

Processes and process development in esports organization

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<p>Tiivistelmä</p> <p>E-urheilu on uusi ja nopeasti kasvava ala. E-urheilu, ja sillä alalla toimivat organisaatiot eivät ole vielä löytäneet vakiintuneita toimintatapoja muihin vanhempiin aloihin verrattuna. Tästä syystä toimivat ja tehokkaat prosessit ovat erityisen tärkeitä ja erottavat myös tämän takia hyvin menestyneet organisaatiot toisista ei niin menestyneistä.</p> <p>Tutkimuksen tutkimusongelma ratkaistiin kahden tutkimuskysymyksen avulla. Kysymysten avulla tutkittiin kohdeyrityksen nykyisiä olemassa olevia prosesseja, sekä kohdeyrityksen ongelmia mitkä hidastavat yrityksen kasvua.</p> <p>Tutkimuksessa pyritään parantamaan ja kehittämään prosessien tehokkuutta kohdeyrityksessä. Tätä varten on tärkeää selvittää prosessien nykytilanne tutkimalla kohdeyritystä. Kohdeyrityksen nykyprosessien selvittämiseksi järjestimme teemahaastatteluja työntekijöille. Työntekijät työskentelivät erilaisissa organisaation tehtävissä. Näitä tehtäviä olivat: Sisällöntuotanto, Johtaminen ja Myynti. Tämä antoi tutkimusta varten laajemman kuvan ongelmista eri työntekijöiden perspektiiveistä.</p> <p>Haastatteluiden tuloksena selvisi, että kohdeyrityksen suurimmat ongelmat olivat: Kommunikaatio, Vastuunjako ja sen epäselvyys, Yhtenäisen vision puute.</p> <p>Haastatteluiden kautta löydettyjen ongelmien sekä teorian avulla, pystytään luomaan kohdeyritykselle tehokkaammat prosessit. Prosessit luotiin tarkasti haastatteluiden ja teorian avulla. Luodut prosessit esitetään tutkimuksen lopussa.</p>		
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<p>Esports is a new and rapidly growing industry. Esports, and the organizations working in the industry are not as standardized in their way of working as other industries might already be, this makes processes and efficiency extremely important and is a big dividing factor between successful and unsuccessful esports organizations.</p> <p>The research problem of this study was solved with two research questions. With the help of the research questions this study researched the organizations processes in their current state, as well as problems that slow down the growth of the organization.</p> <p>This study was done to further improve the efficiency of the subject organization in the way of processes. For efficient processes, it is necessary to study the organizations problems from the view of the employees. This was done by conducting theme interviews for different employees of the organization. The participants of the interviews worked in different areas of the organization such as: Content creation, Management, and Sales. This gives a broader view of the problems from different perspectives.</p> <p>The results of the interviews showed that the subject organization was battling with problems in communication, lack of clear responsibilities, and the lack of a clear vision of where the organization is aiming towards.</p> <p>After studying and finding the key problems in the organization, more efficient processes could be created for the subject organization. The processes created were carefully thought out from the perspective of all the employees to eventually create a more efficient processes. Processes created are presented at the end of the study.</p>		
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1 Introduction

The purpose of this research is to study esports and our subject esports organization in the regards of processes. Our subject esports organization is a rather newly formed organization which makes for a perfect subject to study. The purpose of this research is to find the core problems in the organizations processes and create more efficient processes by interviewing the employees from different departments.

Esports is a new industry and it is growing fast. The global esports revenue hit its first billion-dollar year in 2019, as it grew 26.7% from the year 2018. (Pannekeet 2019). The majority of the total market (82%) came from endemic and non-endemic brand investments. These brand investments include media rights, advertising, and sponsorship. As do other esports organizations in the world, our subject organizations biggest revenue stream comes from sponsorships. This is why it is crucial to have efficient processes to be able to be as succesful and efficient as they are capable of.

In this research, we conduct theme interviews for five employees of the subject organization. These participants work for the same organization in roles such as: Content creation, Management and Sales. This way we get a broader understanding of how the problems in the organization are viewed from different perspectives.

This purpose of this research is to answer the following research questions.

What are the subject organizations current state of processes?

What are the problems that slow down the organizations growth?

These questions help the study in understanding the core problems the organization is facing. Understanding the challenges and problems the organization is facing is a key factor in creating working processes. The purpose of this research is to create more efficient processes that not are not only efficient, but are aimed towards solving the problems the organization is facing in general. Processes created will be created based on the theme interviews conducted, theoretical framework as well as with the organizations problems.

2 Esports in today's world

2.1 What is esports?

Esports is as “a form of sports where the primary aspects of the sport are facilitated by electronic systems; the input of players and teams as well as the output of the esports system are mediated by human-computer interfaces.” (Hämäri & Sjöblom 2017).

There are a wide range of sub-cultures within esports. These are different genres of games and more deeply, different games within these genres. This is in many ways similar to traditional sports. If we look at different traditional sports from the view of worldwide following, we find that the most followed and viewed sport in the world is Soccer. After that there are Cricket, Basketball, Ice hockey and so on (Sourav 2020). Over in traditional sports it is stated obvious that a traditional fan of Soccer does not necessarily follow Tennis although it is a sports genre like Soccer. This applies to esports in the same way. For example, a esports fan who follows Counter-Strike: Global Offensive, a very popular game in esports, does not necessarily follow League Of Legends which is considered a even bigger and more popular esports game (Influencer MarketingHub 2020). There are still always exceptions in both parties.

2.1.1 Is Esports a Sport?

There is, and has been a discussion going on whether esports can be considered as a sport. Esports as a name suggests that it should be considered a sport but among many people, especially the fans of “traditional” sports are of the opinion that esports can not be considered a sport because of physical elements and capabilities are not the major factors in regards of performance or success. The body and physical activities of the players are in fact a very important part of esports overall (Witkowski 2012). In esports the outcome-defining events occur in a computer-mediated environment, it does not imply that esports can not be draining for the players physically. (Hämäri & Sjöblom 2017).

2.1.2 Esports industry

The esports industry is growing rapidly and shows no signs of slowing down any time soon. The global esports revenue in 2019 was 1.1 billion dollars. This is a +26.7% growth compared to 2018 (Newzoo 2019). Brand investments make for most of the revenue as around 82% of the market came from endemic and non-endemic brand investments (Newzoo 2019). Esports is beginning to become a norm in today's world as it has started to make appearances on mainstream media. This brings more eyes on different genres of esports which we get in to more deeply in the next chapter.

2.1.3 Game genres in esports

Esports consists of a wide range of different kind of games which are played competitively. These can be considered as genres within esports. The competitors from different organizations and teams face off in the same games that are popular with at-home gamers (Willingham 2018).

2.1.4 First Person Shooters

First Person Shooter (FPS) games can be identified by the players point of view, which is at the eye level of the in-game character. Players can also see different kind of information of the in-game character's current state on screen, such as amount of health, ammunition and shields. Generally, the main goal in FPS-games is winning the enemy team by eliminating other players, or by completing different objectives, which are unique for different game modes, faster than your enemies (SEUL, n.d.).

Some of the most popular FPS-games at the moment are Counter Strike: Global Offensive, Call of Duty Modern Warfare, Overwatch and Rainbow Six Siege. (Ghatwai 2020).

2.1.5 Multiplayer Online Battle Arenas

In Multiplayer Online Battle Arena (MOBA) games, players main goal is to destroy the enemy team's base while defending their own base. Teams typically consist of five

players. Every player picks their own in-game character with unique abilities, which sets their role in-game. Players can level-up their champions during the game by eliminating other players or completing objectives, which will benefit the whole team. In MOBA-games, the gameplay is solely based around teamplay (SEUL, n.d.)

Currently the most popular MOBA-games are League of Legends, Dota 2, Smite and Heroes of the Storm (Ranker 2020).

2.1.6 Real Time Strategy

The basic idea of Real Time Strategy (RTS) games is to gather resources and build strong troops for yourself and destroy your enemy's troops and buildings. The in-game resources are limited so you will have to fight in order to acquire them. Usually in RTS-games, you are competing against one other player in real time. RTS-games require a lot of in-game map awareness and information scouting of your opponent, so you can react as quickly as possible to counter their moves (SEUL, n.d.).

Top three most popular RTS-games at the moment are Civilization VI, Starcraft 2 and Total War: Warhammer 2 (Ranker 2020).

2.1.7 Battle Royale

In Battle Royale games your goal is to be the last player or team alive out of 50-100 other players. In order to win, players must eliminate the other teams out of their way. Typically, at the start of the game players land to the in-game area and start looting weapons and resources. Players can't stay in one place for too long, because the in-game area is constantly shrinking, forcing them closer to their enemies and fighting until there is only one team left (SEUL, n.d.)

The popularity of Battle Royale games skyrocketed just a few years ago, when Epic Games released Fortnite in 2017. Currently the most played Battle Royale games are Call of Duty: Warzone, Apex Legends, PLAYERUNKNOWN'S BATTLEGROUNDS and Fortnite. (Livingston & Park 2020).

2.1.8 Other genres

Other game genres that are relevant for esports are Fighting, Racing and Sports games. In Fighting games, the player picks one character which has unique abilities and simply fights against another player in one versus one close combat. When playing Fighting games, it is crucial for you to know how to block the attacks of your enemy, and how to knock them out with complex button combinations. Fighting game series such as Tekken and Street Fighter have been popular for years (SEUL, n.d.)

Racing games are usually simulations of real life driving or arcade racing games. Arcade racing games are meant to be easier to learn, faster with more action and more enjoyable for casual player. Sports games are based on different sports, such as ice-hockey or football and are usually played against one player. In some gamemodes, every in-game player of the team can be controlled by individual player. One of the most popular racing game played competitively is iRacing, which is very realistic simulation of real-life racing. NHL and FIFA game series have been the most played sports games for decades (SEUL, n.d.)

2.2 Esports audience

According Newzoos study (see Figure 1.) on profiling the average esports viewer, the majority of viewers are between the ages of 21 to 35. This group makes up for 59% of the viewers in general. There is still a substantial difference between men and women in esports viewership (Newzoo 2014).

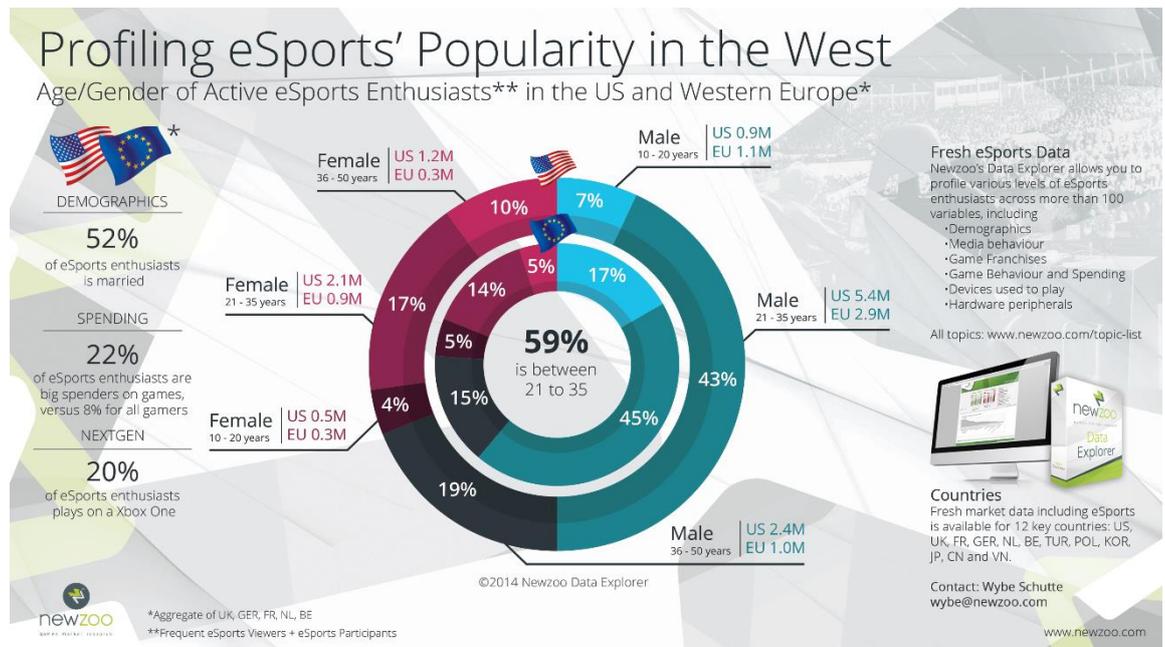


Figure 1. Profiling esports popularity in the West
(Newzoo 2014)

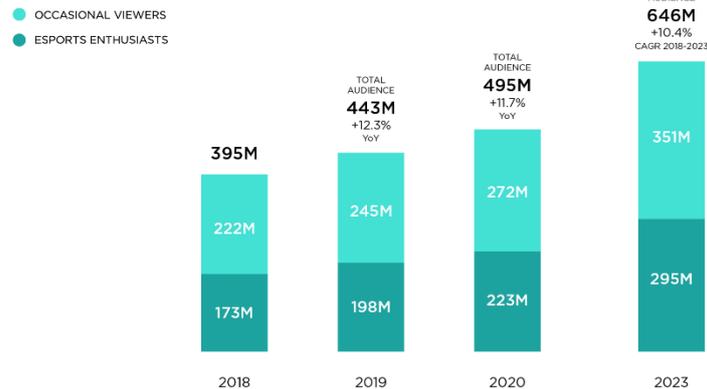
The esports audience has been growing steadily for the past years and Newzoo have made forecasts about the upcoming years in 2020. In the study we can see that the esports audience has grown from 395 million viewers in 2018 to 443 million in 2019. This means the audience has grown 12,3%. The year after that was percentage-wise a little smaller with a 11,7% increase going from 443 million to 495 million. It is also key to understand that Newzoo have split the audience to two categories which are occasional viewers and esports enthusiasts.

Newzoo have also forecasted the growth of esports audiences for the future. In their forecast (see Figure 2.) they state that the audience will grow at a pace of approximately 10,4% annually. We can see In the figure below that forecasts indicate the audience to grow and reach 646 million by the year 2023 (Newzoo 2020).



Esports Audience Growth

Global | For 2018, 2019, 2020, 2023



Due to rounding, Esports Enthusiasts and Occasional Viewers do not add up to the total audience in 2020.

©Newzoo | 2020 Global Esports Market Report
newzoo.com/esportsreport

Figure 2. Esports Audience Growth

(Newzoo 2020)

We can also see that the esports audience has been split into two categories which are Occasional viewers and Esports enthusiasts. Occasional viewers in this study are defined as people who consume professional esports content less than once a month. Esports enthusiasts in this study are defined as people who consume professional esports content more than once a month (Newzoo 2020).

2.2.1 Viewer distribution across different games

The table below (see Figure 3.) shows the most-watched esports games in 2019, on the most popular live-streaming platforms. These platforms are Twitch, YouTube and Mixer. The top 25 games combined in these three platforms generated over 1209 million watched hours of live esports content. The top four most watched games, League of Legends, Counter-Strike: Global Offensive, Dota 2 and Overwatch gathered together over 872 million watched hours of esports content. Esports content in this context includes professional live gaming, such as tournaments, as well as pre- and post-game analysis of these broadcasts. The table below also shows that mobile device esports content is finding its place among the biggest games (Newzoo 2020).

Game	Main Device Competed on	Hours Watched
League of Legends	PC	348.8M
Counter-Strike: Global Offensive	PC	215.0M
Dota 2	PC	198.9M
Overwatch	PC	109.9M
Hearthstone	PC	37.0M
Tom Clancy's Rainbow Six: Siege	PC	32.4M
Arena of Valor	Mobile	31.6M
PUBG Mobile	Mobile	27.9M
Fortnite	PC	27.5M
PLAYERUNKNOWN'S BATTLEGROUNDS	PC	26.8M
Starcraft II	PC	22.8M
Rocket League	PC	20.4M
Super Smash Bros. Ultimate	Console	18.6M
Garena Free Fire	Mobile	17.8M
Call of Duty: Black Ops 4	Console	13.3M
Magic: The Gathering	PC	12.9M
World of Warcraft	PC	10.3M
FIFA 19	Console	7.7M
Street Fighter V	Console	7.0M
Super Smash Bros. Melee	Console	5.2M
Mobile Legends: Bang Bang	Mobile	4.0M
Tekken 7	Console	3.8M
Clash Royale	Mobile	3.8M
Teamfight Tactics	PC	3.4M
FIFA 20	Console	3.0M
Total Top 25		1209.6M

Top 25 Games

by Live Esports Hours Watched on Twitch, YouTube, and Mixer | 2019

Figure 3. Global Esports Market Report (Newzoo 2020)

2.3 Prize money in esports

Esports is growing rapidly in the field of prize money as well. These prizes have grown substantially bigger annually and there are no signs of that changing or slowing down any time soon.



Figure 4. How esports Prize Purses compare to Traditional Sports
(Wagner 2018)

As shown on Figure 1 we can see that the prizes of esports events and tournaments are on par, or even bigger compared to traditional sports. This still tells us only one side of the story. In our studies we have found that esports still has a long way to go in the forms of structure and rules in the industry meaning, that for most esports games it can be uncertain when or even whether a next tournament is being held at all.

2.4 Esports organization

Esports organizations main revenue stream comes from different sponsors they acquire. Esports organizations create value for them by promoting their services and products to their fans. Usually these are brand activations on jerseys, in-broadcast promotional content and hardware exclusivity deals, comparable to a soccer team only using Nike or Adidas shoes (The Esports Observer 2020). How esports organizations utilize their players to promote their sponsors is important in the terms of success. There are very good examples of well thought out campaigns, one of them being the esports organization TSM's work with Dr. Pepper (Reames 2019).

Other revenue streams are small cuts from prizes their teams win in tournaments and leagues. These sums can be substantial as the prize pools of esports tournaments are getting bigger and are already in the millions (Maloney 2020).

As in traditional sports, merchandise sales are one big stream of revenue. This is a relatively newly discovered revenue stream in esports and almost every esports organization is taking steps towards making merchandise sales a big part of their business. Big international esports organization 100 Thieves, has already described itself as “a new lifestyle company and esports organization build at the intersection of competitive gaming, entertainment, and apparel.” (Maloney 2020).

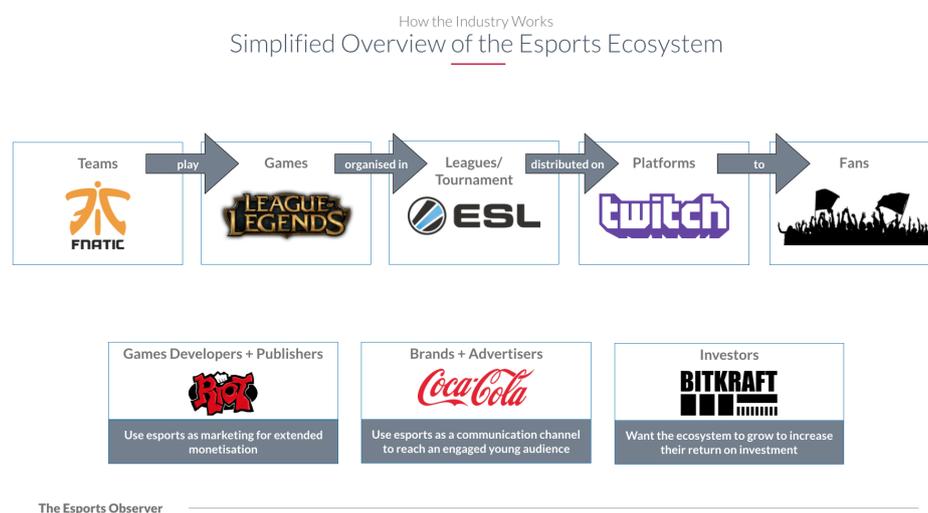


Figure 5. Simplified Overview of the Esports Ecosystem
(The Esports Observer 2020)

As seen on Figure 5, we can see that there are several different organizations between an esports organization and the fans. First of all an esports organization has a team in a certain game, then there are tournaments usually either organized by the game publisher or a third party tournament organizer, then the tournament is broadcasted to the fans on platforms such as Twitch (The Esports Observer 2020).

All of these organizations have their own streams of revenue. Esports organization has its own sponsors and in most cases tournament organizers have their own. In a broadcasted tournament the tournament organizers sponsors are shown, so this

leaves it up to the esports organization to produce content outside of the tournaments as well to create value for their own sponsors (The Esports Observer 2020).

All of the organizations in esports rely on each other. Esports organizations want to perform as well as possible in tournaments to create more interest in them and the players. Tournament organizers motivation and interest is to find the most interesting esports organizations to participate in their tournaments to make their tournaments more interesting for the viewers. In some games there are still open-qualifiers, which is a chance for anyone to try and qualify for the tournament by winning the rest of the candidates. This, in some cases is a perfect platform for esports organizations to find new talents as well as for the players to showcase their potential.

2.4.1 Esports organization structure

Esports organizations usually consists of three different types of employees listed below. Overall, the structure of every organization usually resembles a traditional organizational structure. We have made these findings studying the biggest esports organizations in the world such as: Cloud 9, TSM, GenG, Fnatic, G2 Esports and Misfits Gaming.

2.4.2 People behind the scenes

These are considered the more traditional jobs in esports. There are several type of jobs in esports and every organization is different in this field since there are many ways to compete and grow in the industry (Huggan 2018). In our subject company according to the founders, the focus and goal is to invest as much resources as possible in the content side of esports. To give a better understanding of the job titles of the people behind the scenes we have gathered a list of fields below. (Hitmarker 2018).

Content Creation

Software Development

Operations

Customer Service

Production

Marketing

Business

Sales

(Hitmarker 2018).

2.4.3 Professional players

Esports organizations have professional players playing under their name. There are organizations who focus their resources on just one or few teams/players who they try to focus all their efforts on. More traditionally, esports organizations try to cover a wide range of games to have a bigger coverage of the whole industry (Liu 2020).

Professional players are usually paid a salary by the organization they are playing in. Professional players can also earn money by winning different tournaments and leagues they compete in (Liu 2020).

Our subject company has a wide coverage of games but there is a clear preference on several of the teams compared to others. Some of the teams in their games have a bigger viewer base because they have already reached a higher level in the competitive scene which makes them more interesting and in that way more valuable to the organization.

2.4.4 Entertainer, Influencers and Content Creators

Esports organizations usually have influencers along with professional players. These can vary from content creation to almost anything. In the usual case, these are influencers who play video games related to esports in some way. Influencers are usually creating content on platforms such as Youtube or Twitch. Thus, they are usually referred as “streamers” (Nelson 2019).

By analyzing some of the biggest esports organizations, we can reach a conclusion that all of our analyzed organizations have multiple streamers and entertainers currently listed (TSM; Cloud9; Geng; Fnatic; G2 esports 2020).

We also found that influencers differ from professional players as they might not always be as skilled in games, but are entertaining in other ways and thus followed by a certain audience.

In our subject company influencers are considered very viable because implementing sponsorships and promotion via them takes less resources from the organization since in most cases the influencer is able to create the content on their own. In their case professional teams take much more resources because the organization itself needs to produce the content of them.

2.4.5 Finnish esports organizations

Finnish esports organizations and their ways of doing business are on par with the rest of the world. There are several organizations who have been able to reach an international level in terms of players and sales. Finland is a rather limiting country in terms of sponsorship and the relatively small population.

Our subject company bases in Finland and has grown rapidly to become one of the biggest esports organizations in Finland. As of now as the esports industry is still making its way to become a stable and more structured industry, our subject company is aiming to become an international organization. This will open doors for new possibilities in sales and new revenue streams.

Esports in Finland surpassed ice hockey in terms of interest among the population in 2019 for men between the ages of 18–29 years (Yle 2019). This shows that interest in esports is growing in Finland as well.

Some notable esports organizations in Finland as of now are: ENCE, HAVU, KOVA, SJ, hReds, Nyyrikki and Conquer.

3 Developing business processes

The term “process” has various meanings, any kind of change, progress or activity can be seen as a process. The term is widely used because of its capability to describe ways of doing different actions that are dependable of each other, providing the expected result (Laamanen, 2005, 19). In this exercise the term “process” acts as business process.

Process consists of set of actions that can be clearly divided into individual smaller tasks, which can consist of anything. In work environment, it is crucial that the action is as clear as possible, so everyone knows what and how to perform that specific action (Hokkanen, Mäkelä & Taatila 2008, 140).

Process is not only an action; it also includes resources. Without available resources, process cannot achieve its end goal. Efficient and functional processes help the organization to stay in order and organized. If employees are not able to identify the organizations processes, they are not able to develop their own way of working or to be self-directed (Laamanen, 2005, 20).

1.1 The definition of a business process

Just like every other process, business process is a combination of actions and tasks that are dependable of each other. The difference is that business process starts from a customer’s need and ends when the customer is satisfied. Every business process has a customer, which can be internal or external, and should always be reviewed from the customers point of view to ensure customer satisfaction (Hannus, 1994, 41-42).

Every organization has processes which are being used to develop their services and products. Business processes can be divided into core processes and support processes. Among these processes you should pick organizational key processes. The

core processes can be identified by their immediate connection to the external customer (Laamanen 2005, 54-55).

According to Hannus (1994, 41-42), the core processes can be divided in two groups. First group provides value directly for the customer and the second group supports the organizations capability to do business. The group of core processes that create value directly to customers includes processes such as product manufacturing process and customer service process. The other group of core processes which are supporting the organizations business capability are for example, staff management and development processes (Hannus 1994, 41-42).

The support processes affect inside the organization, creating prerequisites for core processes to work. Typical support process can be, for example, strategic planning which supports core processes in short and long term (Laamanen 2005, 56-57). The support processes are as useful as core processes and they are made to support the actions of the entire organization. (Virtanen & Wennberg 2005, 118).

3.1 Process thinking

Process thinking starts by processing what kind of outputs can satisfy your customer. When you have decided the output (see figure 1.), you have to start planning the process and find out what kind of actions, resources and inputs are needed in order to achieve that output. After that part is done, the next step is to find out which distributor can provide you those resources and inputs. When these steps are completed, you are ready to start working towards achieving the output and satisfying your customer. (Laamanen 2005, 20-21).

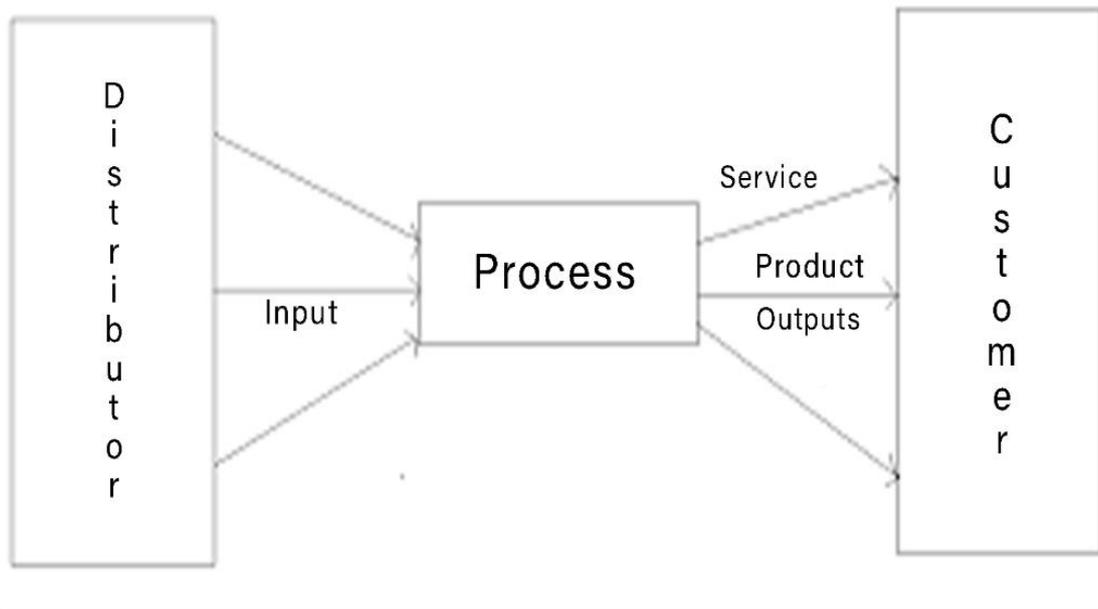


Figure 6. Process is a series of measures and resources

(Laamanen 2005, 20 Edited)

Process thinking has a lot of benefits when it is implemented correctly. Process thinking and structuring the process should always revolve around the customer. It generates value and improves the cooperation between your organization and the customers. It also helps your employees understand the big picture of the organization and shows them how valuable their individual contribution is. (Laamanen 2005, 20-21).

3.2 Process management

Process management renews the organizations core processes which can lead to higher performance. Process management is based on managing through processes, not managing functionally. Process management should always begin from a customer's needs and all the actions during the process should always revolve around those needs (Hannus 1994, 32).

Process management unites practical actions and creates possibilities for process manager to improve the management of actions and processes on organizational level. Process management can be easily applied to processes which are progressing logically (Lecklin 2006, 126-128).

Process management starts from identifying the process, defining and describing the process and naming the owners of the process. Typical aspect of process management is setting indicators and measuring performance of the process. Process measurement ensures that the processes can be developed continuously (Virtanen & Wennberg 2005, 115).

3.3 Measuring process performance

Process performance is the ability to achieve outputs and goals which have been set earlier. Process performance can relate to customers, outputs, action, resources, inputs or distributors. Performance can be divided in different themes, which are time, money, amounts, physical features and stakeholders' opinions (Laamanen 2005, 152).

Statistics that measure time are for example, lead time, the accuracy of given delivery time and flexibility. Lead time is the time it takes for the process to start and finish. If the lead time is lower, the expenses are typically lower as well, and the customer are more satisfied. The accuracy of given delivery time is in many cases more important for the customers than fast delivery. The customer can arrange his own schedule without any issues when he knows the accurate time of the delivery. If the given delivery time is not correct, it can cause various problems for the customer. The third measurement statistic for time is flexibility. Flexibility is not as commonly used as the previously mentioned. It measures how fast the organization can react and adapt to changes or complaints. One example of flexibility is the time it takes for the organization to solve a customer complaint (Laamanen 2005, 153-154).

The next process performance indicator is money. In this case money usually means the expenses of the process. Generally, measuring the expenses of the processes is challenging, so there are various calculation systems which can measure the complicated expenses. The other statistic for measuring money in a process is the commitment of capital funds to the process. If the unfinished process requires a lot of capital commitment, it is a sign of inefficient process (Laamanen 2005, 154-155).

The amounts can be measured for example, by the numbers of products, services and customers. When using amounts while measuring processes, you should always set requirements for the amounts. Otherwise amounts are not useful indicator of performance. The physical features are the products features, materials or environment. Weight and color of the product are both physical features. Physical features can be hard to measure, sometimes even impossible. Lastly, the stakeholder's opinions. The best way of measuring this theme is to measure the stakeholder's level of satisfaction towards a specific action. An example of measuring the stakeholder's opinion is to send a survey considering their level of satisfaction towards a specific product or action (Laamanen 2005, 155-157).

3.3.1 Benchmarking

Benchmarking is a great tool for measuring processes. When organization is benchmarking their processes, they are continuously measuring their products, services and procedures with the most efficient organizations. Comparing and developing your products and services are both typical for benchmarking. Benchmarking can be done in two different ways. First way is to compare results and the level of performance, and the second way is to compare procedures such as the contents and stages of processes (Lecklin 2006, 160-161).

Benchmarking itself is a process. It starts by identifying the processes and steps of these processes which the organization wants to compare. Next step is to find candidates to benchmark with. After that, the organization should measure and collect information from the candidates and start analyzing it. The last step is to utilize the findings by developing the organizations processes (Lecklin 2006, 163).

Benchmarking can be divided into three different groups. These groups are internal, external and functional benchmarking. Internal benchmarking is done by utilizing internal information inside the organization. Comparing customer feedback and level of customer satisfaction towards your services, in two departments inside the organization, is a great example of internal benchmarking (Lecklin 2006, 162).

Comparing your organization with competitors and other organizations in the industry is one way of external benchmarking. In this case, the organization is comparing their procedures with the most efficient ones in the field. External benchmarking helps the organization to find their flaws, so they can focus on developing the part of process which is not as efficient as their competitors. Some organizations are willing to do benchmarking in cooperation with their competitors, if it is confidential and secure (Lecklin 2006, 162).

The purpose of functional benchmarking is to create wider perspective by seeking information from different industries. Functional benchmarking is much like external benchmarking, but in this case the organization compares their procedures with any organization that has found the most efficient procedures for their processes (Lecklin 2006, 162-163).

3.4 Developing existing processes

Improving the functionality of an organization is done by developing the processes which are creating the organizations outputs, products and services. These existing processes can be developed by utilizing process development model (see Figure 7.)

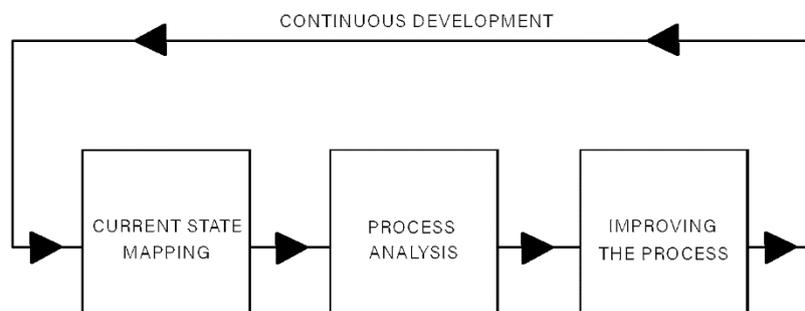


Figure 7. Developing processes

(Lecklin 2006, 134 Edited)

To develop the organizations processes, the first step is to map the current state of the processes. Current state mapping is done to help the organization to organize the process work, create process descriptions and process charts and lastly evaluate the functionality of processes. Also, mapping the current state of processes gives the organization information which processes should be developed (Lecklin 2006, 134).

Process description includes the process itself and the measurement and control system of the process, which gathers feedback during and after the process. Process description should also include general overview of the process. The general overview contains the name and purpose of the process, functions participating in the process, start and end events of the process, customers and suppliers of the process, connections to other processes, and lastly the inputs and outputs of the process. In the process chart, the organizations core processes are named and the main interactions between core processes are presented graphically (Lecklin 2006, 136-137).

The next step is to analyze the process. Finding and solving the problems of the process, selecting the right tools for measuring and benchmarking the process and evaluating different development methods are all vital parts of process analysis (Lecklin 2006, 135). During the process analysis phase, the information previously gathered in the current stage mapping phase should be utilized by creating a plan to improve the process. This can be done most efficiently by using some of the following methods: utilizing the experience of employees, analyzing the process charts, finding out the cost structure of the process, benchmarking, solving the existing problems and actively monitoring the functionality of the process (Lecklin 2006, 148-150).

When the process has been analyzed, the next step is to create a process improvement plan. The process improvement plan can include improvement objectives, new project description, possible implementation plan for a pilot project, given schedule and responsibility areas, measurement and monitoring requirements and a resource plan. The improvement objectives tell what and how much the organization wants to improve the process. New process description includes the general overview, process chart and management system where the responsibility areas are stated. If the organization chooses to implement pilot project, the improvement plan must contain a

plan for executing the pilot project. The set schedule and responsibilities must be registered or recorded clearly in the improvement plan. Key measurement indicators must be set for measurement and monitoring requirements. Also, the resource plan has to include the economic impact of improvement, monetary and human resources, returns and the possible need for funding. After the process improvement plan is ready, the owner of the process must approve the plan. Also, the process must be introduced to and approved by everyone who is involved in the process, most importantly the employees (Lecklin 2006, 191-192).

When these steps are done, the development of the process is completed, and the process is ready to use. However, the process development should not end here. If the organization wants to ensure high quality, the process should be continuously developed. The functionality of the process should be measured regularly, for example by benchmarking. If needed, the process can be developed even more by once again going through the same steps earlier (as in Figure 7.) (Lecklin 2006, 135).

The customers, technology, industry and competitors in the field are continuously developing. This forces the organizations to continuously develop their processes as well. This can be done by monitoring the performance of the processes and by understanding the continuously changing needs of customers. After all, the processes are always built around customers, so when customer needs change or the feedback is not as good as it should be, the processes must be adjusted and developed to satisfy the customers and fulfill their needs (Lecklin 2006, 196-199).

4 Methodology

As discussed, the purpose behind this research is to explore and pin point the problems in our subject company regarding their processes. Processes have been a big problem in our subject company and it is a key problem to solve in order to help the organization grow, by being more efficient and achieve better results. In regards of the research, esports is tricky in regards it being such new and growing industry. Due to the nature of this research an exploratory approach was chosen. We chose to use qualitative research methods of data collection and analysis.

As stated in the study's introduction, the research questions for this study are:

What are the subject organizations current state of processes?

What are the problems that initially slow down the organizations growth?

With these questions we are able to gather information about the current state of processes in the subject organization. This information is vital for being able to create working processes for the organization. The other question aims towards finding the key issues in the organization, this helps the research create processes that are not only efficient, but also help the organization in general by solving them.

4.1 Research design

Esports as a industry is very new and for that matter chaotic. The industry itself is trying to find its place as of now. This makes creating and mapping out processes extremely hard from a leaders perspective. Processes in our subject organization were born as the organization grew and employees found their place. This also makes it very hard for the employees to know what to work on and when. This results in making the employees stressed because if they work on a certain thing, there is usually something else that they feel like they are supposed to be working on.

The biggest problem we found as of now is cost efficiency. The organization is struggling to keep its employees using time as efficiently as possible. This is particularly hard in esports since the business side of things is split in to two categories:

Growing the organizations own following on their different social media platforms

Customer work

Splitting time between these two aspects of business is hard, but in the long run they are both very important. Growing the organizations own following is a task that is almost always achieved by creating organic content. The content created in the industry mostly involves players and influencers. In our subject organization the time that is put into this has been decreasing a lot as the organization has been growing. This is very natural because the amount of customers has increased drastically. The benefits of growing social media following in esports come in much later which makes resourcing people and time hard, because there is no imminent results or profits coming in.

Customer work on the other hand is the fuel that esports organizations must do to survive. It is in most cases the only way to keep a organization running in the long run. Esports is in many ways similar to traditional sports. Biggest similarity is, that the business is very public and feeds on fans and viewership to be more succesful. Customer work on the other hand is in most cases happening behind the scenes and not visible to the basic consumer who follows esports and perhaps a team they are interested in.

4.2 Structure of this work

First we studied our subject organization to find out their current processes and business models that they are operating towards. As we have already stated, esports is a very new and different line of business compared to any other industry.

Second, we studied business processes in general. This is relevant to our work to find more innovative ideas and concepts and try to implement them in our subject organization

Third, we conducted theme interviews for the employees of the organization to find out what they think of their current processes. We interviewed both employees and owners of the organization to try and find similarities in the problems they seem to be facing. This way we also find out what the different problems are in different roles of the organization.

Fourth, we created new processes for the organization by analyzing the data we get from the theme interviews. The processes created are efficient and built from the perspective of every employees opinion in general. Analyzing the whole organization and their needs will lead to getting a better understanding of the big picture and everyones opinion. These processes will be implemented in the working ecosystem immediately.

4.3 Research method

We chose to use qualitative research methods as the organization is still growing and finding the best ways to work and deliver to their customers.

Qualitative research usually focuses in processes in general. Purpose of qualitative research is to understand and explain certain patterns of behavior and beliefs. The focus is to try and find the issues in a more deep approach. Qualitative research studies a smaller amount of information rather than analyzing a bigger picture and understanding of the research (Kananen 2008, 24–25).

Qualitative research is suitable for phenomena not already researched (Kananen. 2008, 32) This suits the nature of the research as we are researching how employees feel about their tasks and work they are assigned to. We believe that understanding the factors that drive an employees motivation is relevant in regards of creating new processes for the whole organization.

In our research we decided to focus on the employees and people who contribute to the organization in some way. This excludes players and influencers out of the equation. In this research we conducted theme interviews to access and get a understanding of individuals attitudes and values. One of the key information we wanted to find out is how do the employees see the problems in the organization.

4.4 Data collection

We decided to use theme interviews as the way of data collection in our research. We conducted theme interviews to five individuals of the organization that work on different areas of the organization. Theme interviews were all conducted via video conference calls. This method was chosen as the situation with the global pandemic was still on-going and in regards of both parties we found it more suitable for safety reasons.

The interview process was a semi-structured interview with planned questions and open-ended answers. All of the interviews were conducted in Finnish as it was the native language of all of our interviewees. Using Finnish as the language ensured us of getting a much more in-depth answers and a better understanding of the reasoning behind their answers. Interviewees were held anonymously and confidentially to ensure genuine answers.

Two of the participants were managers and owners of the organization, two participants worked in creating content, one participant worked in sales. The goal of the research was to find out what do employees in different areas think are the problems and this way to find out if they either match or differ across multiple people.

Time worked for the organization (months):	19	19	13	19	12
Job description/Title:	Owner	Owner	Content creation	Content creation	Sales
Name:	Mr. A	Mr. B	Mr. C	Mr. D	Mr. E

Table 1. Overview of the interviewees

The interviews were constructed differently across different job descriptions. This meant that we modified the questions to suit the interviewees job description. Overall the questions asked were aiming towards finding out the problems in the individuals own line of work. We wanted to give the interviewees the possibility for open-ended answers and especially to share their own thoughts and opinions on the matter.

It is important in a theme interview to design the themes and questions asked very thoroughly before the interviews are conducted. These themes and questions are best if defined in three different ways and utilizing them all accordingly. Questions should be based on intuition as in what would seem logical to ask, what has been asked previously in similar studies, and to ask questions based on theory (Aaltola & Valli 2010, 35).

4.5 Data analysis

Theme interviews are often very vast which makes analyzing difficult (Kananen 2008, 88). Transcribing interviews helps the researcher compile and see the bigger picture in the interviewees answers.

The interviews were held in a video call with the participants and afterwards which was recorded and transcribed. Transcribes and tapes were carefully analyzed to observe their content fully along with the participants thoughts and opinions. This was necessary for the research but very time consuming.

Questions asked were very open and additional questions were asked if the authors felt like there was still more to be said by the respondent. Interviews lasted 35-60 minutes, after which the interview was listened to and transcribed. The goal when analyzing was to find similarities and differences among the answers given.

After conducting and transcribing all the interviews we analyzed the data and compared the results together which we then used to create more efficient processes for the organization.

5 Findings

This chapter concludes our findings from the theme interviews conducted. The theme interviews had four different themes which were asked from employees of different areas to get as wide as possible sampling of the problems at every level of the organization from content creation to management. Our findings from the interviews are presented in this chapter and our conclusions will be presented in the next chapter.

5.1 Information on the interviewees

The interviewees all work in the subject company however, their positions and job descriptions differ. We decided to try and get as wide as possible view of the problems on all stages of the organization. Theme interview, and the questions asked were modified according to the interviewees role keeping the theme of the questioning standardized across the whole interview.

This chapter introduces the participants who were interviewed. Interviews were done confidently and the names of participants have been modified.

Participant *Mr. A*

Mr. A is a co-founder of the subject company and works as a manager along with most of the organizations financial side. He works in marketing in another company along with working and developing our subject company. In his own words he does not have as much time to offer as the subject company in his opinion needs. *Mr. A's* expertise is in marketing and finance side of the business.

Participant *Mr. B*

Mr. B is a co-founder of the subject company together with *Mr. A*. He works in the subject company as a manager as of now. *Mr. B* also works in another company full-

time which makes dividing time between two jobs very hard. *Mr. B* started as the only salesperson of the subject company but since the company was able to acquire *Mr. E* to do most of the work in the sales department *Mr. B* has shifted towards management and organizing. *Mr. B* has his expertise in sales and marketing which come from a long career in sales in the other company he works in.

Participant *Mr. C*

Mr. C started in the subject company as a content creation trainee. In his time as the trainee he was able to show his true value and skills which lead to him being hired as a content creator after his initial internship was due to end. His expertise is in creating content for the organizations sponsors, as well as for social media.

Participant *Mr. D*

Mr. D has been working with the subject company since the initial launch of the company. Along with the subject company he works as a entrepreneur creating content for various customers. Our subject company is still one of his biggest clients and will in his words continue to be in the future. *Mr. D's* expertise is in content creation and specifically in video production.

Participant *Mr. E*

Mr. E is the newest addition to the organization of the participants. He works in sales and is responsible for sales and account managing in the subject company. The subject company is still growing and finding its ways which makes his job vital for the subject company. His expertise is in account managing and sales and he has a long history in sales in different corporations.

5.2 Processes in the organization currently

In the interviews conducted we wanted to get a wide view of how different people within the organization view the current processes in the organization.

Analyzing the interviewees we found that the answers and thoughts on this matter were very similar and in line regardless of the employees area of work. The question for all of the participants was: How would you describe processes in the organization?

“There has not been any determined processes and there still are not any processes. We have pretty much just went with the flow of working and then adjusted when things have gone sour.” - Mr. A

“I would describe them as “shattered”. We have not formed any processes, the processes we have were created in the moment when they had to be created. No one in the organization is directed to creating them.” Mr. E

“I think we have processes for many different things but they are not clear. The problem with them is that they constantly change as we move forward.” Mr. B

All of the respondents either had the opinion that there are no processes or that there are in fact processes, but they were created when there was a need for them to be more organized. There are clear similarities in the answers given by every single participant.

It seems as every participant is clear on the fundamentals of processes and they present the process of sales as shown in the following figure.

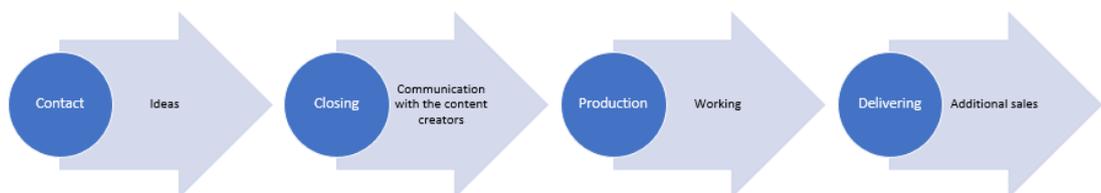


Figure 8. Current process chain of sales in the organization

A significant thing that was brought up in the answers to this question was the lack of responsibility. There seems to be a clear need for clarification in terms of having a person for each task to be responsible and to make sure certain things and work is done to finish the task.

5.3 Problems in the organizations processes

Most frequent and common that came up across all of the participants was communication in different ways. Communication problems were very visible but they came across differently depending on the job description of the participant.

Question we asked regarding to this was: What are the problems in the organizations processes and how would they need to be improved?

“I think we should focus on our culture of meetings in general needs improvement. More specifically we need to focus on who should be informed and how often.” Mr. E

“I think Mr. E should inform the rest of the organization more frequently of what is going on. Also Mr. E should try and make much more time for production.” Mr. C

Answers differ in context, but both *Mr. E* and *Mr. C* speak about communicational problems. *Mr. C* feels as most of the work presented to him reaches him way too late which leads to problems as the content creator feels the need to hurry with this. *Mr. E* on the other hand speaks about meetings and communicating more vastly. He also brings up a point of who to inform and include in the meetings in general.

Mr. A and *Mr. B*, who are managers and co-owners thought very differently about the problems in the organization.

“The number one problem in the organization is the lack of a clear business model. This is the cause of us not having the same vision and thought behind our business.” Mr. A

Mr. A indicates that in his mind employees are not on the same page in the form of vision in the long run. He also talks about how the organization is missing clear responsibilities which makes decision-making very difficult. The problem of lacking a clear business model was not mentioned by the other co-founder Mr. B, but that the lack of responsibility is missing.

“We are definitely missing a leader in the organization who makes the last call on a matter when needed. Everyone has opinions but we are extremely bad at making the call on whether or not to pursue certain things.” Mr. B

Mr. B's point came up in other context in the interviews but he was the only one stating it as a problem in this question. He continues his statement on the matter by saying that there are four people in the organization who make decisions and all of them are hesitant to make the last call.

Analyzing the interview and the answers from the interviewees we found that there was one process in particular that all of them mentioned, this was video production. More specifically the process of creating the video from start to finish. Problems stated were talking specifically about the lack of knowledge of the responsibilities of the different stages of the task.

“They (processes) have mostly been modified when we have noticed that something is not working at all and something has to be done about them and then we make some changes and it then becomes a partial process. For example communication on the matter of video production to customers. It has been discussed several times and always in a negative matter wondering, how can it always go wrong.” Mr. E

“I think the processes we have specifically made clear responsibilities and goals as well as named a person responsible for this task have gone much better compared to going over a task to a group of people in a general level.” Mr. B

Some participants also described the process in the interview and it was clear that they have different ideas of the process behind video production. This is a prime example of not having clear processes behind certain tasks. *Mr. E* also mentioned that the processes are being modified only when things go wrong which makes the conversation about it happen in a rather negative matter.

5.4 Clarity of responsibility in the organization

Most of the respondents in the interviews said that the responsibilities are not clear in the organization. Exceptions were *Mr. E* who is in charge of sales and *Mr. D* who mostly does video production in the organization. The problem of not having a clear vision in every employees mind seems to be problematic according to the managers of the organization *Mr. A* and *Mr. B*.

“The responsibilities have not been determined to each person clearly enough. Big problem is also that there are no set goals for all of the employees in their respected roles.” Mr. A

“It is not clear to everyone what their responsibility actually is and why.” Mr. B

From the founders perspective it is definitely not clear to everyone what their responsibility is. Both of the founders bring up the lack of vision as a problem in the organization.

“I feel like as of now the responsibilities are more clear since this has been discussed recently. Before that they were not clear at all and everyone was doing everything which made the whole team a mess.” Mr. C

The content creator *Mr. C* feels as the responsibilities have been recently cleared up. This was not mentioned by the owners as they were still thinking that responsibilities were unclear on every department of the organization.

5.5 Process development proposals

According to *Mr. A*, the most logical step of development would be setting clear annual objectives, which could be divided into smaller, even weekly tasks. This would ensure that the organization is continuously working towards the annual objectives and the progress would be easy to monitor.

If the organization wants to keep its employees updated about the things that are currently happening, many interviewees told that the communication needs to be clearer. According to *Mr. C*, this could be accomplished if the sales department would communicate frequently and update the whole staff about what the sales department is planning and what it requires from the staff in the future.

“The sales department should inform more actively to everybody what is currently going on.” Mr. C

The importance of clear and regular communication was also stated by other interviewees. *Mr. E* said that inside the organization should be weekly meetings where weekly tasks are given and also meetings where people can get help when they are in need of new ideas and different point of views for their problems.

“The most important thing is to have meetings regularly and between different areas.” Mr. E

Mr. B suggested that communication should be built around the organizations responsibility areas. The organization should create a group of people who are in charge in different areas of the organization. Communication within this group should be done frequently and regularly. The person in charge of his own area of the organization would inform the people who are working in that specific area about the issues considering them directly.

Mr. D suggested that there should be one person in the organization who takes the responsibility of controlling every smaller details needed during the process and supports the people who are taking part in the process. This would permit the people who are taking part in the process to not waste their time and effort around details which will not benefit their work, but will eventually benefit the process. *Mr. D* also stated that the organization should never give deadlines for projects, if the process and its challenges are not clarified.

“The key issues is taking responsibility. There is no clarity who is the one to take responsibility.” Mr. D

“This aspect of the process should be managed by someone, who is reliable and could take care of every detail, which I am not getting paid for, but are necessary to be done. The person in that position must have the knowledge about whatever the process requires.” Mr. D

Taking responsibility and setting responsibility areas came up in the other participants answers as well. *Mr. B*, said that if the organization wants to start new processes, there needs to be one person who takes care about everything around it and is in charge of the whole process and makes it sure that the process is progressing.

“If a staff member from Supercell starts a project, he is fully responsible of leading that project.” Mr. B

Mr. A was also underlining the importance of responsibility areas and setting strict boundaries so everyone is sure to focus on their own area.

“The boundaries should be set strictly, so no one is shifting their responsibilities to another.” Mr. A

6 Conclusion

The aim of this study was to study the organizations current processes and problems in them. From the theme interviews conducted to the employees of the organization we were able to form a general understanding of the problems. Participants of the interviews were knowingly chosen from different areas of the organization to find out how the problems are viewed in different roles.

There were some themes of problems which were indicated from most, if not all participants. These themes were communication, lack of vision and lack of clear responsibilities. There was also one particular process in the organization that was mentioned in the interviews which was video production. The problems mentioned previously can be seen in multiple different ways in the organization with utmost certainty.

Based on the interviews we conducted, the creation of clear processes for recurring tasks in the organization would make working on them more efficient in general.

Based on our findings we decided to take the organizations video production as an example and to create process for future cases. Our process can be utilized in other tasks in the organization with minor modifications. Our presented process makes following the process of video production from start to finish easier and more efficient.

6.1 Creating a process template for the subject company

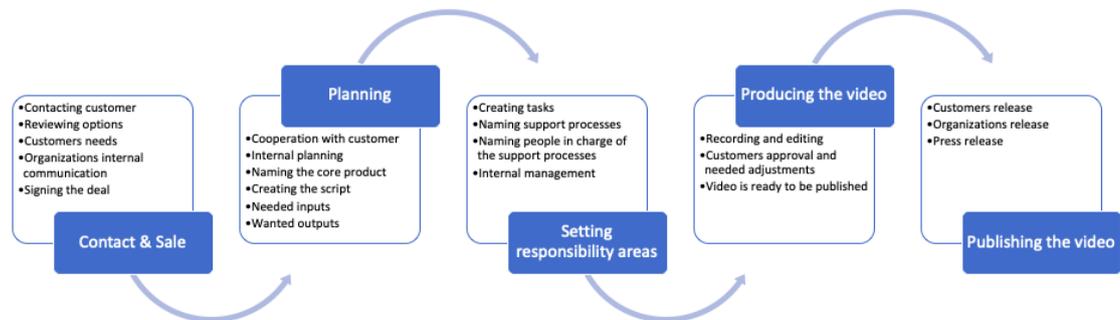


Figure 9. Process of customer video production for the subject organization

6.1.1 Contact and sale

The first step in the video producing process (see Figure 9.) is to prospect possible customers, that have a need the organization can satisfy, and make the sale. This is done by the organizations sales department by reviewing different possible customers and closing the deal. This deal should generate wanted value for both parties. When the deal is progressing, the sales department communicates internally by keeping the core members of the organization frequently updated about the deal. The core members continue to inform the people who are working in their responsibility areas, so the organization can ensure everyone is aware of what is going on. After the deal has been signed, everyone inside the organization should be aware what the deal requires from them and start to get ready for the planning phase of the process.

6.1.2 Planning

The planning phase should start in cooperation with the customer. According to Hanus (1994, 41-42), the process should always be seen from the customer's point of view. To ensure this, the organization must start the whole process in cooperation with the customer. The customer and its need should be the main focus during the whole process, which is the reason this process template is set to be managed by utilizing the aspects of process management and process thinking. Also, this template can be used as a tool of process management, because the process is progressing logically and specific responsibility areas are set (Lecklin 2006, 126-128).

The customer explains their needs and expectations from the organization, which will be processed internally inside the organization. In this case, the customer wants a video, which is the output of this process. The video production can be also seen as the core process because it has an immediate connection to the external customer. (Laamanen 2005, 54-55). Everything else revolving around the core process are the support processes, helping the core process achieve the best possible output.

The video needs a script, which will be planned with the help of the customer. The script will then be enhanced by the video production crew. When the organization is creating the script, they must plan what kind of inputs the video will require. Lastly, the script must be approved by the customer. When the script is created with the customer, the organization can be sure that it will ensure the wanted output.

6.1.3 Setting responsibility areas

After all the planning is done, the organization must internally set the responsibility areas and name specific people in charge of these areas. Easiest way to set the responsibility areas is to divide everything needed in the video production into groups. The recording and editing are done by the video producer, who is in charge of the final outcome of the video.

Everything that supports the recording and editing of the video, should be planned with the video producer, but after planning, that support process should be in different responsibility area and one person must be named to be in charge of it. This responsibility area includes things such as booking the venues, setting schedules and ordering needed equipment. This ensures that the video producer can focus on his work and not be distracted. If the video producer needs any help during the recording or editing, the person in charge of this responsibility area is the one who helps him. Depending on the size of the production it might be good to take in consideration to split tasks such as booking venues and ordering needed equipment to separate employees. This ensures that there are not too many tasks piled on to a certain employee. If the tasks are split between employees, the one responsible of that area should manage these employees.

The last responsibility area is publishing. This includes planning and producing the organizations publishments for different social media platforms, the customers wanted platforms, and the press release for different medias to use. This responsibility area can also be a support process of the video, because even if the video is great in every way, it still needs to be introduced and brought to the audience. The outputs of this support process are usually scripted texts and edited images. This process also includes publishing these releases in the given date when the video is published. Just like the previous area, this responsibility area can also be split in different tasks for multiple employees.

6.1.4 Producing the video

When the responsibility areas are set and the process has progressed to the point where the video can be recorded and edited, the video production starts. To ensure that this part of the process goes without any issues, the one who was responsible for supporting the video producer must communicate continuously with him. Everything that is needed in order to shoot the video, such as the actors and equipment, must be in the selected venue in time. Otherwise, the video producer can't shoot the video and the process gets delayed.

After the video has been shot, the video producer starts editing it. When the video is edited, it is sent to the customer for review. During this time at latest, the person who is responsible for media releases should also be working. To make the process easier for the customer, the video and releases should be sent at the same time. If the customer is not satisfied in some aspects of the video or the releases, adjustments are made by the ones who are in charge of these responsibility areas. When the video and releases get the customers approval, the last phase of the process can start.

6.1.5 Publishing the video

When the customer is fully satisfied with the output, it is ready to be published for the audience. This part of the process includes a lot of communication between the customer, the organization and different medias to be executed proficiently.

The person responsible of media releases, must be sure that the release is done simultaneously with the customer. This prevents mistakes such as leaking the release too early or publishing incorrect versions of the releases for different audiences. This step must be done with extra caution, because it can tremendously affect the output. When the customer, organization and different medias have published everything, the process is finished, and the customers need has been fulfilled.

6.2 Monitoring and measuring processes continuously

When the process is completed, it should not be abandoned. This process template can be utilized as a template for future processes as well. Also, the process development work should continue even if the process is done. By benchmarking, the organization can ensure that the process and its outputs stay relevant and keep the performance level as high as possible.

In this case, the benchmarking can be done by comparing and measuring internal and external processes. Especially external benchmarking helps the organization to see the flaws in their processes. There are many competitors in the Finnish esports

industry, so finding competitors is not hard. An issue while externally benchmarking, can be the fact that esports is relatively new industry. The competitors processes might not be as efficient, so it would be beneficial to also utilize functional benchmarking. The purpose of functional benchmarking is to create wider perspective by seeking information from other fields of business (Lecklin 2006, 162-163). So, especially in a field of business like esports, this could provide a lot of information that is not utilized currently.

To continuously develop the processes (see Figure 10.), the organization should map the current state of processes, analyse the processes and improve them if needed (Lecklin 2006).

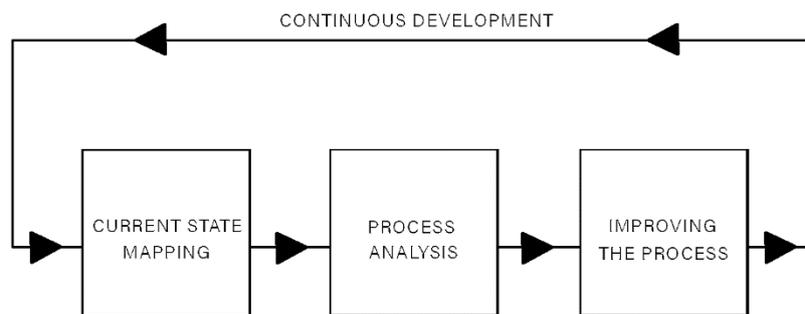


Figure 10. Developing processes

(Lecklin 2006, 134, Edited)

7 Discussion

The aim of our research was to find out the subject organizations processes and how to develop them. Another aim was to get as wide understanding of the problems as possible. This is why we opted to interview employees from different positions overall.

After analyzing and conducting interviews with the employees the aim was to figure out ways to develop them in most efficient way possible. The conclusion of this study was a simple process for the subject organization to further improve their way of work. The process created is based on the interviews and theoretical framework.

The writing process of this study was very interesting and we feel like studying esports and the organizations in the industry overall to be very useful for the whole industry. Esports, as a industry is growing fast and is still finding out and creating basic principals around it.

The study overall was a success as we managed to answer the research question as well as provide useful results and conclusions for the subject organization.

7.1 Research limitations

One research limitation on this study was the sheer lack of finding theoretical framework on esports in general. This is due to the industry being so new and that it is growing and expanding at a very fast pace. We were able to gather a rather large quantity of theoretical framework on the matter nonetheless.

7.2 Reliability and Validity

Due to the qualitative aspect of the research, the answers from our five participants present their personal perspective of the problems. In the study this showed as the problems described by the participants were in some cases vastly different. The

position and role in the organization may also have effects on the answers given, as all the participants can not access the same amount of knowledge of the organization. This is why we opted to conduct the interviews anonymously to assure, that the answers could be given without the social pressure of their specific position or hierarchial position in the organization. Another aspect to take in to consideration is, that the problems brought up in the organization in the interviews can be affected by recent events.

Validity of this study was taken in to consideration starting from the beginning. Theme interview questions were carefully planned for different roles of the organization to ensure answers to aim towards the research question. Interviews were transcribed as well as the recordings and transcriptions were listened and read through several times to specifically find the problems.

The researchers chosen research methods and they can always affect the end result (Kananen 2008, 121). It is also important that our own opinions and thoughts on this matter do not affect any of the results, this was also thought of, and taken in to consideration as the study was created.

7.3 Research Ethics

Researchers in any kind of research inevitably experience ethical issues (Wiles 2013). Ethicality in this study was seriously thought of throughout the process of writing. We are very interested in the industry overall, which meant being cautious of our own opinions to not affect the study.

In this research our research method of choice was theme interviews. This was heavily thought through as we wanted the participants to feel as safe as possible answering the questions truthfully. Questions in the interview may not be easy to answer in front of the whole organization, this could have limited the answers as well as cause harm for the participants mentally. This is why we chose to conduct the interviews anonymously and all the data presented of them was with their consent.

Ethicality was also taken in to consideration in the data collection section of this study as well. We stated in the study, that esports is a new and fast growing industry which shows also when searching trustworthy resources about the industry in general. This lead to us needing to look at our sources through extremely carefully to ensure it being trustworthy.

7.4 Ideas for further research

This study focused specifically on the subject organization. This means that the results were obviously aimed towards their problems and organization. This was useful, since we managed to get a deeper view in to the world of esports organizations.

Therefore, we believe that a study on perhaps a larger quantity of Finnish esports organizations could be useful to find out the general problems in esports as of now. This would give a better understanding of the problems in them, as well as to see if they match with each other. This would also help the entire esports community and especially new organizations to get a understanding of the general problems in advance.

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Appendices

Appendix 1. Theme interview questions

Questions for the owners of the organization

1. How would you describe the current processes of the organization?
2. Do you feel that you are aware of what every employee/intern is working on during the week?
3. Is the organization easy to manage?
4. Are the tasks clear for every employee?
5. Which aspects of the organization are problematic? How would you improve these aspects?
6. Describe the organization's internal communication, is it clear? How would you improve the internal communication?

Questions for the content creators of the organization

1. Do you feel that your tasks are clear?
2. Are you aware of the promised cooperation tasks for the customers?
3. How aware you are of what the salespersons and owners of the company are planning?
4. Do you feel that you are receiving the tasks early enough to complete them without a rush?
5. Do you feel that the tasks are shared equally?
6. How would you describe the organization's processes currently?
7. How would you improve the processes?

Questions for the salesperson of the organization

1. Are the things you are selling going fast enough to production?
2. How do you transfer the sold things to production?
3. Has the production raised any issues which are affecting to sales?
4. How do you communicate with the customers?
5. How do you communicate with the production?
6. How do you communicate with the managers of the organization?
7. Do you feel that your objectives are clear?
8. How would you describe the organization's pro
9. How would you improve the organization's processes?

The structure and wording of the questions may vary a little in semi-structured interviews. In some cases, further questions were asked based on the response of the interviewee.