Employer Brand and Great Place to Work as Perceived by Generation Y Employees -

Case Ravintolakolmio-ryhmä

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The main purpose of the thesis is to explore generation Y employees' perceptions of employer brand and what is a great workplace. Ravintolakolmio-ryhmä is used as a case company. The aim is to study the current state of the employer brand of Ravintolakolmio-ryhmä, and develop internal activities based on associations with a great place to work.

The structure of the thesis consists of an introduction, theoretical framework, introduction of the case company, research methodology, collection and analysis of empirical data, empirical results, conclusions and discussion. The theoretical framework discusses employer brand and employer branding, generation Y, and the Great Place to Work dimensions and model. Recent literature on the topic is used as a reference.

The thesis is a development project in the context of working life. In the empirical research a service design process was used due to its iterative nature and user-oriented approach. The empirical data was collected using a sentence completion form for employees and shift managers of generation Y. The form was completed by 23 employees. Another sentence completion form was introduced to the management group and 15 responses were gathered. The data in this form was used for comparison within the themes of employer branding. The data was analyzed with Excel, an affinity diagram and the SWOT-analysis tool. Based on the findings, a workshop was arranged for the creation and reflection of internal activities to strengthen employees' needs.

In the workshop methods such as brainstorming, Storyboard and Internal Activity Canvas were used. As an outcome, three internal activities were designed for implementation. The purpose of the internal activities is to support and improve emotional values in order to develop the employer brand.

As a result, Ravintolakolmio-ryhmä's employer brand was examined and improvements suggested by adding the Great Place to Work dimensions to Ravintolakolmio-ryhmä's everyday activities. By implementing internal activities that support emotional values at work, the employer brand value proposition can be defined.

Using the Great Place to Work dimensions to improve the employer brand is beneficial. They improve emotional values of working for the organization and in that way also improve the retention rate of employees. Employer brand enhances employee output and influences the experiences of both employees and customers. Being a great work place not only makes good business sense, it is also the right thing to do.

Key words: employer brand, employer branding, generation Y, great place to work, service design process, working life

Soininen, Taru

Työnantajabrändi ja erinomainen työpaikka Y-sukupolven näkökulmasta
Esimerkkinä Ravintolakolmio-ryhmä

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Opinnäytetyön pääongelmana on selvittää, kuinka Y-sukupolven työntekijät näkevät työnantajabrändin ja erinomaisen työpaikan. Esimerkkiyrityksenä on Ravintolakolmio-ryhmä. Lisäksi pohditaan työnantajabrändin nykytilaa ja kehitetään sisäisiä toimintatapoja perustuen assosiaatioihin erinomaisesta työpaikasta.

Opinnäytetyön rakenne koostuu johdannosta, teoreettisesta viitekehyksestä, esimerkkiyrityksen esittelystä, tutkimusmenetelmästä, tutkimustulosten analysoinnista ja työstämisestä, tutkimustuloksista ja johtopäätöksistä. Teoreettinen keskustelu koostuu työnantajabrändistä ja -brändäämisestä, Y-sukupolvesta työelämässä sekä Great Place to Work -mallin ulottuvuuksista. Lähteinä on käytetty mahdollisimman uutta saatavilla olevaa kirjallisuutta aiheista.

Opinnäytetyö on työelämälähtöinen kehittämisprojekti. Empiirinen osa toteutettiin palvelumuotoiluprosessia hyödyntäen sen iteratiivisuuden ja käyttäjälähtöisen lähestymistavan vuoksi. Aineisto kerättiin käyttämällä lauseentäydennyslomaketta. Lomake oli kohdennettu työntekijöille ja vuoroesimiehille, jotka kuuluvat Y-sukupolveen. Vastauksia saatiin 23 kappaletta. Toinen lauseentäydennyslomake toteutettiin johtoryhmien jäsenten keskuudessa ja vastauksia saatiin 15 kappaletta. Tätä aineistoa käytettiin vertailupohjana käsiteltäessä tuloksia työnantajabrändiin liittyvissä kysymyksissä. Aineisto analysoitiin käyttäen Exceliä, Affinity diagramia ja SWOT-analyysia. Tuloksiin perustuen järjestettiin workshop luomis- ja pohdiskeluvaiheisiin.

Workshopissa käytettiin metodeina mm. brainstormingia, Tarinataulua ja Sisäisten toimintojen mallia. Lopputuloksena suunniteltiin kolme sisäistä toimintatapaa esitettäväksi esimerkkiyritykselle toteutettavaksi. Sisäisten toimintatapojen tarkoituksena on tukea ja kehittää emotionaalisia arvoja, jotta työnantajabrändi voidaan määrittää esimerkkiyrityksessä.

Opinnäytetyön tuloksena selvitettiin Ravintolakolmio-ryhmän työnantajabrändiä Y-sukupolven työntekijöiden näkökulmasta. Kehittämisehdotuksena esiteltiin Great Place to Work -mallin ulottuvuuksien liittämistä jokapäiväisiin toimintaperiaatteisiin. Toteuttamalla sisäisiä toimintatapoja, jotka tukevat emotionaalisia arvoja työssä, työnantajabrändin arvolupaus voidaan määrittää.

Työnantajabrändiä määritettäessä Great Place to Work -mallin ulottuvuudet koetaan tärkeiksi. Ulottuvuuksien liittäminen osaksi yrityskulttuuria parantaa emotionaalisia arvoja osana työskentelyä ja lisää työntekijöiden pysyvyyttä. Työnantajabrändi vahvistaa työntekijöiden työtulosta ja vaikuttaa positiivisesti asiakaskokemukseen. Olemalla erinomainen työnantaja ei ainoastaan vaikuteta tulokseen vaan se on vastuullisen toiminnan lähtökohta.

Asiasanat: erinomainen työpaikka, palvelumuotoiluprosessi, työelämä, työnantajabrändi, työnantajaimago, Y-sukupolvi

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1 Introduction

Recently the shift from goods dominant logic to service dominant logic has been seen crucial in marketing literature (Lusch & Vargo 2011; Stickdorn & Schneider 2010, 46). Organizations have started to invest in finding out customers' needs and in relationships with them. The importance of customer experience has gained increasing attention in the field of marketing. The perspective of producing value has come up in the discussions. (Stickdorn & Schneider 2010, 47.) When examining this from a wider spectrum, it is obvious that the relevant interactions cannot be controlled by the organization only. Employees' role in this entirety is remarkable. In the customer's eyes employees embody the service brand and quality (deChernatony & McDonald 2006, 232).

Employer brand is an effective instrument when attracting talented employees who are a perfect fit for the organization and its culture. Employer brand enhances employee output in such a way that employees influence positively the customer experience (Schlager, Bodderas, Maas & Cachelin 2011, 504). When employees are able to live the brand, it will affect directly the service quality, thus resulting in more satisfied customers.

The concept of employer branding has gained a lot of interest among companies during the past two decades. Increasing competition on talented employees has forced companies to consider how they can provide better service to their internal customers, employees. Human resource management professionals have started to embrace practices from branding to enhance the value of branding approach to employment life cycle and build an engaged workforce. (CIPD 2012.)

To offer fascinating employer brand that attracts talented people, organizations need to face the changing needs of generation Y employees and work life. Characteristic of this generation is the willingness to find meanings in both in work life and spare time. Values and attitudes towards work as life determining unit have turned upside down; work is only one aspect when creating identity. Experience is gained based on own needs, and work can be adjusted whenever needed.

This thesis is carried out as a commission with a case company Ravintolakolmio-ryhmä, which is a privately owned restaurant business, operating in Helsinki metropolitan area. The thesis is a development project of working life. The purpose of the thesis is to define the current situation of Ravintolakolmio-ryhmä's employer brand and bring topical information how employees of generation Y perceive it. Employer brand will be then developed based on employees' motivation factors and using Great Place to Work dimensions. The case company is chosen based on the fact that the author is currently working for the company.

1.1   Background

At the beginning of the thesis project, the original aim was to improve customer service. However, within a coursework during spring 2011, interviews were conducted among partners of Ravintolakolmio-ryhmä. When problems of customer service were discussed, the most common cause was the turnover rate of employees. This causes costs because of recruiting and training new employees. Creating common culture and team spirit is also more difficult when there is low retention. Turnover rate of employees is a common problem in food and beverage service activities. These findings indicated that it is crucial to concentrate on employees before improving the customer service. It is discussed in literature (Backhaus & Tikoo 2004, 510; Schlager et al. 2011, 505; Ostrom, Iacobucci & Morgan 2005, 195) that motivated employees offer better service to customers.

Another starting point was Ravintolakolmio-ryhmä's increased investment on employees. During 2011, the theme of being a responsible employer gained attention. There have been many changes made to concentrate more on employees' wellbeing and satisfaction. Tommola (2012) has conducted a Bachelor's thesis on corporate responsibility and its influence on the commitment of employees of Ravintolakolmio-ryhmä. Tommola's (2012) findings together with this thesis provide a comprehensive set of information to work on.

Food and beverage service activities have faced competition among employees. There are currently not as many graduates in operational work level in the industry. The competition for competent employees is tough between restaurants. That is one of the main reasons to acquire information to attract talented employees and gain competitive advantage through investing in employees. Investing in employees has a direct impact on customers through improved customer service.

1.2   The purpose of the thesis, main research questions and sub-questions

The purpose of this thesis is to gain insight how employees of generation Y perceive employer brand and great workplace. The aim is to investigate how employees of generation Y in Ravintolakolmio-ryhmä feel about their employment and the functional and emotional values of it. This data is used to set goals and develop Ravintolakolmio-ryhmä's employer brand in order to strengthen its competitive advantage in attracting talented employees. On a larger scale, the aim is to gain insight for companies in the food and beverage service activities of what employees of generation Y appreciate in working life. What is the meaning of emotional values and how those can be improved in everyday actions?

By getting the employer branding to the desired level and engage it to other strategies, it will show as increased employee productivity and as a better customer service. By engaging employees and motivating them properly, it is possible to have more permanent personnel and also release more resources and capabilities to use time on serving customers more intensively. It will be beneficial to all parties - the organization, employees, customers and stakeholders, even for communities. Employees are able to give their best if they know the organization will also give them back its best. (Burchell & Robin 2011, xvi.)

In this thesis an organizational perspective is applied: How the organization can understand its employees better and use the information to serve employees' needs properly.

The main research question in this thesis is: how employer brand and great workplace are perceived by generation Y employees? Ravintolakolmio-ryhmä is used as a case company.

The sub-questions addressed in the theoretical Chapters include the following:

- What is an employer brand (Chapter 2)?
- What is included in the employer branding framework (Chapter 2)?
- How employer branding affects profitability (Section 2.6)?
- Who is generation Y (Section 3.1)?
- What is Great Place to Work (Section 3.2)?
- What is included in Great Place to Work dimensions (Section 3.3)?
- How is the working life changing (Section 3.4)?
- What are employee expectations towards the company (Section 3.5)?

The sub-questions for the empirical Chapters include the following:

- How to include Great Place to Work dimensions to Ravintolakolmio-ryhmä's everyday actions (Sections 6.2 and 6.3)?
- How is Ravintolakolmio-ryhmä's employer brand perceived by generation Y employees (Chapter 7)?
- What kind of employer value proposition Ravintolakolmio-ryhmä could have (Section 8.1)?

1.3   Previous research

There have been numerous theses conducted about brands and branding during past years. Employer branding is considerably newer topic and finding theses of the topic was more diffi- cult. However, the topic has gained more attention in the 2010s and there are continuously theses published of the topic. Food and beverage service activities are also well presented among previous theses. In the Table 1 is presented previous theses around the topic. Theses are presented according to publishing year starting from the newest. They are categorized based on branding, employer branding and food and beverage service activities.

Branding, creating a brand	
Author, year	**Name of the thesis**
Khem & Santosh, 2011	Creating Brand for CoreFinland Ltd
Ropo, 2009	Brands and Branding: Creating a Brand Strategy
Lechner, 2007	The creation of a brand - Case study LangPerform
Loukusa & Suutari, 2006	Brands and Branding - Brand Images in Kainuu
Employer branding, employer image, employer responsibility	
Author, year	**Name of the thesis**
Luoma, 2011	Employer Image Among Summer Trainees 2010: Case Wärtsilä Finland Oy
Simonen, 2011	Position of Employer Branding in Large Finnish Com- panies - An Exploratory Study
Suikkanen, 2010	How Does Employer Branding Increase Employee Re- tention
Timisjärvi, 2009	Attracting Future Talent through Graduate Trainee Programs
Themes in food and beverage service activities	
Author, year	**Name of the thesis**
Tommola, 2012	Sosiaalinen vastuu Ravintolakolmio-ryhmässä ja sen vaikutus henkilöstön sitoutumiseen
Juvonen, 2012	Käsityöläisen tärkein motivaattori ei ole raha - HAA- GA-HELIAn keittiömestarilinjalta valmistuneiden pe- rusteet työpaikan valinnassa
Sulkunen, 2012	A Study of Brand Image - Case: Nightclub Bra, Jyväskylä
Okumu, 2012	Importance of Customer Satisfaction in Waskia Res- taurant
Gautam, 2011	Strategic brand creation for Yeti Nepal
Lampinen, 2010	Työmotivaatio työntekijöiden näkökulmasta
Malaste, 2007	Ravintola Teerenpelin brändi

Table 1: Previous research discussing brand creation and employer branding

Khem and Santosh (2011) built a brand to a company called CoreFinland Ltd. The thesis was conducted for Haaga-Helia University of Applied Sciences. The target group was B-to-B cus- tomers and the methods used were studying the case company and semi-structured interviews among the personnel of the company. As an outcome Khem and Santosh (2011) offered a sug- gestion on which elements should be included in a suitable brand identity of CoreFinland Ltd.

Ropo (2009) in his thesis aimed to help a small advertising agency ADcode initiate process development on branding. Through interviews, SWOT-analysis, industry overview and brand positioning the suggested brand was implemented, first internally and then externally. Also a plan to monitor and analyze results was suggested. This thesis was conducted to Tampere University of Applied Sciences.

Lechner's thesis (2007) on the creation of a brand is a case study for LangPerform. The study is a development project based on creating a brand for existing product LangPerform. As a result of the study, the brand personality was created, suitable colour combinations were chosen as well as logos, slogans and marketing material were developed using the new brand choices.

Loukusa and Suutari (2006) studied brand images in Kainuu in their thesis for Kajaani University of Applied Sciences. Through personal interviews among young people aged 18 to 25 they researched whether the target group perceives local products, services and companies as brands. As a result, they found out that the local items lack of awareness among target group and are not considered as brands. The most common suggestion was to improve advertising and marketing and be more visible also outside Kainuu.

Luoma (2011) concentrated on employer branding in her case study of Wärtsilä Finland Oy and its summer trainees. The purpose of the thesis was to find out the satisfaction level of summer trainees 2010 in different stages of the training period. Trainees were important group to interview on the employer brand since they are potential future employees. The results showed high employer image. The results of the study are suggested to be used later on with trainee supervisors to keep up the high employer image. This thesis was conducted for Vaasa University of Applied Sciences.

Simonen (2011) examined the position of employer branding in large Finnish companies. His Master's thesis was conducted for Aalto University School of Economics. Simonen (2011) noted that research data on employer branding in Finland was not available and examined the current position of employer branding in Finland. Simonen (2011) found out that employer branding does not have distinct role in large Finnish companies. According to respondents, employer branding should gain more significant role in their companies.

Suikkanen's (2010) thesis for Metropolia University of Applied Sciences examined how employer branding increases employee retention. The study was a literature review where hypotheses of how employer branding increases employee retention were tested. The thesis discussed the concept of employer branding, branding activities and retention, and how they are linked to one another.

Timisjärvi (2009) conducted Master's thesis for Hanken School of Economics about attracting future talent through graduate trainee programs. The purpose of the study was to explore how Finnish and Swedish multinational companies (MNCs) are tackling the "war for talent". With an inductive approach data of the characteristics of trainee programs of several companies was gathered. As a result, Timisjärvi (2009) suggested a model of graduate trainee programs as an enabler of MNC competitive advantage.

Tommola's (2012) thesis to the case company used also in this thesis, Ravintolakolmio-ryhmä, discussed the social responsibility and its impact on employee engagement. Tommola investigated the social responsibility of Ravintolakolmio-ryhmä and how its activities impact employee commitment and engagement. With semi-structured interviews among every level of personnel, Tommola found that Ravintolakolmio-ryhmä implemented a wide range of responsibility principles towards employees. Social responsibility was noted to be an attracting factor for potential employees. Current employees' comments have an effect to the employer image in the field of food and beverage service activities.

Juvonen (2012) concentrated in her study how graduates from Culinary Management Program of Haaga-Helia University of Applied Sciences choose their job and what they want from it. The data was collected with phone interviews. It was found that the most appreciated features when choosing a job are challenges, variability and the opportunity to advance in one's career. From employer good communication, flexibility and support are expected. Personal development was more important than benefits, high salary, or features of the employer.

Sulkunen (2012) studied Nightclub Bra's current brand image as perceived by its customers. The thesis was conducted for JAMK University of Applied Sciences. The purpose was to examine associations the customers have of Nightclub Bra and propose ideas to strengthen the brand. By using focus group method Sulkunen (2012) found out that mostly positive features such as trendy and relaxed atmosphere were connected to Bra's brand. The study gave important information to Nightclub Bra and the data was used to create an action plan to react to competition in the field.

Okumu (2012) concentrated on measuring and developing customer service in Waskia Restaurant. The quantitative empirical data was collected using a questionnaire. The results revealed that customers are mainly satisfied but also several areas needed improvement. Concrete improvement suggestions were part of the conclusions. The thesis was conducted for Vaasa University of Applied Sciences.

Gautam's (2011) thesis about strategic brand creation for Yeti Nepal was conducted for Arcadia University of Applied Science. The aim of the study was to create a strategic brand to Yeti Nepal restaurant that had recently been established. The thesis concluded suggestions of brand positioning and techniques to increase brand awareness. The thesis gives useful information why brand is an important part of the business strategy.

Lampinen (2010) researched work motivation from employee's point of view in her Bachelor's thesis for Laurea University of Applied Sciences. Her aim was to find out how work motivation could be increased in the case company. With theme interviews the information of the current state, and suggestions for improvements were collected. The results were used in case company to improve the work community.

Malaste's (2007) thesis studied brand creation process in a service company and examined how the customers of the case company Teerenpeli restaurant perceived its brand. The survey revealed that the perception of the customers and the owner differ as well as customer perceptions between restaurants in different cities vary. Any concrete improvements, how to create a consistent brand and which tools to use were not offered.

1.4   The structure of the study and limitations

In this Chapter the background, the purpose, main and sub-questions of the thesis are presented. In addition, the previous researches of the theme and field are discussed. The theoretical framework of the thesis is discussed in Chapters two and three. The theoretical framework includes themes of employer brand and employer branding, dimensions of Great Place to Work and generation Y in a great workplace. In Chapter 4 the case company, Ravintolakolmio-ryhmä and its employment strategies are introduced as well as food and beverage service activities. Chapter 5 discusses the service design process, which is used as a method to collect and work with empirical data. Chapter 7 presents empirical results and how the service design process supports the findings. Chapter 8 concentrates on dialogue between theoretical framework and empirical results, and on conclusions. The discussion and suggestions for further research are presented in Chapter 9.

The empirical data of the study is limited to concern only generation Y employees of Ravintolakolmio-ryhmä. This decision was made together with the case company. It was noticed that there is lack of information of younger employee group. However, all age groups are involved after collecting the empirical data to work on. Employer branding and creating a great workplace involves everyone working for Ravintolakolmio-ryhmä.

The groups of potential and former employees and students in the field are left out due the huge amount of data. It would have been interesting to have data to compare employer image and employer brand loyalty between potential or former employees and employees of the case company. Because of the time and structure limitations they need to be left out. However, these areas are interesting topics for further research.

The deeper concentration to employee commitment is also scoped out since Tommola (2012) conducted a research that covered the theme already.

2 Employer brand

Work life is going through a change when the generation of baby boomers is retiring, and younger generations take their places and obtain responsibility fast. The result might be a transition from "employer markets" to "employee markets". In other words, there are more available positions than competent applicants. Employers need to compete on talented work-force, and job applicants are able to choose where they want to work. (Haavisto 2010, 36; Suutarinen 2011, 17.) Employers can also be put out to tender by applicants (Halava & Pan-tzar 2010, 10). This means that talent is a critical driver of organization's performance. Now and in future, the most important competitive advantage of organizations will be the ability to attract, develop, and retain talent. The organization is its people. (Michaels et al. 2001, 2.)

The term "war for talent", that McKinsey & Company coined in 1997 (Michaels et al. 2001, 6 - 7) describes this switch from employer markets to employee markets and creates a new busi-ness strategy (Figure 1). The power has shifted from organizations to individuals. The appre-ciation of talent is rising, and it is becoming a competitive advantage for organizations. Tal-ented people are scarce and that makes organizations need to work harder to win talented people join their teams. Organizations that manage to attract, develop and excite the wanted work force, are able to have a boost to their business performance. When the talent is won to align the organization, they still need to be retained, regardless of the mobility of people. People are demanding, and getting the best performance from them needs hard work.

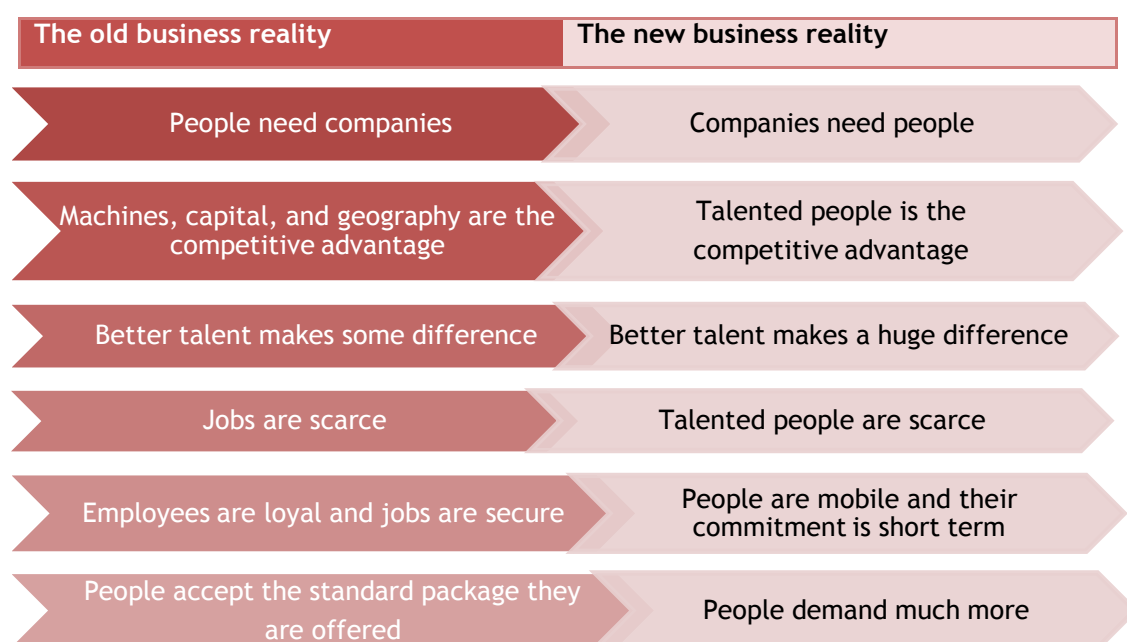| The old business reality	The new business reality
People need companies	Companies need people
Machines, capital, and geography are the competitive advantage	Talented people is the competitive advantage
Better talent makes some difference	Better talent makes a huge difference
Jobs are scarce	Talented people are scarce
Employees are loyal and jobs are secure	People are mobile and their commitment is short term
People accept the standard package they are offered	People demand much more

Figure 1: Implications of a new business reality (Michaels et al. 2001, 6)

Many of the Finnish companies are still investing in their external image more than internal culture. Employer brand should be built from inside to outside, starting with company's real strengths. This ensures those internal and external images are sustainable and linked. A common mistake is that external image attracts potential employees, but when the reality is not what expected, the turnover rate of employees reveals the truth and is expensive to the company. The world of today is more transparent with the help of social media, and no company is anymore able to polish their images only with marketing communications. When a company takes care of it employees, customers and culture, they will automatically take care of company's external image. (Rossi 2012, 26 - 27.)

2.1   Employer brand as a concept

Employer is defined by Tilastokeskus (2013) as "a natural or legal person who uses outside labour against financial compensation. An employer is entered into the register of employers maintained by the Tax Administration." BusinessDictionary (2013a) uses similar definition: Employer is "a legal entity that controls and directs a servant or worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation."

The simplest description of brand is a badge of identity and promise of performance. It includes an implied guarantee of what has been promised on behalf of the brand and its delivery. (Barrow & Mosley 2005, 58.) Employer brand is based on internal and external perceptions of what kind of 'place to work' organization is seen. Opinions of current, potential and former employees are relevant to shape the brand. (CIPD 2012.) Kucherov and Zavyalova (2012, 88) crystallized employer brand as "qualitative features of the employing company, which are attractive to a target audience." Features include both material and non-material advantages which distinguish organization in the labour market.

CIPD (2012) offers a definition for employer brand to be "a set of attributes and qualities, often intangible, that makes an organization distinctive, promises a particular kind of employment experience, and appeals to those people, who will thrive and perform best in its culture". Employer brand describes how organization articulates, what it has to offer to potential and current employees. It needs similar techniques in managing people as consumer brand managing customers; to attract, communicate with them effectively and maintain their loyalty. A strong employer brand should have a connection to organization's values, organization culture, HR policies and strategy, and be linked to the company brand.

Figure 2 presents the employer branding framework and how it incorporates marketing and human resource concept. Employer brand is divided into two principal assets, employer brand associations and employer brand loyalty. Employer brand associations shape the employer image that affects the attraction of potential employees outside the company. In other words, potential employees develop an employer image from the brand associations that are an outcome of organization's employer branding. On the other hand, employer branding has an impact to organization identity and organization culture that contribute to employer brand loyalty among employees. Organizational culture inside the company also impacts back to employer brand. When employer brand loyalty is reached, employees are committed to the organization. Loyalty and commitment to the organization increase productivity. (Backhaus & Tikoo 2004, 504 - 505.)
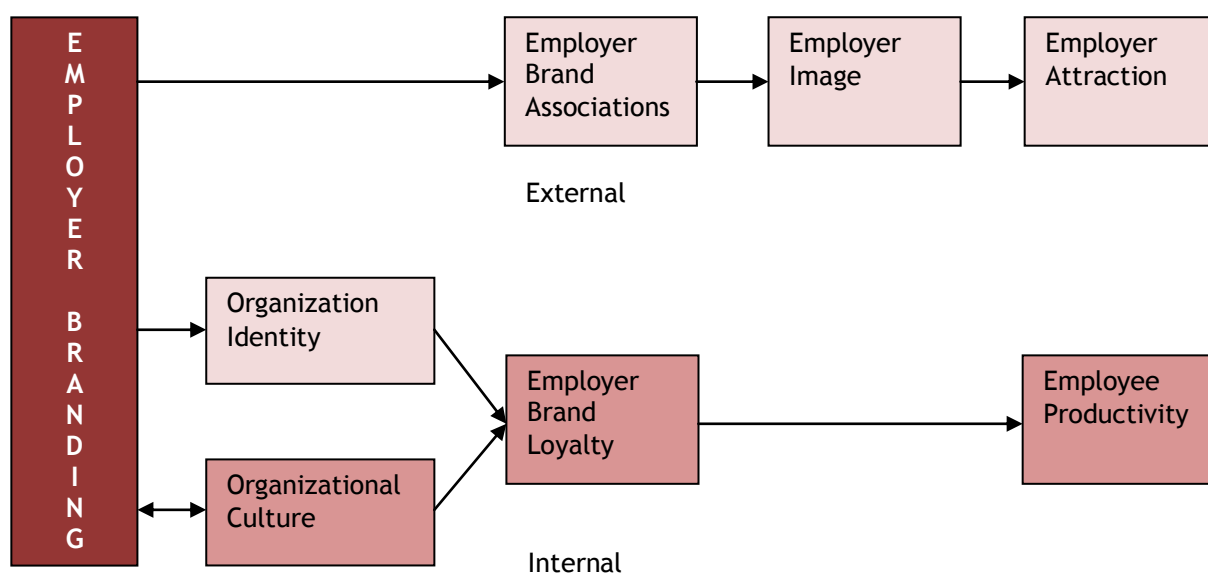
Figure 2: Employer branding framework (Backhaus & Tikoo 2004, 505)

2.2   Employer brand associations, employer image and employer attraction

Employer brand helps organizations to compete effectively in labour markets and attract potential employees (CIPD 2012). Organization's ability to create and to deliver an attractive image as an employer increases the liability of attracting high-potential applicants (Schlager et al. 2011, 505). Potential employees have associations of the organization even if it does not have a designed employer brand. Associations and considerations exist anyway. Based on these employer brand associations, potential employees preconceive an employer image. In potential employees' minds these are the things that affect employer's attraction. (Backhaus & Tikoo 2004, 504 - 505.)

The characteristics of an employer brand that attract employees can be examined through brand triangle (Figure 3) by deChernatony (2006, 8). When selecting a brand, the initial concern is in functional values that are rationally assessed, such as salary, benefits, leave allowances (Backhaus & Tikoo 2004, 505) and training programs. Second, emotional values such as social approval (Backhaus & Tikoo 2004, 505), trust, pride, camaraderie (Burchell & Robin 2011, 4) and responsibility are evaluated. These are also linked to functional values. The last characteristic evaluated is promised experience: what the brand has to offer that other alternatives have not. Promised experience refers to the brand proposition, and it can also be, for example, the promise of a career path. The brand is considered from holistic level and how it enhances the experience. (de Chernatony 2006, 8 - 9.)
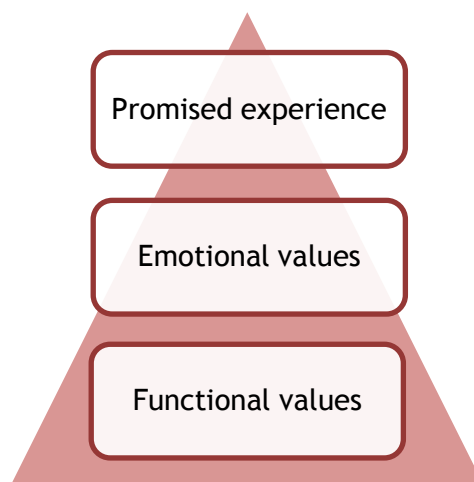
Figure 3: Brand triangle (deChernatony 2006, 8)

2.3   Organizational identity

Brands describe the way of thinking about engagement between organizations, people and society. They are a link between internal and external environments, organizations can be seen how they look outside in, and engaged to the outside world. (Kornberger 2010, 113 - 114.)

Organizational identity is mediating the relationship between employer branding and employer brand loyalty. Organizational identity consists from intrinsic values that can be found in the employer brand itself. There exists a true representation of the brand's and organization's identity through terms such as core, essence, soul, DNA and essential qualities. However, culture and environment have a significant role also in reflecting on organizational identity. (Csaba & Bengtsson 2006, 130; Backhaus & Tikoo 2004, 509 - 510.) When creating an employer brand, it is important to make sure that all elements of the organization look and feel consistent and are visually and sensually aligned with the brand (Moritz 2005, 50).

Organizational identities and features of employer brand must be flexible and adaptive in order to stay relevant and connected to stakeholders and to be engaged in cultural identity and society. Also, the relationship between how employees' conceptions about oneself are related to organization identity is relevant. Branding is an ongoing process. Employees need to acknowledge organization's identity and identify with it. They will do so if the identity of the organization is attractive. When the identification increases, also the organizational commitment increases. (Csaba & Bengtsson 2006, 130 - 132; Backhaus & Tikoo 2004, 509.)

2.4   Organizational culture

Organizational culture is multifaceted context that is built with social terms, and it constitutes the base for organization's functions. It reflects organization's values and common perception on why organization exists and how people should behave there. Organizational culture consists of shared traditions, beliefs, norms, symbols, meanings and rituals that fluctuate in interactions between members of the organization. Among shared values, language and behaviors, the work environment, buildings, social rooms and tools create the culture. (Rauramo 2012, 133.)

Organizational culture is the mediator between employer branding, and employer brand loyalty. Organizational culture has an interactive relationship with employer brand, and it is a crucial factor maintaining the compatibility between employer brand proposition and brand reality. Employer brand proposition should be created to convey important pre-employment information about organizational culture. Culture and applicant's belief about it is playing a major role when the applicant is making a choice between jobs. (Backhaus & Tikoo 2004, 509.)

Davis and Dunn (2002, 220) suggested organizations constitute a brand-based culture. That provides a tangible reason for employees to believe in the organization. Brand-based culture gives employees motivation and energy. It enables employees to see how they fit in to the organization's scheme and if they are able to deliver the brand proposition with pride. Brand-based organization culture provides a great recruiting tactic and a powerful retention tool.

2.5   Employer brand loyalty

Employer brand loyalty refers to the commitment that employees make to their employer. The commitment reveals the level of involvement with the organization. Commitment involves acceptance of organization's goals and values, willingness to give more than is required and desire to stay with the firm and stand behind its policies how they are presented in the employer brand. (Backhaus & Tikoo 2004, 508 - 509.)

Employer brand loyalty has a tight integration to organizational culture. Employees are in a way the brand, due to having encounters with customers (Davis & Dunn 2002, 222). Current employees live the culture that represents the basic assumptions and values of the organization. These current employees pass it forward to newcomers, and the continuum is created. The employer brand is shaped in influence with organizational culture. (Backhaus & Tikoo 2004, 508 - 509.)

2.6   Employee productivity

Employee loyalty, which increases productivity, can be increased through effective recruitment, engagement and retention practices. All companies have an employer brand even if they have not developed one or actively managing it. (CIPD 2012.) When employer brand is created properly, and it is consistent with the reality, it will increase productivity. Satisfied employees tend to have higher performance and provide a higher customer satisfaction and quality of service. Positive attitude towards work affects positively the company functions and customer service. (Backhaus & Tikoo 2004, 510.)

Employees should be aware about their role in providing service to customers. They should also be treated with respect due to the important and critical role they are playing with customers as frontline employees. Motivated and engaged employees are important when providing high-quality customer service. Also, frontline employees should understand their role in satisfying customers' needs. When these aspects are in order, retention of employees along with profitability is going to follow customer satisfaction. By delivering value to employees, they can be encouraged to act in a favorable way with customers. (Ostrom, Iacobucci & Morgan 2005, 194-195; Schlager et al. 2011, 505.)

By employer branding, recruitment and retention can be improved. It helps increasing the value of human capital. Strong employer brand gives an organization a competitive advantage. In human resources management, employer branding eases organization's work flow needs linked with individual career development aspirations. Organization is able to influence the current and potential employees, and manage employees' skills and attitudes. Responsibility for career management has moved to the individual from former organization oriented perspective. Employer branding helps answer the changing needs of employers and turbulent business environment. (Backhaus & Tikoo 2004, 510; Schlager et al. 2011, 504.)

2.7   Employer brand value proposition

Corporate vision and mission are the first reference points for brand proposition. These statements are usually the focus of the company's business idea; the value company believes it can bring to the world. They should be translated to fit the employment context, to shape

the employer brand proposition. If the company's vision and mission do not provide a good basis to align with the proposition, the next place to turn is customer brand proposition. Propositions can be named the same way, or there should be a linkage between them. (Barrow & Mosley 2005, 117 - 118.)

Employer brand value proposition needs to provide realistic image about the organization and its culture. If the picture is incomplete, expectations will not be reached, and employee might leave the organization. (Backhaus & Tikoo 2004, 508). It is difficult to deliver a brand experience that is consistent with the brand proposition. Employees need to both understand and commit to the brand proposition. The employer brand identifies how employees are treated in the company, and that affects the brand expectations of customers. Employees will not live the brand unless they feel it. (Barrow & Mosley 2005, 78.)

When considering the brand promise, it is good to remember the diversity of audience, and what kind of talent and personalities are pursued. Employees and especially frontline employees are the most important factor in shaping perceptions of service brand. (Barrow & Mosley 2005, 63; 66.) Employer brand represents a dynamic interface between organization's actions and customers' and potential employees' interpretations. It is a cluster of functional and emotional values and benefits which promise the experience. The success of brand depends on the level of values shared and implemented among company's management, employees, customers and stakeholders. (deChernatony 2006, 8.)

2.8 Brand reality and positioning

Brand reality model summarizes how the employer brand is currently perceived and experienced by target groups. If the external brand image of an employer is not particularly strong, the brand reality model should be defined by current employees. Every angle is not necessary to include, the model should contain the most essential ingredients. The model can be created based on organization's needs and the questions below. (Barrow & Mosley 2005, 113 - 114.)

Barrow and Mosley (2005, 114 - 115) presented a few aspects to consider and answer when stating the employer brand reality.

- Current employee profile; what types of recruits are favored?
- Current employer brand proposition; what is the most common reason for people's commitment and loyalty to the organization? Name one (maximum two, if there are multiple reasons it can be stated as unclear).

- Current values and personality; what are the most common characteristics when describing the organization? Maximum six to eight characteristics, overlapping does not matter. Only characteristics agreed by employees are allowed, and possible negative views should be included.
- Current benefits; what do employees most commonly describe as the benefits of working for the organization? Benefits should be differentiated and prioritized for each of the target groups.
- Current differentiators; underline features from the earlier phase which employees most believe differentiate the organization from others. What do you provide as the most distinctive focus, or how you do it?

Employer brand needs positioning just like customer brand. Employees are an important target group for the brand. However, they have different aspirations and needs than external customers or consumers. Even if the customer brand and employer brand compete in different markets, they are interrelated as presented in Figure 4. Employer brand plays a critical role by attracting right employees and maintaining their commitment in building and supporting customer brand. Likewise, strong customer brand attracts right people to come to work for the company. The consistent theme through the organization supports one another. (Barrow & Mosley 2005, 63, 110 - 111.)
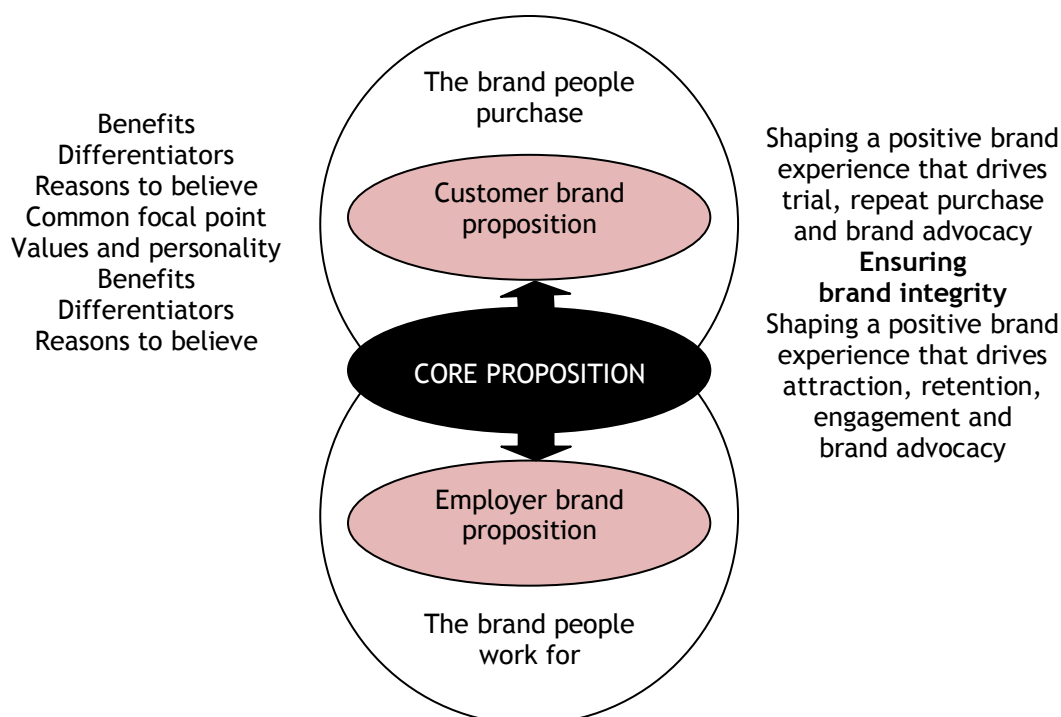
Figure 4: Interrelation of employer brand and customer brand (Barrow & Mosley 2005, 111)

Employer brand needs to be positioned with these needs in mind so it would attract and motivate employees. As it was stated in employer attraction, it also needs to be considered how it will differentiate from competitors and be a better alternative to work for. (Barrow & Mosley 2005, 63.)

Employer brand as well as an organization or service brands should be marketed inside the organization first. Employees form a market like external customers do, although employees have a choice to work for the company or take their skills elsewhere. They can also choose to give their all, or do enough to get by. Employees choose if the employer brand will become part of everyday life or not. They can embrace it, improve it, play their part in it, or ignore it and even work against it. Understanding these choices and why they are chosen is essential. The audience needs to be known well. (Edwards & Day 2005, 210.)

Employer brand and customer brand become related when a frontline employee is seen as a brand for a company from customer's perspective. Encounters between frontline employees and customers determine how customers see the company and how it is evaluated by them. Frontline employees are those who deliver the service and bring the brand alive during encounters. These individuals interact with customers and are responsible for establishing and maintaining the perceptions of the brand in customers' minds and experiences. (Ostrom et al. 2005, 193-194.)

3   Generation Y in a Great Place to Work

When generation Y is taking place in organizations, it would be good to be aware of the differences between generations and how the generations are managed. Generations should also understand each other and work reinforcing each other's abilities. (Vesterinen & Suutarinen 2011, 10.) Gen Yers do not become attached to employer or are attached only for a while. They know that the employer does not attach to them either. If they lose their job, it is not the end of the world. There is always a way to survive. It is crucial to work with congenial colleagues and also the job should be fun and exciting. (Vesterinen 2011, 120.)

Generation Y employees are demanding towards their workplaces. Great workplaces are built on connections and trust. Relationships between people, both inside and outside the company are central issues (Rossi 2012, 337). Burchell and Robin (2011, 1) defined great workplace to be trustworthy. People trust other people and they work for and take pride in what they do. They also enjoy the company of co-workers. Leaders of the company are the ones making this happen in their every decision and interaction. It requires a new mindset to realize that every action of a leader can make a difference to employees. In Haavisto's (2010, 45) research, the most important thing in a great workplace is a good team spirit and cozy work environment. Also, inspiring and fair superiors are in a central role.

Schlager et al. (2011, 505) discovered in their research that organizations should build a social culture focused on friendly relationships and "people first" attitude to satisfy current employees and identify potential employees. Development and social aspects are most likely to yield value to employees. Development of values includes actions such as training opportunities, room for creativity, mentoring and environment that empowers employees. Social values can be created by enhancing camaraderie, putting people first in decision making and providing interesting and challenging tasks for employees. When employer brand supports employee identification, the results are seen in both employee, and customer satisfaction.

3.1   Generation Y

European and American people are divided into five generations based on their year of birth, significant life events and critical development stages. One generation shares behavior and beliefs that are based on world they have been living in. (Cole et al. 2002, 2.) Table 2 presents generations that are currently used. There is shown the generation, years of birth and significant events that have affected to that generation. In addition, there are general and work-related values and motivators that are descriptive to the generation.

Generation	Birth year	Significant events	General values	Values in work	Motivation
Veterans	1922 - 1945	Great depression World War II	Conformism Maturity Conscientiousness Thrift	Obedience Loyalty Obligation Security (stability)	Value of experience Value of perseverance
Baby boomers	1946 - 1964	Moon landing Restructuring of society Economic prosperity Roaring sixties Yuppie-culture in 80's - foundation of business world	Idealism Creativity Tolerance Freedom Self-fulfillment	Challenge Workaholic Criticism Innovativeness Advancement Sacrifice	Value of contribution Bonus and other incentives
Generation X	1965 - 1979	Part of welfare state Depression Educational opportunities Aids Technology usage Divorce rates	Independence Skepticism Flexibility Control Fun	Practicality Learning Entrepreneurship Materialism Work-life balance Adaptability Strong career ambition	Non-hierarchical structure Loyalty Time-off as incentive
Generation Y	1980 - 2000	Fall of the Berlin Wall MTV Internet, digi 9/11-War on Terror Death of Princess Diana Adoring parents	Collectivism Positivity Moralism Confidence Civic mindedness Diversified Confidence	Passion Learning Security - not stability Willingness to work Ambitiousness	Lower need for social approval Innovation Monetary gains
Generation Z	2001 -	Great depression started in 2008 - No luxury or economic safety	Highly connected with the digital world - digital natives Creativity	Multi-tasking Challenge and experience-based learning Own profiles - individualism Networking Diversity	

Table 2: Generations (Dries et al. 2008, 910; Anantatmula & Shrivastav 2012, 13; Alestalo 2007, 150 - 151; Geck 2006)

Generation Y is born in 1980 - 2000. They are also called as millennials, gen Yers, Peter Pan generation and digi-natives. They have been raised up in abundance, urban and global environment. Their way of thinking is global and they have wide networks that extend all over the world. Gen Yers are eager, impatient and they do not accept failures. They are quick, self-confident, technology oriented, responsible, ecological, entrepreneurial, and they value spare time. Feedback is a normal way of communication and development, at home and at work. Communality is also important. (Vesterinen 2011, 119 - 121.)

One of the most important factors that have shaped generation Y is the digital world they are living in. In households the help in technical problems is asked from the member of generation Y. They usually belong to the target group of electronics marketer. Their digital life has started with Music Television and they have experienced the turn into the life where Internet, digital cameras and cell phones are self-evident. The interaction between generation Y and technology is natural. (Yarrow & O'Donnell 2009, 7 - 8.)

Generation Y will change rules and manners in the work environment remarkably. Work is not related to identity and big sacrifices to work are not obvious anymore. Generation Y fulfills oneself outside work. Identity can be created through interests and hobbies. Work culture and environment have to attract young employees enough so that they are willing to give their effort to the organization and make breakthroughs. Generation Y is not going to change, so organizations need to change if they want to survive in the long run. (Halava & Pantzar 2010, 36.)

Postmodern life appreciates spare time over work and friends over relatives. Valuing family has increased, and this means appreciating family members and close friends who belong to everyday life over kinships. Society has shaped into experience society. Weekdays at home and interests are base of rich life. Home is a place where one can relax and be master of time usage. On the other hand, rush and loneliness have become problems to many of young Gen Yers. Money and happiness do not necessarily live in the same apartments. Happiness becomes mainly from social relationships, everyday safety and self-autonomy. (Halava & Pantzar 2010, 20.)

In habitation, generation Y favors alternatives that are not tying them to great debts. Rental apartments and partially owned apartments are going to became more general during this decade. Organizations can react to this trend with housing privilege. Scarce debts able generation to make changes quickly when needed and there is no pressure to have a permanent job. (Halava & Pantzar 2010, 36.)

3.2   Great Place to Work

Employee experience is a central aspect that determines the greatness of workplace. An employee is the one who decides if his/her working environment is great or not. Listening to employees is the best way to learn how they feel. In great workplaces, employees tend to express similar qualities of their workplaces. Employees trust their leaders; they believe they are credible, respectful and fair. Employees also take (and they are given) pride in what they do. In addition, they share a sense of camaraderie with their co-workers. All these aspects

indicate the relationships. Everyone is making the organization to be good or great. (Burchell & Robin 2011, 1 - 7.)

Great leaders are able to create strong ties between the employee and the organization, and enhance interaction (Burchell & Robin 2011, 7). The themes of management are similar in every organization. Every organization chooses new employees, communicates and does and delegates assignments. The organization culture is formed from the practical level of management. In a great workplace these tasks are handled in a radically different way when compared to good workplaces. Great workplace leaders adopt for example diversity, originality, extent, humanity and comprehensiveness in their work. (Rossi 2012, 43 - 44.)

Employees value permanent employments, but fulltime employments are not seen as important as earlier. Reliable and secure job is still valued. In addition to permanence, job should be flexible so that work and spare time can be combined. Money and proceeding in career as motivators are functional values, and are not as meaningful as emotional values when considering what kind of place to work is great. (Haavisto 2010, 45 - 49.)

3.3   The Great Place to Work dimensions

The Great Place to Work model (Figure 5) was developed in the late 1980s by Robert Levering and Amy Lyman. Today the model has five dimensions; credibility, respect, fairness, pride and camaraderie. The first three dimensions relate to trust. It is necessary that leaders give information, are competent, and their actions match their words - are credible. Also, leaders need to offer employees support, both professionally and personally, collaborate on suggestions and decisions and care about them as people, not only as employees - respect. The third dimension, fairness, refers how leaders should play with the same rules, treat people equitably and impartially, and allow employees' voices to be heard in decision making. (Burchell & Robin 2011, 4 -8.) These dimensions create trust. Without trusting employees, managers are not able to notice their potential. If the leader does not see the potential of his/her employees, he/she is not interested in them as persons and is not able to help them to increase the potential. (Rossi 2012, 93.)

Fourth dimension, pride discusses the relationship between an individual and his/her work. In a great workplace an individual feels his/her work makes a difference in the organization and the work is meaningful. The last of the dimensions, camaraderie, emphasizes a strong and healthy relationship with people. It means people feel welcomed from day one and sense how everyone works towards one common goal. Camaraderie also refers to how workplaces should offer possibilities to collaborate and interact outside of work. (Burchell & Robin 2011, 9 - 10.)

This model was chosen in the thesis because it is created and modified based on continuous research and interviews about great workplaces. It has been a base for Great Place to Work Institute for two decades.
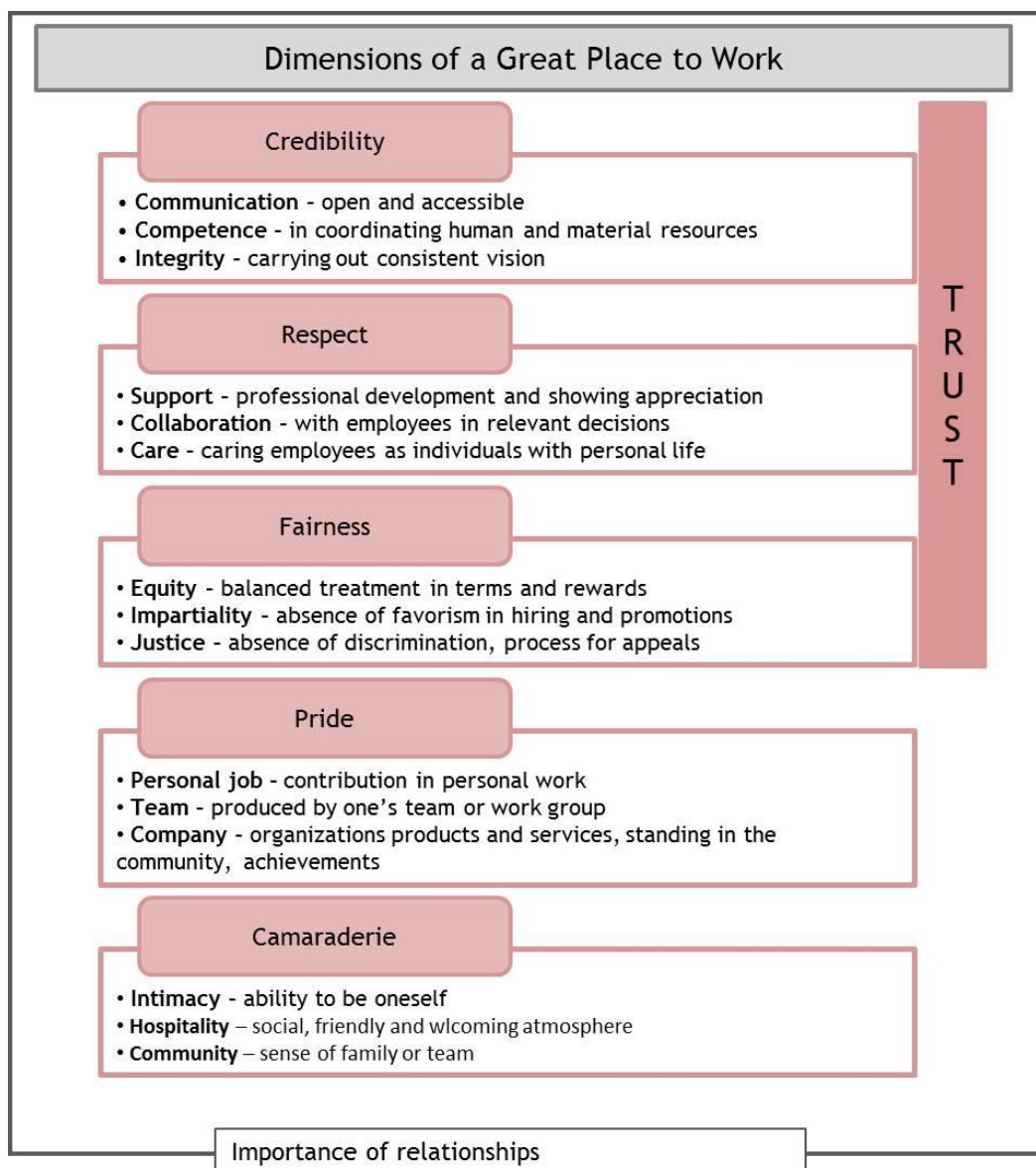
Dimensions of a Great Place to Work

Credibility

- **Communication** – open and accessible
- **Competence** – in coordinating human and material resources
- **Integrity** – carrying out consistent vision

Respect

- **Support** – professional development and showing appreciation
- **Collaboration** – with employees in relevant decisions
- **Care** – caring employees as individuals with personal life

Fairness

- **Equity** – balanced treatment in terms and rewards
- **Impartiality** – absence of favorism in hiring and promotions
- **Justice** – absence of discrimination, process for appeals

Pride

- **Personal job** – contribution in personal work
- **Team** – produced by one's team or work group
- **Company** – organizations products and services, standing in the community, achievements

Camaraderie

- **Intimacy** – ability to be oneself
- **Hospitality** – social, friendly and wlcoming atmosphere
- **Community** – sense of family or team

T R U S T

Importance of relationships

Figure 5: The Great Place to Work dimensions (Burchell & Robin 2011, 4)

3.3.1   Credibility

Credibility consists of communication, competence and integrity. The degree of sharing information is crucial in communication and creating credibility. Leaders are supposed to have an ability to display expertise, while remaining open and accessible at the same time. Their actions should match their words. When the organization's direction and expectations are clear to employees, and those are communicated thoroughly, there is no need to use time explaining and correcting errors. (Burchell & Robin 2011, 27 - 29.)

Credibility is created in a two-way communication between leaders and employees. However, the leader is the one initiating it. Communication is the most important factor in great workplaces due its use in every business operation from living up the vision to marketing communication to customers (Rossi 2012, 120). Communication reveals employee's perception of leader's credibility and his/her entire experience of the workplace. There are usually two types of communication. Informative communication is used when giving information and instructions about expectations and work. Accessible communication means that leaders give straight answers to questions, and employees feel leaders are approachable and it is comfortable to discuss with them. In addition to sharing facts, leaders who share opinions, emotions and hopes for the future are felt most accessible. Healthy communication is the base for other dimensions to create a great work place, and it can be used as a vehicle to support other dimensions. (Burchell & Robin 2011, 27; 29 - 30; 32 - 35.)

Integrity is created from leader's every action, and it is an intuition about leader's intentions. Integrity shows well in an answer to a question if the leader is reliable, honest and ethical. It also shows in actions and kept promises. Repeated positive and trust-building experiences between leader and employee create integrity. One aspect in great workplace leaders is that they have built consistent experience of who they are both in the organization and in the marketplace. Their words are not empty, and those are backed up with behavior and decisions. Honesty must be shown also when the organization faces challenges. (Burchell & Robin 2011, 44 - 47.)

3.3.2 Respect

Respect is crystallized as employee being a valued member in an organization. Creating a respectful organization environment is the bottom line to gain employee commitment. Usually respect is more talked about than actually acted upon. Respect is shown well in the way that employees and their ideas and views are heard. Even if every idea is not acted on, the way it is listened and reacted to is significant. The attitude of seeing employees as complete persons is part of gaining respect for leaders. Sincere interest in employees as human beings and valuing their needs makes a workplace respectful. Every employee's efforts and contributions should be noticed. In a simple way, for example, thanking a well done job in a way that employee most appreciates, is a good place to start. Most meaningful actions of respect are the ones from the person who the employee respects. (Burchell & Robin 2011, 61 -62; Rauramo 2012, 124.)

Managerial success requires both great business skills and being great in relationships with people. Ensuring employees' wellbeing, the training they need, and involving them in deci-

sions that have an impact to their work, creates competence and commitment. Happy employee gives customers happy service and is eager to provide that. FedEx, for example, has summed up this with their philosophy "(P-S-P) People, Service Profit". Taking care of your people leads to that they will deliver great service to customers which results in a healthy profit. Innovative environment allows employees to take small risks on behalf of the business, and to understand managerial decision-making processes, and support them. (Burchell & Robin 2011, 62 - 64.) Respect, trust and freedom are needed in the organization culture, so that employees could use their skills and knowledge (Rauramo 2012, 124).

Support, collaboration, and caring are part of respect. Supporting employees on their careers, and thinking comprehensively the type of development one person requires, and giving tools to that gives employees a sense of doing meaningful work. Collaboration refers to developing ideas that are everywhere. Employees' ideas should be used, combined and sought out actively. Employees have to know how their input has been used. Asking questions and listening to opinions shows huge respect on employees. Caring - interest of employees' wellbeing is the last way of showing respect. It can be realized by providing safe and healthy working environment and benefits that support people's lives outside the workplace. (Burchell & Robin 2011, 65 - 66; 73 - 75; 77 - 78.)

Sincerity cannot be too much highlighted when discussing respect and that it is the employee's perspective that counts. It has a great impact when leader discovers more about the people. Remembering to ask how another family member is doing, and talk about things that have been discussed earlier is respectful, and shows interest in people. Employees have also a life outside the workplace, and organizations that realize it and let people be themselves without hiding private life at work, provide the atmosphere of caring. Caring as part of the organizational culture is contagious and easily passed on to others and to customers. Without respect, it is also impossible to have trust. (Burchell & Robin 2011, 82 - 83; Rossi 2012, 234.)

3.3.3 Fairness

Fairness is probably the most difficult dimension to sustain. When people sense that their gender, age, race and sexual orientation do not affect on behavior of supervisors, fairness exists. Fairness comes out in a sense that leaders are sensed reliable and they have the ability to make egalitarian decisions. Transparent decision-making processes are also part of acting fairly. However, fair treatment does not always mean equal treatment. The difficulty is that the organization has to be seen as a whole with all the people in it and still leaders need to be able to give acknowledgement to individuals. Building a sense of fairness complements trust and builds camaraderie. (Burchell & Robin 2011, 97 - 100.)

Fairness has three neat categories; equity, impartiality and justice. Equity refers that both tangible (such as pay and benefits) and intangible (for example, equal membership and recognition) rewards are shared in a balanced way. Equity is a belief about a process, not about distribution. It means that the spirit is that employees are paid and recognized fairly, not who gets the most. Impartiality means evenhanded decision-making in an organization. It is a belief that management avoids favoritism and makes decisions based on what is right. Open communication resolves usually issues in impartiality, and communicating is much easier when leaders fully stand behind their decisions which are made with fair intentions. Justice is built on a belief that leaders are credible and their actions match their words. Work environment with justice includes management promoting inclusive behavior, avoiding discrimination and is committed ensuring fair treatment regardless of personal characteristics. (Burchell & Robin 2011, 97 - 101; 104; 106 - 111.)

3.3.4   Pride

Employees are in a relationship with their management and with their own job. Pride can be felt by sensing that the job matters in the organization and is appropriately challenging. Also, employees can be proud of their teams and departments. Company's products and services are appreciated, the brand is accepted and supported, and organization's standing in the community is seen to be valuable. Pride has a strong impact on organization's success. When employees are proud of products and services offered, they are great brand ambassadors and willing to give more than is required. (Burchell & Robin 2011, 127 - 129.) Many companies can face a dilemma that their employees lack pride. It is a result of employees not having personal connection with the organization, its brands or its customers. Energy, excitement, passion, purpose, and conviction all need to be created in the organization with leaders. (Davis & Dunn 2002, 221.)

Personal pride tells how employees sense their work affecting the company and how their efforts are making a difference. They also want to believe their work has a special meaning outside the company, a positive impact in the world. As individuals they want to feel themselves being important assets to the company and belonging in the company's world and culture. (Burchell & Robin 2011, 129 - 131.) Also Haavisto's (2010, 45) research of values and attitudes towards work indicates that over 70 % of Finns appreciate if they can fulfill their selves at work and work is conducted for good cause and has meaning in wider perspective.

Pride in the team refers to the pride employees create in their teams or workgroups, accomplishments and willingness to give something extra to benefit team's success. Supportive companies give time and space when inspiring teamwork is happening. Company reputation and position in the community is the third level of pride. This includes all the cool and inter-

esting things company does, and pride comes out from being part of such an organization. Also company's brand presence, mission, quality products and services and people in it are things to be proud of. All these levels of pride have great effect to the organization and its image. To be the company where employees every morning enthusiastically want to go to and share with people they know needs time, money, and goodwill efforts. (Burchell & Robin 2011, 134 - 135; 139 - 141.)

3.3.5 Camaraderie

Camaraderie refers to a friendly and welcoming workplace where people are seen as individuals with families, hobbies and passions outside of work (Burchell & Robin 2011, 155). When the organizational culture sustains camaraderie, the employer shows responsibility on issues that belong to private life. When employer cares about its employees, they in turn care about the employer and the business success. The caring of others means demanding as well as receiving. (Rossi 2012, 234 - 235.)

Camaraderie means also that people have fun together and they are one large team. Employees enjoy one another more when they feel competent and fit in to organization's culture. Leaders are those who sustain camaraderie and influence it indirectly. Credible and trusted leaders build up camaraderie by inspiring trust and by creating atmosphere where relationships with each other are valued. Also hiring new employees who fit to the organization's culture is part of leaders' responsibility. When camaraderie is sensed in a workplace, employees feel energized and they show all their skills and help each other to achieve organizational goals. In supportive environment worries lessen and productivity rises. (Burchell & Robin 2011, 155 - 157.)

Intimacy is one aspect in camaraderie and means that employees can be themselves and are cared by their co-workers. They can call each other sincerely friends and spend time together also outside the workplace. The second aspect is hospitality and it refers to friendliness, fun and welcoming new employees in the work environment. In other words it means warm working atmosphere. Enjoyment is not based on big events and celebrations organized by the company; it is usually created with little things. Enjoyment cannot be scheduled, it happens. It is the colleague sitting next to you and lunches together - just coming to work. Third aspect is community that is working together to reach the same goal. Community can be built also over departments. In great companies leaders create opportunities for people in different departments to work together in a workgroups. This helps employees understand also other dimensions of the company and see entireties and different perspectives. This helps employees see themselves better as a part of the whole company and build pride on it. (Burchell & Robin 2011, 158 - 169.)

3.4   Work life in change

BusinessDictionary (2012) defines working "to be actively engaged in an activity or activities in exchange for something of value."

This era is based on consuming more than producing also in the work environment. Generation Y has been raised in modern consumption circumstances, not in traditional work-based environment. That makes them the vanguards of the change. (Halava & Pantzar 2010, 10; 39.) Gen Yers do not lack self-confidence. Generation Y children are considered to be the most wanted children of all time. During the era of them growing up, the interest and knowledge about psychology and child development have exploded. Today's parents prize their children more as equal and central members of the household than loved responsibility, even though more and more children come from single parent households. (Yarrow & O'Donnell 2009, 6.)

Attitudes towards work are changing. People and especially generation Y is willing to invest their whole personality and skills to the company they are working for, if their work has a meaningful purpose. They like to work for companies that enhance reasonable aims instead of only money as a motivator. Also appreciation and honor towards one's work is motivating. People are inspired by leaders who lead by purposes and are able to tell, why company does what it does and why certain decisions are made. Happiness is a great motivator, and that is the reason to turn conventional work place into special. (Rossi 2012, 314 - 315, 342.)

Global markets have seen the change and have started to benefit from the difference in people and personalities. Finland is still satisfied with smoothness and employees with similar profiles. Conformity of personnel profile will result in conflict with diverse customer and stakeholder groups. There is no common language, functional concepts or customer service models, except with the one group that the personnel presents. Individual profiles should be accommodated more accurately to work assignments. Teams and work groups should have at least four different personalities included. This would guarantee that customers and stakeholders could act the most convenient way with the organization. Different personalities also create conflicts, which are needed to generate innovation and pursue ideas. It is also the only way to get people interested in the organization and its services with adequate volume. (Halava & Pantzar 2010, 24 - 25.)

3.4.1 Meaning of work

When examining the values and attitudes towards work among Finns, Haavisto (2010, 34) found out that there are three most common features that describe the meaning of work; subsistence, upkeep of identity and social interactions. Work upkeeps identity and gives tools to create it. Central meaning of work is developing professionally and increasing equity of knowhow. People consider work to be a significant source of self-appreciation. Only 24 % of respondents to Haavisto's (2010, 35) research found work to be just a routine.

The social aspect of the job and getting to know the co-workers makes work enjoyable for generation Y employees (Anantatmula & Shrivastav 2012, 22). Camaraderie between colleagues is the most important aspect of social interaction. Friendship and getting along with closest workmates is more important than social cohesion with the whole work community. (Haavisto 2010, 35.) This means also new attitudes towards the relationship between employees and superiors. Ideal manager in large and institutional organizations is "benevolent autocrat" or "father figure". In smaller organizations, employees and superiors consider each other as equal because everyone's contributions are needed in order to do business. Hierarchy is seen as emphasizing inequality, and roles can fluctuate and change mutually. (Halava & Pantzar 2010, 31.)

Every third Finn sees work still as a privilege, and it is the responsibility of every member of the society. Younger generations, however, emphasize more possibilities to improve themselves; professional development, increase of knowhow and experiencing success at work are drivers related to work. (Haavisto 2010, 35; 38.) Employees of generation Y consider oneself as a value producer at work. They evaluate benefits and disadvantages of the job and workplace, and listen and ask their networks recommendations and genuine information of reality in the organization. (Halava & Pantzar 2010, 31 - 32.)

More passionate relationship with spare time tells about the cultural change work life is facing. Commitment and loyalty are not as obvious as they used to be. (Haavisto 2010, 38.) Younger employees set demands towards work and time they spend there. They do not consider work to be an authority because it can also be a place to enjoy oneself, build relationships and get treated fairly across hierarchy levels. (Halava & Pantzar 2010, 23.)

3.4.2 Use of time

According to Haavisto (2010, 27 - 29), Finns consider their use of time to be compromising between reality and desires. Especially younger people confront stress when balancing their use of time between different sectors of life. Work cannot be controlling life (Laurén et al. 2012, 10). Time is experienced inadequate. Social associations and spare time interests are sectors that Finns would like to use more time with. (Halava & Pantzar 2010, 32.) Work as an intrinsic value is questioned. Work has become a part of spare time and young employees expect work to adjust into their lives and images of a good life. Work is seen as an enabler of wanted lifestyle (Laurén et al. 2012, 10).

Generation Y employees appreciate so called Metime. At work Metime means the time, when an employee has tasks under control, there are enough resources, and understanding why those tasks are executed. Results of work can be recognized being done by the employee, and no unfair evaluations are needed. If there is enough Metime at work, spare time is not under pressure. Problems occur when there is a minimum amount of Metime at work, and overtime work takes too much away from spare time and consumes too much energy. Arranging Metime is easy and it is the responsibility of the employer to take care of. Also work environment can support employee's perception of Metime. Allowing to personalize own workstations and social rooms is an inexpensive way to increase efficiency and satisfaction at work. Need of Metime has raised the popularity of home offices and telecommuting in challenging tasks. (Halava & Pantzar 2010, 24; 33 - 34.) Also Meproducts or Meservices can be applied. Methings support the megatrend of self-centrality that describes the personal perspective of the change in working life. (Trendone 2013.)

Generation Y have understood the importance on lifelong learning. Their relationship towards education is seeing that being a natural part of life. (Vesterinen 2011, 121.) However, the society is turning into skill society and traditional ways of learning from the books does not apply anymore. Because of the tablets and smartphones, the information is available everywhere at anytime. In education and training collaboration and learning from experience are appreciated. (Trendone 2013.)

3.4.3 Benefits and rewards

Due to the difference in personalities, benefits and rewards should be created individually. People are different and value different things. The structure of rewarding needs to follow the structure of different motivators. Qualifications to motivate and engage employees should be offered. Idealization of similarity should be avoided. (Halava & Pantzar 2010, 45.)

Co-workers and meaningful and interesting job are more valued among young people than salary. Salary is an enabler of wanted lifestyle; it needs to provide habitation, living and hobbies. It finances the time spent with family and friends which are most important factors in a young person's life. Success and career development are at the same level of importance with salary. Career development is seen as increasing know-how and possibilities at work life. (Laurén et al 2012, 33.)

3.5 Employees' expectations towards the company

According to Haavisto's (2010, 52) research, an average Finn wants an interesting job in a work community with good team spirit, managed by fair leader. Permanence and security of work are more important than great salary, high-level status or career proceeding possibilities. More than career a Finn seeks fulfillment. Work needs to be flexible due to the importance of spare time, especially among younger employees.

One dread among employees is that efficiency is taken too far in the organizations which results as stress, rush and continuous change (Haavisto 2010, 63). Stress has gained more attention during the latest years in work communities and in discussion. Difficult economic situation has encouraged managers to save costs and invest in efficient work hours.

In food and beverage service activities, employees usually expect permanence of work, competitive salaries and other benefits. In addition meaningful work and growth of appreciation of the industry by valued companies are expected. Personal expectations are usually based on advancement in work, cultivation and self-realization, demand for capital or need for variation in life. (Hallamaa & Viljanen 1997, 88.)

4   Case company - Ravintolakolmio-ryhmä

Ravintolakolmio-ryhmä is a privately-owned company operating in food and beverage service activities in the Helsinki metropolitan area. It consists of 17 restaurants, four of which are partner restaurants. Every restaurant is unique and has its own business concept. The restaurants have over 230 employees. Also an accounting company Diafora Oy belongs to the group. The turnover of the group was approximately 25,7 million Euros in 2012.

4.1   Food and beverage service activities

Restaurants, self-service restaurants, take-away restaurants, fast food restaurants and other similar places which serve meals and drinks that are consumed immediately are included in the food and beverage service activities (Tilastokeskus 2012).

Food and beverage service activities are a part of service industry. According to Ahonen, Koskinen and Romero (2009, 20 - 21), the industry is based on features that are similar among restaurants. First of all, establishing a restaurant is rather easy since there are not too high requirements of education or competence. Also the needed capital can be small. Competition on customers in the industry is heated. There are many restaurants from which to choose and the industry is heterogeneous. Restaurants are based on the idea of serving customers which means they need talented employees. Employees are usually the greatest expense in the business. One of the biggest challenges in food and beverage service activities is to get talented employees. The competence of employees varies a lot and the service product should be kept homogenous. The product served is the base of the business. The business is also regulated by rules and legislation.

The food and beverage service activities are under constant change. The needs and desires of customers fluctuate all the time. Also economic changes affect restaurants since they are not vital for anyone. Grey economy is more widespread in the industry than in many other industries. (Ahonen et al. 2009, 22.)

Employment in all restaurants has some common features. Work is usually physical and it is done during the service consumption, it cannot be stored. Opening hours and shifts are irregular. In addition to the fluctuating circadian rhythm also seasonal changes are characteristics of the business. The industry has not been appreciated and it is still in progress in becoming more valued. Also salaries are still lower than in many other industries. (Ahonen et al. 2009, 23.) The management of restaurants wishes to deliver the service product with calculated number of employees and working hours so that expenses can be kept in the desired

level. This means that employees should achieve sufficient level in competence, trustworthiness, conscientiousness and diligence. (Hallamaa & Viljanen 1997, 88.)

According to Asunta et al. (2003, 61), the structure of a restaurant consists of

- Employees; supervisors, waiters, cooks, helpers and possible porters and musicians
- Premises; physical setting, furniture, walls, floors, decorations, working clothes etc.
- Machinery; kitchen machinery, drink machinery, cash register systems, equipment needed in serving food and drinks
- Tangible products; food and drinks, possible program in restaurant
- Rules and regulations; alcohol, foodstuff, book-keeping, consumer protection, product liability and security

4.2 Ravintolakolmio-ryhmä

Ravintolakolmio-ryhmä is a private business, mainly owned by Heimo Keskinen and his family, and 20 partners, who are in possession of small shares. In addition to partners, there are also some key managers, who are involved in the management. These persons are usually assistant restaurant managers or chefs. Each restaurant operates individually and has its own managing director, restaurant manager and executive chef. One Ravintolakolmio-ryhmä's specialty and strength in food and beverage service activities is that the top management has a possibility to become a partner and own a small share of the company. Restaurants operate as independent businesses. However, there is close co-operation between the restaurants. The board, of which Heimo Keskinen is the chairman, controls and monitors their actions closely. His children are also strongly involved in the enterprise and have already taken over some of Mr. Keskinen's duties to continue with the company in the future. (Ravintolakolmio-ryhmä 2012.)

The main key principles of Ravintolakolmio-ryhmä's operations are

- Light organization
- Strong chain from inside
- Partnership of top management
- Individuality of restaurants
- Own accounting company
- Strong and determined management
- Strategy focusing on growth and good profitability
- Sustainable employee relationships and good benefits for personnel
- Investing in personnel

4.2.1 Employees

Ravintolakolmio-ryhmä employs currently over 230 employees. Continuous training has ena-bled controlled expansion. Ravintolakolmio-ryhmä invests in satisfaction and well-being at work with different projects, and is willing to encourage employees to be proud of their oc-cupation. (Ravintolakolmio-ryhmä 2012.)

International Labour Organization (2001, 48 - 49) has defined that restaurants have a large pool of temporary labour. These can be part-time workers or temporary workforce. In global level it has been noticed that these workers are young and/or female. Often young mobile students are ones who like to combine their studies with flexible working hours. Overall the industry employs mostly young people and provides them an entry to working life. Hulkko and Pärnänen (2006) confirmed that in Finland most of the part-time workers are working in res-taurants and the main reason is studies (40 % of part-time workers). Part-time working is however not voluntary in all the cases, even if studying is the reason why full-time work is not possible. The food and beverage service activities prefer part-time work and it has increased due to changes in legislation, increased competition, development of information technology and the recession in 1990s.

Ravintolakolmio-ryhmä employs 230 employees of which 94 belong to generation Y. Ravin-tolakolmio-ryhmä's aim is to use only its own labour. External labour is used only to patch up personnel deficits caused by illnesses or to supplement own labour at busy terraces on sum-mertime. Most of the employees of Ravintolakolmio-ryhmä are working full-time, according to Keskinen's (2013) estimation approximately 80 - 85 %. Most of the part-time workers of Ravin-tolakolmio-ryhmä are students, who have chosen to work part-time. Another group of em-ployees who work part-time are elderly people who are on a part-time pension or on a partial sickness allowance. It is also possible to work full-time in different units of Ravintolakolmio-ryhmä if one unit cannot offer full hours at the time. (Keskinen 2013.)

4.2.2 Employer responsibility

During the year 2011, one of the main topical issues is the notion of being a responsible em-ployer. Ravintolakolmio-ryhmä's benefits for employees are comprehensive in the area of food and beverage service activities (Table 3). They are divided into four sections; spare time, wellbeing, sports, and education and training. Ravintolakolmio-ryhmä has renewed its benefits for personnel by offering a wide health and accident insurance to all employees. In co-operation with occupational health care a model of early intervention is used. This model controls sick leaves and it aims at maintaining the ability to work. The scope of occupational healthcare in Ravintolakolmio-ryhmä is wider than the statutory requirement. After working

one year for the company, a dentist is provided with the cost limit of 350 Euros per year. Health is also considered by supporting exercising on spare time with Smartum's sports coupons. Ravintolakolmio-ryhmä also provides a possibility to rent an apartment from the company without a rent deposit and prompt terms of notice. In the Table 3 are presented all the benefits Ravintolakolmio-ryhmä offers to its employees. (Ravintolakolmio-ryhmä 2013a.)

Spare time
50 % discount from food and drinks in group's restaurants (alcohol drinks included, coffee and beverages for free)
25 % discount from gift cards
Supervisors' possibility to arrange nights at opera, theatre, sports games etc.
Insurance for spare time
Family day once in a year for employees and their families
Possibility to rent an apartment from Ravintolakolmio-ryhmä
Personnel-priced rooms from Scandic Hotels Finland
25 % discount from Scandic restaurants
Well being
Comprehensive occupational health care
Dentist cost up to 350 Euros/year after working one calendar year for Ravintolakolmio-ryhmä
Health and accident insurance for employees (work and spare time included)
Discount from Pohjola's other insurances
Massage and osteopathy services - Ravintolakolmio-ryhmä pays half of the visits
Beauty Salon services -15 % of the price at designated partner
Ravintolakolmio-ryhmä's annual celebration for personnel
Refreshment days for units and restaurants
Sports
Smartum sports coupons
Possibility participate in Helsinki's running events and social evening afterwards
Education and training
Support and arrangements of multiple trainings in a year
Covering the costs of hygiene and retail of alcohol licenses
Management skills development education days for supervisors
Support of external education with half of the costs (up to 420 Euros/year)
Promise to have good management and sufficient information at Ravintolakolmio-ryhmä

Table 3: Ravintolakolmio-ryhmä's benefits for employees (Ravintolakolmio-ryhmä 2013b)

The management system is one part of being responsible employer. The current management system was created in 1998. The management system consists of annual managerial measurements and employment satisfaction measurements. The managerial measurements deal with the managerial skills and preparedness for supportive management style. By analyzing each manager's results, the objectives of development are determined for the next year. (Ravintolakolmio-ryhmä 2013a.)

To be a responsible employer, education and training are considered and advancement of career is made possible. In Ravintolakolmio-ryhmä, development discussions are kept systematically twice a year. Induction plan is used with new employees. With the plan and named tutor, fair and proper start is ensured. The newest addition is the career passport that encourages advancing on one's career. Every manager participates in the annual managerial skills development education days. Employees are educated with different training programs from generic food and beverage training to Ravintolakolmio-ryhmä's internal superior training, called Kolmioakatemia. External training is supported financially. (Ravintolakolmio-ryhmä 2013a.)

One dimension of employer responsibility is co-operation and interaction with the learning institutions of the business. There are educated supervisors for students when they have practical learning periods. For students in practical learning are also provided own benefits and apartment, if they arrive from other cities. There is active development work going on with godparent classes and also co-operation forums with teachers from the learning institutes. (Ravintolakolmio-ryhmä 2013a.)

5   Methodology: Service design process

Design has earlier been based on designing a product in the end of the production process. During the 21st century, companies and academic institutions have adopted design practices from design professions such as graphic design, product design and fashion design to use the potential of interactive and holistic methods. The design aspect has broader horizons and it is possible to integrate specialist expertise across boundaries. Using design methods, awareness of real needs and solutions to real problems increase. (Moritz 2005, 32.)

Service design is a shared way of thinking and a set of policies. It is the shared language between different experts and co-operation partners. It is also a shared set of tools and a collection of processes. (Tuulaniemi 2011, 58.) Service design combines the expertise and skills across organizational levels and boundaries. It develops holistic concepts in co-operation with different experts and stakeholders of the project. Today's design and especially service design extends to the experience that customers have with the products, services, spaces or a mix of these. Design is used also to design processes and systems behind these experiences. In organizational level design is used to develop strategies, philosophies and policies. Design is seen as a business driver that should be integrated up front to projects. Figure 6 presents Moritz's (2005, 33) view of different levels of design. (Moritz 2005, 32.)

1   Design of features
     (products, services,
      space or mix of these)

2   Design of customer
     experience

3   Design of processes and
     systems

4   Design of strategy, phi
     losophy, policy or ideology
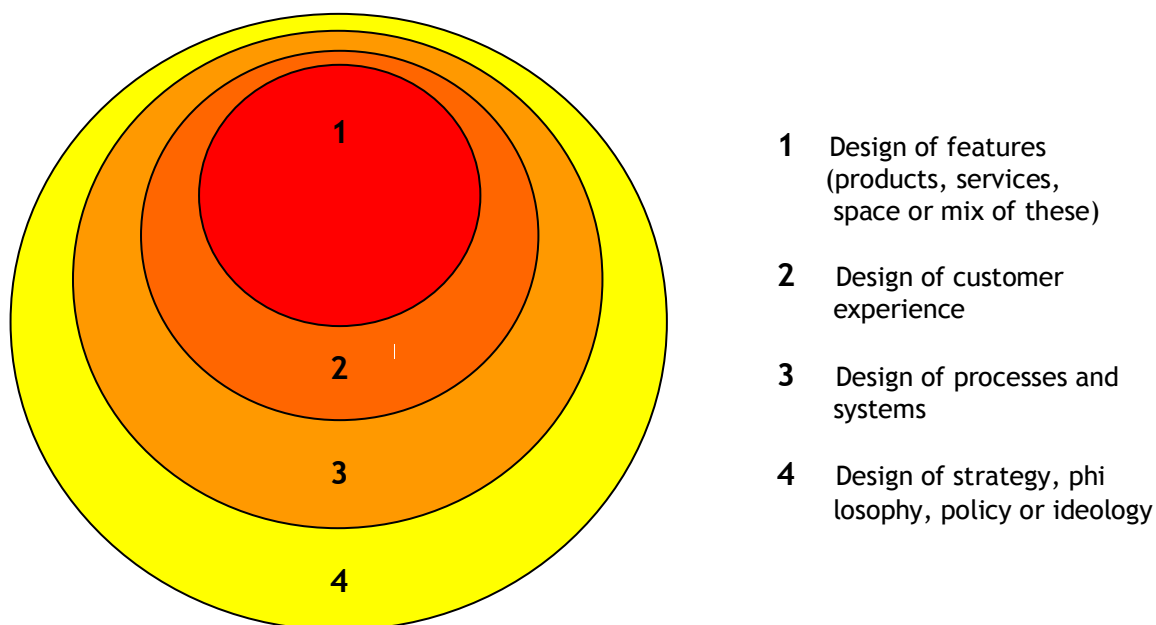
Figure 6: Levels of design (Moritz 2005, 33)

5.1   Service design

Service design is a rather new concept. According to Mager (2009, 32 - 33), service design was introduced at the beginning of 1990s as an academic field at the University of Applied Scienc-es in Cologne. Gradually, service design has gained credibility in teaching, research and prac-tice all over the world. Service design expertise has proven its value in educational, industri-al, public and private sectors.

As features of service design, Mager (2009, 35 – 37) presented ten basic statements as a framework:

- Look at your service as a product – good design is connected to a good strategy
- Focus on the customer benefit – delivering benefits
- Dive into the customers' world – their emotions and experiences
- See the big picture – before and after encounters
- Design and experience – enabling and learning from experience
- Create perceivable evidence – making invisible visible
- Go for a standing ovation – it's about people
- Define flexible standards – 100 % standardization is not applicable
- A living product – learning and development, transparency towards customers, em-ployees and environment
- Be enthusiastic – organizational culture, observe and support cultural change

Stickdorn and Schneider (2010, 34) limited service design thinking principles in five elements. Service design thinking is:

- User-centred – experienced through customers' eyes
- Co-creative – all stakeholders included in the service design process
- Sequencing – visualized as a sequence of interrelated actions
- Evidencing – intangible services visualized in terms of physical artifacts
- Holistic – considering the entire environment of services

Both frameworks include similar aspects on service design – the way of thinking and imple-menting it. The mindset is turned from organization-centric to user-centric. Customers and stakeholders are taken along to co-create services with the organization and the user insight is crucial. There are no assumptions what users might want, it is examined using different methods.

5.2   Service design process

Service design is an iterative process. It is creative and operates similarly to problem solving. The process is nonlinear and at every stage of service design process, it might be necessary to go back one or more steps, or even start again from the beginning. The given process should be considered only as a framework, not a linear how-to guide. Designing and developing services is creating something new and unique. It also has dependencies with the context where it is used. That is why the service design process should be modified case by case and it varies from project to project. (Stickdorn & Schneider 2010, 124 -126; Tuulaniemi 2011, 126.)

According to Stickdorn and Schneider (2010, 122 – 123), service design process consists of four phases; exploration, creation, reflection and implementation. In Tuulaniemi's (2011, 127) model, there are added features such as definition in the beginning and evaluation in the end. Phases can be called also with different names such as discovering, concept design, prototyping and implementation (Stickdorn 2009, 256). Moritz (2005, 123) sectioned the service design process into six different parts; understanding, thinking, generating, filtering, explaining and realizing. The models of service design process have different names for the phases by different authors, but the principles and tasks are similar. All the models are based on familiarizing with the context, research, creating ideas, considering them over and over and then choosing the best one(s) for implementation. In this examination, the model by Stickdorn and Schneider (2010, 122 – 123) is applied as presented in Figure 7. The division to four phases is most practical in the development project of working life. More phases could be confusing.

Figure 7: Service design process (Stickdorn & Schneider 2010, 122 – 123)

5.2.1   Exploration

The first phase, exploration is about understanding the organization and its goals. Finding them out and learning them. Service design should support organization's strategy and be compatible with it. In addition to understanding the case company, also the context, relationships and providers should be understood. (Stickdorn & Schneider 2010, 128; Tuulaniemi 2011, 137; Moritz 2005, 125 - 126.)

The process itself starts by identifying the problem. The problem is usually defined from organization's point of view. However, problem can be articulated and turned into customers' point of view. After defining the problem, starts the identification of the real problem. It requires gaining clear understanding and insight from the group to whom the service is going to be designed. Keeping the big picture helps ascertain the true motivations and needs behind target group's behavior. Only by adequate information it is possible that designed service answers to users' needs. (Stickdorn & Schneider 2010, 128; Tuulaniemi 2011, 137, 142.)

To gather insight, empirical data is collected. There are various tools and methods to gain the information. The information can be collected using both quantitative and qualitative methods. However, experiments have shown that qualitative data gives remarkably better insight from target group's mindset. Qualitative research employs methods and analysis of data collection that describe reality as experienced by the respondents (Adams et al. 2007, 26). Ethnographic methods have been adapted to service design and are commonly used. After gathering the data to understand the service users it is time to analyse and interpret the raw material so that significant issues for the target group and the motives behind people's actions can be found. Worth noting is that it is not about finding the solution, it is about finding the problem first. (Stickdorn & Schneider 2010, 128 – 129; Tuulaniemi 2011, 142 – 143, 153.)

5.2.2 Creation

Creation is about ideation and concept design. The ideas and concepts are tested and retested. Instead of trying to avoid mistakes, those should be explored to the extent possible before implementing new concepts. The task in this phase is to generate and develop many different solutions to the problem defined in exploration phase. The problem should be approached from far and without any criticism. The target and concepts will become more accurate during the process. It is crucial to include all the main stakeholders. Interdisciplinary teams achieve co-creation and holistic concepts can be created. Sticky notes are usually used in this phase. They provide visual support to keep track on the iterative process. (Stickdorn & Schneider 2010, 130 - 131; Tuulaniemi 2011, 180.)

The strategic frameworks are developed and more details are specified, such as which elements will be used and in what way that could be done. The complex data is turned to insights and all the ideas are brought forth. (Moritz 2005, 128.)

5.2.3 Reflection

Reflection is about developing concepts and prototypes, in other words, generating relevant, intelligent and innovative ideas and test them. In this phase role, design and concept alternatives are reviewed in a more detailed way and tested with users. Solutions are generated to the ideas and those are combined with the concepts. It is also good to determine service production. In this phase, the service experience is designed in every detail, and objects, spaces and other elements are generated. Testing prototypes with users and experts enables the possibility to get feedback and consequently improve the concept and retest them until they match the expectations. Creation and reflection are usually the most iterative phases and going back and forth is expected. (Stickdorn & Schneider 2010, 132; Moritz 2005, 132; Tuulaniemi 2011 128.)

Due to intangibility of services, the phase is challenging. Emotional aspects need to be considered when creating the clear vision. There are multiple ways to provide conceivable story with comic strips, Storyboards, photo sequences and role playing. (Stickdorn & Schneider 2010, 132 - 133.)

5.2.4 Implementation

After framing the potential solutions and designing concepts from them it's time for implementation. In this phase it can be assumed that the solutions and concepts are purposefully built around user experience, solving a real problem and providing real value. It is also necessary that the ideated concepts add financial value for the organization and are profitable to execute. The implementation phase includes building prototypes to test details, defining strategies and tactics, and developing initiatives. (Kumar 2013, 13.)

The performance and the quality of ideas and service concepts should be measured and tested so it can be evaluated how well they work. It is also important to consider how the ideas and concepts work against the legal requirements and how much resources and technical effort they need in order to operate. Implementation of new concepts demands change in management actions. Change might be hard to adapt so it is necessary to include employees to every level of the service design process. Their motivation and engagement is crucial for successful implementation. (Moritz 2005, 136; Stickdorn & Schneider 2010, 134.)

6   Collection and analysis of empirical data

The aim of conducting the service design process is to gain insights of generation Y employees' appreciations towards employer. The purpose is to become a better employer with the information collected and improve the current employer brand. The intent is to figure out the current situation and possible issues from employees' perspective that need focus and development.

The idea is to concentrate on how employees of generation Y see the company culture of the case company and what kind of features should be articulated to attract future talent. With this service design process the issues are supposed to be determined with the co-operation with employees and their insights. Hopefully, for example, some core values of working for the case company can be introduced.

In this Chapter, the first three phases are covered and executed. The fourth phase, implementation, is limited out from this thesis. It will be executed later if the case company decides designed internal activities to be necessary and beneficial. However, suggestions for implementation and execution guidelines are introduced.

6.1   Exploration

The base of the exploration phase is to get to know the organization and its principles. Due to the author being employed by in the case company, understanding the goals and the strategy can be assumed to be sufficient. The core values and principles of the organization should be kept in mind during the service design process so that every phase can be felt suitable for the case company. After understanding the case company and its goals, the next thing is to gain information for the identified problem. With the collected data the real problem can be revealed. This problem can be then processed in the subsequent phases.

The sentence completion form was used to find out the qualities of a great workplace according to current employees of generation Y in Ravintolakolmio-ryhmä. Also the characteristics of Ravintolakolmio-ryhmä's employer brand were investigated among both employees and management group to find out if the characteristics are consistent within these two groups. The idea was to collect features that employees value in an employer and to concentrate on them in order to investigate ways to handle those needs and values.

6.1.1 Vision, mission and core values

Ravintolakolmio-ryhmä's vision is to offer a memorable experience to the customer, who will return confidently knowing to receive excellent food and service product every time. The bases of the business activity are: knowing the markets, answering to customers' needs and expectations, restaurants being profiled to owners, having skilled and enthusiastic personnel and quality operations. Ravintolakolmio-ryhmä's five values are

- Customer loyalty - Listening to customers and existing for them. Every decision can be seen on customer's plate.
- Co-operation partner loyalty - Being open, loyal and intent partner, who develops the best practices in co-operation with partners.
- Profitability of operations - Following the strategy of growth and good profitability, which ensures continuity and healthy business.
- Continuous development - Improving, progressing and seeing changes as possibilities, encouraging employees to lifelong education.
- Responsibility - Being responsible employer and requiring responsible business activity from co-operation partners. Developing own operations to become even more responsible.

6.1.2 The context

Employees
The target group of the data and insight collection are employees and shift managers of generation Y. In Ravintolakolmio-ryhmä, 94 of 230 employees belong to this group. There are no statistics how employees are divided by positions or how many work on the floor and how many in the kitchen. Also there are no exact statistics how many works part-time or full-time. Keskinen (2013), however, estimated that approximately 80 - 85 % of employees are working full-time.

Competitors
The biggest restaurant chains were investigated to find out whether they had employer brand propositions in use. The websites and job advertisements were investigated.

Royal Ravintolat (2013) had a brand proposition *"Join the royal family"* that tends to indicate classy restaurants and good team spirit and relationships - we are a family, since the ownership has changed from family business to capital investors.

A&S Ravintolat (2013) is a competitor with private owner. They don't have a particular employer brand proposition, however, they call themselves as *"Finland's leading experience restaurant family"*. This way they take up the fact as being a family owned business and restaurants that offer experiences. The term family might also refer to the importance of relationships and to good team spirit.

The restaurants of Rafla.fi (2013) had a statement to *"Join our restaurant family"*. This proposition has the same family theme as the others. Center-Inn Restaurants (2013) has headlined the recruiting page in a similar way as Rafla.fi, *"Come to work in our restaurant family"*.

Kämp Group (2013) made an exception with its proposition *"Looking for a missing actor"*. Kämp Group (2013) appeals that *"when one part is missing, the entirety is not perfect"*. They take the perspective of energetic team spirit where everyone can play their own part based on employees' skills and desires. Team spirit is still a central issue, however, with different perspective than previous cases that used the term family.

The biggest chains, Restel (2013) and HOK-Elanto (2013) didn't have any particular brand promise or proposition. Both these chains operate also in different business sectors, not only in food and beverage service activities. Also Sodexo (2013) did not provide designated associations on their recruitment webpage.

6.1.3 Sentence completion form for employees and shift managers

The sentence completion form for employees and shift managers of generation Y (Appendix 3) was created in electronic format via Webropol – online survey and analysis software. The form was compiled in Finnish due to the respondents' Finnish background. Electronic forms were available to each respondent via internet connection.

The sentence completion form for employees and shift managers was addressed to everyone who belonged at the moment to generation Y. The form was published via Ravintolakolmioryhmä's Intranet on 29th January 2013. The announcement was at the front page so it could be noticed when signing in. Also a poster about the survey was placed in a social room of each restaurant announcing the possibility to participate to the survey via Intranet or a closed webpage. At first response time was given for two weeks, until 10.2.2013. Because of low amount of responses, the response time was extended first until 22.2.2013 and then finally until 26.2.2013. During the extension time the author collected all the direct email addresses available and approached the focus group via direct email.

The sentence completion form for employees and shift managers of generation Y consisted of four sections: respondent's background information, working life and its meaning for a respondent, features of a great workplace, and the employer image of Ravintolakolmio-ryhmä. The respondent information was created with multiple choice questions and the other sections with sentence beginnings. Altogether the sentence completion form included 45 questions.

The respondent information included 7 questions that addressed respondent's gender, age, duration of the employment, the unit respondent is mainly working for, whether he/she worked at floor or in the kitchen, and the position. The questions about age and position were designed to limit out the respondents that did not belong in the target group.

The second section, working life and its meaning for the respondent examined thoughts about happiness, use of time, issues of succeeding in and affecting the work, things that irritate at work, opinions about benefits and rewards, and motivation factors.

The third section delved into features and dimensions of a Great Place to Work. Respondents were asked to fill in 15 sentences about issues concerning credibility, respect, fairness, pride and camaraderie. Also issues about employee engagement and commitment were dealt with.

The fourth and final section collected respondents' views about Ravintolakolmio-ryhmä as an employer. Respondents were asked to describe factors of employer brand and image associations, employer brand loyalty, current values and personality, and benefits and differentiators.

From the target group of 94 employees, 23 filled up the sentence completion form. That is 24,5 %. 12 of the respondents were women and 11 of them men. 17 of the 23 respondents worked full-time, 4 part-time and one was working as an extra worker, who is called to work when there is a need. Every unit of Ravintolakolmio-ryhmä was represented. This distribution supports Keskinen's (2013) estimation of employments. Most of the respondents were employees, only two answered working as a shift manager. 9 of the respondents said they work at the floor and 11 in the kitchen. One of the respondents worked in other duties, as an office worker. The duration of employment varied. Four of the respondents had been working 0 - 6 months, three of the respondents from 7 to 12 months, five from one to two years. Most of the respondents, nine persons, had been working from two to five years. Only one had longer than five years of employment. The sample of the respondents is descriptive when compared to population.

6.1.4 Sentence completion form for management group

To obtain information on current state of Ravintolakolmio-ryhmä's employer brand, a sentence completion form was created for management group (Appendix 4) which includes CEOs, restaurant managers and executive chefs of each restaurant, Chief Management Officer, and Chief Executive of Development, who is also responsible for Human Resources Management. The purpose of this form was to get data for comparison between management's views and employees' views. Both, management's form and employees' and shift managers' form included similar questions of employer brand. The form for employees was, however, longer and it included also questions about features of great place to work, motivation factors, satisfaction, excitement and unpleasant features at work.

The sentence completion form was created in electronic format via Webropol – online survey and analysis software. The form was compiled in Finnish due to the respondents' Finnish background. Electronic form was available for each respondent through Internet connection.

The sentence completion form for management group was sent as a direct link via email 29.1.2013. Response time was one and a half weeks, until 8.2.2013. A reminder was sent at 8.2.2013 because of only 8 responses. The response time was extended with one week, until 15.2.2013.

The sentence completion form for management group consisted of two sections. The first three questions were about respondent background information, such as age classified by generations, gender and time worked for the case company. The second section collected respondents' views about Ravintolakolmio-ryhmä as an employer. The section was similar with employees' and shift managers' section four. In addition to that, respondents were asked to describe Ravintolakolmio-ryhmä's employee profile. Other questions were the same as the ones in the other form: factors of employer brand and image associations, employer brand loyalty, current values and personality, and benefits and differentiators. The sentence completion form included a total of 14 questions. Background information was collected with multiple choice questions and employer brand section with open sentence completions.

The sentence completion form for management group was sent to 25 members of management group. 15 of them filled in the form. The response rate was 60 %. 13 of the respondents were aged as generation X (born in 1964 - 1979) and two of them belonged to generation Y (born after 1980).

6.1.5 Analyzing the data of the sentence completion forms

All the responses were read through in order to revise the validity of the data, as Hirsjärvi, Remes and Sajavaara (2009, 221 - 222) suggested. None of the responses was disqualified because of inaccurate information.

Qualitative data can be analyzed by dividing the information, for example, by themes, typicality, content specification, discourse analysis and discussion analysis (Hirsjärvi et al. 2009, 224). The data in the sentence completion forms was analyzed and divided into themes and typicality with Excel. Every beginning of a sentence was on an own Excel sheet and all sentence completions were processed under the question. The sentence completions were classified first according to themes. When a feature was mentioned for the first time, it was written down to the Excel sheet and marked with x. If an already given completion or feature was mentioned again, it was marked with another x. Figure 8 below presents how the analyzing was executed.

Kysymys 4							
Rekrytointitilanteissa Ravintolakolmio-ryhmässä suositaan henkilöitä, jotka...							
Henkilön piirteet							
Postitiivinen henkilö	x	x	x	x	x		
Pirteä/ innokas henkilö	x	x					
Sopiva henkilö ryhmään	x	x					
Vakuuttava henkilö (asenne/ olemus, reippaus)	x	x	x	x			
Ahkera	x						
Joustava	x						
Ammattiosaaminen							
Hyvä/ monipuolinen työkokemus	x	x	x				
Ammatillinen koulutus	x	x					
Hyvät suositukset saanut	x	x	x				
Suomen kielen taito	x						
Kiinnostus alaa kohtaan	x						
Ammattitaitoinen	x	x					
Asiakaslähtöinen	x						
Muut							
Miellyttää haastattelijaa	x						
Suhteiden kautta - jonkun tuttu	x						
Haluaa RK-ryhmään töihin	x						

Figure 8: Analyzing the sentence completions with Excel

After processing each question and its answers, all the question pages were printed out. The most typical and repeated answers were highlighted, and similarities between themes and questions was examined (Illustration 1).

Illustration 1: Finding themes and typicality between sentence completion answers

The data in the sentence completion forms was analyzed and classified in many ways. First, the results were classified based on the Great Place to Work dimensions (Figure 5). Themes and answers were divided according to whether they belonged under credibility, respect, fairness, pride, camaraderie or trust. If the sentences fit different headlines, they were put under both. This procedure revealed critical issues and ways to improve different sectors.

Another way of dividing the answers and themes was based on repetitiveness and typicality. Certain themes were repeated in different questions throughout the sentence completion form. These themes were meaning of co-workers and work atmosphere, meaning of customer satisfaction, rush, education, training, and self-development and feedback. While analyzing the data it was noticed that themes were similar in both classification methods. In the Figures below (Figure 9 and Figure 10) examples of both analyzing methods are presented. The x af-ter a feature means that it has been answered again by another respondent.

Omissa työtehtävissäni haluaisin enemmän...						
Vastuu	x	x	x	x		
Oman osaamisen kehittäminen	x	x				
Luottamusta ammattitaitoon						
Kunnioitus						
Työpäivän aikana koen onnistuneeni, kun...						
Saa hyvää palautetta	x	x				
Hyvää palautetta työkavereilta/ esimiehe	x	x	x	x		
Negatiivinen palaute auttaa kehittymään						
Eniten työssäni minua ärsyttää...						
Riittämättömyyden tunne						
Luottamuksen puute - kykyihin ei luoteta						
Palautteen vähäisyys						
Minua motivoi eniten hoitamaan työni hyvin...						
Palaute esimieheltä	x	x	x			
Kannustus	x	x				
Luottamus työhöni esimiehen taholta	x					
Tunne, että minua kuunnellaan						
Mahdollisuus vaikuttaa päätöksiin, jotka koskevat omaa työtäni						

Figure 9: Analyzing the data - Example of division on respect

Omissa työtehtävissäni haluaisin enemmän...															
Tarjoamaan räätälöidympää palvelua															
Aikaa keskittyä asiakaspalveluun	x	x	x	x											
Stressittömyyttä															
Työpäivän aikana koen onnistuneeni, kun...															
Asiakas on tyytyväinen - kiittää	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Eniten työssäni minua ärsyttää...															
Kiire - aika ei riitä hoitamaan asiakaspalvelua	x	x	x	x											
Minua motivoi eniten hoitamaan työni hyvin...															
Palaute asiakkailta	x	x													
Asiakkaat	x	x													
Halu tuottaa asiakkaalle hyvä kokemus	x														

Figure 10: Analyzing the data - Example of division on customer service

The analysis revealed contradictions between actions and feelings. Certain themes were motivating, and employees were satisfied with them, but at the same time, these categories needed more focusing, and methods for developing the current situation were wished for. The analysis gave the direction to work on concrete tools and methods to use on following internal issues.

To work on up keeping the great work atmosphere in order to have a defined work culture. (Camaraderie, credibility, pride)

- *"I usually become happy when I can accomplish my work in a good work environment, with nice co-workers and with competent supervisors."*
- *"I am motivated to conduct my work well by positive work atmosphere with other co-workers."*
- *"In order to enjoy my work better, it should offer activities at work and at spare time to improve team spirit."*
- *"The meaning of co-workers to my work is the biggest."*

To work on improving internal communication and feedback. (Credibility, respect, fairness)

- *"During the workday I feel succeeded, when I get positive feedback and I am myself satisfied to my work and its quality, also negative feedback affects positively to my work because it helps me to improve my work to better direction."*
- *"When I have succeeded in a duty, I would like someone to say THANK YOU, or even get some positive feedback."*
- *"In my opinion the communication at my workplace is ok, however, there is a place for improvements, for example between employees and supervisors."*
- *"In the workplace of my dreams, there is given feedback."*

To work on bringing out suggestions on customer satisfaction by internal activities as a motivator of employees and as being one of the case company's values. (Fairness, pride, credibility)

- *"I am motivated to conduct my work well by customer satisfaction and that they leave our restaurant happy."*
- *"In order to enjoy my work better, it should take one employee more per shift, so customers could be served better and work conducted more careful."*
- *"At work I feel myself important when customers smile."*
- *"I feel proud at work when customer is satisfied or I can fulfill some special wishes of customers."*

Concentrating on improving these contradictions supports building a consistent employer brand. These categories are focused on to create internal activities in a workshop. The categories are already strengths of Ravintolakolmio-ryhmä but at the same time they need support to stay consistent and strong. Most motivating and engaging attributes should emerge as clear and self-evident themes when working for Ravintolakolmio-ryhmä.

6.1.6   Defining the problem

As Stickdorn and Schneider (2010, 128 - 129) described, the problem needs to be redefined after collecting the empirical data from the target group. The original problem that was defined before collecting the data was to find out 'what are the qualities of a great place to work according to current employees of Ravintolakolmio-ryhmä'. Also features of Ravintolakolmio-ryhmä's employer brand and image associations were investigated from both employees and management group point of view to find out if characteristics were consistent within these two groups. However, the data of the sentence completion forms revealed more detailed results of the case company than overall results of great workplace features. The data also articulated that employees appreciate their employer. Concentrating on how to build features employees value is unnecessary. The data opened a new problem to work on; How to strengthen most valued and motivating themes of employees to support employer branding?

The most valued themes were developed and strengthened during the next phases of service design process. The service design process was started with an affinity diagram, and image associations and characteristics were analyzed and grouped with it. The problem was also approached from another direction and a workshop was arranged to work on concrete tools and methods on work atmosphere and organizational culture, internal communication and feedback, and customer satisfaction. The workshop approach supports the employer branding work and concentrates at the same time on the issues to improve the Great Place to work dimensions.

6.2   Creation

The creation phase was about ideation and concept design. In this phase the newly defined problem about the lack of consistency in Ravintolakolmio-ryhmä's employer brand was generated and different solutions to main weaknesses were developed. After analyzing the empirical data the ideation and idea generation was started. In this phase, all the collected characteristics of Ravintolakolmio-ryhmä as an employer were processed with an Affinity diagram and SWOT-analysis. A workshop was also arranged to ideate concrete actions in order to improve issues that came up from the empirical data gathered in the previous phase.

6.2.1   Affinity diagram

The data of sentence completion forms were processed with Excel and the Affinity diagram was made with sticky notes based on Excel analysis. In the Affinity diagram all the verbatim quotes or summarized information is written out into Post-it notes. One Post-it should contain only one point. Different colors, shapes and sizes can be used to define certain information. (Adams et al. 2007, 156.) These notes are read out loud and attached to the wall so everyone can see them. Every member of the team together divides the notes to different groups how they feel is best. Groups can be changed during the session and there can be different number of notes in groups. All the groups are given headers that describe that group well. If there are similar groups they can be given a super header to describe those groups further. While creating this affinity diagram, a lot of design ideas and solutions may merge. These ideas should be collected to their own post-it notes for later use.

The Affinity diagram was built two times: first by the author who was familiar with the research data and the context of the characteristics (Illustration 2), and secondly by two persons from the top management of Ravintolakolmio-ryhmä, and one employee (Illustration 3). When the context of the attributes was not familiar it was noticed that the characteristics were divided more based on how things should be. The attributes were seen from customer, financial and employee perspectives. This showed that when building an Affinity diagram it is required that the data and the context are known to get ideation to start.
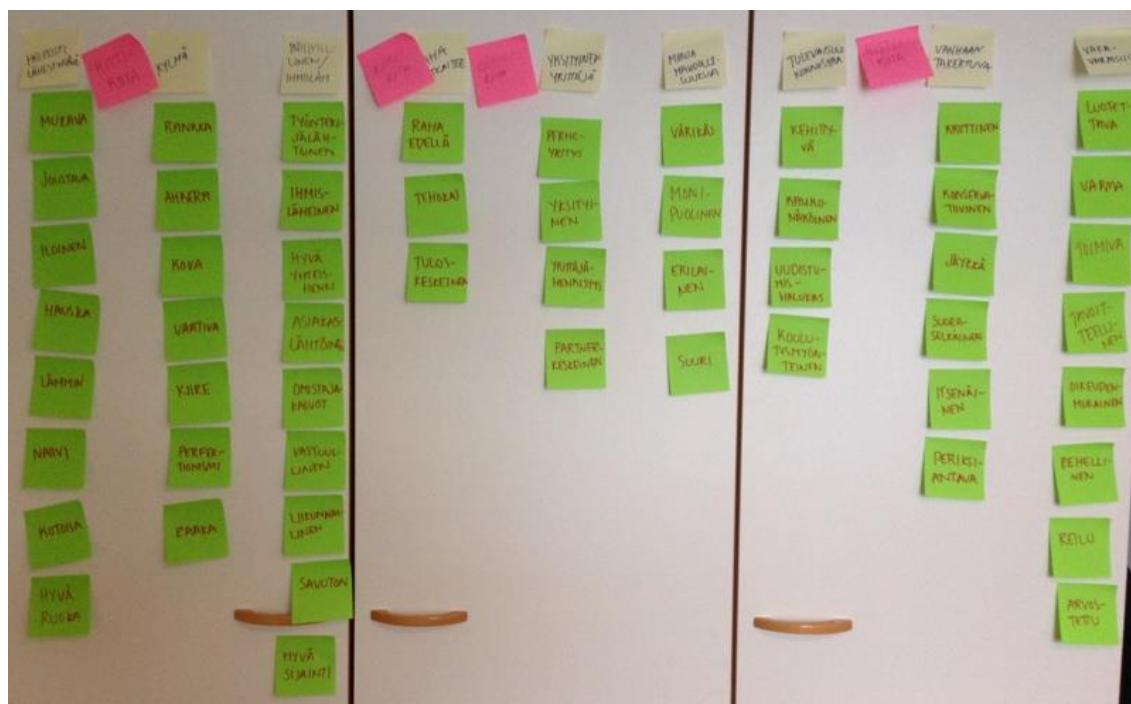
Illustration 2: Affinity diagram by author
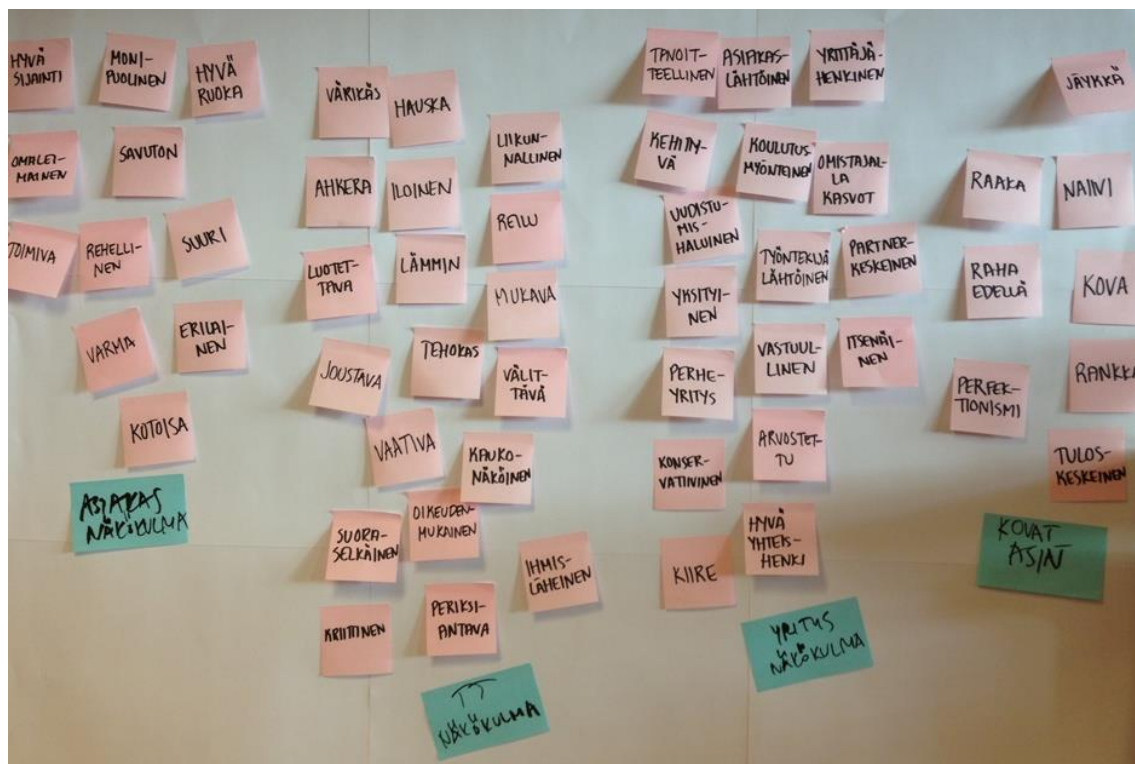
Illustration 3: Affinity diagram by top managers and an employee

6.2.2   SWOT-analysis

After inserting the characteristics of Ravintolakolmio-ryhmä introduced in the sentence completion data to the Affinity diagram, they were categorized with a SWOT-analysis (Table 4). The characteristics were considered according to whether they were strengths, weaknesses, opportunities or threats. They were also considered from the employer branding perspective and how the characteristics should be seen when creating the employer brand proposition. The questions asked when conducting the SWOT-analysis were should the characteristic be dealt with more, was it strong already, should it be improved and how it would affect the consistent employer brand. The categorization helped analyzing the feelings of the employees and reacting on them as well as builds on the earlier information of contradictions.

STRENGTHS	WEAKNESSES
Flexible, happy, fun, warm, cosy, good food, hardworking, demanding, **employee-oriented, human-oriented, good team spirit, customer-oriented,** responsible, athlete, smoke-free, efficient, private, family-business, developing, farsighted, education-oriented, straight-backed, trustful, secure, functional, fair, honest, impartial, respected	naive, harsh, cruel, **money-driven, profit-oriented,** conservative, tense, up-giving,
OPPORTUNITIES	THREATS
employee-oriented, responsible, great location, **colorful, versatile, different, big, owners with faces,** goal-directed, **fair, honest, impartial, trustful**	Rough, **rush,** perfectionism, **efficient,** part-ner-oriented, **critical,** independent, goal-directed, demanding

Table 4: SWOT-analysis of Ravintolakolmio-ryhmä's employer brand characteristics

As strengths were seen flexibility and themes of happiness and fun. Also human-oriented features were considered as strengths. However, there is a contradiction between human-oriented attributes and money- and profit-driven attributes which are categorized as weaknesses in this context. Strengths include also attributes that refer to longevity, such as developing, farsighted, educational-oriented and secure. Among money and profit-driven attributes, as weaknesses were listed being naive, harsh, cruel, tense and up-giving. These attributes describe that there might not be much room for creativity.

Opportunities were listed using the Great Place to Work model (Figure 5). Characteristics that described features from the model were considered as opportunities since they are not self-evident and at the same time they motivate and engage employees to enjoy working for the company. There were characteristics such as fair, honest, impartial and trustful those refer to the model. Also colorfulness, versatility and difference were considered as opportunities. These characteristics should be brought out since there are not that many family or private businesses in the food and beverage service activities with many different restaurants that can work without chain management and make individual decisions. Owners with faces belong to the same theme with private owners, and it is an opportunity with both employees and customers. Employees are able to work with the owner and top management close to them and customers are able to see who is in charge in serving them.

As threats were seen, for example, the rush that contradicts the most motivating attribute of employees: offering customers a satisfactory visit. Also attributes like effectiveness, perfectionism, roughness, goal-directedness and criticality can cause problems and kill the creativity if they are too much in use.

The contradictive characteristics are marked with bold text. The characteristics written with red font are the ones to be concentrated when creating the employer brand proposition. The red attributes were either mentioned several times or support the differentiation from competitors.

6.2.3 Workshop

BusinessDictionary (2013b) gives a definition for workshop to be a "training class or seminar in which the participants work individually and/or in groups to solve actual work related tasks to gain hands-on experience." Workshops are used to structure and allocate information, and to generate ideas in different phases of service design process. (Aalto yliopisto 2013.)

After processing and analyzing the data, ideation workshops were arranged on 26th March 2013. Idea generation is a collection of different ideation techniques that service designers use, for example, to inspire group brainstorming sessions. It can among other things consist of simple exercises to stimulate group discussions. Techniques used are supposed to focus on generating momentum of reflection during the group discussion sessions. The most important thing is to learn to use the right technique in the right situation and to abandon the technique that is not leading to results. (Sticdorn & Schneider 2010, 180.)

Service design methods are appropriate methods in workshops because they integrate people with different knowledge and experience across the organization. When people from several levels of the organization are involved, it is ensured that everyone is on board and supportive in making changes happen and accept the decisions made. (Mortiz 2005, 59.) There were 11 participants and the author as a facilitator in the workshop. All the levels of employment were represented; employees (a waiter, a cook and a sales assistant), shift managers and key managers (from both kitchen and floor) and one partner.

The workshop was started with a small presentation as an orientation to the subject. The most critical findings from the empirical data were presented to provoke discussion. Participants were divided into three teams so every team could concentrate on one theme. Themes were work atmosphere, communication and feedback, and customer service.

6.2.4   Brainstorming

The workshop was started with brainstorming. The idea of brainstorming is to develop a large number of ideas on one issue. Participants are encouraged to have wild ideas and criticism should be avoided. An outside member with some expertise can be invited to brainstorm in order to provoke inspiration and have outside perspective in the ideation process. (Moritz 2005, 210.)

At first everyone had ten minutes time to think about the theme and experiences, problems or ideas within the theme. Every idea and problem that came into participants minds was written on a Post-it note. One idea or problem was written to one Post-it note. After this, teams had time to discuss their ideas and findings and start brainstorming. During the brainstorming, Design Principles Generation method (Figure 11) was used. All the ideas and problems from the previous phase were discussed and gathered as insights together. Duplicates were removed and text added so everyone had the same understanding of the insights. These insights were used as a reference for brainstorming to generate design principles. Design principles are actionable, forward-looking perspective statements. After generating a large number of design principles the team narrowed them down to three to ten high-level design principles. (Kumar 2013, 189.)
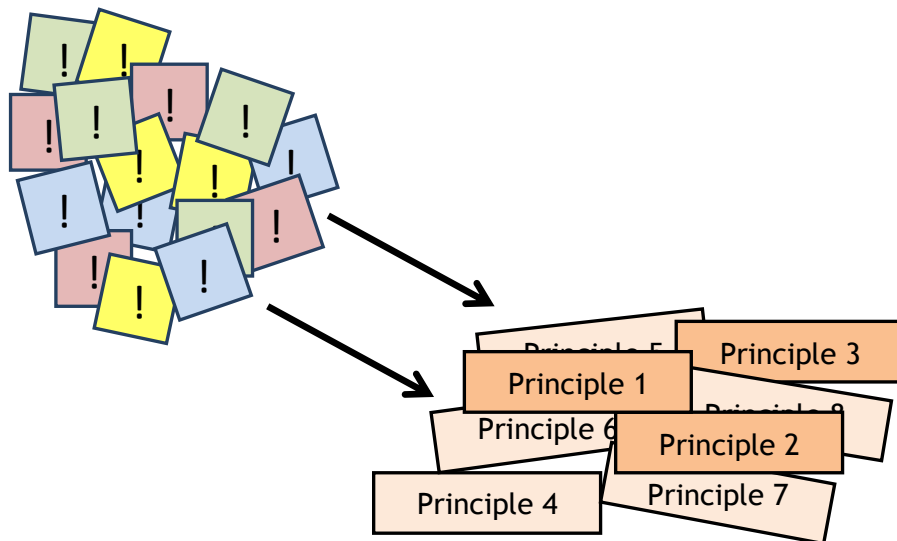
Figure 11: Design Principle Generation method (Kumar 2013, 189)

After brainstorming the ideas and finding the design principles, those were developed further with Brain-writing technique (Figure 12). Brain-writing is a variation of brainstorming which makes it possible to take one step further. People in a team write down few different ideas. The sheets are given to the next person, who selects one of the ideas and develops few new ideas based on that. It can also be done so that the next person continues with each idea and develops them further or combines ideas. The sheets are then given to the next person again. Usually the sheets are circulated through three or four persons. (Moritz 2005, 2011.)

BRAIN-WRITING			
Idea	Idea 1	New idea	New idea	New idea
1			
2			
3			
4			
5			

Figure 12: Brain-writing form

Brain-writing was considered an effective tool to generate ideas. None of the participants had used the technique before even if brainstorming was familiar. Brain-writing technique helped deciding which idea had most thoughts around it. It also helped members of the teams to decide which idea seemed to have most potential to start the concept design with.

During the brainstorming with different techniques, several ideas were generated and discussed. The ideas were discussed and developed together. Every team explained to others what they had been discussing and ideating. There were multiple ideas, such as

- Ravintolakolmio-ryhmä's Olympics as an activity to maintain working ability
- Concentrating on a common goal
- Arranging bigger events to improve sales - theme weekends etc. where everyone could contribute based on own interests and strengths. Those could be perhaps set up as contests between restaurants of Ravintolakolmio-ryhmä: which restaurant increases sales most with common ideation process and investments
- Incrementing the knowledge of human nature through education
- Customers feeling being part of the same community with employees
- Ideology of coziness - being a big family
- Feedback competitions - prices for best/funniest/most feedback
- Ideology of one feedback per day
- Duties circulation and getting to know work of others (kitchen/floor)
- The units who get better results of work satisfaction could train other units and tell what they do differently

Based on feedback gained from others and their own ideation process every team chose one direction and internal activity to continue into reflection phase.

6.3   Reflection

Reflection phase is about building the ideas and concepts based on the earlier creation phase. After brainstorming, Brain-writing and discussions in the workshop, each team continued with one internal activity they had ideated. The activities were illustrated by using Storyboards. After the illustration, Internal Activity Canvas was filled to consider the activity from different perspectives.

Team number one concentrated on maintaining the great work atmosphere and developing it in order to have a defined work culture. They brought their idea of Ravintolakolmio-ryhmä's Olympics to reflection. The concept was to have Olympics each autumn after busy spring and summer holidays and before rushed Christmas season. The concept was designed to involve the whole Ravintolakolmio-ryhmä and strengthen team-spirit on a group-level. The influence would extend also to restaurant levels since every sport or contest of the Olympics would be decided and organized by personnel of each restaurant. Team #1 thought doing things together would be more beneficial than regular evenings spent together or watching a movie. The

Olympics could be ideated further with more participants in order to address different needs of different employees.

Team #2 focused on improving internal communication and feedback. Their final activity was called Feedback board. The idea was to build a board in each restaurant as a platform to give and to get feedback. The board would be placed to personnel's use in social spaces or hallways where everyone could see it during their normal working day. The board would be focused on positive feedback and issues to improve communication. The board can be used, for example, to show customer feedback, greetings, photos and bulletins. It would allow every employee and manager to say how they have been feeling during the day and what others need to know. It lowers the threshold to give feedback.

It would also offer the possibility to be heard. If one is not comfortable with speaking out loud, give compliments or utter improvement suggestions, it might be easier to write them on the board. The notes will be seen, even if an employee will not be working at the same time with his superior or colleague. In food and service beverage activities working hours can vary and everyone is not working in same shift and cannot meet each other at work every day.

The team #3 delved into bringing out suggestions on improving customer satisfaction by internal activities. Their focus was to achieve great feeling to the work environment as an organization culture. If the atmosphere among employees is great and they have fun while working, it will be conveyed to customers and they will enjoy the visit more. The team believed that this also have a positive effect on sales and profits.

In their work the team three concentrated on how to achieve the positive and great feeling in the work community. They had several ideas, for example, training. They preferred external instructor who would focus on encounters with customers and active training methods such as role play and or collective idea generation. Also training for managers on team spirit creation, and themes around Great Place to Work model were suggested. Team events outside the work should include activities instead of regular social evening around drinks and food. "Doing things together makes it easier to get to know colleagues and their strengths and desires".

6.3.1 Storyboard

Each idea that was chosen for further development and conceptualization was visualized us-
ing Storyboards. A Storyboard is a series of drawings or pictures that visualizes a particular
sequence of events forming a story. It can be a situation where the service or activity is used,
or hypothetical implementation of the service or activity prototype. Contextual details are
good to include into the story so that it is easy to grasp what is going on. The aim of the Sto-
ryboard is to gain insights to the user experience. (Stickdorn & Schneider 2010, 186.)

Illustration 4: Storyboard of Ravintolakolmio-ryhmä's Olympics

Storyboards were made by using pictures from magazines, marker pens and Post-it notes.
Each team created their own Storyboard which was introduced to others at the end of the
workshop session. The Storyboards showed how the new internal activity would work and
what kinds of feelings are caused. They illustrated how the problem of the theme would be
solved and what influences caused in a long run.

6.3.2   Internal Activity Canvas

After the illustration of a Storyboard reflecting the activity, an Internal Activity Canvas was created from each concept (Figure 13). The internal activity canvas was created based on Business Model Canvas and Customer Journey Canvas. The critical elements were added and unnecessary ones removed. The purpose was to scrutinize the internal activity from every necessary perspective which will have an effect in the implementation. According to Kumar (2013, 13), implementation phase concentrates on defining strategies and tactics and developing initiatives. The idea of Internal Activity Canvas is to support those policies in the next phase. Each activity was considered by its influence on

- Value proposition
- Employee experience
- Customer satisfaction
- Great Place to Work dimensions
- Employer brand
- Communication
- Key activities
- Key resources
- Financial resources
- Measurement methods

Figure 13: Internal Activity Canvas

Each team filled in the Internal Activity Canvas. They reflected the activity from different perspectives and from different business functions. Illustration 5 shows an example of how Internal Activity Canvas was used. The method was successful and helped to consider if the activity was usable or needed still some improvements. Also participants in the workshop commended how it helped them to see the activity as a bigger picture. It also eases the implementation phase since the resources and activities needed are already thought about. Together with the Storyboards the package to take forward is clear.
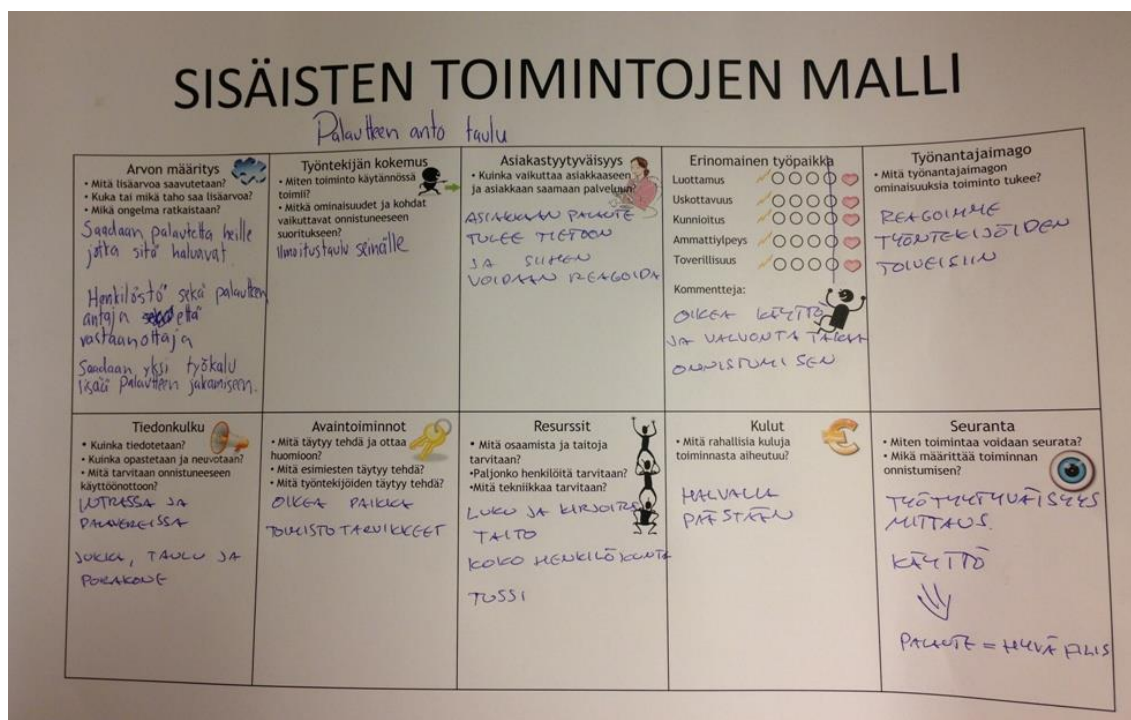
Illustration 5: Internal Activity Canvas of Feedback board

6.4   Suggestions for implementation

The implementation phase is about testing the service concept. The service concept is exercised by a clear communication including emotional aspects of the service or activity - the desired experience. The motivation and engagement of employees is crucial in order to ensure sustainable implementation. This is why involving employees to the service design process from the beginning is necessary. (Stickdorn & Schneider 2010, 134.) The implementation is scoped out from this thesis. It will be carried out after the findings and suggestions are presented to the strategic management group of the case company. After that the implementation phase is supposedly launched.

The service design process used in this thesis has involved employees in every phase. In the exploration phase, they were able to answer to sentence completion forms, and the workshop was conducted to cover the creation and reflection phases - from ideation to concept design. It is advisable to involve employees to implementation phase also. The feedback of using the service design process, methods and tools has been positive and inspirational.

The Feedback board could be implemented as it is. It does not have particular costs and the structure of the activity is clear. The concept could be presented to the personnel via Intranet and in the personnel meetings. Also the team who ideated the board could be involved so it is obvious it is designed by employees of the Ravintolakolmio-ryhmä. Also the results from the sentence completion forms should be presented since the ideation process and the need for improved feedback came up from the empirical data. In other words, employees have created an activity that solves employees' problem.

The Ravintolakolmio-ryhmä's Olympics and the great feeling at the workplace could be implemented after further development. These concepts are more complex and need more resources to take place, so through involving employees to further development process, the implementation could be completed. The suggestion is to arrange another workshop, where the participants would cover different personalities and duties of Ravintolakolmio-ryhmä's employees and managers. There should be participants from every level of the organization with different backgrounds, people with families, younger and older people and people with different interests. With the diverse group of people Olympics that serve different needs of employees would be created. With this workshop it would also be easier to achieve a concrete model to be used in achieving a great feeling to be prevalent in every unit of Ravintolakolmio-ryhmä. Involving a diverse group of employees to further ideation, the concept implementation would also be easier. It would be partly adopted by employees already before the implementation.

7   Empirical results

Chapter 7 discusses the purpose of the service design process from employer branding perspective. In this Chapter the results of service design process are examined by employer branding framework (Figure 2). Also the findings from sentence completion forms are discussed from employer branding perspective (Table 5).

Employer Branding	Employees	Management Group
Employer Brand Associations and Employer Image ↓ Employer Attraction	Mostly unclear. More negative than positive associations. Employee-orientation is a positive feature.	Mostly the company is not known beforehand. More negative than positive associations.
Organization identity and Organization culture	Based on emotions and everyday actions. Characteristics of operations. Most stated: trustful, diverse, rushed, good quality and fairness.	Based on company values and company functions (How it is said in the manual). Most stated: family business, demanding, continuous development, employee-oriented, diversity, good benefits for personnel.
Employer brand loyalty	Based on functional values. Few mentions of emotional values.	Based on functional values. Management group believed emotional values being the reason for their deeper commitment when compared to employees and shift managers.
Employee productivity	Service design process was created and workshop arranged in order to develop and strengthen internal activities around emotional values. Increment of emotional values at everyday work should strengthen and unify employer branding and that way impact the employee retention and employee productivity.	

Table 5: Empirical results of employer branding framework

7.1   Employer brand associations, employer image and employer attraction

Employer brand associations, employer image and employer attraction are in the core of potential employees' feelings. Potential employees have associations of the company and based on these associations they form an employer image. This determines how attractive the employer is seen. (Backhaus & Tikoo 2004, 504 - 505.) Since the group of potential employees

was scoped out from this thesis, these aspects were measured only by asking the respondents to fill in a sentence "The image of Ravintolakolmio-ryhmä before I started to work for the company was..." Respondents were also asked to describe if the image had changed after starting to work for Ravintolakolmio-ryhmä.

The results of sentence completion form (Figure 14) revealed that employer brand associations and employer brand image needed improvements in order to gain employer attraction. The data showed that 58 % (11 persons) of respondents did not know Ravintolakolmio-ryhmä before applying or did not have any employer image of the organization. If the respondent had an employer image it was more often negative than positive. It was said, for example, that several job advertisements gave the feeling of high turnover of employees, company was felt old-fashioned and the company to be weak and small. As a positive feature employee-orientation was mentioned.
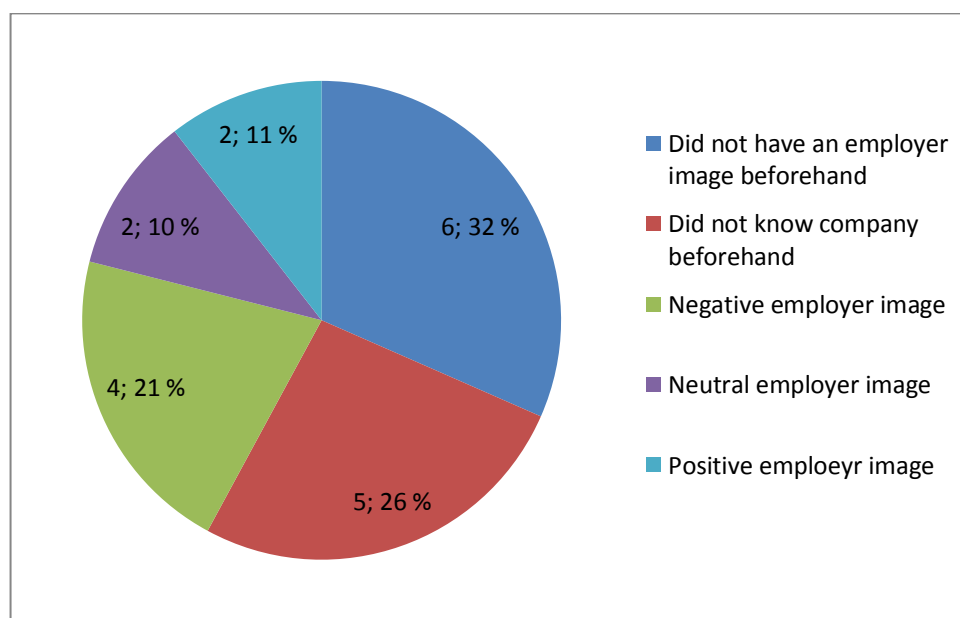
Figure 14: The results of employer image perceived by employees and shift managers

The sentence completion form for management group had similar results (Figure 15). 20 % (3 persons) of respondents did not know Ravintolakolmio-ryhmä beforehand and 13 % (2 persons) did not have any employer image before working for the company. 33 % (5 persons) considered the image negative before working for the company. They had an image about too hard working company; there would be too much work to handle and the mentality would be quantity over quality. Also associations of inconsistency and confusion were mentioned together with the feeling of old-fashioned company. It was also implicated that all the power and decision-making was in the hands of the owner family. There were no pure positive associations. One respondent mentioned employee orientation among few negative associations.
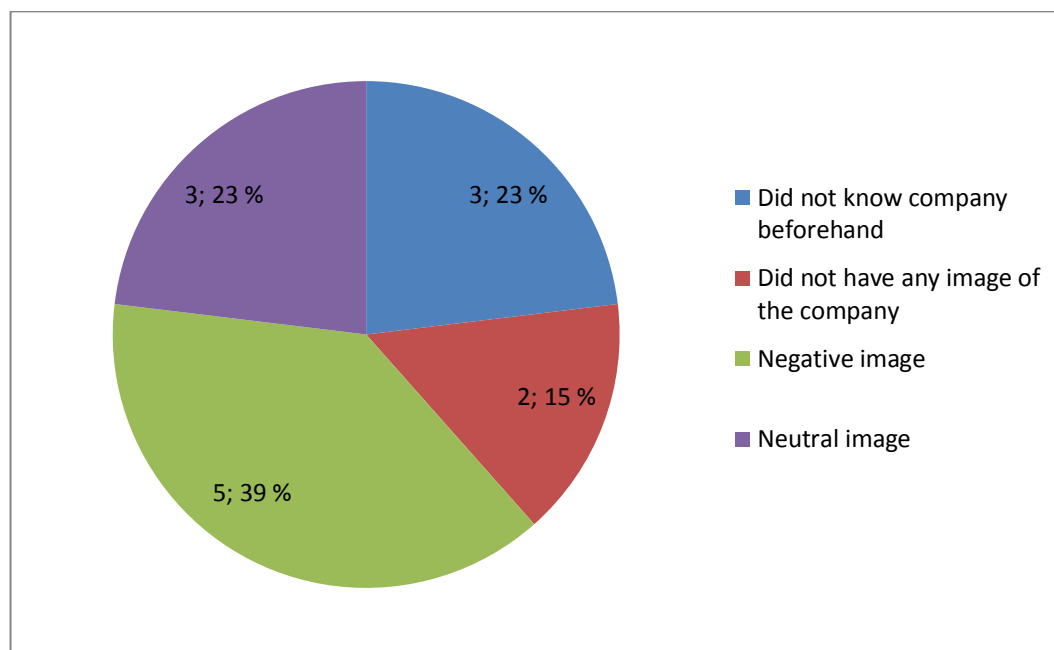
Figure 15: The results of employer image perceived by management group

However, almost every respondent in both groups were surprised positively and the image had turned into positive direction after starting to work for Ravintolakolmio-ryhmä. Only one respondent from management group and two respondents from employees and shift managers did say that the image had remained the same as before when working for the company. The findings of employer brand image were surprising and that was one of the starting points to conduct workshops to strengthen the motivating activities inside the organization in order to gain attractiveness and positive associations externally.

7.2   Organization identity and organization culture

According to Backhaus' and Tikoo's (2004, 504) framework of employer branding (Figure 2), organization identity, and organization culture mediate between employer branding and employer brand loyalty. Organization identity is an external association and organization culture an internal association of the organization reality.

Issues related to these topics were felt inconsistent according to the data in the sentence completion forms. For example, when asked to complete the sentence of identifying characteristics of Ravintolakolmio-ryhmä, the completions dispersed from great atmosphere to functionality and from caring customers to organizational values. It was allowed to mention several characteristics and also negative ones were asked to add. Almost every characteristic differed from others. In the data of employees and shift managers, there were two character-

istics that were mentioned four times: trustful and diverse. Two characteristics gained three mentions: rushed, good quality and fairness. In the data of management group, the mostly mentioned characteristics were family business (33 %, 5 persons), demanding (27 %, 4 persons) and continuous development (27 %, 4 persons), which is also one of the company values. Characteristics such as employee-oriented, diversity of restaurants, and good benefits for personnel gained three mentions each. Among these, there were several other characteristics that are analyzed more profoundly with Affinity diagram and SWOT-analysis in sections 6.2.1 and 6.2.2.

Characteristics between employees and shift managers, and management group varied. Employees and shift managers concentrated more on adjectives and emotions (trustful, rushed and fair). Management group mentioned characteristics that are company values or company functions. Only the diversity of restaurants was mentioned several times in both groups. This indicates to a situation where things are said but not acted on. The purpose of the service design process was to focus on this notion of inconsistency in order to obtain consistent work and organization culture. The consistency would also affect employer image and attraction, and employer loyalty. The internal activities created in the workshop concentrated on tightening the organization culture, and that way on employees, who in the end are the organization brand that customers see and relate to.

These results and former analyzes indicated that most mentioned characteristics should be taken into consideration when forming the employer brand proposition to Ravintolakolmio-ryhmä. Also the characteristics that were classified as opportunities in the SWOT-analysis based on Great Place to Work dimensions should be concentrated on. These characteristics were concentrated on in the workshop by strengthening them with internal activities.

7.3   Employer brand loyalty

Employer brand loyalty is about commitment to the organization and accepting the organizational goals, values and principles (Backhaus & Tikoo 2004, 505). The data of sentence completion form for employees and shift managers indicated that functional values, such as salary, benefits and training are already well accepted and appreciated. Benefits for personnel including wide occupational health care and possibility to rent an apartment were mentioned in 70 % (16 persons) of responses when asked why to commit as an employee to Ravintolakolmio-ryhmä. Also the possibility to training and education got support in 3 responses. Other functional values that were mentioned were the possibility to change job between units, working hours, salary and gained work experience. Emotional values were mentioned only in 4 responses; one respondent thanked colleagues among benefits for personnel, another respondent, a shift manager, said that he has taken part in decision-making, one was happy

that her work was appreciated among benefits for personnel and fourth was happy to be part of an appreciated company.

Management group believed also in functional values on why to commit to Ravintolakolmio-ryhmä as an employee. 53 % (8 persons) said in their response that benefits for personnel were the main reason on commitment. 27 % (4 persons) brought up training and education. 27 % (4 persons) trusted that secure and trustful employer is one of the main reasons to commit. Characteristics such as good reputation, possibility to have an influence on issues, co-workers, and desirable style of management got all two mentions among management group.

As it can be noted, functional values are appreciated and mostly first in respondents' minds when thinking about reasons to commit as an employee to Ravintolakolmio-ryhmä. In both groups there were sporadic mentions concerning emotional values. However, management group believed more in emotional values that employees and shift managers of generation Y.

The service design process concentrated on the issue of emotional values by developing internal activities supporting the need of them. Emotional values are more adapted in some units than in others. Unifying and investing in these issues it could be widened to cover the entire group and its policies in order to affect the Great Place to Work dimensions (Figure 5).

Employer loyalty was examined also by asking employees and shift managers to complete a sentence about what they tell to their friends about Ravintolakolmio-ryhmä. 65 % of mentioned issues were based on positive things, such as good service and food, great customers, good benefits for personnel, nice colleagues and enjoyment of the work. 16 % of mentioned issues were negative, for example, how there are some weaknesses, continuous rush and some choices of some persons as managers are weird. 17 % of mentioned issues were based on operational things such as the restaurants, funny situations or the routines of restaurants. These results indicated the positivity and appreciation towards the employer.

7.4   Employee productivity

All the findings presented in this Chapter 7 noted that functional values are in a great level at Ravintolakolmio-ryhmä. The employer is already appreciated and employees consider Ravintolakolmio-ryhmä as an appreciated employer in the food and beverage service activities. However, emotional values were noted to need more focusing on. Emotional values were also seen most motivating issues at work.

The findings and the development work conducted during the service design process was aimed at employee productivity, which is essential for employer branding when attracting potential employees. Employer branding needs to be consistent with the reality in order to work effectively and increase employee retention and productivity. When all these aspects are considered and they work consistently, employees are motivated and enjoy working for the organization. This increases customer satisfaction and brings Euros to the cashier.

8   Conclusions

The purpose of the thesis was to find out how employer brand and great workplace are per-ceived by generation Y employees. The empirical part was executed by using the service de-sign process to collect empirical data, analyze it, generate ideas, and to create internal ac-tivities in order to strengthen emotional values in organization culture. The empirical data was collected using a sentence completion form to gain answers to sub-questions of the em-pirical part, and to find out the real problems to concentrate on. The sentence completion forms were designed for employees and shift managers of generation Y, and for the manage-ment group. The purpose of the sentence completion form to employees and shift managers was to gain insight of employees' thoughts about the features of great workplace, motivation factors, satisfaction at the moment, issues of excitement, unpleasant features at work, and the employer brand features of the case company. The sentence completion form for man-agement group included similar questions about the employer brand of Ravintolakolmio-ryhmä as the sentence completion form for employees and shift managers.

8.1   Answers to research questions and sub-questions of empirical part

The essential part of this Master's thesis is to answer to the main research question and sub-questions of the empirical part. The paragraphs below present the answers that came up dur-ing the service design process. In addition to main research question, there were three sub-questions.

How is Ravintolakolmio-ryhmä's employer brand perceived by generation Y employees?

Ravintolakolmio-ryhmä's employer brand was found out to be based mostly on functional val-ues, such as benefits for personnel, occupational health care, and training and education. These issues were highly appreciated among employees of generation Y and had an impact in the commitment for Ravintolakolmio-ryhmä. However, the data in the sentence completion forms revealed that most motivating features at work are based on emotional values, such as work atmosphere, internal communication and feedback, and customer satisfaction. Accord-ing to the data, these issues were incoherent and lacking at the group-level, thus needing improvements in order to gain consistency.

The findings support deChernatony's (2006, 8) idea of brand triangle (Figure 3), where the initial concern is in functional values. Second level is emotional values that can be derived from Great Place to Work model (Figure 5). These both levels have to be in order and accept-ed by employees. After that the third level, promised experience - what the brand has to of-

fer, can be formulated to attract employees, who consider the company as a whole and evaluate it based on these levels.

Ravintolakolmio-ryhmä's current state of employer image was examined by asking employees and shift managers of generation Y, and management group, how they had felt Ravintolakolmio-ryhmä as an employer before they worked for the organization. The results were surprising due to the mostly negative employer associations and lack of acquaintance. These findings proved that some improvements for everyday actions should be carried out to improve employer attraction. Even if the company is appreciated in the food and beverage service activities, and is known for exquisite benefits for personnel, most of the potential employees might not even know that the company exists or cannot conclude which restaurants are parts of the group, or perceive it being an unattractive choice.

How to include Great Place to Work dimensions to Ravintolakolmio-ryhmä's everyday actions?

Overview of the data in the sentence completion forms gave the understanding that employees are mainly satisfied and appreciate Ravintolakolmio-ryhmä as an employer. When analyzing the data in the sentence completion forms more deeply, it revealed contradictions between feelings and actions. Certain themes were motivating, and employees felt them satisfactory but at the same time these categories needed tools and methods on maintaining and development. The categories were not self-evident. The analysis gave the direction to work on the work atmosphere, internal communication and feedback, and customer satisfaction by internal activities. Concentrating on improving these contradictions of most motivating emotional values, creating a consistent employer brand is sustained.

As Haavisto (2010, 35) and Anantatmula & Shirvastav (2012, 22) had examined, the social aspects of the job make the work enjoyable. Especially camaraderie between colleagues and getting along with closest workmates are the most important factors at work. This emphasizes new attitudes towards the relationships between employees and their colleagues and superiors (Halava & Pantzar 2010, 31) as it was noticed in the research. The meaning of work atmosphere and team-spirit were important to employees. Even if the team-spirit and organization culture are already on a good level in most of the units of Ravintolakolmio-ryhmä, it was asked to have methods to maintain and improve them. Due the importance of atmosphere at work, it was obvious to include it to the development work in the workshop.

Burchell and Robin (2011, 1, 7) highlighted the fact that employee is the one deciding, whether the workplace is good or great. To learn how they feel, the best method is listening. Managers should enhance interaction in order to create strong ties between employee and the organization and have a positive impact on relationships. As the Great Place to Work model

(Figure 5) shows, internal communication is the base of trust. Open communication and feedback are elements of credibility. With communication and feedback all the other dimensions can also be enhanced. The internal communication and giving feedback has been a challenge in Ravintolakolmio-ryhmä for several years due to the changing working hours of personnel and different perceptions of it. It was necessary to create internal activities to improve the communication and feedback in order to affect the emotional values and employer brand.

Workshop concentrated also on customer satisfaction. It was a highly motivating theme throughout the analysis of the empirical data. Offering experiences to customers and making them feel special raised the pride of employees. As Burchell and Robin (2011, 127) noted, pride is felt by sensing that the job matters. Pride has also a strong impact on organization's success. When employees are proud of what they are doing and of the products and service they are providing, they are brand ambassadors and willing to give more than is required. The general feeling at work shows to customers and affects their satisfaction.

What kind of employer brand value proposition Ravintolakolmio-ryhmä could have?

In the sentence completion forms, both employees and shift managers, and management group, were asked to describe most common characteristics of Ravintolakolmio-ryhmä and then narrowing down to one that is most unique of the given characteristics. This sentence completion caused most dispersion in the responses. There was no clear alignment with the characteristics. Few of the characteristics got three or four mentions. In the data of employees and shift managers these were: trustful, diverse, rushed, good quality and fair. In the data of management group, characteristics such as demanding, constant development, family business, diversity of restaurants and employee-orientation got few mentions. As it can be seen, the characteristics by different level of hierarchy are concentrated on different aspects of functions. The only mention of diversity of restaurants referred to the same issue within both groups. This was the only characteristic that got more than one mention when naming the most unique characteristic. This indicates that characteristic to be one to bring out when ideating the employer brand value proposition. It is also a theme that has been describing Ravintolakolmio-ryhmä to its customers in one of the brochures - private group with unique experiences. Barrow and Mosley (2005, 117) also supported the concept of bringing the idea of the organization, vision or mission to employer brand value proposition creation.

Backhaus and Tikoo (2004, 508) emphasized the essential aspect of being truthful. The employer brand proposition needs to provide a realistic image about the organization and its culture. This is why the internal activities designed in the workshop (or even some others) should be implemented before defining an employer brand value proposition. Activities that support

emotional values and motivators at work should be added to brand proposition and it has to be possible to guarantee the truthfulness of the promised experience.

It is good to keep in mind that the audience is diverse. The consideration of what kind of talent and personalities are pursued defines the direction of employer brand value proposition. According to the data in management group's sentence completion form, there were not any particular personalities that are favored at the moment. Positive and convincing personalities with professional experience and good references are mostly favored. Personalities that are pursued need to be considered also from customers' perspective. Figure 4 showed the interrelation with brand propositions for employees and customers. Employees and especially frontline employees form the most important factor in shaping perceptions of a service brand from customers' point of view. (Barrow & Mosley 2005, 63; 66.)

The last but not least aspect to take into consideration in the employer brand value proposition work is competitors. The employer brand propositions that are in use in food and beverage service activities at the moment are quite similar (section 6.1.2). Most common references are associations of a family. It is necessary to think about the differentiation and, as Barrow and Mosley (2005, 63) formulated, to be a better alternative to work for.

To work on the thoughts around the employer brand value proposition, an Affinity diagram and SWOT-analysis were used. Some contradictions were found between the characteristics and in the workshop. Those were concentrated on with internal activities to improve organization culture from these aspects. Also dimensions of Great Place to Work model were considered as opportunities. When internal activities are implemented and emotional values more acted on, these opportunities could be added to employer brand value proposition. As Moritz (2005, 50) stated, it is important to make sure that all elements of an organization look and feel consistent and are visually and sensually aligned with the brand promise.

8.2   Conclusions

Great Place to Work dimensions are perceived by generation Y employees as an important factor when building an employer brand. The Great Place to Work dimensions improve emotional values of working for certain organization and that way also have an affect on the retention of employees. First, the functional values have to be set to a great level, and employees have to accept them to answer to their needs and valuations. After that it can be preceded to emotional values, which are individualized in Great Place to Work model in Figure 5. These dimensions are concrete and emotional values are easier to improve through those. As the empirical data also proved, most motivating aspects that needed improvement and unification were found from the Great Place to Work model and supported those dimen-

sions. By engaging employees and motivating them it is possible to have more permanent personnel and that will release time serving customers more intensively.

When emotional values are set and transferred to organization's everyday actions, the promised experience will affect the potential and current employees more deeply. Employer brand enhances employee outcomes and influences both employee and customer experiences. The ability to live the brand increases and it will directly affect to the service quality and customer satisfaction.

As Burchell and Robin (2011, xvi) stated "Everyone benefits - individuals, organizations, families and communities - when employees can give their best and know that the organization will also give them back its best." Being a great workplace not only makes good business sense, it is also the right thing to do.

9   Discussion and suggestions for further research

The results of this thesis strengthen the assumption that emotional values and Great Place to Work dimensions influence in organizations of food and beverage service activities as motivation factors among employees. When this aspect is taken into consideration in designing internal activities and organization policies, it will have a positive influence on retention of employees and their satisfaction at work. By investing in employees, relationships and trustful environment can attract especially generation Y employees to direct their effort towards the organization and willingness to do more than expected. Identifying to the organization is made possible with emotional values and Great Place to Work dimensions. Food and beverage service activities need these changes just like other branches.

Service design process was used as a method to process the data. The empirical data was collected by using sentence completion forms. This method was an excellent choice due to it enabling the collection of more extensive number responses when compared to personal interviews. However, the sentence completion form for employees and shift managers was quite long. Despite testing, the form in advance the sentence beginnings turned out to be recursive. Responses concentrated more on the case company than ideal work place. To know this in advance and testing the form more, the form could have been shortened and have more respondents.

In processing the collected data, the service design process was a great choice. There were multiple methods and tools that could be added to the process based on the need. Some methods that were considered beforehand were left out because of unsuitability, and replaced with more appropriate ones. The most useful aspect of the service design process was its iterative nature and flexibility. During the process it was possible to go back and improve the outcome if needed. The most essential aspect concerning the service design process of this study was the redefinition of the problem. The findings and the way employees had responded to sentence completion form revealed more pertinent problem to solve than the original problem was. Proceeding with the problem that had been determined in the beginning of the thesis project, the results would not have been as useful as they turned out to be.

This thesis, the results and collected empirical data gave a lot of material to process and utilize in the case company. The knowledge of service design process as a method in development and innovation projects can be applied in any service design process instance conducted later on. My own knowledge and skills have increased remarkably during the project. My own understanding has expanded in the fields of service design, branding, Great Place to Work dimensions and generation Y members in the work community.

The thesis was naturally limited and seized only on one sector in a wide context. As further research I would suggest to map employer brand associations and employer image among potential employees and students of the field. Employer brand could also be examined among former employees. Concentrating on employer brand reality and positioning in the branch of food and beverage service activities when compared to competitors would increase the understanding of a whole employer branding entirety. One aspect for further research would also be to explore differences between generations and their co-operation manners or management.

When thinking about further research from the branch perspective, all studies concerning employees and increased needs would respond to the challenges of today. When considering global megatrends, for example, self-centrality deals with the same issues which were handled in this thesis. People's eagerness to distinguish from others and creating own brand identity would give organizations a chance to differentiate. Meeting these needs and creating the work environment to support MeTime and MeProducts to employees, or personalizing and customizing experiences for customers could be one aspect to work with. Also the megatrend called skill society would present a niche to food and beverage service activities. Increased access to knowledge everywhere has turned the need of knowledge more dynamic. Creating more innovative ways to collaborate and share knowledge, and focusing on transferring knowledge through experience would give the branch clear business advantage.

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Appendices

Appendix 1: Cover letter for employees and shift managers

Appendix 2: Cover letter for management group

Hyvä johtoryhmän jäsen,

Opiskelen Laurea-ammattikorkeakoulussa ylempää ammattikorkeakoulututkintoa Service Innovation and Design -koulutusohjelmassa. Tämä kyselylomake on osa opinnäytetyötäni, jonka tarkoituksena on kartoittaa nuorten työntekijöiden arvoja työympäristössä sekä Ravintolakolmio-ryhmän työnantajaimagoa. Tämän kyselyn tavoitteena on saada johdon mielipiteitä ja näkemyksiä työnantajaimagoon vaikuttavista tekijöistä.

Kyselyyn vastaaminen tapahtuu sähköisellä lomakkeella, johon pääset alla olevasta linkistä. Vastaukset käsitellään luottamuksellisesti eikä yksittäistä vastaajaa voida tulosten perusteella tunnistaa.

Kyselyyn vastaaminen vie aikaa n. 5 - 10 minuuttia. Kyselyyn voi vastata perjantaihin 8.2.2013 saakka.

Yhteystietonsa jättäneiden kesken arvotaan lahjakortteja ravintoloihimme sekä tuotepalkintoja.

Terveisin,
Taru Soininen
Puh. 050 328 4610
taru.soininen@ravintolakolmio.fi

Tästä linkistä kyselyyn:

https://www.webropolsurveys.com/

Appendix 3: Sentence completion form for employees and shift managers

RK | **RAVINTOLAKOLMIO**
RYHMÄ

Erinomaisen työpaikan piirteet ja Ravintolakolmio-ryhmän työnantajai

Vastaajatiedot
Tähdellä merkityt kysymykset ovat pakollisia

Sukupuoleni on
(Valitse sopivin vaihtoehto)

○ Nainen
○ Mies

Syntymävuoteni on *
(Valitse oikea vaihtoehto)

○ 1996 tai myöhemmin
○ 1992 - 1995
○ 1988 - 1991
○ 1984 - 1987
○ 1980 - 1983
○ 1979 tai aiemmin

Seuraava -->

RAVINTOLAKOLMIO
RYHMÄ

Erinomaisen työpaikan piirteet ja Ravintolakolmio-ryhmän työnantajai

Olen työskennellyt Ravintolakolmio-ryhmän palveluksessa
(Valitse sopivin vaihtoehto)

○ 0 - 6 kuukautta
○ 7 - 12 kuukautta
○ 1 - 2 vuotta
○ 2,1 - 5 vuotta
○ yli 5 vuotta

Ravintola, jossa työskentelen pääsääntöisesti on *
(Valitse sopivin vaihtoehto)

Valitse	▼

Työskentelen
(Valitse sopivin vaihtoehto)

○ Keittiön puolella
○ Salin puolella
○ Muissa tehtävissä

Työsuhteeni on
(Valitse sopivin vaihtoehto)

○ Vakituinen työntekijä
○ Vakituinen työntekijä, mutta en tee täyttä työpäivää
○ Tarvittaessa työhön kutsuttava
○ Henkilöstövuokrausyrityksen kautta

Asemani on *
(valitse sopivin vaihtoehto)

○ Työntekijä (tarjoilija/ kokki/ tmv.)
○ Vuoroesimies
○ Avainhenkilö
○ Partner

<-- Edellinen   Seuraava -->

R̄K RAVINTOLAKOLMIO RYHMÄ

Erinomaisen työpaikan piirteet ja Ravintolakolmio-ryhmän työnantajai

Työelämä ja sen merkitys minulle
(Jatka seuraavia lauseita oman mielipiteesi mukaisesti)

Tulen yleensä iloiseksi, kun...

Minulle on vapaa-ajallani tärkeää...

Haluaisin, että minulla olisi elämässäni enemmän aikaa käytettävissä...

Käyn töissä, koska...

Ravintola-alalla minua kiehtoo...

Omissa työtehtävissäni haluaisin enemmän...

Työpäivän aikana koen onnistuneeni, kun...

Eniten työssäni minua ärsyttää...

Minua motivoi eniten hoitamaan työni hyvin...
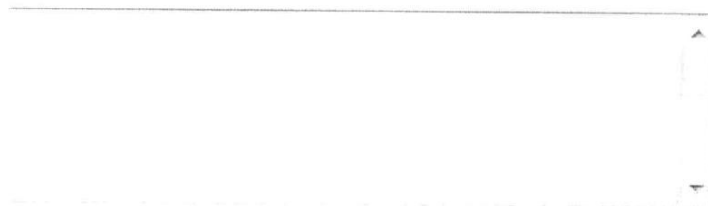
Paras etu, jonka työpaikka voisi tarjota, olisi...

Kun olen onnistunut minulle annetussa tehtävässä hyvin, haluaisin, että...

Jos työkaverini ei hoida hänelle kuuluvia tehtäviä, oikea puuttumistapa asiaan olisi...

Työpaikallani tilojen suhteen olisi hyvä kiinnittää huomiota...

Erinomaisen työpaikan piirteet ja Ravintolakolmio-ryhmän työnantajai

Erinomaisen työpaikan piirteet ja rakentaminen
(Jatka lauseita oman mielipiteesi mukaisesti)

Ravintola, jollaisessa haluaisin työskennellä, olisi...

Parasta työpaikallani on...

Jotta viihtyisin työpaikallani paremmin, sen pitäisi...

Luottamus työpaikalla merkitsee minulle...

Mielestäni tiedonkulku työpaikallani on...

Koen, että odotukset, joita minulle ja tekemälleni työlle asetetaan, on viestitty...

Ihmisten arvostaminen työpaikalla tarkoittaa minulle...

Työpaikalla minut saa tuntemaan itseni tärkeäksi...

Innostavan esimiehen parhaat ominaisuudet ovat...

Koen työssäni ammattiylpeyttä, kun...

Haluaisin työssäni päästä vaikuttamaan enemmän...

Yhteishenki työpaikallani on...

Työkavereiden merkitys työssäni on...

Voisin harkita vaihtavani työnantajaa, jos...

Unelmien työpaikassa...

<-- Edellinen   Seuraava -->

Ravintolakolmio-ryhmän ominaisuudet

(Jatka seuraavia lauseita oman mielipiteesi mukaisesti)

Ravintolakolmio-ryhmän toimintatavoissa minun on helppoa samaistua...

Suurin syy sitoutua Ravintolakolmio-ryhmän työntekijäksi on...

Ravintolakolmio-ryhmää kuvaillessani, tunnusomaisia piirteitä ovat mielestäni...

(Voit kertoa viidestä kahdeksaan piirrettä, mitkä tulevat ensimmäisenä mieleesi, ei haittaa vaikka ne olisivat samanka negatiivisia piirteitä on hyvä tuoda esiin.)

Mielestäni ainutlaatuisin edellä mainituista piirteistä on...

Parhaina etuina Ravintolakolmio-ryhmässä työskentelylle pidän...

Ravintolakolmio-ryhmä erottuu muista ravintola-alan yrityksistä olemalla...

Jos Ravintolakolmio-ryhmä olisi henkilö, kuvailisin häntä...

(Voit kertoa esimerkiksi millaisia luonteenpiirteitä hänellä olisi, mikä hän olisi ammatiltaan, millaista autoa hän ajaisi, r
lemmikkejä tai harrastuksia hänellä olisi jne.)

Kun puhun ystävilleni Ravintolakolmio-ryhmästä työpaikkana, kerron...

Mielikuvani Ravintolakolmio-ryhmästä ennen kuin aloitin työt ryhmän palveluksessa oli...

(Voit kertoa, miten mielipiteesi on muuttunut työskenneltyäsi ryhmässä tai onko se säilynyt ennallaan. Millaisia mielikɩ
oli ennen kuin aloitit työt?)

<-- Edellinen   Seuraava -->

Avoin palaute ja kommentit

Tähän voit jättää avointa palautetta ja kommentteja sekä muita terveisiä

<-- Edellinen   Seuraava -->

Yhteystietonsa jättäneiden kesken arvotaan lahjakortteja ravintoloihimme sekä tuotepalkintoja. Halutessasi voit jättää tähän. Vastaukset käsitellään luottamuksellisesti, eikä yhteystietojan jättäminen vaikuta vastausten tunnistamiseen.

Etunimi

Sukunimi

Osoite

Postinumero

Postitoimipaikka

Sähköpostiosoite

<-- Edellinen   Lähetä

Appendix 4: Sentence completion form for management group

RK | **RAVINTOLAKOLMIO**
RYHMÄ

RK-ryhmän työnantajaimago - johdon näkemykset

Vastaajatiedot

1. Olen syntynyt *
(Valitse sopivin vaihtoehto)

○ 1922 - 1945
○ 1946 - 1964
○ 1965 - 1979
○ 1980 tai myöhemmin

2. Sukupuoleni on *
(Valitse sopivin vaihtoehto)

○ Mies
○ Nainen

3. Olen työskennellyt Ravintolakolmio-ryhmän palveluksessa *
(Valitse sopivin vaihtoehto)

○ 0 - 6 kuukautta
○ 7 - 12 kuukautta
○ 1 - 2 vuotta
○ 2,1 - 5 vuotta
○ yli 5 vuotta

Seuraava -->

RK-ryhmän työnantajaimago - johdon näkemykset

Ravintolakolmio-ryhmän työnantajaimago
Jatka seuraavia lauseita oman mielipiteesi mukaisesti

4. Rekrytointitilanteissa Ravintolakolmio-ryhmässä suositaan henkilöitä, jotka...

5. Ravintolakolmio-ryhmän toimintatavoissa työntekijöiden on helppoa samaistua...

6. Suurin syy sitoutua Ravintolakolmio-ryhmän työntekijäksi on...

7. Ravintolakolmio-ryhmää kuvaillessani, tunnusomaisia piirteitä ovat mielestäni...

(Voit kertoa viidestä kahdeksaan piirrettä, mitkä tulevat ensimmäisenä mieleesi, ei haittaa vaikka ne olisivat samanka negatiivisia piirteitä on hyvä tuoda esiin.)

8. Mielestäni ainutlaatuisin edellä mainituista piirteistä on...

9. Parhaina etuina Ravintolakolmio-ryhmässä työskentelylle pidän...

10. Ravintolakolmio-ryhmä erottuu muista ravintola-alan yrityksistä olemalla...

11. Jos Ravintolakolmio-ryhmä olisi henkilö, kuvailisin häntä...
(Voit kertoa esimerkiksi millaisia luonteenpiirteitä hänellä olisi, mikä hän olisi ammatiltaan, millaista autoa hän ajaisi, r lemmikkejä tai harrastuksia hänellä olisi jne.)

12. Kun puhun ystävilleni tai kentällä Ravintolakolmio-ryhmästä työpaikkana, kerron...

13. Mielikuvani Ravintolakolmio-ryhmästä ennen kuin aloitin työt ryhmän palveluksessa oli...
(Voit kertoa, miten mielipiteesi on muuttunut työskenneltyäsi ryhmässä tai onko se säilynyt ennallaan. Millaisia mielikι oli ennen kuin aloitit työt?)

14. Avoimet kommentit

Tähän voit jättää avointa palautetta ja muita terveisiä

<-- Edellinen   Seuraava -->

15. Yhteystietonsa jättäneiden kesken arvotaan lahjakortteja ravintoloihimme sekä tuotepalkintoja. Jätä yhteystiedot t
mukana arvonnassa. Vastaukset käsitellään luottamuksellisesti eikä yhteystietoja yhdistetä vastauksiin.

Etunimi

Sukunimi

Matkapuhelin

Sähköposti

<-- Edellinen   Lähetä