). In table 1. The training methods that are used at events are listed.

Investiture training	Investiture package
Basic information of the company that organizes the event, or the event itself.	Annual reports; list of stakeholders, guests, sponsors and welcoming message for employee.
Getting to know the event area: Information help desks, offices, main entrances.	Map of the event area and other necessary leaflets.
Introduction to other employees and volunteers in event.	List of contact details and emergency numbers and name badge.
Introduction to performance expectations and responsibilities.	Job descriptions.
Terms and conditions of employment. Containing: Sickness, dress code, overtime rates, benefits, security, salary	Staff handbook; uniform (when needed), meal vouchers and other needed personal equipment's.
General view of all the training programmes	Training schedule

Table 1. Training at events.

Appraisal discussions play a great role between the employee and employer. Procedures like that aim to preside the development of the employee as well as the increased motivation towards the job. The process gives benefit to the employee and to the company, hence the organizational success is greatly comparable to workforce's professional development. It is important the goals are made clear to the employees and that there is way to measure success. If the goals are too

unrealistic or vague it affects motivation and most likely performing well in tasks will be impacted negatively. Depending on what kind of a relationship between the employee and employer there is the appraisal discussions may differ. (Events Management; Appraisals and performance review)

5. LEAN MODEL

1.9 History

Lean-thinking model got started in the early 1950s at Toyota's factories when the engineer Taiichi Ohno developed the TPS model to step up the production process. Production Systems helped Toyota subsequently grow as a Manufacturer of trucks as one of the world's largest automotive manufacturers. Over the years, Toyota has been able to maintain its strategical advantage over other manufacturers by following the TPS-model, but in now days more and more companies have sought to emulate the production model. (Chiarini 2013:15-16).

In Lean operations there are more than the visible areas and fine systems. You can see improvement as an iceberg. The iceberg spreads the Lean activities into two parts. The visible areas of the iceberg comprise at the steps which are available in everyday activities in the company. The invisible area of the turn, comprises the parts that Lean actors do not actually see. These are completely dependent on the worker but they are also essential for the sustainable operations of the Lean. These two factors create a Lean operation base. Figure 3 shows the structure of the iceberg and its related parts. (Hines, Found, Griffiths, Harrison 2011, 15)

1.10 Principles

The basic principles are based of the American James P. Womack and Daniel T. Jones' research in the 1980. At that time, they visited a number of Japanese companies looking for reasons for the reasons companies were doing so well in the global competition. A breakthrough was found with Toyota's production and the TPS that they were using. According to them even though it was not a very creative product design, strong culture or currency nor the state support the company's activities, the core processes for managing the company made it so exceptional as it determined the right way to set the pace, for manufactories thus creates added value for the customers. The cognitions were introduced not until the 1990s. The

following Figure 2 shows the five fundamental principles that the companies are looking for the use of Lean thinking within their own organization. (Lean Enterprise Institute in 2011.)



Figure 2. Principles of the lean. (Lean Enterprise Institute 2011).

In order to understand the basic principles correctly the organization should define in the following things so that the Lean thinking would work correctly:

1. Customers determine the value that they would need the company to produce to themselves. The organization therefore, should not direct all the resources on the basis of only the current customer awareness.
2. The organization shall identify each produced product's value stream. In other words, the company must define exactly what the process is starting of how the product (or service) is made of from raw material into a finished product to the customers and to scrutinize those process steps that generate added value for the company.

3. The company must align the remaining steps to continue moving. In practice, the company should cut production warehouses and response times.
4. Customers give added value to the company. The company must be able to convince the customers that they want that exact product which the company has designed or produced.
5. When the values and controlling ways are created the company should start the search for the infinite perfection and reduce the unnecessary resources. (Womack, Jones, 2007 1-3.)

1.11 Tools of lean

Lean is a kind of philosophical way of thinking, which comprises the organization of activities in the company. The basic idea in Lean is to add value to the customer with a minimum of resources but at the same time taking into account the entire organization. In practice Lean uses many different tools that have to be used properly in order to achieve the very best results. Lean thinking uses a number of different tools aimed at achieving the objectives set out in lean operation. These tools are not meant to be Lean themselves but they are intended to manage the prevailing phenomena. By using the application tools should the company should be able to achieve the best organizational results possible. (Haapasalo, Merikallio 2009.)

1.11.1 3MU

A goal of the lean model is to get rid of all the unnecessary and unproductive activities in the company's production chain. These functions are transportation, business, stocks, over production, waiting time, over-processing and defective products. Lean aims to intensify the production so that it would be possible to produce as much as possible at the right products at the right time and in a right place as high quality as possible. By removing the unnecessary things from the chain the quality and circulation level increases. (Kouri 2010: 6.) When talking

about the loss in lean the often used method Japanese 3MU-division is to classify the unnecessary functions. (Chiarini 2013: 18.)

3MU gets its name from words in the Japanese language “muda”, “mura” and “muri”, which are defined as follows:

- Muda (waste) = more capacity than the workload demands (real loss).
- Mura (unevenness) = capacity cannot be centralized.
- Muri (overload) = larger workload than the capacity allows.

1.11.2 5S

One of the basic tools that the lean model uses is 5S which contains five items:

1. Sort
2. Straighten
3. Shine/Sweep
4. Standardize
5. Sustain

5S method has been developed in Japan and it focuses on the method which aims to improve the productivity, safety and efficiency of the lean model. In connection with the introduction the 5S implements, workstations and places of the materials are estimated in such way that all the unnecessary accessories or material are not in the way. Tools, spare parts and components are arranged so that the time spent for searching those is as small as possible and that the workplace can be a clean, pleasant and safe working environment at the same time. (Kouri, 2010: 26)

1.11.3 Main target of 5S

The main goals of 5S:

- systematic development of operations, quality and productivity
- The development of occupational safety
- strengthening the surveillance and control of the means of production
- deviations from the smooth operation of detection
- the maintenance of order

To achieve the goals, the company need to follow those five steps which each are focusing on different areas. The gained benefits and possibilities should be evaluated at every step. (Kouri, 2010: 26)

1. Sorting (Seiri):

In connection with sorting all the unnecessary tools are removed from the working space in order to get more free space. In this step all the necessary goods and assess that are needed in the workplace are identified. Unnecessary goods are removed and the quantities of goods and materials which are needed are reviewed. (Työturvallisuuskeskus 2015.)

2. Systematic (Seiton):

During the systemization the best possible job order is being created. Tools get their own storing places so that the working in working place is as fluent as possible. By putting everything in order it is easy to make sure that all the tools are in their places and any shortcomings are being noticed. (Työturvallisuuskeskus 2015.)

3. Shine (Seisou):

Preparing the individual cleaning and maintenance programs according to which the working areas should be cleaned on a daily basis and machinery and equipment maintenance are part of the cleaning.

Goals are set for cleanliness and purity and responsible persons are picked to take care of certain areas and the matters that are involved to inspection practices. Actions that are attached to cleaning are systemised and the needed equipment is acquired to complete the step. Every employee gets his/her own range of responsibility. (Työturvallisuuskeskus 2015.)

4. Standardize (Seiketsu):

In this area the best possible practises are being standardizes and after that they are being developed on the basis of accumulated experience. Practices

are divided into different tasks and responsibilities. After that its agreed on how success is going to be followed and evaluated. (Työturvallisuuskeskus 2015.)

5. Sustain (Shitsuke):

During the trace it has to be taken care of that the agreed procedures are bind and that they are constantly being developed. The main goal is to maintain the communication between the employers and employees and also to take common responsibility on functioning of 5S system. (Työturvallisuuskeskus 2015.)

6. DEVELOPING PLAN FOR HOSTING DURING THE GAMES

In this section all the development improvements are discussed. These improvements should be taken into use as soon as possible in order to improve the level of operating when hosting the event.

All the improvements are to carry out during the season 2016-2017.

1.12 Research methods

In the research process two different methods were used: interviews and observation. Qualitative research was perfect for this research since I had to know exactly what kind of things the company wanted and what are the aspects that differentiate the service process from the competitors. During the research I went to watch several SM league games in different cities. I watched and gathered information of their working ways and spaces. Since I worked four years as a hostess I knew what kind of things to look and monitor. After gathering information, I compared the serving process between the other companies and Vaasa's Sport. That way it was possible to see the differences and find solutions to existing problems and improvement areas.

The other part was interviews. I interviewed four company's employees who are working with boxes and service process. By making those interviews it was possible to gain idea where the company is standing now and what are the key elements which needs to be taken into account more.

Using qualitative research methods in this project was natural. In qualitative research the aim is to understand the matter that is being explored as in this case I wanted to understand the needs and defects. The main features in qualitative research are:

- People are used as a tool for data collection

- Data acquisition methods are more qualitative
- The target group is selected appropriately
- The research process is flexible
- The research plan can take shape and mutate during the study

1.13 Interviews

The interviews were presented for the case company's employees and managers who are in charge of the hockey boxes, the employees who are working there and profit. They were not presented to everyone since the objective was to gain knowledge and information from the decision makers themselves. As the research was partly done by observing was the part what company's staff told what they wanted and needed very important. Together the interviews and observations in other hockey boxes and games gave a good and wide picture of what operations were missing.

The target in these interviews was to get to know whether the decision makers share the same goals and knowledge on things and which things have got more attention than others. Of course the aim was also to know what those things that are needed and wanted are.

According to the interviews it is clear that the employees who are working in the hockey boxes as hosts need more guidance and consistency. The biggest thing that arise from the interviews was the communication between the staff members and employers. Development discussions and safety trainings are not being done as a well-planned program. Goals and objectives are clear to everyone and the newly renovated boxes are making a huge difference to work comfort. Working areas and the boxes are getting reorganized this year so the focus has been on those things during this season.

1.14 Comparing to other companies

I was able to observe a total of five different operating ways in different ice hockey rinks. As I observed the way of the staffs working I also monitored the capacity and working areas.

The arrival and welcoming was the step that varied the most between different places. In some of the places we just went to the box by ourselves and in other places there were staff waiting for us who welcomed us and helped us to find our box and told us all the information about the night as well as how we should proceed if we needed help with anything or more guidance for example.

In most of the places the working areas (kitchen and staff's personnel's spaces) were much bigger and much better organized. There was always someone taking care of the kitchen when others were serving and hosting. This meant that there was always someone who could be found and also that someone was always handling the dishes and preparations. "Work would so much harder if we would have to handle all the dishes by ourselves" (Host from Lahti, 2015).

What caught my attention was the united way of working. In most of the places staff was trained to work in a certain way; how to greet customers and give information. In all of the locations employees were wearing united working uniforms which also took into account the makeup and hair. All the employees who worked as a hosts were women. Almost in every place the outfits were pretty revealing.

Serving alcohol beverages varied a lot between the companies. In some places customers could only take drinks from the refrigerator which was filled before the game started but drinks were not in the list. In other places the staff was well trained to prepare beverages and some of them had good knowledge on different alcohols, for example which goes well with food. The diversity when observing the serving of the alcoholic beverages was wide.

How were the customers able to contact hosts? What was noticeable was that in some places staff visited in the boxes only at the beginning of the game and otherwise the customers had to go and get a member of staff if they wanted something but in some places the staff came to see if everything was alright at regular intervals. Also in some boxes there were “beepers” that customers could ring if they wanted anything.

In most of the places food was served in the boxes. In all of the places the food was served from food compresses. This means that the food was taken into the boxes before the night started. In some places there were no dessert nor coffee served at all. The list of additional dishes could be found in all of the places. In every place food allergies were considered well. Dirty dishes were taken away in most of the places after the game. It meant that the service process was mostly self-service.

Even though the customers had a lot of alone time and they were not interacting with staff that much in all of the places the night went smoothly. The thing that was really nice was that during one interval in each game there were specialist who came to tell us about the game and also customers had chance to ask him/her about issues that they wanted answers to. Those moments were pleasant surprise to all of the events.

1.15 Development proposals for the company

In this section the development proposals are discussed. Proposals are divided in two separated sections in order to make it clearer to understand and also to pass on the development ideas better to the right persons inside the company.

1.15.1 Human resource side

During the research it became very clear that staff training and wellbeing needs more attention. Many points have to be taken care of in order to make work more fluent.

When hiring the staff to work in hockey boxes the process should be more organized. Proper education and working experience should be required. This will make the training a lot more effective and also such employees who have rights to work with alcohol beverages. With the right persons the company could save a lot of money and effort when thinking of training and introduction. People should not be hired because they are someone's friends or family but because they have the needed knowledge and skills to perform the needed tasks. When hiring new staff, it should be done carefully and arrange the time to make real recruitment. Questions should be prepared for the interviews and also CV's required so that it is possible to check applicants experience and education. It is important to know those things that are looked for in employee and also demand those things.

When the right people have been found the training starts. This thesis includes precise directions of the tasks that are need to be done when the hosting. Those directions must be gone through with employees and teach how to perform all the tasks. It is also important to show the premises well so that when working everything will be clear where to find equipment.

In every job appraisal discussions are in a great role. Those will help to solve possible problems that the employees have and also keep everyone updated about the existing situation in a working place. Appraisal discussion should be done at least twice a year and there should be on appointment for those. The base for appraisal discussions can be done by the person who is in charge. Not only they will that help the employees to improve their work also it helps with the motivation that they have. It is crucial that everyone feels that they are important and respected in working life. In addition, the conversations that are done during or after the game nights are in great importance. Straight feedback is always a good thing. That way performance can be improved the most.

During the game night anything can happen. All the staff members have to be able to react to different kinds of risk situation. Safety instructions should be placed so that everyone can find them easily. The instructions have to be clear to everyone

and the staff should get safety training. This could be done by the security manager or someone else who is in charge of safety.

All of these things together create ensemble which will help the employees give their best at work. By making sure that staff has proper skills and the needed information about everything it helps to cut all the unnecessary phases in work. That way the time which is used in performing certain tasks can be sectioned.

1.15.2 Practical changes

Aside from human resources the actual visible changes have to be made. These things are for example, outfits, equipment and performance.

As it became clear the boxes where the customers are staying have been updated for this season. This will make the atmosphere more appealing for the guests. Now when boxes are renovated the next step is to also renovate common areas such as toilets and the corridor in the service area. This will cost a lot of money for the company so it can be long term project for the upcoming seasons. Before that the working areas such as the kitchen and the countertops have to be fixed. More space, closets and proper equipment will make the working more efficient. All the unnecessary things have to be taken away and the working spaces should only contain the things that is needed there. Everything should be organized so that nothing will be lost nor unused. Broken objects and equipment's should be replaced with new ones.

Before the working outfits were shirts with the hockey team logo. The outfits can stay the same as they are classy but there few refinements can be added. The hosts should wear black jeans or pants that are tidy. Not too much makeup or nails polish for the hygiene reasons since hosts have to handle food and beverages during the evenings. This means that if the worker has a long hair it should be tide up. Loose hair or pieces of nails polish in the food is not a welcome surprise for the guests. The main thing is to keep the outfits always clean. The way that Vaasa's Sport has

an opportunity to differentiate from the other companies outfits classy and tidy. Clientele that the company has is sophisticated and age distribution is a little higher than many other restaurants. This will help to keep the image strong.

The product range should be clearer. Customers have to have a clear list of drinks and other beverages that they can order during the evening. The list can be updated according to seasons. This means that in a winter time there can be seasonal products. The drink list has to always be up to date, as with the liquor storage. The products have to be in order and they should be used sequentially. Inventory of the liquors has to be made regularly so that it is always clear which products there are and what should be ordered more. Those products that are under high demand has to have bigger inventory. When having a high season or bigger events the amounts have to be calculated so that the stock won't run out of some product nor include too many products. By doing this unnecessary wastage can be avoided. The same goes with the kitchen; when ordering filling, for example, napkins everything has to be calculated.

Since there are only nine hockey boxes it means the no more than two hosts per game night are required. In addition to this I suggest hiring a dishwasher for high seasons. By doing that the hosts will have more time to serve customers and make sure that all the customers will have the best possible service. By hiring a dishwasher working hours will be also shorter by at least an hour for the hosts. The stress level would be much lower and by doing that hosts will have more energy to give their best to customer service.

Food service should be done the same as always; kitchen staff prepares of the food and hosts take care of seating and that everything is in order. The experience that we want the customer to get is personal. This is the reason why desert is served separately and the menu will be presented to everyone box by box. Plates and cutlery are fresh and neat but servers have to update. Those customers who use hockey boxes expects a full package with all the goods. Things that seems small to us can make a huge impact on them.

The flow of information is one of the key elements in making the night successful. The hosts should get the exact list of customers and their orders and special needs at least one day earlier so that they can prepare everything in time. If changes are made those have to be informed to hosts as soon as possible. Everything has to appear as seamless as possible for the clients.

1.16 Conclusions

All the objectives that were set at the beginning of the study were fulfilled. I managed to find the things that were not needed in a service process and also add things. Human resource management was in a big role when thinking about the improvements that were suggested. The research contains also specific introduction of how to make preparations and handle the evening which was the company's wish.

The main issue that was taken into consideration was the training of the staff. That was something that was never taken into account enough. The recruiting process of the hosting staff has to be taken more seriously in the future. When hiring the right people to that work all the extra expenses can be avoided that would income. By following the instructions and improvement suggestions the actual work for the hosts will become more fluent and easier.

I feel like I was the right person to write the instructions and the development plan since I have the longest experience of working as a hostess of the boxes. I have seen for a long time how things are handled in there and what are the things that need to be improved in different fields. By observing the other companies practises and other locations in similar events it was quite pleasant to start thinking of all the improvement that could be done. The lean model gave good support when I thinking of all the improvement that could be done.

The work gave me a better view on the things that have to be taken into consideration when thinking of making a perfect service entity. In total I think that the work was successful and that it can be very good use for the company.

7. RESOURCES

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8. ATTACHMENTS

Appendix 1

Haastattelu kysymykset ovat esitetty Vaasan Sportin toimitusjohtajalle sekä asiakkuuspäällikölle sekä myyjille.

Taustatiedot: koulutus, työkokemus

1. Kuinka aition tavoitteet ovat määritelty? (tuotto etc.)
2. Onko tavoitteet ilmoitettu työntekijöille?
3. Mitkä elementit ovat keskiössä asiakas palvelussa?
4. Onko työntekijöille olemassa perehdytysuunnitelma ja jos on niin minkälainen?
5. Alkoholiasian käsittellessä on tärkeää, että työntekijä hallitsee alhohilansäädännön ja juomien käsittelyn. Saako työntekijä koulutuksen tähän?
6. Ovatko asiakas määrät jaettu tasan työntekijöiden kesken?
7. Kiireisenä aikana tarvitaan usein lisätyövoimaa. Mitä kautta ekstra työntekijät hankitaan ja pitääkö heillä olla tarvittava koulutus?
8. Työnlaatu on tärkeässä roolissa kehityksen näkökulmasta. Pidetäänkö työntekijöille säännöllisesti kehityskeskusteluita?
9. Jos vastaus on myöntävä, onko kehityskeskusteluille pohjaa ja minkälainen?

10. Kuinka työntekijöiden turvallisuudesta on huolehdittu otteluiden ajan?
11. Löytyvätkö paikalta turvallisuus ohjeet ja onko ohjeet käyty läpi työntekijöiden kanssa?
12. Päivitetäänkö aitioiden alkoholitarjontaa kauden mukaan?
13. Kuinka uusien tuotteiden/varaston täydentäessä tilaus toimii käytännössä?

Interview questions for the general manager and customer ship manager of Vaasa's Sport.

Background information: education, working experience

1. How the objectives are defined (Yield, etc.)?
2. Are the objectives announced to employees?
3. What are the core elements of customer service?
4. Is there familiarization plan for employees and if so, what kind?
5. When alcohol is being handled it is important to ensure that the worker dominates the alcohol legislation and beverage processing. Does employee get training for this?
6. Are the customer amounts distributed equally among the workers?
7. When it is busy the additional manpower is often required. Through what extra employees are acquired and whether they have the necessary training?

8. Quality of work plays an important role from the perspective of development. Are employees in regular development discussions?
9. If the answer is facultative is there a base for development discussions and what kind?
10. How the safety of workers is ensured during the matches/events?
11. Is the safety instruction so that they are easily find and have they being reviewed with each employee?
12. Is the alcohol supply updated according to seasons (holidays etc.)?
13. How purchasing new products /inventory replenishment works in practise?

Appendix 2

Kysymykset, joiden avulla tarkastelu tapahtui.

1. Kuinka paljon työntekijöitä on?
2. Minkälaiset työtilat työntekijöillä on?
3. Kuinka suuri juomavalikoima aitiossa on ja saako mitään erikoistilauksia?
4. Mikä on työntekijöiden koulutus/taitotaso ja minkä laisten työvaatteet heillä on?
5. Mikä on hyvää ja mikä huonoa palvelukokonaisuudessa?

Used questions for observation.

1. How many employees worked in hockey boxes?
2. What kind of working spaces they had?
3. How wide range of beverages they have and can you get any special orders?
4. Level of the education of the staff and what kind of working outfits they have?
5. What are the good and bad things in service entirety?