



Developing cooperation and customer-centric operations in the TE office Aviation team

Titta Suopajärvi

Haaga-Helia University of Applied Sciences

Bachelor's Thesis

2021

Bachelor of Business Administration, Aviation

Abstract

Author

Titta Suopajarvi

Degree

Bachelor of Business Administration, Aviation

Report/thesis title

Developing cooperation and customer-centric operations in the TE office Aviation Team

Number of pages and appendix pages

60+4

Covid-19 pandemic affected aviation employees' work as governments restricted traveling during 2020 and 2021. The Aviation support team was founded in October 2020 to the Vantaa TE office to provide services for the thousands of unemployed and laid-off people. The Aviation team developed new services and also found processes where the information did not flow and prevented the unemployed customers from getting information about the work.

The aim of the thesis was to gain understanding and find a way to improve the employment mismatch in aviation. The ways for improving the mismatch were developing the TE office's internal process between the Aviation team and Business service team and external proactive customer service for aviation field companies. The goal was to create a process that could be copied to all the other teams working with clients from different fields.

The theoretical framework was improving customer experience, and the theories were from customer service and service design. The main research problem was finding out whether the combination of both models' can promote labor market convergence, improve mismatch, and support a faster employment process, and the results seem very promising. The method for researching the problems was a qualitative method implemented with interviews for internal process development and a survey for the external customer experience improvement. Due to the Covid-19 restrictions, the interviews were conducted via Microsoft Teams, and the survey for the aviation field employers was sent via Webropol.

The results from the interviews were encouraging. All interviewed TE services specialists from the Aviation and Business service teams found the internal cooperation and the information flow essential. Also, collaboration with aviation field employers would support both teams' efficiency. Both employees and employers would benefit from the new process, and it would also speed up the employment process and shorten unemployment times. The survey was conducted among five aviation field companies. They were asked about the future recruitment and training needs to discover the need for collaboration. As a result, there will be recruitments and a need for cooperation between companies and the TE office, which will be the next phase of implementing the process model.

The new process was refined according to the findings. Even though the aviation field is ramping up and companies have recruitment plans, the aviation customers' situation is not over yet. IATA has predicted that aviation operations will recover only in 2024 and reach the same level as in 2019 before the Covid-19 pandemic. The survey made for the aviation field employers was parallel to the IATA prognosis.

The goal was initially set to form a model, and copy the new model to other teams. As the Aviation team will be integrated into other TE office's teams in the Uusimaa area, there will be an opportunity to implement the model in the larger context to improve cooperation, customer experience, and mismatch.

Keywords

Aviation, Employment, TE office, Customer Experience, Service design, Covid-19

Table of contents

1	Introduction	1
1.1	The aim of the thesis and research problem	2
1.2	Theoretical framework.....	2
1.3	Structure of the thesis	3
2	Commissioner – Uusimaa TE services in Vantaa	4
2.1	TE services in Finland.....	5
2.2	Aviation Support Team.....	6
2.3	Private sector service providers	7
2.4	Aviation field employers	8
3	Improving customer experience	11
3.1	Customer experience	13
3.2	Service design	17
4	Methodology	21
4.1	Qualitative and quantitative methods	22
4.2	Interview and survey as data collecting methods	24
4.3	About the interviews and survey	25
4.4	Questions for the Aviation team specialists	26
4.5	Questions for the Business service team specialists	28
4.6	Survey for the aviation field employers.....	29
4.7	The process of testing and data collection	31
5	Results.....	35
5.1	Interviews for the Aviation team specialists	35
5.2	Interviews for the Business service team specialists	41
5.3	Survey for the aviation field employers.....	45
6	Discussion.....	46
6.1	Conclusions	46
6.2	Recommendations	49
6.3	Reliability and validity of research	50
6.4	Lessons learned.....	51
	References	54
	Appendices.....	58
	Appendix 1. Research plan for the commissioner to be attached to the request of interviewing TE office specialists.....	58
	Appendix 2. Interview questions for the Aviation team specialists	60
	Appendix 3. Interview questions for the Business service team specialists	60
	Appendix 4. Survey questions for the aviation field employers	61

1 Introduction

Employment and Economic Development services, TE services, has two equally important roles: Finding companies suitable employees and finding employees convenient jobs. Thus, TE services' role in Finland is to provide advice, information, and employment services. A mismatch is a global problem in labor markets. The word mismatch means that employees and vacant jobs do not match.

In 2020 TE office was the most popular service provider for companies when they needed a worker for a specific job. On the other hand, some companies are also looking for new operators with fast online and social media services. Many private operators are focusing on serving a particular field of industry. Also, the Uusimaa TE office (later TE office) has reinvented the services to efficiently serve both companies and job seekers by creating support teams for different industries. The Personal customer service teams are helping job seekers, and Business service teams are for the companies. TE office does not promote services directly to the corporate world or private employers. Still, the goal for TE office and private operators is mutual; to find jobs for people and a skilled workforce for companies.

COVID-19 caused redundancies and lay-offs to thousands of employees in the aviation field, and In October 2020, a new Aviation support team was founded in the TE office. Some layoffs have ended, and people returned to their jobs, but a large group of people is still waiting for an invitation from their employers. A part of the unemployed still wish to return to the aviation field, a group of people is retraining for new professions, and some may think about retirement. Some aviation jobs opened in the autumn of 2021, and the aviation team got a mandate to execute time-critical urgent recruiting processes for Finavia, the owner of Helsinki Airport. The results were encouraging both Finavia and TE office, and TE office was able to find employees to Finavia with short notice (TE services LinkedIn 2021.)

Developing customer experience is a trend for all service providers. The competition is getting harder, and customers' expectations are higher. As a result, services are being re-designed, but the new elements must provide extra value for the customers. In addition, service change affects the company's internal processes and demand effective communications about the changes. The experiment with Finavia gave an idea and a base to the new process suggestion where the Aviation team and other industry field teams would work together with the Business service team with companies during the recruiting, even proactively. However, both internal and external cooperation models and processes would

need adjustment to succeed in elevating customer service and improving mismatch in Finland.

1.1 The aim of the thesis and research problem

Uusimaa TE office acts as the commissioner. The thesis aims to make the Uusimaa TE Office's internal and related external business services more customer-oriented and efficient. Based on the thesis, the target is to describe the roles and responsibilities of the new enhanced, internal and external cooperation model in the Aviation team. This model could be copied into all other industry teams. The research problems are: Can a new external business collaboration model anticipate job openings and help the TE Office prepare for the situation and increase customer satisfaction? Can the development of the internal cooperation model ensure compliance with the commonly agreed procedures and the internal flow of information? As a result, the main research problem is whether the combination of both models can promote labor market convergence, improve mismatch, and support a faster employment process?

The terminology of the work uses the TE services, which generally describes a service organized by the state operating in Finland. This service includes both TE offices and Business services. The Uusimaa comprises the offices of the entire Uusimaa region, and it is divided into four main areal administrative departments. In addition, the Aviation team is part of the Vantaa TE office.

The research methods in the thesis are interviews and a survey. The internal teams will be interviewed, and the aviation field companies will be sent a survey.

Unemployment and mismatch are broad subjects, and the overall material would contain too much detailed information if included in the thesis. Furthermore, a mismatch in this content is connected to the cooperation with the aviation companies operating in the Uusimaa area and Te office internal organizational processes.

1.2 Theoretical framework

The theoretical framework concerning collaboration with companies is customer service. Customer service theories, best practices, and terminology from McClymont's and Villani's are compared.

The second theoretical framework of the work is service design used for internal process development and part of the external customer experience development. Service design can be used as a tool, but service design can also be seen as a theoretical framework.

Service design tools are used to design both internal and external collaboration models. The PDCA model (Plan – Do – Check – Act) by Shewhart and Deming (in Bradford & Miranti 2019) is used in the TE office to constantly improve daily work. Therefore, it was natural to choose the same model for the internal process description and visualization. Also, Porter's Five Forces theory (Porter 1979) was used for identifying TE services' position in the labor and staffing market.

1.3 Structure of the thesis

The report begins with an introduction, which presents the goal of the work and the two main research problems, external business cooperation and internal operating model, which are of equal importance and clearly related. The second chapter of the report presents the commissioner, the Uusimaa, and Vantaa TE Office. Then, TE services' working principles and laws behind the operations and services to customers are discussed in context. As another context, the activities of the private employment sector are briefly reviewed, with Barona, Eezy, and Staffpoint as examples. In addition, the context is also the employers in the aviation sector operating in Finland and the unemployment situation in the aviation sector caused by Covid-19.

The third chapter introduces the research methods, an interview, and a survey used in the thesis. The third chapter also reviews two overlapping theoretical foundations; service design theory and customer experience development theory. The goal is to use service design means, i.e., to establish operations together with the customer to develop the customer experience, and strengthen the position of the TE office among private operators.

Chapter five presents qualitative and quantitative research methods, the research process, the results, the analysis, and the management decisions. Finally, the last chapter will consider the timeliness and success of the whole thesis and the author's learning path.

2 Commissioner – Uusimaa TE services in Vantaa

TE office is a service provider both to job seekers and companies. The organization has been built to keep these departments almost separate. The role of TE services is to provide professional candidates with job roles companies need. Post Covid-19 situation shows that the unemployment rate and the number of open positions are not meeting. The number of unemployed people in Finland has decreased from August 2020 until August 2021, but it is still higher than in August 2019. At the same time, there were 48400 more open jobs in August 2021 than in August 2020. (TEM 2021.)

Uusimaa TE office values trust, cooperation, courage, and professionalism (Lappalainen 2021, 3.) Employees are encouraged to review their everyday work from different angles; workability, processes, and customer experience. Teams report every month what observations they have made and their improvement suggestions using the PDCA model. The supervisors are reading and forwarding suggestions to the higher level in the TE organization.

Figure 1 is modified after Porter's Five Forces theory. The figure shows that the threat of new entrants is high because many new staffing companies are in the market. Instead, the supplier bargaining power is low. Service providers, like educational institutes and coaching companies, need TE services' clients, benefiting economically from the cooperation. Rivalry among existing competitors is medium from TE services' perspective, even though the competition is hard between the private staffing service providers. TE services' role differs from other companies' role as all the unemployed must have contact TE services and report about their activities, which is why buyers' bargaining power is also medium. People working full-time and seeking a new job can be clients at TE services if they wish to get job offers. Finally, the threat of substitute services is medium-high. Private service providers offer paid training and coaching for private market customers, but TE services also purchase private services for their customers.

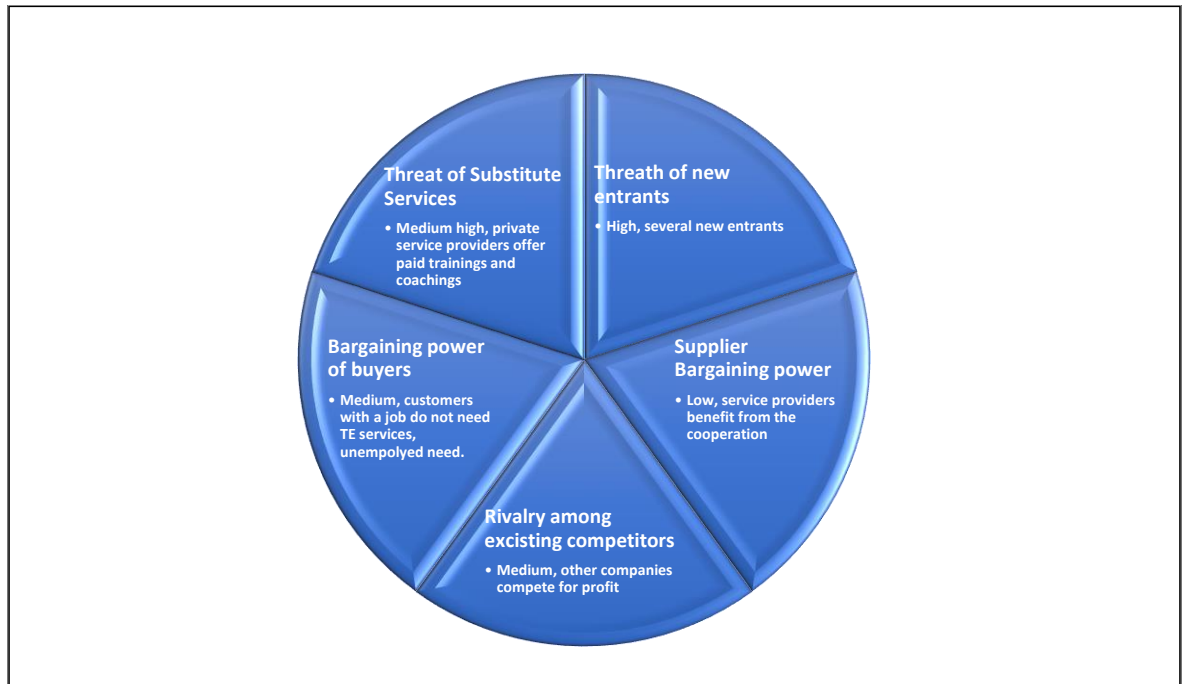


Figure 1. TE services' position in labor and staffing market in Finland based on Porter's five forces theory (Modified after Porter 1979.)

2.1 TE services in Finland

ELY Centre (Centre for Economic Development, Transport, and the Environment) and TE-Services (Employment and Economy Services) in Finland have over 200-year-history. The role of TE-services has changed over the decades, but the main role is to arrange employment services. The responsibility for employment services has been varying between the municipalities and the state of Finland. (ELY-keskus 2021a.)

On 1st March 2021, Regional government pilots on employment were launched. In practice, the pilots meant that some TE office job seeker customers and tasks were transferred to the municipalities until 30th June 2023. The newly launched pilots on employment renewal did not concern employer-customers, and they would receive the same service as before. (Ministry of Economic Affairs and Employment of Finland 2021.)

Several laws define the role of the TE office. However, the everyday tool for specialists is a law called the Act on public employment and business service. The mentioned act defines, e.g., the rights and obligations for a job seeker. For example, clients are entitled to have a plan on how to meet the terms of employment. Furthermore, the TE office has to provide job seekers guidance, coaching, and training opportunities. Moreover, the act ensures that the services are free of charge. (Ministry of Employment and the Economy 2012.)

The core of the services is to serve both employers and employees. Companies contact TE office and inform the details of an open job. TE office makes agreements with companies to bring offers of employment into touch with potential employees. The employers tell about their needs, and TE-services find an employee that fulfills the requirements. Job-seekers' activity is also needed. Instead of only helping job-finding, the TE office also arranges career advice services and job-seeking training courses together with service providers. In addition, if there is a need for a new career TE office has created arrangements with educational institutes to offer labor market training for fields suffering from a labor shortage. (TE services 2021.)

2.2 Aviation Support Team

Covid-19 has affected aviation employees as the traffic numbers dramatically dropped at the beginning of 2020. For example, at Finnair (Finnair 2020), people were laid off rapidly, and the company started collective redundancy after six months. In Finland, this dismissal touched about 600 employees. In addition, Finavia, Swissport, RTG, Aviator, and Airpro have also laid off their employees. Altogether, ca. 5000 customers were served in the aviation team in 2020-2021. (Suopajarvi 2020.)

Whereas society, fields of business, and technology change through digitalization, the demand to work in the changing environment is elevating. Working in the aviation field for decades has allowed people to develop their skills in specific work tasks. The safety and security rules have particular demands for training. Employers are usually organizing aviation training. These pieces of training are mostly plane or engine type-specific in technics for the licensed aircraft mechanics, or valid only in the company that has provided the training, e.g., the aircraft type training, cabin crew recurrent, or service training. (EASA 2021, Finnair Flight Academy 2021.)

People over 50 years, who started their careers in the 1980s, and 1990s may struggle with 2020's job-seeking or working skills and requirements. The author has seen how job-seeking and recruiting processes have changed. For example, when talking to people who have been faced the unexpected notice to quit, they have brought up the subject that they lack job-seeking skills, and they are uncertain of the level of readiness to seek or learn a new job.

The Uusimaa TE office, the Support team for the aviation industry, has arranged online information events in Teams to support aviation job seekers. These events have handled the modern job seeking, e.g., how to use social media in job seeking, how to succeed in

online or video interviews, and facing the crisis and offering psychological theory framework. (Suopajarvi 2020.)

Finnair arranged together with ELY centre NEXT programme that supports people who have lost their jobs to find a new path by either starting as an entrepreneur or training for a new profession. (Finnair 2020.) Finavia (Finavia 2020) arranged a similar programme, called "Uutta kohti" for its 110 employees. Finnair also received funding from European Union Globalization Fund (EGR) for arranging these special services. ELY centre founded a project and hired a project manager and two specialists to support the ex-Finnair-employees. (Finavia 2020, Finnair 2020.)

2.3 Private sector service providers

In addition to TE services, many companies provide private employment services, i.e., recruitment and staffing companies. In the view of TE services, private companies are not competitors of TE services. Everyone has the same goal of employing the unemployed and serving corporate customers by providing a skilled workforce. Merru Tuliara, CEO of the Private Employment Agencies' Association, HPL, held a training session for the Uusimaa TE Office specialists on the private employment services and association's activities. In the training session on 22nd September 2021, a few experts among over 500 participants had bad personal experiences with the staffing companies, but most participants shared positive experiences. (Tuliara 2021.)

HPL has about 400 member companies, but there are approximately 1500 staffing companies in Finland, according to the statistics. It is estimated that half of these are real industry players; the rest are so-called desk drawer companies. HPL member companies are supervised, and they are given opportunities to participate in training. Staffing companies have developed job search systems and use many social media platforms to achieve visibility. Many employees who work in staffing companies get a permanent job from the so-called user company. HPL commissioned an agency worker survey in 2018. According to the survey, staffing companies have satisfied employees, and employment is at a good level. Unfortunately, this study did not provide direct information on customer satisfaction for corporate customers. (Tuliara 2021.)

Barona Oy, one of the largest staffing companies in the private sector, recruits employees for many different sectors. Compared to the 33346 jobs on the TE Office's website on 24th September 2021, Barona had 1054 vacancies on the same day in the customer service, HR, hotel and restaurant, IT, logistics, marketing and communications, sales, and trade sectors, construction, SOTE, economic administration and finance, and industry.

Some places are the same jobs, as Barona also advertises its positions on the TE services website. There would be a need for aerospace technology experts for industrial jobs if the demands and wishes of employers and employees are met, Barona Kumlander (Kumlander 2021) told EGR experts at a meeting in June 2021. (Barona 2021.)

Eezy was formerly known as Varamiespalvelu (VMP.) The number of job vacancies on 11th September 2021 is reported on the company's website. Eezy, like Barona (Barona 2021), offers companies not only recruitment services but also the opportunity to hire staff. In staffing, an employment relationship is entered into, for example, between Eezy and the employee. In addition, the company can use temporary labor, for instance, during peak periods or compensate for cyclical fluctuations. (Eezy 2021.)

Staffpoint employs employees directly to companies or as temporary employees. On 24th September 2021, Staffpoint had 679 vacancy notices. Staffpoint's operations differ in their way of thinking from Barona and Eezy. For companies, Staffpoint offers expert and consulting services from managerial evaluation to market area mapping. Spring House, part of the same group, organizes support and large-scale outsourcing solutions for companies in security situations. The public side is offered, among other things, individual and group coaching for job search and career coaching per Section 4.4 of the Jtypl (Jtypl 2012.) For example, KELA cooperates with Spring House. (Staffpoint 2021.)

In addition to the three large ones, Barona, Eezy, and Staffpoint, there are thus hundreds of companies of different sizes in the sector, concentrated in specific industries such as ICT DIRECT. Furthermore, many new prominent entrepreneurs have entered the industry, such as Pearl Factory and Finders Seekers. In addition, numerous Headhunters do direct recruitment. Some jobs are visible to their networks, but some of the management-level tasks are real hidden jobs where even the recruiter is not allowed to know the employer except in the very last stages of the interview. An example of this is Topi Manner, CEO of Finnair, who told Finnair staff (Manner 2019) at the first press conference about the progress of the recruitment process. (Tuliara 2021, Manner 2019.)

2.4 Aviation field employers

At the beginning of 2020, Aviapolis was Finland's second-largest growing center, with about 37,000 jobs in about 600 international companies (Vantaa 2020.) A large proportion of companies or jobs are related to airlines or directly. Companies in the logistics and forwarding sector are also included in this chapter. The situation began to progress as a chain reaction due to COVID-19. The number of flights decreased first, and the effect was directly reflected in the airlines and the support activities. Customers and tour operator

staff, such as travel guides, had to get out of the destinations through special measures, such as repatriation flights organized by airlines from several European destinations. (Vantaa 2020, Finnair 2020c, Finavia 2020.)

Finnair began to adjust its operations in terms of personnel and traffic in April, and lay-offs increased during 2020 so that in April 2020, there was 98.7% less traffic than in April 2019 (Finnair 2020a.) In October-November, Finnair decided to lay off 600 people in Finland and 100 employees from abroad. The redundancies took place in October-November 2020. Among the redundancies were, e.g., Experts and staff from Finnair Flight Academy, airport ground operations communications, Finnair Technics, IT department, and Finnair Kitchen. Pilots and cabin crew were not dismissed by Finnair but were granted lay-offs or temporary lay-offs for the time being (Finnair 2020c.)

Norwegian announced in April that they had only seven aircraft at their disposal and had reduced 75% of their flights (Norwegian 2020.) Lentoposti reported on 25 June 2020 that Norwegian terminated the agreement with OSM Aviation (Lentoposti 2020.) Norwegian had filed for bankruptcy of both OSM Aviation Finland and Norwegian Air Resources Finland in June 2020. At that time, about 300 cabin crew members and 120 pilots. (Norwegian 2020, Lentoposti 2020.)

Concerning **tour operators**, for example, Aurinkomatkat, Tjäreborg, and TUI had to invite their employees home from around the world, and some of the travel services operating in Finland also remained without assignments. However, some of TUI's travel services were able to continue. In Finland, they purchased cabin crew services from, for example, Finavia's subsidiary, Airpro. The Greek government stopped some of TUI's flights in August (Iltalehti 2020.) However, due to the laws and interest rates in different countries and their international positions, TUI could start operations (Iltalehti 2020, TUI 2020.)

In addition to airlines, the airport has a lot of companies that provide **support functions**. With the reduction and almost complete cessation of airline operations, the situation immediately impacted service providers and subsidiaries, such as loading, catering companies, ground handling companies operating inside and outside the airport, and technology service companies. Swissport has been providing ground handling services to Finnair for years. Service contracts included, for example, loading and driving staircases. When Finnair terminated its agreement with Swissport in November 2020, Swissport had to lay off its own employees. Furthermore, according to comments from various customers, the Aviation Industry Association (IAU) announced at the end of 2020 that it would transfer operations to its members (IAU 2020.)

The decline in air traffic and support activities also had an extremely large impact on airports. **Finavia**, which manages most of the airports in Finland, began cooperation negotiations in November. As a result, Finavia announced that both the company and its subsidiary Airpro had a reduction need of 480 people (Finavia 2020a). From the spring of 2020, Airpro also laid off its personnel on a fixed-term, part-time basis and for the time being, depending on the person's job description. On December 8, 2020, Finavia announced that it would lay off 110 people, compared to 130 in the previous estimate. (Finavia 2020 b.)

3 Improving customer experience

People have different needs. Based on Maslow's theory of human motivation, there are five basic needs; Physiological needs, safety needs, love and belonging, esteem, and self-actualization, as shown in figure 2. (Hopper 2020.)



Figure 2. Maslow's hierarchy of needs (Plateresca / Getty images in Hopper 2020.)

When facing a crisis like unemployment, all these needs are in danger. Losing a job means usually getting less money for living, affecting the basic physiological needs. People are at risk of losing their homes and getting less food and clothing. Employment is on the second level in safety needs. Many people make friends at work and feel connected to people. Losing a job also means, on level three, losing daily connections to familiar people. Self-esteem, on level four, is often connected to status and recognition. Losing a job may also cause losing status and status symbols, like a company car. Self-actualization is the last piece on level five, which sudden unemployment can risk undermining the very foundations if a workplace has offered an education that is not valid anywhere else.

The customer journey for individual people starts when there is a need for a new job or training despite job-seekers employment status. For example, a job-seeker may be unemployed, laid-off, or have a permanent job and wish to find a different job or qualify for a

new job. A length of a customer journey for a person varies a lot, and it may end at any point. A customer is obliged to seek a job even when taking part in the services. Figure 3 is a simplified process description of a personal customer journey. The illustration shows what optional services and opportunities a job-seeker has on their way to employment, starting with registration. The goal is always to get a job that matches one's own ability to work as soon as possible. (TE services 2021.)

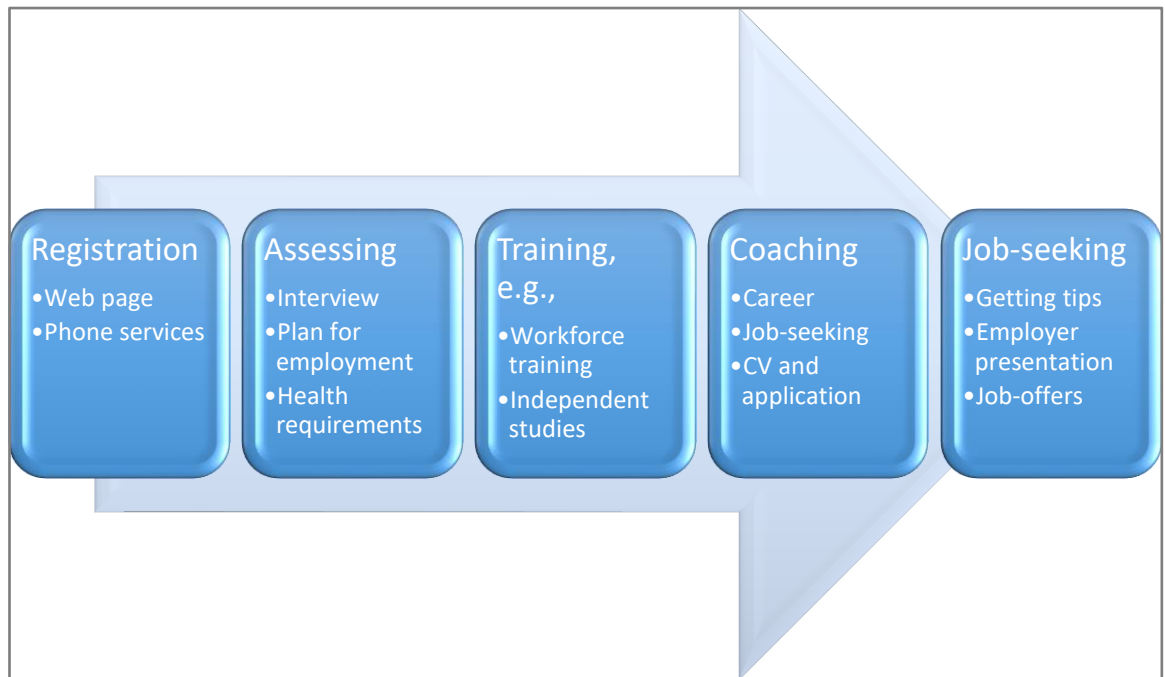


Figure 3. Customer journey process for an individual job-seeker (designed by author after TE services 2021.)

The employer's customer journey is presented in figure 4. Again, the goal is to get employees who meet the company's expectations and needs. Business services assess an employer's needs, and they may help the employer write a job advertisement. Employers can decide if the recruitment is open or hidden and if they want employees to contact them or do they wish to get suitable candidates for presentation. The current situation is that the customer ends when the employer has found the right employee. Companies will also get information about available support services, e.g., a Pay subsidy. (TE services 2021.)

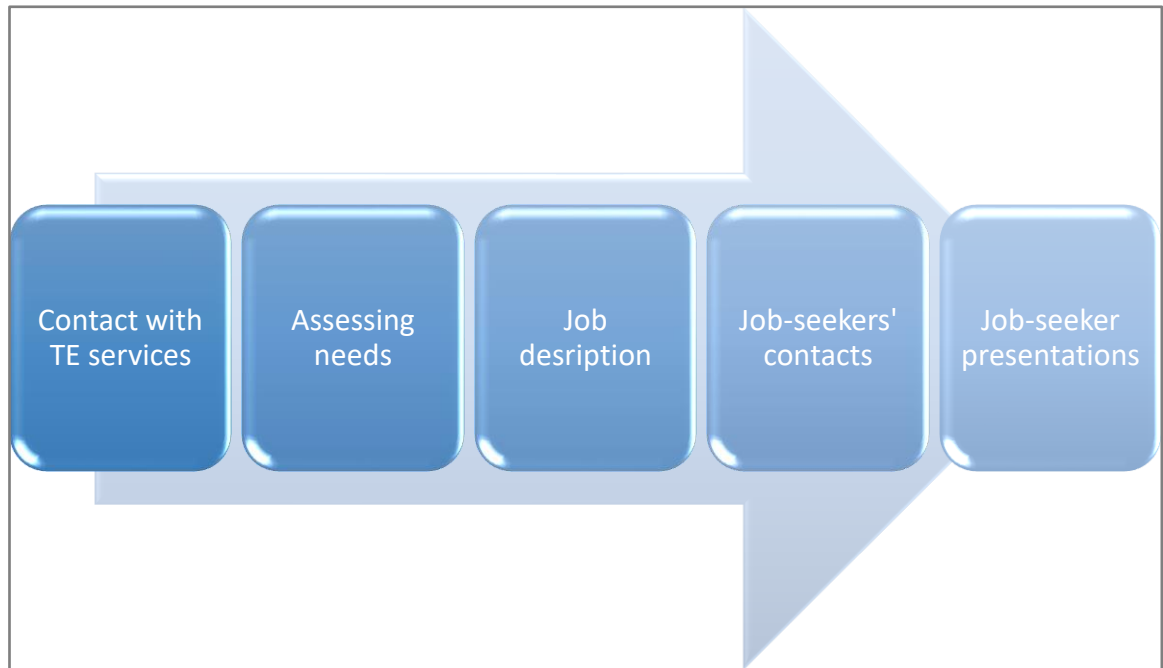


Figure 4. Company employee seeking process (designed by author after TE services 2021.)

Service design can be seen as a part of a modern way of recreating the customer experience. Satisfied customer returns, engages to the company, and recommends services to the friends and relatives, even business partners. Blackshaw (2008) knew already in the early years of social media, e.g., Facebook, that unhappy customers share their views for thousands on social media channels. Many companies represent customer service providers who also develop the customer experience, and they can set a level where companies from other fields may aim for.

To be able to strengthen the TE office's position among private service providers, it is crucial to develop its internal cooperation and processes between departments to enhance the information flow. Service design elements will be used, and the participatory approach with specialists will be introduced to find the best practices. The target is to start proactively contacting employers to find out their future recruiting needs. Knowing future needs will help the TE office prepare for recruitment by either looking for suitable candidates or arranging training opportunities to fill the skills gap.

3.1 Customer experience

McClymont (2008) has researched customer experience tracking. Customer experience is usually connected to direct contact, e.g., face-to-face or a phone call center, but it can also be a digital connection. When companies create strong brands, they are finding ways and a possibility to differentiate. People make the experience, and it cannot be copied from the competitors. Before making changes and starting developing, it is vital to learn

how to assess relationships and experiences. Relationships' assessment can be compared to market research, where the baseline, strategy, benchmarking, and customer persona are evaluated once or twice a year. Experience assessment includes monitoring performance and operations and is often connected to companies' KPIs. Experience is being assessed continuously, and the most recent customer contacts are evaluated. (McClymont 2008.)

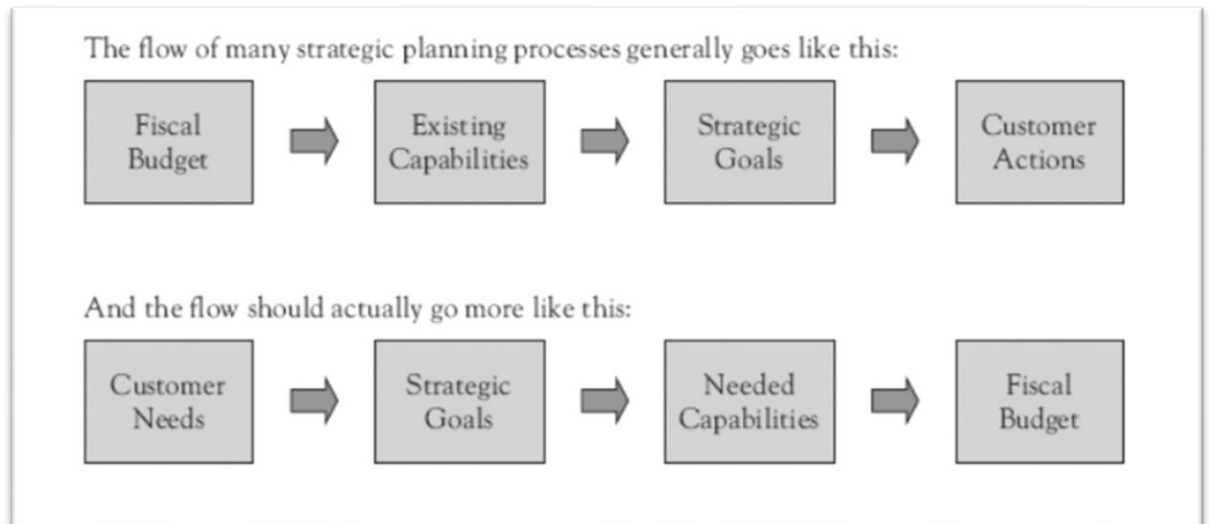


Figure 5. Improving the flow of strategic planning. (Thomas & Tobe 2013.)

Thomas & Tobe (2013) have defined the difference between the current situation in many companies and the target mode in figure 5. To take customer experience one step further is to anticipate customers' needs before they start to look for assistance, service, or a new product. Thomas and Tobe presented ten elements for the customer focus framework:

- Strategic Drivers
- Customer segmentation
- Customer engagement
- Employee engagement
- Training and tools
- Process orientation
- Joint workouts
- Capacity for change
- Consequences
- Committed Leadership

(Thomas & Tobe 2013)

The target is that when developing a customer's journey, it would benefit both company and customer. The customer's view, supplier's approach, value connections, and maturity level have three levels when improving customer experience. The customer's view grows from transactions via total experience to value-add. The company's maturity level starts from measuring and collecting data to understanding and finally ending to the point of leverage. The supplier's approach starts with behavior, grows to satisfaction, and lands to loyalty. Eventually, the company's value connections should include service and support,

sales and marketing, and enterprise value chain. When combining all four elements, the highest maturity model would have loyal suppliers, add value to the customers, have a powerful maturity level, e.g., leadership, and finally raise the value chain. Customer behavior is still not the same as customer satisfaction, and these two do not necessarily lead to customer loyalty if the other service elements are not in place. Customers might choose competitors' services even if there were no significant negative experiences. In some points, an unsatisfied customer tolerates the company, e.g., if it is the closest or only one. Satisfied customer, again, prefers the service and gives an opinion about the services if asked. The loyal customer insists on getting service or product from a particular company and finds ways to compliment services, e.g., sending feedback and praising the information to some friends. If they are not satisfied, they spread the news on social media platforms, reaching thousands. (Thomas & Tobe 2013.)

The World Wide Web, published in 1994, enabled the internet's local and international chat platforms. From the customers' side, it was a way to get information about a specific company from other users. From the entrepreneurs' side, it was a new way to market and spread knowledge of their company. Mobile phone networks made everything more accessible. Social media platforms, like Facebook, Instagram, and Snapchat, together create a tool for influencing. As there are many service providers, the competition is hard. When a company manages to build a valued brand, it will most probably get more followers. Especially luxury brands use social media influencers to strengthen the image of a luxury experience when using the product or service. The developed IT systems allow customers to use services whenever they want. Also, the collected user data helps companies to serve tailored services, which empowers customers. Customer's previous contacts and experiences with the company or other user's opinions affect customer's willingness to use services. Fast services set expectations for the companies as the customers are more impatient, and digital services offer this opportunity. However, in case of disruption, most customers still want to have a conversation with real people instead of computer systems. The most crucial is how empathetic the customer servant is. (Villani 2019.)

Blackshaw (2008) saw the customer's role as the center of the business world. Earlier the customer's experiences were shared as stories to friends, but the internet made a change. Blackshaw used the term consumer-generated media. He noticed that customers did reviews based on their emotions and opinions, not only on the facts. Their views were not only about a specific product or service but included the whole company or a brand. As a result, the balance between the company and consumers has changed. Whereas the companies have earlier provided services or products and customers accepted what they got, the power is now in customers' hands. The advertising changed when customers had a chance to comment on products. Consumer-generated media started to build brand

credibility and became a barometer of corporate. Customers, especially activists, are looking for any skeletons from companies' closets on the internet and expect transparency from the companies' side. (Blackshaw 2008, 3-4, 24.)

Villani and McClymont share the view that a change in the organization needs good management. The front-line staff is in an essential role as they are the company's face toward the customers. The personal touch is the key to success. (Villani 2019, McClymont 2008.)

When the target is to improve customer experience, there is a need for product or process changes. The importance of collaboration and communications is highlighted in large organizations. If the culture in the organization is team-oriented with clear procedures, it is easier to reach the target. A customer-centric approach helps companies define the essential tasks in the company and create support for those functions. Mapping the customer journey and connecting it to the internal processes are a way of understanding customer needs. A good product or service is valued, but it is not enough. As the competition has got more demanding, measuring customer satisfaction has proved the importance of customer experience. Positive emotions make the difference between good service and good experience. Loyal customers return and support the company economically and potentially also on social media. Customers expect the company to listen to them, notice the feedback, and adjust accordingly procedures and products. (Villani 2019.)

TE Services' employer clients have many options where to choose the services. For example, clients can turn to private service providers, like Barona or Finders Seekers, or choose TE Office. In addition, TE Office can offer proactive service with tailored options and prepare to find potential job-seekers well in advance when they know the future recruiting needs. For example, if there were needs for training, e.g., customer service skills or driving licenses, the courses could be organized together with the ELY centre before the work starts.

The internet and social media affect customer behavior and experience. Already in 2008, Blackshaw saw the power of the internet and what would happen when people were all the time plugged-in. Thomas & Tobe witnessed the social media development and the change in customer behavior and were able to create theories based on these phenomena in 2013. In 2019, 25 years after the World Wide Web's launch and 13 years after Facebook was founded, Villani saw behind the media platforms and found the most important value, empathy provided by a customer servant. The new era began in October 2021 when Facebook launched a metaverse called Meta (Meta 28.10.2021). The following years will show how customer experience will change when combining virtual reality

(VR), augmented reality (AR), artificial intelligence (AI), and internet of things (IoT) combined with big data. TE services would benefit from advanced technology and faster data processing to match job-seekers and jobs. New technologies could also bring new ways for meeting customers.

3.2 Service design

Service design can be seen as a tool but also a framework. When changing or improving the customer experience, it is essential to see the starting point. Villani (2019) used terms of customer service and customer experience, whereas McClymont (2008) talks about customer relationships and customer experience. Based on Villani's and McClymont's selected production, the author designed the following figures 6 and 7. It would seem that when comparing terms customer service and customer relationships, there is already a more profound meaning and difference.

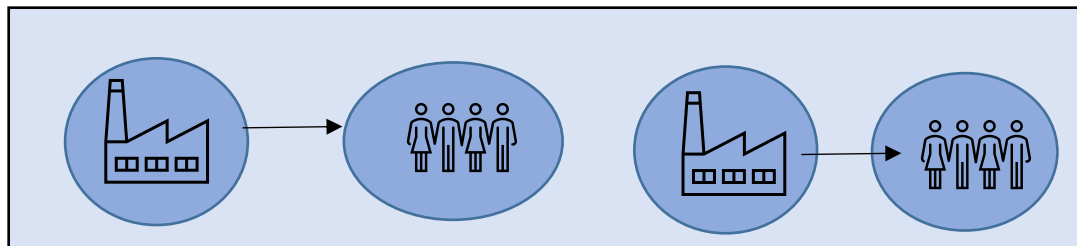


Figure 6. Company A's mindset is customer service. Company A creates experiences for its customers (Design by author after Villani 2012.)

For example, as shown in figure 6, customer service might be seen as something a company A provides to the customers. If company A sees customers as a target for its services and creates new experiences for the customers, it might fail.

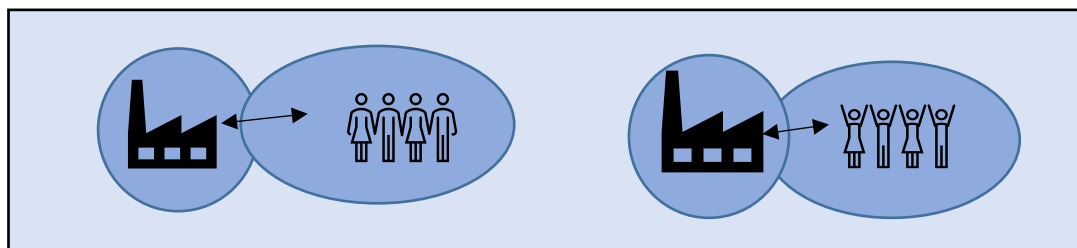


Figure 7. Company B's mindset is customer relations. Customer B creates experiences with its customers (Design by author after McClymont 2008.)

In customer relationships, company B, presented in figure 7, provides something for the customers, expecting to get feedback and create discussion. Company B has a relationship with the customers and starts to create experiences with the customers, not for the customers. Therefore the author would see McClymont's term with a deeper meaning and

see that Company B could go further on the path of using service design as the original thought was fundamentally more profound and customer-oriented.

Customer experience can be developed, but before starting the process, the organization must define excellent service. It is crucial to know the customers and their expectations and how the clients see their benefit. Social media and word of mouth are spreading information. Customers value reviews about services and base their decision on what they have heard and read. Recognizing customers' needs and providing the needed information proactively increases the value of the service and creates customer loyalty. (Kamin 2010.)

Every company in each business field balances the quality of an experience provided to customers and how much it costs to provide the actual service. Customers' willingness to pay for the experience affects total costs. The more customer likes the service or product, the more they are ready to pay. Thus, to increase revenue, companies can cut costs or maximize the price. (Siggelkow & Terwiesch 2019.)

The development of service design has been influenced by several trends related to the economy, technology, and society. Since the products themselves no longer differ from each other, the service is intended to stand out from the crowd. Digitalization has helped many digital self-service models develop in all fields that have replaced much of the service provided by people. Instead of better results, the new systems have made some of the services even harder to achieve. Service design is needed, so that service providers better understand already at the planning stage how the new service affects customers, the company's operations, and what the service change requires from the organization. However, the biggest goals of the change are to increase commitment and customer satisfaction with the improved customer service experience and reduce customer annoyance while preventing financial losses. Involving customers in development requires knowledge of the customer's service path and qualitative research among customers. The company's processes must also know and understand what value the services bring to the company and how they support the realization of the customer-service promise. The role of personnel is also crucial in the development of internal processes. When developing the service, it is also important to map the future of the service and continuous evaluation and improvement. (Reason et Co. 2015, 11-12, 18, 27.)

Service design is needed in all areas, including the public side, such as schools or legal. The first impression affects the level of commitment to the service, and a good start in any service also determines the level of expectation. The first experience later affects what constitutes a service that exceeds expectations and what attitude one wants or dares to

apply for new services. Customers need information about the service, service provider, and goals to commit to developing and using the service. To achieve the commitment is why knowing the customers and their backgrounds and needs is especially important. The needs of the consumer are different at different stages of life. The use of customer service or product is described as similar regardless of the customer's age. (Reason et Co. 2015, 23-24, 30, 33-36.)

Ojasalo, Moilanen, and Ritalahti (2021) approach service design as one of the development methods. They compare it to action research and constructive research and find the most obvious difference in customer participation. (Ojasalo et al. 2021.)

Organization processes can also be developed with service design. In organizations, the rules are governed by factors similar to external business. Reason et Co. (2015) emphasized how important it is to know the customers and their needs, and so did Kamin (2010). The same applies to organizations, Sharp and McDermott (2009) wrote. For example, suppose the people working in the organization are being left out. In that case, their opinions are not heard when organization processes are under reconstruction; the final product or process might be useless. Organizations also need guidance on developing strategies. Sometimes when a process is changed, the organization needs to change also. Then again, if the process is too complicated and has too many functions, people lose the process and the primary target. (Sharp and McDermott 2009, 5, 8, 17-18.)

As Reason et Co. and Kamin mentioned, knowing the customers and their needs is crucial, and that is why the cooperation with the aviation companies started with a survey. After the survey, the next step would be to meet the company representatives. As Siggelkow & Terwiesch said, the target is to add value for the customers. Even though the service is free of charge, the company still agrees to use the service, and the TE office teams agree to provide the service. In the meeting, TE office teams would discuss the company's recruitment plans and agree on how the TE office could support the company.

The internal process change between the Aviation team and Business would need participation from the team members as Sharp and McDermott also describe the changes in the organization. If not contributing to the process, the level of commitment would be lower. In addition, the specialists know the work and see which changes are possible. Currently, customers contact the Aviation team when there is an urgent need for new employees, so most recruitments come with short notice. When the specialists know what recruitment projects will start, they can already prepare to segment suitable customers. The specialists' view is vital as they would be on the customer interface. On the other hand, companies would need consultation and share their special needs and view with the TE Office to

get tailored service. Transparent internal processes in the TE office would help speed up the recruitment process, improve mismatch, and increase customer satisfaction.

4 Methodology

Qualitative research for measuring customer experience can contain different methods, like an interview, a survey, and narrative research. The chosen qualitative methods for the thesis are internal interviews and a survey for corporate clients. Even though the survey is usually a quantitative method, it was used to collect additional information from aviation field companies. The primary method for collecting information were interviews. The original problem behind the thesis was that some jobs and job seekers never met. So, even though the jobs were in the IT system, the information was not flowing. The TE office had two goals and phases for the project: the first was creating new models for internal and external cooperation, and the second was creating tools for implementation. BBA, HRM Anne Karisniemi, a specialist in the Aviation team, participated in developing a new Teams-based tool to execute the project's following phase. She also visualized the main ideas for the first phase. The first phase, creating new models, had a basic framework presented in figure 11. The interviews were done for the specialists to find out if the process was needed and further improve the model. The second phase was not directly connected to the thesis but merely continued the theory and the new model to implement the change by using a new tool of offering information about the open jobs.

Figure 8 describes the old process that was found inoperative. 1) Employer notifies about the job 2) TE office's Business service specialist adds the work to 3) the system. Then 4) the information breaks. 5) Aviation team's customer service specialist is looking for jobs for customers. 6) The specialist does not find the right available job. 7) Customers do not get service. Finally, 1) The employer does not get an experienced aviation field employee. Everything depends on the specialist's activity and how actively they browse URA and forward or read information about the new job. The process ends up failing the expectations for both aviation field employers and job seekers. There are also websites for finding jobs, and the aviation team has shared the news with colleagues on the Teams channel. It is also job seekers' responsibility to look for open jobs themselves. However, sometimes the employers wish to keep the open job hidden from the public, and in those cases, it is TE services' responsibility to find an employee. This model is demanding for both Business service and Personal customer service specialists.

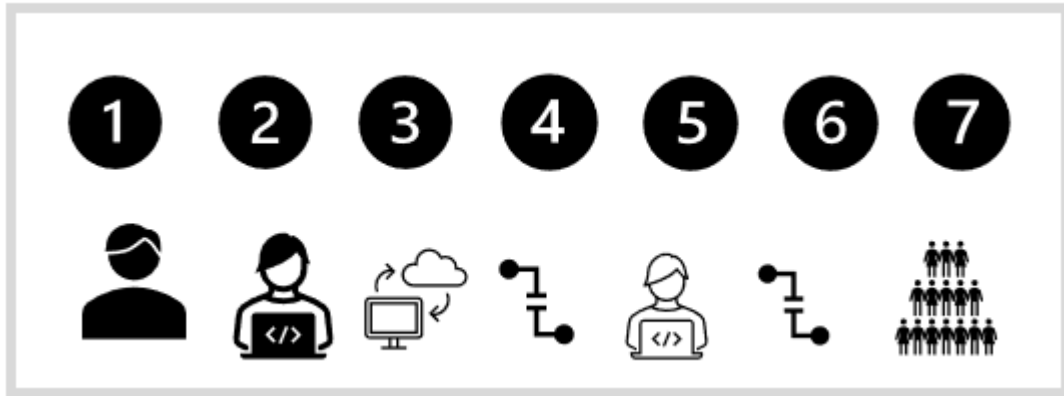


Figure 8. Current TE office's process about the information flow from the Business service team to customers visualized by author.

Scientific research would be wrong if the study aims to develop something, e.g., at the workplace, as it does not involve the target group. Also, if there is a need for development, it would be recommended to approach the target problem to the applied research's objectivity, validity, reliability, and criticism. (Kananen 2013, 200-203.)

Ojasalo et al. 2021. state that the typical qualitative research methods are participatory observation, a theme, open-ended questions, and focus groups. Flick (2006, 12) seems to continue Ojasalo et al.'s theory and sees that the quantitative approach's limitations are reasons for the qualitative research popularity. (Ojasalo et al. 2021.; Flick 2006, 12.)

As there were disruptions in the process, as shown in figure 8, the interviews were essential for assessing if the chosen PDCA model and the tasks for teams were necessary. The target for the interviews was also finding out if the process was missing some steps. In addition, it would be crucial to find out if there were alternative ways of proceeding with the problem and developing a smooth process.

4.1 Qualitative and quantitative methods

In the research, whatever method is in use, collected data shall be accurate, and the sources must be reliable. It is essential that while doing the research, all participants will get the same information based on facts. Therefore, when analyzing the data, objectivity is expected. The researcher cannot emphasize a single respondent's opinion. Even if there are unwanted results, all multiple perspectives are required to present in the outcome. If any of the respondents want to stay incognito, their anonymity and privacy must be respected. (Creswell & Creswell 2018, 94-95.)

Structured surveys are typical of quantitative analysis. The respondents are asked the same questions in the exact same formation. Ojasalo et al. (2021) see that quantitative

methods usually are suitable when testing the theory's validity view. Statements and assumptions, e.g., hypotheses, are defined and then tested by using a survey. The idea is parallel to Creswell & Creswell (2018), who find the process of testing treatments is done by experimental research. Creswell & Creswell also see that quantitative methods can be divided into longitudinal designs, experimental designs, and nonexperimental designs (like surveys). These methods can be associated with the postpositivist worldview and psychology. (Ojasalo et al. 2021, Creswell & Creswell 2018, 12.)

Kananen (2013) states that there are three most essential data collecting methods in qualitative research methods. The first one is observation, which is used when there is no opportunity to comment on discussions, or it is forbidden to interfere. Observation can also be used when the process is being changed. It preferably happens in the natural environment. This method requires deep analysis at the same time when collecting the data. The second method would be collecting data in an organized theme interview for a specific group. In a theme interview, everyone has an equal opportunity to share their views. Managing a theme interview requires advanced facilitating skills. Collected data can be written or, e.g., recorded, which needs transcribing to text mode. Finally, the third and last one concentrates on analyzing different styles of documents. (Kananen 2013, 103-111.)

Usually, researchers using a qualitative method gather comprehensive data rather than only data from a single source. They use multiple forms of data, like documents, interviews, audiovisual sources, or observations. Whereas Kananen (2013) found only three ways for qualitative data research, Creswell & Creswell (2018) share qualitative research with five main types; case study, ethnographies, narrative research, grounded theory, and phenomenology. Creswell & Creswell's types are more comprehensive than Kananen's. Case studies differ from the other methods, as there it is not based on specific science, but it has roots in many fields. Ethnography is originated from anthropology and sociology, concentrating on language, actions, and behavior by performing interviews and observations. Narrative research is based on humanities, stories about individual people's lives. Grounded theory is about sociology. There is often a process theory or the participants' interactions needed. Finally, the phenomenological research method combines philosophy and psychology, and everything builds up to an experience many people have experienced. (Creswell & Creswell 2018, 13.)

Ojasalo et al. (2021) clarify that using both qualitative and quantitative is mixed methods. Mixed methods are generally in use as a development tool when changing operational processes or customer service. The versatility of methods is sufficient and can be combined. The techniques typically used are service design, innovating production, action research, case study, and constructive research. (Ojasalo et al. 2021.)

Based on these theories, the most suitable way for the empiric part was the qualitative method with partly structured interviews with open-ended questions to be used in the TE office's specialists' interview. The target was to gather opinions and ideas from the specialists, not to give ready-made answers. On the other hand, a survey with quantitative elements was the most convenient way to complete the empiric part for the aviation field's employers. When asking companies who would be the right person to participate in the research, two companies even replied to the first query that there is no time for interviews, only surveys.

4.2 Interview and survey as data collecting methods

In this thesis, the alternative method could have been an observation, where all interviewees would have discussed the matter freely. There could have been an opportunity to perform observation in the ad-hoc meeting on 12th October, where leading specialists presented their ideas and familiarized themselves with the new suggested process. However, the discussion was not expected at that point, as the leading specialists saw the model for the first time, some notes were written down and reviewed.

For an interview to examine quality customer service, it is essential to have high quality. Well-designed open-ended questions allow the respondent to reflect and express their thoughts instead of mere yes, no, or perhaps answers, ponders Tim Rapley (2004, 15. Seale et. Co. 2004.) According to Rapley, it is meaningful to distinguish the role of the interview in the study according to whether the information collected is study data that reflects the interviewee's reality outside the study or whether the data is used more to reflect reality created by the interviewer and the interviewee jointly. Both research methods have been criticized. The former has been criticized because the interviewer may not know the respondent's context based on his opinion. The latter method has been criticized for being too interpretive, and a free-form discussion situation can affect the perception of both the interviewee and the interviewer. (Seale et. Co. 2004.)

Christ and Kuby (2020, 21, 25-26. in Denzin and Salvo 2020) have also studied students' attitudes in qualitative research methods after studying scientific surveys. They base their ideas on the pedagogical skills of the interviewers so that the interviewer's comment on the given answer can affect the validity of the response and the following reply. According to their findings, the conscious or unconscious resistance of the interviewees is of great importance. The opposition may already exist in the past or develop during the interview. (Denzin and Salvo 2020.)

Writing just notes is not recommended because writing may interfere with the interview situation. However, it is a good idea to record the interviews and analyze answers only afterward. The role of the interviewer is to be neutral and not to comment on the interviewee's answers, except for any additional questions. (Seale et. Co. 2004, 16-18, 21.)

The survey is another research method used in the thesis. Butler-Kisber quotes Reismann's (1993, Butler-Kisber 2017, 14) definition regarding the reliability of a survey in a study. The reliability of a survey is determined, for example, by how convincingly the researcher is able to communicate the research results. Other definitions are the authenticity and credibility of the results. The relevance of the results is also increased by the scope and sampling of the study. If the results can be generalized and used in other areas, the value of the survey will increase. Finally, results' transparency and accessibility involve the permission to use the results, either publicly or for a limited group. The better the results can be shared, the more impressive the research. (Butler-Kisber 2017, 15-17, 21.)

Dowling (2008, Butler-Kisber 2017, 19) sees that the research reflects the researcher's own expectations and the expectations reflected on him. The research has to ask certain questions, even if they do not directly affect the research topic. Political and social situations can also be reflected in the survey. The results of the survey may also show the participants' reciprocal reflections on the situation around them. (Butler-Kisber 2017.)

Online journal Survey Methods present various academic views about surveys done via web or interview. The survey, if done via the web, is more contingent versus interview. There might be an issue is if the correspondent understands the linkage between the question and the survey. Answers also correlated to understanding. Researchers have appointed how the role of an interviewer is essential, and they mention IPP, Interviewer's Performance Profile. Especially in the research where the theme is sensitive or requires a lot of data knowledge, interviewers are getting training, and their performance is being monitored during the interviews and post-interviews. Also, Christ and Kuby (2020) refer to interviewers' pedagogical ability when performing an interview. (Survey Methods 2021.)

4.3 About the interviews and survey

The questions for the specialists in Appendix 1 and Appendix 2 were designed to determine how efficient the current internal process was and how consistent the working methods were. In addition, the goal was to find out if there was a need for a new approach. The work is different for the Aviation team and Business service specialists, and the questions

were partly tailored, too. Therefore, Appendix 1's questions were for the Aviation team and Appendix 2's questions for the Business service specialists.

The interviews were done by Microsoft Teams and recorded. The session started by presenting the subject and the structure of the interview. Then, the interviewees were told about the recording and handling information after the responses had been analyzed. The deleting would happen latest at the end of November 2021. After that, the answers were transcribed, translated into English, formatted to complete sentences, and finally added to Webropol for analysis.

Background information collected was education and length of work experience at TE services. The education was asked from both team members to see if there were any differences between approaches as university and university of applied sciences have different views for development. The length of work experience would show differences in how well participants knew the system and organization.

All interviewees from the Aviation team and the Business services participants were presented with the new possible model. The survey was done to aviation field employers to find out their current situation. The survey concentrated on the current situation and future plans. The survey was the base for cooperation; companies were informed about future contact for more detailed discussion and future cooperation.

4.4 Questions for the Aviation team specialists

After collecting the background information, the **second question** was, "How do you get information about the aviation field / other working opportunities and jobs? What are the channels you use for job seeking?" Originally this question was split into two parts; "How do you get information about the aviation field / other working opportunities and jobs" and "What are the channels you use for job seeking?". However, when reviewing the test interview, the interviewee automatically answered the question actively, not as a passive receiver of the information. Therefore, instead of answering the question directly, "I get the information from..." they used the phrasing "I seek for information..." This question was crucial because there are so many sources for finding jobs. In addition, there was also a recently founded internal platform on Teams, and the goal for this question was also to find out if the interviewees knew about it.

Initially, the **third question** was, "How much time do you use for searching for job opportunities for your clients?" Again, the discussion over this question with the test interviewee was the expected answer. However, as there was no need to get the specific hours per

day or hours per week, the question was changed to, "How much time do you use for searching for job opportunities for your clients? How is it present in your workday?". This question gave more freedom for the interviewee, and it did not sound accusing, as the test interviewee mentioned.

The reason for the following **fourth question**, "Have you missed any jobs and only heard about the job-seeking deadline?" was that the experience has shown that information does not always flow. So the options were yes/no/other option, what?

"Is the function "open jobs for client presentation" familiar to you? Do you have any experience of it?" **Question five** was one of the critical subjects in the interview and directly linked both to the internal and external processes. The function is available for everybody in URA, but not all the specialists are aware of it. Still, only Business services use it, which is where disruption usually happens, as shown in figure 8, point 3. By accident, a training session about the function was held on 27th October, which means the answers would have been different if the interviews had been held a week later. The training also gave another view that it was traditional at Business services that they do not pass the information but are seeking employees for their customers by themselves.

Question six, "Who are the most important internal partners in the TE office to find jobs, and have you been in direct contact with them?" was aimed to find out how well the specialists knew the organization and did they have connections to Business services.

The same reaction as for question one, was for **question seven**, "How do you get information about the aviation field / other training opportunities?" and "What are the channels you use for seeking training/study opportunities for your clients?" After discussion with the test interviewee, it was also clear to simplify this question and ask, "What are the channels you use for seeking training/study opportunities for your clients?" Again, the question about training is connected to the mismatch. Several customers could get qualifications for a new job after a short training. Also, company representatives were asked about what skills gap they found and would they organize recruitment training.

Question eight was related to question six and seven. "Who are the most important internal partners in the TE office to find opportunities for studying? Have you been in direct contact with them?" Again the knowledge about the organization and direct internal contacts concerning the information about study opportunities was the goal for this question.

A briefing was held before showing the visual pictures, figures 9 and 10, about the process plan. "This figure is a suggestion for the new process. First, I will present the figure to

you. Feel free to ask questions if something has been presented unclearly. After I have presented it, you will have an opportunity to share your view of strengths, weaknesses, opportunities, and threats. Finally, I will ask you to share your own innovative ideas to improve the model.” The SWOT model was chosen for evaluation as it covers both positive and negative sides. The model was also familiar to the interviewees as it is widely in use in Finnish universities.

After the model had been evaluated, the next **question ten** was, “Do you have any improvement ideas or innovations?” Again, service design was one of the theoretical frameworks because it was important to involve as many specialists as possible in development to enhance the commitment to the new process.

Question eleven brought interviewees back to the core. “How do you see this model would improve mismatch?”

In the end, the interviewees were asked feedback about the interview. The last question aimed to help the interviewer in their learning path and allow interviewees to share their views.

4.5 Questions for the Business service team specialists

It was important to know how the job is being done to understand the process from the Business services side. Based on the need, the **second question** was, “How are jobs distributed among Business services specialists? Do industry or company size divide you, or do you all handle the recruitment of all entrepreneurs?”

The following **third question** aimed to find out the channels where information about new jobs was distributed. “In addition to URA, do you use other channels to report vacancies to industry team experts?”

The next, **fourth question** was to find out if there were internal cooperation between different industry fields and Business services, “Are the specialists from different industry fields in direct contact with you regarding recruitment?”

The last tailored **fifth question** was crucial and attached to the company survey. “Business services introduce job seekers to employers for specific jobs. In what situations do you use the function “open jobs for an employer presentation? Who determines it?”

After these questions, the new process figures, figures 10 and 11, were presented to Business services specialists, followed by the SWOT for the same reasons as the Aviation team. They were also asked for improvement ideas and feedback from the interview.

4.6 Survey for the aviation field employers

Due to Covid-19, the situation in the aviation field has been very volatile. As a result, about 5000 people have been laid-off in the Uusimaa area. However, the number is hard to estimate as some customers have been laid-off for a longer continuous period, and some for shorter periods.

Aviation field emails were sent to representatives who had confirmed they were willing and had the needed knowledge to contribute to the survey. Some companies split the task and replied they would answer on behalf of a particular department, and some companies covered the survey with one reply. The link was sent from Webropol as a private email to ensure the answering was controlled within companies.

The survey started with a text,

“Uusimaa TE services Support team for the aviation field will start a pilot model where a specialist and the TE office’s employer’s services specialist will meet the aviation field employer representative. The goal is to improve mismatch (kohtaanto), where employees and employers meet and strengthen and develop cooperation with companies. We wish to meet also your company’s representative. Before that, we hope you will respond to the Webropol survey so that we can better take your needs into account.

This survey is done together with Haaga-Helia University of Applied Sciences. The results will be used for BBA, Aviation Business thesis, and the TE office administration.

Please note the last question about confidentiality.

We kindly ask you to answer the questions latest 29th October 2021. Warm thanks for your participation!”

The **first question** included contact information, the number of the company employees, and is the person answering the survey on behalf of the entire company or a particular department.

IATA had estimated that aviation would be on the same level in 2023 as in 2019. Therefore, IATA's prognosis was the reason for asking about the recruitments in 2021-2023. (After the survey was conducted, a more recent study was found where the forecast was delayed until 2024.) The future needs were also asked to help the TE office prepare for the possible situation where aviation field experts are needed for certain positions. **Questions two, three, and four** aimed to find out the future recruitment need. "What is the estimation of open vacancies for 2021/ 2022/ 2023?"

The following questions were to find out the skills gap and if the TE office and ELY centre would be able to help companies organize training for future needs. The fifth question was determined to hide after being published to survey before the first answers. It would have asked about the skills gap in 2021, which was included in the following question's definition "near future." **Question six**, "What kind of skills do you estimate your company will need in the near future? You can choose from several options." and **question seven**, "Have you already planned how to fill the skills gap?" were asked to help the TE office to assess if there already was suitable training for the company's purpose.

Some of the companies' main cost streams are usually property, taxes, staff salaries, production costs, marketing, and retail. However, recruiting is one of the most powerful actions that can increase or decrease both costs and value. Lack of adequate staff is a significant disincentive to companies' efficiency, productivity, improvements, and investments. Following questions evaluated if the company had used the TE office's help in recruiting.

"Have TE services been your partner in recruiting?" The choices for **question eight** were yes/ no/ not yet. **Question nine** asked how the experience was. The question was formatted "Was your experience with TE services ... positive/ neutral/ negative?" If the answer was positive, the following question was, "What was positive in cooperation with TE services? Describe briefly:". Then again, if the answer was negative, the following question was "What was negative in cooperation with TE services? Describe briefly:".

The next set of questions from eleven to 16 handled educational cooperation and if the company had used these services. These questions were also a gentle reminder about what assistance the TE office can offer for companies. As the plan was to meet company representatives, these questions were also the ground for collaborative discussions. The answer choices for the following questions 11-16 were: Yes/ no/ not yet. **11**: "Has your company done educational cooperation with ELY centre / TE services?", **12**: "Has your company organized recruiting training together with TE services?" and **13**: "Has your com-

pany accepted F.E.C. trainees? F.E.C. = Further Educated with Companies”. If the question about F.E.C. trainees was answered “yes,” the following question was: “ Have F.E.C. trainees got a permanent job in your company?” The questions continued, **14**: “Does your company have trained employees for familiarizing?”, **15**: “Has your company arranged apprenticeship training?”, and **16**: “Has your company used a Pay subsidy card?”.

The final **question 17** was about confidentiality. As the questions handled future corporate plans that are for some companies matters of competitiveness, the companies were asked to choose from the following choices:

“Answers can be published in the thesis using the company name.”

“Answers can be published in the thesis without the company name.”

“Answers are only for Haaga-Helia instructor and TE services administration.”

4.7 The process of testing and data collection

The empiric part started by presenting the first draft of a new model shown in figure 8 to the commissioner on 21st September. It was essential to find out their opinion on how the model would suit the TE office’s future processes. The new process also gave an idea for new tools to enhance the information flowing. The meeting with the commissioner was a success, and the process and process tools were accepted with an invitation to present the ideas to the Head of services and five other Service Managers working in Itä-Uusimaa.



Figure 9. The first draft for proactive company collaboration. (Suopajarvi & Karisvuo 2021.)

Before the meeting, the interview questions and process figures were tested on 4th October by a Ph.D. student, Philosophy of Science, Janis Cukurs, who worked as a specialist in the Aviation team. The test person was asked to listen to the questions carefully and provide feedback during and after the interview. Unfortunately, some questions were formed to make it hard to understand the content and connectivity. The original idea was to show the process figure to the interviewee and familiarize themselves with it before asking questions about it. The test person pointed some figure spots and mentioned it was overwhelming to digest the figure only by reading. Luckily, his remarks were used for redesigning the process pictures. Also, instead of showing the picture of a process and letting the interviewees familiarize themselves with it, it was clearer to show only one part of the picture, explain it, and then move forward to the next part. The test person's notes were an excellent help when proceeding. Before doing the presentation on 5th October for the Head of Services and a group of Service Managers, the process was still refined. The terms changed, and a new visual appearance was designed, as shown in figure 10 and figure 11.

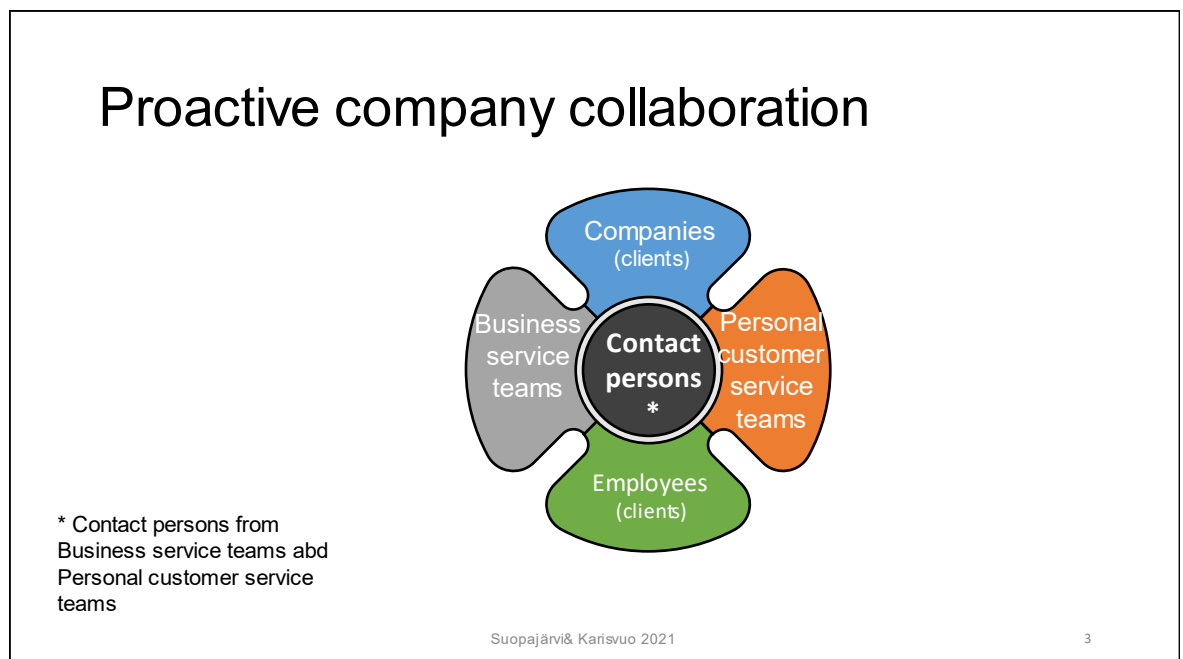


Figure 10. The renewed visualization of collaboration (Suopajärvi & Karisvuo 2021.)

The main changes in figure 11 were the definitions, task clarifications, and the presentation view. Each part (Preparing, executing, checking/ ensuring, and acting/reacting) was shown animated one after another in the presentation. The parts were also narrated to help understand the process.

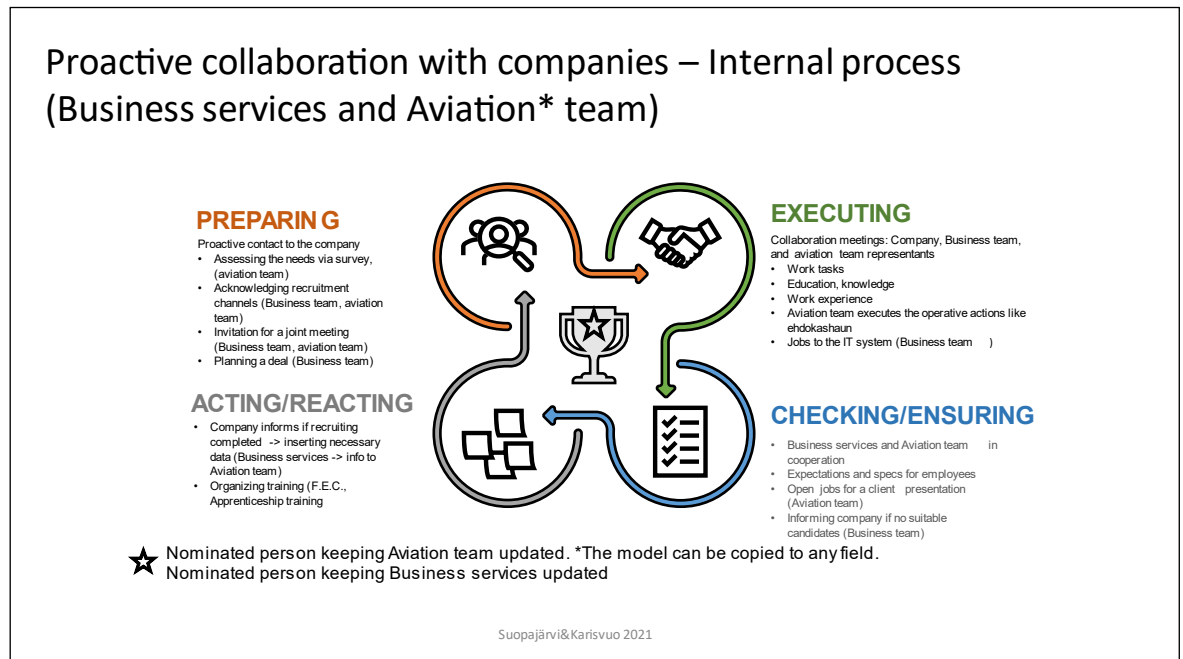


Figure 11. The specified internal process' second draft visualization (Suopajarvi & Karisvuo 2021.)

Uusimaa TE-office had many development projects as the industry field team started forming individual ways of working in the new organizations. The leader's team decided it would be important to present the proactive cooperation model to the Itä-Uusimaa area specialist to avoid overlaps. The presentation for Itä-Uusimaa was held on the 7th of October. Only the main points and bigger lines were told to the team members and emphasized that this was the starting point, and the final product could look different.

On 12th October, an ad-hoc meeting was arranged as three leading specialists had got an assignment to improve existing procedures. They were interested in seeing what solutions this project had to offer. Their feedback was positive; the new process was out of box thinking, still possible to implement; this idea would solve the problem of how to intensify the cooperation between the TE office and corporate customers. There were also improving ideas and good questions; could this work for all companies; should there be segmentation, e.g., small companies, middle-size companies, and big companies?

The permission for the interviews was granted on 14th October by the legal department.

The interviews were organized via Microsoft Teams from 18th to 22nd October.

The test group for the cooperation project was the Uusimaa TE Office Support Team for Aviation Industry, and seven specialists from the team were interviewed. Customer experience and the information flow concerning the internal services were asked by using an interview. The main questions were how the specialists cooperate with the Business service department and whether they had suggestions for new elements for the process. Two of

the Business service specialists were also interviewed, as it was crucial to hear their opinions. The process is visualized in figure 12.



Figure 12. The internal process diagram visualized by the author.

One of the test elements was developing the experience of cooperation between companies and the TE office. The target was to offer employer-customers services proactively and determine the needs for future recruitment in the aviation business field. The survey was sent for the first company on 15th October with the deadline of 29th October. However, it took some time for some companies to find out who would be the right person to answer the questions, which led to the next surveys being sent on 18th October. Finally, the last survey was sent on 2nd November. Also, a reminder was sent to the companies which had not completed the survey by that. As a result, five companies out of six participated in the research.

5 Results

The empiric part of the thesis included three pieces of research, a survey, and two interviews, which had partly the same questions. The bilingual survey was conducted via Webropol, but the interviews were performed in Finnish and translated into English. The answers were then formed to complete sentences and added to Webropol to help the analysis. Also, other tools were used when analyzing, e.g., menti.com.

5.1 Interviews for the Aviation team specialists

Seven specialists from the Aviation team were asked for interviews based on their availability. Table 1 presents their background education and work experience at the TE office. Five respondents had an educational background from a traditional university. In addition, two of the respondents had an educational background in the university of applied sciences; Both of them had also been working as commercial pilots.

Table 1. Aviation team's Interviewees' background education and work experience at TE office. (n=7)

Education	Specialization	Work experience at TE office
Bachelor of Business Administration, Commercial pilot, MBA student	Administration	4 mos
Master of Science (FM)	Traductology	15 yrs
Master of Laws, commissioner for oaths	Labor law, general adult education studies	1 yr
Master of Social Sciences	Social psychology, psychology	1 yr 7 mos
Master of Economic Sciences	Leadership and organization, The jurisprudence of Human Resources, Management	1 yr
Bachelor of International Logistics, Commercial Pilot	Logistics	4 mos
Master of Food Science Cabin Crew Member	Marketing	1 yr

The work experience at the TE office varied from four months to 15 years, as seen in table 1. The unbalance for the respondents depended on the Aviation team's composition. The team was founded in October 2020, and only one recruited had a permanent employment relationship. As a result, only one respondent had a work experience of 15 years, one had a year and seven months, three had a year, and two had four months.

Respondents were next asked where do they get information about the open jobs. Based on the open answers, figure 13 was created. Figure 13 shows that the most popular source for information was the official site of the TE services, and six out of seven re-

spondents mentioned this site. The second most popular answer was tips from colleagues. Five out of six specialists mentioned a tip from colleagues as a source where they get information about jobs. The next most popular site was LinkedIn. LinkedIn was used with the search feature or following colleagues who posted aviation field jobs. Duunitori and Google search was only used by three specialists. Two specialists used Oikotie, Monster, and aviation field direct companies' websites. Only one of the respondents used Valtiolle, Indeed, and the Business service's Teams channel. Especially the Business service's Teams channel is connected to the main goal of the thesis. There are several channels for different industry fields, which makes the following quite arduous. The Teams channels were launched in the summer, but six out of seven did not know about it.

- LinkedIn, TE services open jobs. I came from outside the aviation industry, the experience of those who came from the industry was important, and they have shared information about jobs on the LinkedIn
- mol.fi, indeed, Oikotie, valtiolle.fi, tips from colleagues
- TE Office vacancies, LinkedIn, Google's search function may show open jobs in Duunitori or directly companies' sites. Searching companies' sites directly for new open jobs. I have heard about open jobs from colleagues.

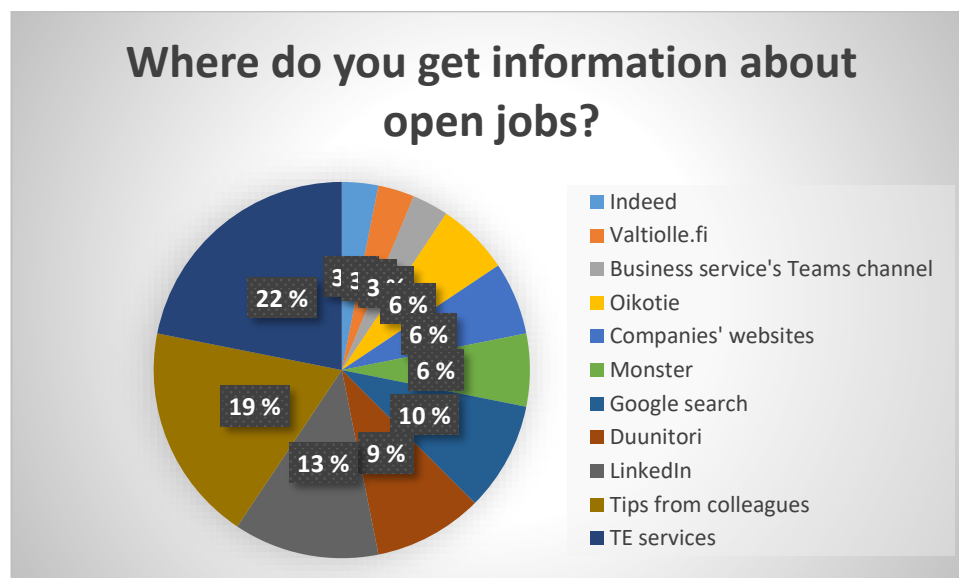


Figure 13. Information sources used by specialists when they seek open jobs for the clients.

The allocation of job-seeking was estimated in the third question, "How much time do you use for searching for job opportunities for your clients? How is it present in your work-day?". Again, the answers varied a lot. Two respondents replied they search for jobs daily, usually before they contact their clients. Two said they increased the job-seeking compared to the start of the job as a specialist when there was a lot to learn. Some respondents said they are not allocating time for this purpose, or it depends on the day. Three respondents mentioned that customer portfolio affects job-seeking, as the laid-off clients are less interested in working opportunities.

The answer options for question four: “Have you missed any jobs and only heard about them after the deadline?” were yes/ no/ other option, what? Complete answers are presented in table 2. Only one respondent answered clearly yes, and one answered no. Two respondents answered it had not happened many times. Two had heard about the job too late to make a binding job offer or give an unofficial tip about it for the clients. One respondent mentioned they had heard about a job from a customer and only afterward thought they could have forwarded the tip to another customer, too.

Table 2. Answers for the question, “Have you missed any jobs and only heard about them after the deadline?” (n=7)

Have you missed any jobs and only heard about the job-seeking deadline?	
Other option, what?	I follow certain aviation companies and their websites. It is an advantage for me to know the aviation field.
Other option, what?	The client has shared information about jobs, could have forwarded the information to other clients as well
Other option, what?	It so happens that I only notice the place in the last days of application or during a busier work period. I have not actively searched for jobs.
Other option, what?	Not many times
Other option, what?	Not much. I make binding job offers. Providing tips for open jobs that are about to expire may be pointless.
No	
Yes	

Question five was, “Is the function “open jobs for client presentation” familiar to you? Do you have any experience of it?”. Seven out of seven answered they had no experience of the function, and six added that they knew the concept or had heard about it. One respondent mentioned they had done it for one recruitment but had no experience as an end-user. Again, there were opposite opinions about the function:

- It [the function] arouses my interest.
- I rather look at the websites, less URA function. I know how to do it and can look at employers and delineate tasks. I have heard there are expired jobs.
- We have a classic mismatch problem, and I do not know how to make an obligatory job offer.

“Who are the most important internal partners in the TE office to find jobs, and have you been in direct contact with them?” was **question six**. All the respondents mentioned team or individual colleagues when responding to this question.

- The Aviation team, the jobs shared in our Teams channel. Colleague shared on LinkedIn. I talked to colleagues in a small group and thought about which jobs might be right for the client. For example, it has been considered which job could be suitable for a pilot or flight attendant.

Also, the Business service was mentioned three times:

- Information is shared in our own team. We have also got information from Finavia about direct offers for jobs that were not open to others. Within the TE Office, Business Service produces information.
- The previous team had a service called "Ohjaamo" (Guidance) where young people can be directed, "Palvelutori" (Service Market) for adults.

Question seven handled study opportunities: "What are the channels you use for seeking training/study opportunities for your clients?" Figure 14 shows that Google (23%) and TE Services web page (23%) were the most popular sources of information, followed by Opintopolku.fi (18%) and schools sites (18%). "Opintopolku.fi, Google, I always start with URA's training selection, and TE services public labor market training offering." and "Labor market training is number one, I search the internet for a keyword such as a vocational degree, I compare whether it is labor market training, I also search the school website." Partner sites, e.g., Saranen, Taitotalo, and Academic work, Ammattibarometri, URA,. and training presentations were all mentioned once.

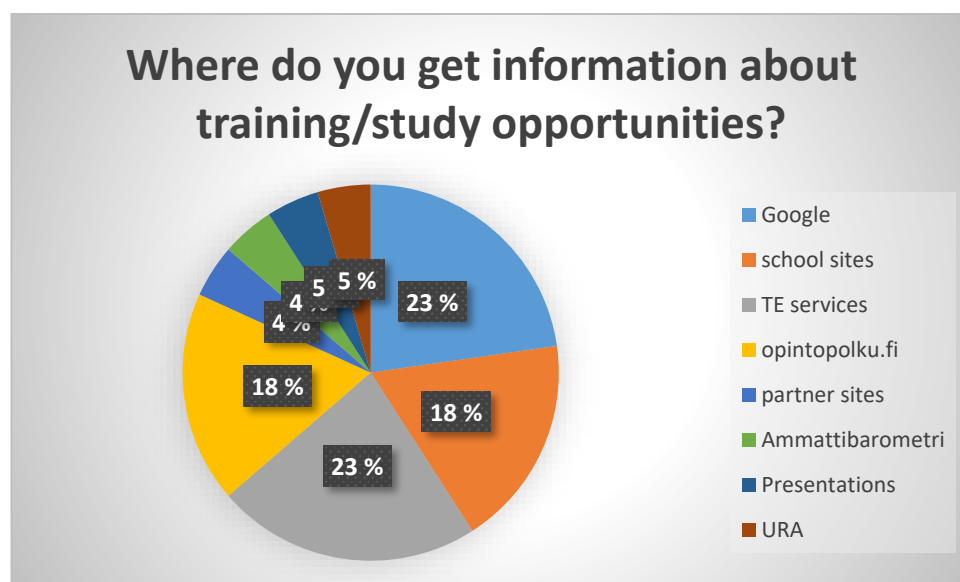


Figure 14. Information sources for training or study opportunities.

Question eight continued study theme: "Who are the most important internal partners in TE office to find opportunities for studying? Have you been in direct contact with them?" Compared to the question about job-seeking, the sources for training information are much more in line between the respondents. Colleagues and the Aviation team were mentioned five times. Also, training department specialists had been consulted. TE services also provide phone services about training.

- Nationwide training advice. Also provided the customer directly with the school's contact information. I have been in contact with the training unit, asking the specialist directly.
- Within the aviation team, within small groups, from certain colleagues. Directly to those responsible for TV training in the Training department. I have contacted ELY Center and asked an EGF expert (e.g., about pilot training.)

- It would be the Training department. I haven't contacted them; there has been no need. I have found information on public school sites. If there are specific training aspirations, then they cannot be organized as labor policy training. For example, if someone wanted to study as a Yoga Instructor or Chinese Medicine, I advised them to study with their own time and own funding.

After presenting the potential process, the SWOT questions were asked. When all the repeating terms were entered to menti.com, the word cloud in figure 15 showed that the strongest strength was sharing information. Respondents answered, e.g.,

- An internal network will be set up to intensify cooperation.
- The important role of business services.
- Sharing information within the team.
- It would be proactive.
- Clearly, one with a good chance of succeeding increases efficiency, organizes tasks, knows how to act. Multidisciplinary collaboration efficiency.
- All in all, it looks good, and I'm excited about it.



Figure 15. Strengths about the potential process.

The respondents had an almost unanimous opinion about the weaknesses. The themes that touched the answers were bureaucracy, internal cooperation, sharing tasks, finding companies, information, TE office reputation for employers and job seekers, meeting needs and expectations, and states' agility compared to the private sector.

- Even if we try, can we be prepared for the private sector's ad hoc situations?
- Is there enough time for this model?

In fact, the same things people found for strengths would turn into weaknesses if there were not enough time to share information or cooperate with teams. Two respondents mentioned the TE office's reputation as a weakness. Could TE office serve companies and offer employees of all the levels from production work to white-collar or management? Did the job seekers find TE office jobs tempting enough? TE office's agility was also questioned:

- The private sector is brisk, and it is hard to see if it works here. When the private sector does something within a week, the state might need three weeks for that.
- Sometimes good ideas do not work. The reason is that they are sometimes left in the wheel of bureaucracy, or there is a lack of funding.

Opportunities were described by following themes: Attractive and value for the companies, information flow, training advantage, multi-professional cooperation, proactivity gives more playing time for finding jobs, lowering internal fence, leading specialists' role, team members coming from the private companies enhance efficiency, and planning future training. Multi-professional cooperation is a term usually used in sociology. Still, it describes well the target where specialists from other units and the company representative aim to reach the best target.

- This would lower the boundary fence between Business services and Industry teams. There has been no contact from the Industry teams side to the Business services side. Easier to call acquaintances.
- An attractive model for the employer.
- Get the message across better, and it is not just that companies get in touch; you can anticipate the need and start planning better.

Threats were on the same line as weaknesses. Themes were similar; again, communications and the flow of information were the most probable threats. The role of the Business services arose, too.

- Communication, unclear processes, and structures lead to inefficient work.
- Business services may feel their role is changing for to worse. Selling ideas in-house.
- We have to develop together with business services that they do not feel they are being taken away from work.

The TE office's role and attractiveness were also a threat:

- If there are not enough right job seekers for companies, lack of resources.
- If it happened that no job seekers could be found, they [the companies] would not be so connected to the TE Office but would recruit themselves.

After the SWOT, participants were asked their thoughts, improving ideas, and innovations for the process. The IT challenges arose in two answers:

- The need for a better customer management system with easier access to information.
- From the personal customer service's view, it would be good to have a system where the industry team and the business service could easily see the situation and needs because URA is not very efficient.
- The headlines in the process could describe better the actual doing instead of only using main words like preparing or executing.

Communications channel was suggested to enable the process development, "There must be an open channel of discussion with the company, investing in a strong start."

One respondent saw the new process would lift the TE office's image: "Let's hope that this model will raise the profile of TE services and can be positively taken to the general public, sticking to time.". In addition, the team had good experiences with direct communication with an employer during Finavia recruiting.

- The recruitment experience project with Finavia was good. They contacted us, and the first call came to the stand by phone.
- I was not involved, but I think The Finavia case has gone according to this model

One respondent replied that they had no thoughts about how to improve the process.

Finally, the respondents were asked if the presented model would improve the current mismatch situation. All participants answered yes. Some question marks were similar to the threats and weaknesses, like time, resources, and the information flow.

5.2 Interviews for the Business service team specialists

Two interviews were done with Business service specialists, presented in table 3. One specialist was working at the Vantaa TE office, and the other was at the Helsinki TE office.

Table 3. Business team's Interviewees' background education and work experience at TE office. (n=2)

Education	Specialization	Work experience at TE office
Bachelor of Education, M. Ed. student	Adult education	2 mos
Master of Political science	social politics, work and unemployment	30 yrs

The **second question** was, "How are jobs distributed among Business services specialists? Do industry or company size divide you, or do you all handle the recruitment of all entrepreneurs?" Both respondents gave parallel answers that the specialists have been divided by industry and region. In Helsinki, most contacts are handled via phone or Microsoft Teams. They have a queue of employer tasks, which they handle in order. Previously, the Business service was serving the whole Uusimaa area without regional boundaries. In Vantaa, the latest change had been difficult for entrepreneurs because the regions limit finding workers. Earlier, there were no, e.g., language problems. The Vantaa office has also sometimes collaborated with Varia on apprenticeships (if the company is looking for a workforce that can use a Pay subsidy.) They have also done some cooperation with educational services.

In Helsinki, the specialists work as pairs, one from the industry team and one from the Business service. However, the work processes and the roles have not been described. Helsinki office manages companies of all sizes according to the work queue.

Question three, “In addition to URA, do you use other channels to report vacancies to industry team experts?” Both teams used Microsoft Teams to communicate, but the channel was limited to specific fields in Helsinki. In Vantaa, some jobs were published in many Teams channels for different field specialists and asked for help in recruiting. The information had been passed to several teams, e.g., HoReCa. The Aviation team had started collaboration in summer 2021, but unfortunately, not all the specialists knew about this. The interviewee reminded that the basic job at the TE office would be forwarding information about jobs from employers to possible employees. Some renewals have led to different prioritization, e.g., writing labor market statements, which should be the secondary task.

Question four, was to find out if there were internal cooperation between different industry fields and Business services, “Are the specialists from different industry fields in direct contact with you regarding recruitment?”. In Helsinki, the cooperation was regular. However, in Vantaa, only a few specialists asked about open jobs, and there had been discussions in the collaborative meetings.

The last tailored **question five** was crucial and attached to the company survey. “Business services introduce job seekers to employers for specific jobs. In what situations do you use the function “open jobs for a client presentation? Who determines it?” In both cities, the specialists discussed it with employers and asked about their views. “We also have to be experts and tell the employer our recommendations.” The reasons for the open job for a client presentation were:

- An urgent need of an employee
- A hassle-free recruitment
- Limited amount of possible employees for the job
- Confidential recruitment, e.g., when a company is growing but does not want to reveal it to competitors
- No special reason

After these questions, the new process figures, figures 10 and 11, were presented to Business services specialists, followed by the SWOT for the same reasons as the Aviation team. They were also asked for improvement ideas and feedback from the interview

The following question “In addition to URA, do you use other channels to report vacancies to industry team specialists?” Microsoft Teams is the substitute channel for both participants. The channel is not used every day or for every job, but the specialists decide case by case. The Helsinki team has more structure in use.

In Helsinki, the Business service specialist sometimes informs their pair in the personal customer service team about jobs via Teams. In Vantaa, new channels are being searched. Sometimes other specialists are being informed via Microsoft Teams when there are candidate applications, e.g., HoReCa or property cleaning, but this has not produced a great result. There have been no other wishes from specialists. In Vantaa, all industry teams have the same situation. The primary task would be to forward work offers, but other tasks have been prioritized, e.g., writing workforce policy statements.

“Are the specialists in direct contact with you regarding recruitment?” The respondent from Helsinki knew that personal customer service specialists were sometimes looking for suitable people from URA; they have not been asked directly about open jobs. In Vantaa, the specialists do not usually ask about jobs, but there has been cooperation in the industry field’s meetings; there has been a success in job placement through the cooperation when they learned the process with a new person from the HoReCa team. Collaboration has also been established with the Aviation team with a few people.

Answers to the next question, “Business services introduce job seekers to clients for specific jobs. In what situations do you use the function “open jobs for a client presentation? Who determines it?” varied. In Vantaa, the model is being used when a company wants to recruit non-publicly. Some companies do not want chaos or others to know about recruitment (for competitive reasons.) So, the specialist will first check for availability in URA. If the job is a rotation-free substitute, the terms must be reviewed. They need to be experts in this and tell the company if it is possible to find an employee. Then, they can search directly for candidates and offer them an employee right away. In Helsinki, there are no specific grounds. The companies can be big or small, and the jobs can be to any position. They assess the situation together with companies.

After presenting the possible new process, a SWOT shown in figure 16 was performed. The answers from both respondents were in line with the Aviation team’s replies; however, there were some new observations, too. For example, a respondent with a long working experience answered that an almost similar model with some proactive elements had been used earlier. Also, they had noted that there are situations when nothing has happened after a survey or launching a new process or model and when people change.

Changes need people who are committed to the change and act as engines. A respondent with an educational background said that future training implementations would benefit if educational professionals contributed to the project and shared their knowledge about training providers. They also mentioned that it would be beneficial to assess employees' future needs.



Figure 16. SWOT.

Neither respondent would add anything to the model. "I would not add anything. A simple iron wire model is usually the best." A spontaneous sentence, "The model would definitely improve mismatch.", answered one of the respondents before the last question was asked. The other respondents answered, "Yes, this will improve mismatch. We will continue the discussion and build this model together with personal customer service specialists. It looks promising, and it strengthens the things we are doing."

The feedback from the Aviation team and the Business team interviews was mainly positive. Five participants mentioned that the presentation of the model was clear and smooth. In addition, two respondents said they got the necessary information about the reliability and confidentiality of the research, where the information would be used, and data destruction. Finally, four respondents said they were happy to be contributing to the interview, and one of them specified that they found the subject interesting and important. One respondent preferred to get the introduction text beforehand, as they felt it would have been easier to understand by reading.

5.3 Survey for the aviation field employers

Confidential - removed

6 Discussion

The thesis was based on customer service and theories, which were the right solutions. When comparing the applied sciences and traditional sciences methods, a service development would be hard to imagine without the applied sciences' approach. One of the main corners was anticipating the needs and contacting customers even before they realized they would need assistance. As Thomas & Tobe (2013) said, the customer experience will improve other levels of collaboration when the service provider learns to know the customer's needs. Another crucial subject was finding ways to improve the mismatch by renewing the internal process and speeding up the employment process. Internal service process renewal was based on service design. Reason et Co. (2015), Kamin (2010), and Sharp and McDermott (2009) all found service design as an excellent theory for an organization's process development and improving customer experience. When the internal processes are developed together with employees, they will be more committed to the change.

The participants from the TE office found the project inspiring and encouraging. Several people took part in conversations during the process, and some hundred specialists already got basic information about the idea even before the interviews and final version. At every point, ideas and opinions were asked and inspired specialists for participation. The interviewees mentioned the state administration is seen as a ship that does not turn fast. One of the interviewees contacted the author afterward and said that the development project had raised hope among the team members.

The commissioner's role was essential. They gave the idea of developing cooperation within the TE office organizations, but they also gave freedom to choose the perspective of the theme that should be approached. The goal was to create a model for the Aviation team, which could then be copied to other teams. Also, the executing of the interviews and surveys was granted. They also pushed the idea further in the organization and provided an opportunity to gain publicity for the new process, which was also part of the service design.

6.1 Conclusions

The reference sources proved how important it is to define terms, starting levels, and targets within a company before developing anything. If there were no common view and terminology, the development would have been more complicated. Interview as a research method also allowed widening the approach and asking for additional specified questions,

especially for the Business services' specialists. Further questions would not have been possible via survey.

For the aviation field employers, the survey was a good solution. As mentioned in the cover letter presented in chapter 4.6, the survey was to find approximate plans for the future and then proceed to a "triangle" meeting. Thus, if situating the survey to the PDCA plan in figure 11, it was part of the planning. Before sending the survey, opinions and suggestions for questions were also asked from the Business services' specialists.

The desired level in figure 21 shows the difference compared to figure 8, in chapter four. The desired level does not have any disruptions concerning the information flow. 1) The planning is done with the Business and the Aviation team's (and after copying the process any other field's) representatives. 2) Both teams and the employer meet and discuss the details. 3) The business team specialist makes an agreement with the employer, and publishes either a public job advertisement or internal information about the job. They also keep the employer updated. 4) Aviation field specialist notifies the rest of the team, and everyone will look for suitable candidates for the employer from their customer portfolio. 5) Fast employment.

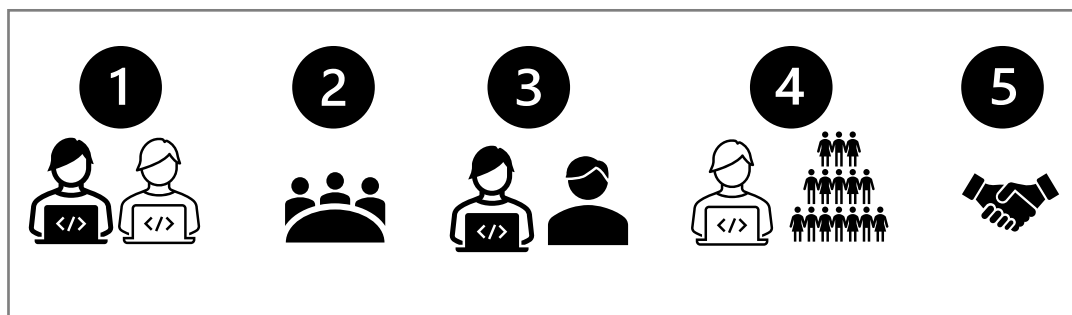


Figure 21. The desired level after the implementation of the new process visualized by author.

The survey for aviation field employers also gave customers information about available services at TE services. Compared to the private service providers, TE service assists free of charge, and together with ELY centre can also provide training for employees. After the survey, the Aviation team was contacted by a satisfied aviation employer who launched another confidential recruitment process.

The interviews for the TE services' specialists and engaging them to the change proved the need for the change. Also, the new model was seen to improve the mismatch situation and shorten the time of employment. The interviews gave a clear signal: there is a need for a clear process description, as presented in figure 22. When comparing figure 22 to figure 11, the impact of the interviews can be noticed. The headlines are reformed, and

some of the tasks are replaced or under the new headline. In case there is the uncertainty of responsibilities, the model or process does not work. The process's functioning depends on the people. There is a need for a person acting as an engine, and the whole team must commit to the process and mutual working style. Changing responsible people in the process may cause disruption or end the process.

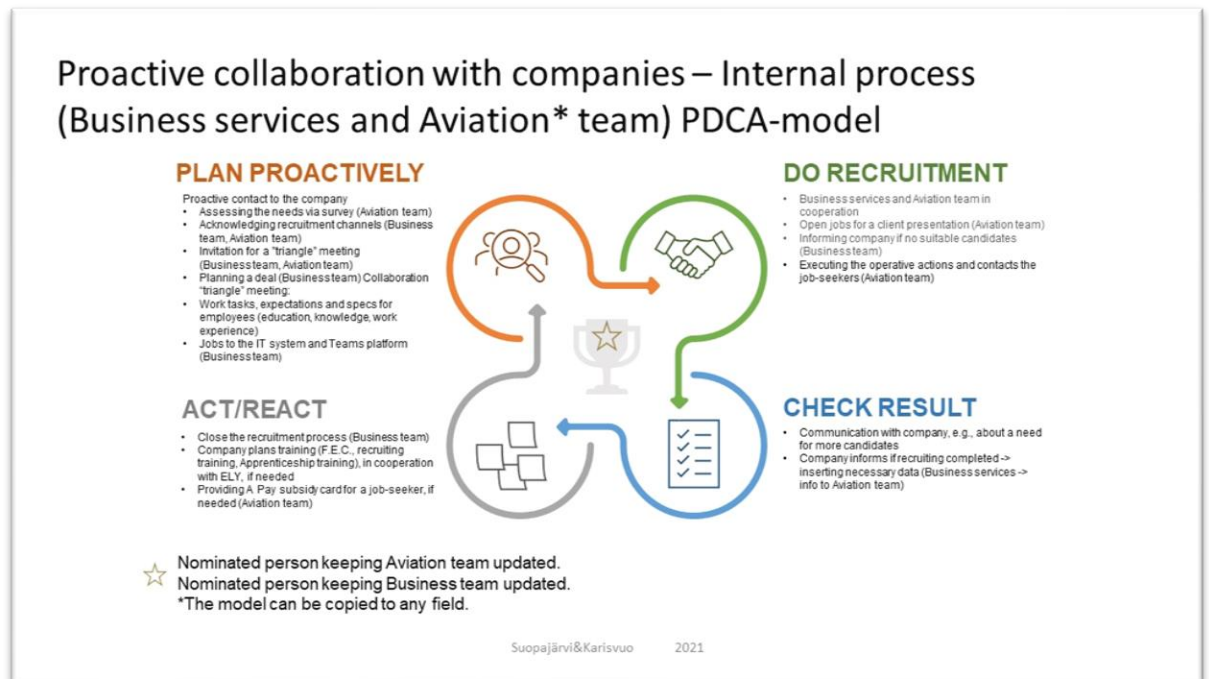


Figure 22. Final process description (Suopajärvi & Karisvuo 2021.)

However, even if this process is taken into use, the methods still need to be evaluated from time to time. For example, when a company's goals and targets change, it affects all processes. Therefore, TE office teams have a monthly team meeting where the processes and needs for changes are evaluated by using the PDCA model.

Besides the process description, there were also other tools delivered. As the URA system does not support any new features, Anne Karisvuo designed a new tool for the Microsoft Teams platform to enhance the information flow between Business services and the Aviation team, or in the future other personal service teams. In addition, the leading specialists created an almost similar tool with another platform and different functions. It will be seen which platform will be taken into use.

A by-product was new guidelines about work, study, and coaching opportunities for personal services specialists to make work more efficient and time-saving. Furthermore, a by-product of the new guidelines was used for customer communications. The guideline words were changed to fit for customers.

6.2 Recommendations

There were some irrationalities while writing and searching for information from TE services' web page and customers' web services (Oma Asiointi in Finnish). Customer journey is hard to find, and when a customer faces unemployment for the first time, it would be important to see the available paths. Also, synchronizing information would be essential.

One recommended idea would be gamification. Based on the discussion with friends and relatives, people of all ages play different games. Facebook's new Meta (28 October 2021) will bring even more opportunities to lift TE services' channels to more customer-friendly and open the visual and interactive information about the customer journey. The URA IT system was also mentioned as one development point in the interviews.

The virtual world is expanding. In the future, there will be fewer face-to-face interviews. While improving mismatching, TE services could provide employers and employees new services, e.g., confidential and information secured virtual meeting rooms for video introduction about the employee and the workplace. For an employee, it is different to perform customer service in a warm shopping center or shopping center's garage. For aviation customers seeing the possible future workplace, e.g., kitchen, the engine repair garage, or the new terminal, would raise interest and fulfill safety needs.

IATA has estimated that the air traffic will be on the same level as in 2019 only in 2024, which means that aviation field employees still need help and support. Also, while the air traffic is ramping up, aviation employers would need help finding new employees. Based on the survey, which detailed results are classified, there will be new aviation jobs in the near future. While there are unemployed people from the aviation business and new available jobs, TE services' role is crucial to match the employee and employer customers.

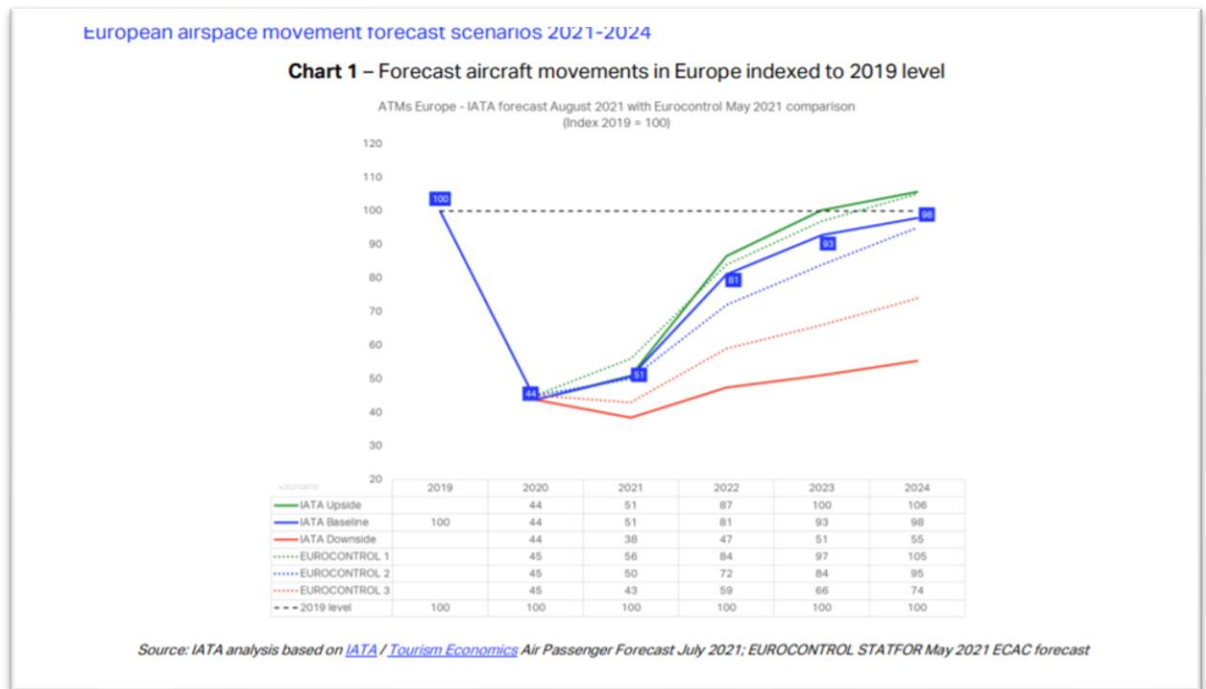


Figure 22. European airspace movement forecast scenarios 2021-204 (IATA 2021.)

The results from the survey made for aviation field employers are encouraging when viewing the aviation field to ramp up and align with IATA's and ICO's forecast in figure 22. Still, according to the statistics, the full recovery for the 2019 level in aviation would be completed only in 2024.

The knowledge about available services and given statements is currently in the Aviation team. The budget for the aviation team was only granted until the end of 2021, which means the team's existence will end. It would be recommended that some former team members in both personal and business services would still have aviation field customers. Even if some companies would do recruiting themselves, there is still a share for the TE office. The valuable information the Aviation team and Business team specialists have gained during the pandemic should be available also in the future, as it seems that there will be further lay-offs. In addition, some ex-aviation professionals still seek a new career or refresh aviation-related education in the hope of returning to the aviation field.

6.3 Reliability and validity of research

Interviews for the specialists were done in two sets. The first set of questions were for the Aviation team specialists, and the second set was for the Business services. In the Aviation team, the validity of replies can be seen as high, when about 50% percent of team members participated in the interviews, one team member helped visualize the model, and one team member acted as a test person when forming the questions. It was crucial

to hear the opinions about the model, find the weaknesses and threats, strengths, and opportunities. Experience from different workplaces or studies gave additional value for the answers. The views from a socio-political aspect and organization learning emphasized the importance of doing and developing things together, which is also the service design's core idea. The answers were also used to form the final model for the internal process.

Interviews for the Business services would have needed more respondents to gather even wider perspectives from their side of the organization. The two participants were from two different offices, Helsinki and Vantaa, which, however, gave an insight that not all the teams work under the same principles. Still, both respondents found important views, strengths and weaknesses, opportunities, and threats. One respondent had a long experience at the state civil services, and their point of view also included some background from the past years and gave understanding about the TE office previous decades. One respondent shared their view about the survey for the employers, and one question was added to the survey based on their remark.

The aviation field is quite narrow in a small country like Finland. Most air traffic is concentrated in the Uusimaa area, and so are the employers. The email about the research was sent to six aviation field companies, and five companies filled in the survey. However, these five companies are mostly large-scale enterprises that present the majority of aviation employees. The survey results give valuable information to the TE office about the future recruitment needs in the aviation field and offer a base to start tailoring customer services together with the companies. The further contacts will show if some companies may not want to collaborate with the TE office and will choose a private operator instead, as mentioned in figure 1. When comparing Reismann's theory to the results, the reliability and validity, despite the low number of respondents, are important to the commissioner.

6.4 Lessons learned

For many people, aviation is more than a job; it is a lifestyle where all the parts of life are attached to the five levels of Maslow's hierarchy of needs, as shown in figure 2. The Aviation team was smoothening the landing to unemployment and actively provided information and support for customers. The new process was created to speed up the employment process and find the right people for the right jobs. One part of the process was to learn what skills are needed in the aviation field to know what training is required and where to guide customers in the future.

Service design is indeed a key to improving internal and external customer experience. Understanding the process and its reasons instead of doing it with a routine will raise the

value of the work. In addition, without involvement, the commitment level is lower. During the thesis process, the importance of communications and information flow has crystallized.

Writing the thesis gave a broader understanding of processes and organization inside the TE office. Also, private operators like Barona's role in forwarding jobs gave insight into the employment field. Some lucky coincidences also proved the subject's timeliness, e.g., CEO Merru Tuliara's training session in September 2021, which was very useful. The permission for using the training session as a reference was asked by email, as the training was targeted to TE office personnel. The permission was granted, and Ms. Tuliara verified the content. TE office specialists also received more practical training for the PDCA model in October 2021.

The writing process schedule was tight, but with the guidance from Haaga-Helia, the project could be executed well. A proposal for the future writing processes would be using an even more detailed project handling tool, e.g., Gantt. Following thesis guidelines and headlines together with the tool could give the most logical result. While writing and adding the figures and tables, the numbering could be done in the last phase. The tight plan affected the survey, which was done under time pressure. Some questions could have been reformed to get more valid answers. However, the questions were appointed to forecast the future, which in the aviation business is always uncertain. The interviews were inspiring, and they gave ideas for the final product shown in figure 22, like changing the headlines to describe more the actual doing. During interviews, the tasks for the Aviation team and Business team were also clarified, and they were added or reorganized to the final product.

Haaga-Helia's courses, e.g., the future of aviation, customer competence in the aviation business, managing aviation business operations, risk management, and even responsible space tourism, have given depth to the insight needed in the thesis. In a changing society and world, the future will bring new occupations. The change has already started in the aviation field when drones have taken a share of the Troposphere. The advanced technology will impact both the need and number of cabin crew members and pilots. Again, digitalization and robotics will affect the mechanics' work, and the new electric aircraft will demand new knowledge. Modern heating systems may replace some of the catering work steps. Hopefully, the advanced green purification technologies, like dry ice, will be taken into use, which again demands training. The future hydrogen-based fuel may require new fueling processes and equipment. Finally, space tourism may bring new occupations also to Finland. From the TE services view, this would mean constantly evaluating the needs of the aviation field.

When everything else is automatized, the value of meeting a real person and being recognized as an individual is enormous. Also, the survey conducted for this thesis gave some weak signals about training needs for the future, like the attitude and customer service skills. When the customer volumes are high, well-functioning digital services bring customer satisfaction to ease the situation with less queuing and waiting. Moreover, talking to a real person is needed in a stressed situation, e.g., when becoming unemployed or, on the other hand, when there is an urgent need for a new employee.

While writing the thesis, the government talks about the new Nordic employment model (YLE 8 October 2021). The new model has already changed the balance as the Aviation team customers will be integrated into teams. Most of the specialists applied and were appointed to permanent positions in other TE offices. Even though it is hard to see a well-functioning, highly innovative, and enthusiastic team breaking, this is also an excellent opportunity to spread the positive attitude and implement a new process to all teams in the Uusimaa area to improve the mismatch.

References

Blackshaw, P. 2008. Satisfied Customers Tell Three Friends, Angry Customers Tell 3000. *Running a Business in Today's Consumer-Driven World*. Doubleday. The USA.

Bradford, P.G. & Miranti, P.J. 2019. Information in an Industrial Culture: Walter A. Shewhart and the Evolution of the Control Chart, 1917–1954. Vol. 54 Issue 2, 179-219. Article. URL: <https://web-s-ebSCOhost-com.ezproxy.haaga-helia.fi/ehost/detail/detail?vid=0&sid=0d286003-ddff-4028-918d-e3096c70bf97%40re-dis&bdata=JnNpdGU9ZWlhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=136893981&db=afh>. Accessed: 1 November 2021.

Butler-Kisber, L. 2010. *Qualitative inquiry: thematic, narrative and arts-informed perspectives*. E-book 2017.

Creswell J. W. & Creswell J. D. 2018. *Research Design*. 5th ed. SAGE Publications. Los Angeles.

Denzin, K.D. and Salvo, J. 2020. *New Directions in Theorizing Qualitative Research: Theory as Resistance*. Myers Education Press. E-book.

EASA 2012. Cabin crew. URL: <https://www.easa.europa.eu/the-agency/faqs/cabin-crew>. Accessed: 6 November 2021.

ELY-keskus 2021a. Mistä ELY-keskukset ja TE-toimistot ovat lähtöisin? URL: <https://www.ely-keskus.fi/web/suomi-100-taustat-ja-tarinat/mista-ely-keskukset-ja-te-toimistot-ovat-lahtoisin->. Accessed: 18 September 2021.

Finavia 2020. Finavia to cut 110 jobs and continue temporary lay-offs. URL: <https://www.finavia.fi/en/newsroom/2020/finavia-cut-110-jobs-and-continue-temporary-lay-offs>. Accessed: 2 November 2021.

Finnair 2020. Finnair vähentää noin 700 työpaikkaa, tuhansia finnairilaisten pitkäaikaiset lomautukset jatkuvat. URL: <https://company.finnair.com/fi/media/kaikki-tiedotteet/tiedote?id=3801599>. Accessed: 2 November 2021.

Finnair Flight Academy 2021. Airline training excellence. URL: <https://www.finnairflightacademy.com/en>. Accessed: 6 November 2021.

Iltalehti. 19 August 2020. TUI peruu lomamatkat Kreetalle ja Rodokselle: Asiakaspalvelu ruuhkautui. TUI peruu Kreikan-matkoja hallituksen päätösten myötä. Article. URL: <https://www.iltalehti.fi/koronavirus/a/33922fe0-e9a2-4bd0-aded-86d4f4db5e88>. Accessed: 1 November 2021.

Kamin, M. 2010. 10 steps to successful customer service. URL: <https://learning.oreilly.com/library/view/10-steps-to/9781562865900/step10.xhtml>. E-book.

Kananen, J. 2013. Design Research as Thesis Research. Juvenes Print – Suomen Yliopistopaino Oy. Tampere.

Kumlander, A. 17 June 2021. Senior Service Manager. Barona. Microsoft Teams meeting with Barona and TE office EGR specialists.

Lappalainen, E. 2021. Typo-avustusta saavien hanketoimijoiden työkokous ti 19.1.2021. PowerPoint-esitys. <https://www.taidonpolku.fi>. Accessed: 18 September 2021.

Lentoposti 2020. Norwegianin suomalaiset lentohenkilökuntaa työllistävät yhtiöt konkurssiin – sadoilta meni työt. URL: http://www.lentoposti.fi/uutiset/norwegianin_suomalaiset_lentohenkil_kuntaa_ty_llist_v_t_yhti_t_konkurssiin_sadoilta_meni_ty_t. Accessed: 6 November 2021.

Manner, T. 2019. CEO. Briefing to Finnair employees. Finnair. House of Travel and Transportation. Vantaa.

McClymont, L. 2008. Customer Experience Tracking. British Market Research Bureau. Henry Stewart talks. E-book.

Meta 28 October 2021. Introducing Meta: A Social Technology Company. URL: <https://about.fb.com/news/2021/10/facebook-company-is-now-meta/>. Accessed: 7 November 2021.

Ministry of Employment and the Economy 2012. Act on public employment and business service. Unofficial translation. URL: <https://finlex.fi/fi/laki/kaanokset/2012/en20120916.pdf>. Accessed: 22 September 2021.

Ministry of Economic Affairs and Employment of Finland 2021. Local government pilots on employment. URL: <https://tem.fi/en/local-government-pilots-on-employment>. Accessed: 18 September 2021.

- Norwegian 2020. Norwegian air shuttle Asa presentation to bondholders. URL: https://www.norwegian.com/globalassets/ip/documents/about-us/company/in-vestor-relations/reports-and-presentations/investor-presentations/norwegian-air-shuttle-asa_presentation-to-bondholders_27-april-2020.pdf. Accessed: 24 September 2021.
- Porter, M.E. 1979. How Competitive Forces Shape Strategy. Article. Harvard Business Review. URL: <https://hbr.org/1979/03/how-competitive-forces-shape-strategy>. Accessed: 1 November 2021.
- Reason, B., Løvlie, L. and Brand Flu, M. 2015. Service Design for Business: A Practical Guide to Optimizing the Customer Experience. John Wiley & Sons, Incorporated. E-book
- Seale, C. Gobo, G., Gubrium, J.F. and Silverman, D. 2004. Qualitative Research Practice. SAGE Publications. E-book.
- Sharp, A and McDermott, P. 2009. Workflow modeling. Tools for Process Improvement and Applications Development. Second edition. Artech house. Boston/London
- Siggelkow, N. & Terwiesch, C. 2019.: Connected Strategy: Building Continuous Customer Relationships for Competitive Advantage. E-book. Harvard Business Review Press 2019. URL:<https://web-a-ebscohost-com.ezproxy.haaga-helia.fi/ehost/detail/detail?vid=0&sid=5e78e7f5-3341-4828-8c30-55f09b5c3c3a%40sessionmgr4008&bdata=JnNpdGU9ZWwhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=1897677&db=nlebk>. Accessed: 18 September 2021.
- Staffpoint 2021. Työt toimialoitain. URL: <https://www.staffpoint.fi/tyonhaku-ja-ura/toita-eri-toimialoilla>. Accessed: 1 November 2021.
- Suopajarvi, T. 2020. Ilmailualan toimialatiimin perustaminen Uudenmaan TE-toimistoon syksyllä 2020. Developing Human Resources in Aviation Business. Haaga-Helia.
- Survey Methods 2021: Insight from the Field. URL: <https://surveyinsights.org/>. Accessed: 11 October 2021.
- TE services 2021. Uusimaa TE office in short. URL: <https://toimistot.te-palvelut.fi/uusimaa/english>. Accessed: 18 September 2021.
- TE services LinkedIn 2021. Lentävä lähtö. Jani Elasmaa's interview. URL: <https://www.linkedin.com/feed/update/urn:li:activity:6841703081458110464/>. Accessed: 7 October 2021.

TEM 21 September 2021. Työttömiä työnhakijoita elokuussa 281000. URL: https://www.temtyollisyyskatsaus.fi/TextBase/Tkat/Prs/Tkat_fi.htm. Accessed: 23 October 2021.

TEM 27 September 2021. Kohtaantoon liittyvät haasteet esillä syksyn TEM-analyyseissa ja Ammattibarometrissa. URL: <https://tem.fi/-/kohtaantoon-liittyvat-haasteet-nousevat-esiin-tem-n-syksyn-analyyseissa-ja-ammattibarometrissa>. Accessed: 21 October 2021.

Thomas, B. & Tobe, J. 2013. Anticipate: knowing what customers need before they do. Wiley. E-book.

Hopper, E. 2020. ThoughtCo. Maslow's Hierarchy of Needs Explained. URL: <https://www.thoughtco.com/maslows-hierarchy-of-needs-4582571>. Accessed: 9 November 2021.

Tuliara, M. 22 September 2021. CEO. Henkilöpalveluyritysten liitto HPL. Briefing for TE office specialists, Teams. Helsinki.

Vantaa 2020. Aviapoliksen suuralue. URL: <https://www.vantaa.fi/aviapolis>. Accessed: 1 November 2021.

Villani, I. 2019. Transform Customer Experience. How to Achieve Success and Create Exceptional CX. Wiley. E-book.

YLE 8 October 2021. Government submits 'Nordic Model' employment services draft bill to Parliament. URL: https://yle.fi/uutiset/osasto/news/government_submits_nordic_model_employment_services_draft_bill_to_parliament/12134789. Accessed: 9 October 2021.

Appendices

Appendix 1. Research plan for the commissioner to be attached to the request of interviewing TE office specialists.

Titta Suopajarvi
Haaga-Helia ammattikorkeakoulu
Bachelor of Business Administration, Aviation
Bachelor Thesis

Tutkimussuunnitelma

1 (3)

29.09.2021

Tutkimussuunnitelma opinnäytetyöhön

Opinnäytetyön alustava otsikko on "Developing cooperation and customer-centric operations in TE-office Aviation Team."

Toimeksiantajana toimii Uudenmaan Työ- ja elinkeinotoimisto eli virallisesti Uudenmaan TE-toimiston Vantaan toimipiste ja opinnäytetyöohjaajana toimii Palveluvastaava Juuso Tuulinen.

Tutkimusongelma

Opinnäytetyön tavoitteena on Vantaan TE-toimiston sisäisten ja niihin liittyvien ulkoisten yrityspalvelujen uudistamista asiakaslähtöisemmäksi. Tavoitteena on, että opinnäytetyön pohjalta Ilmailualan tiimissä voitaisiin kuvata uusi sisäinen ja ulkoinen yhteistyömalli, jota voitaisiin käyttää kaikissa toimialatiimeissä. Tutkimusongelmat ovat: Voidaanko kuviossa 1 esitetyn ulkoisen yritys yhteistyömallin pohjalta ennakoita työpaikkojen avautumista ja auttaa TE-toimistoa valmistautumaan tilanteeseen sekä nostamaan asiakastyytyväisyyttä? Voidaanko kuviossa 2 suunnitellun sisäisen yhteistyömallin kehittämisellä varmistaa yhteisten sovittujen toimintatapojen noudattaminen ja sisäinen tiedonkulku? Lopputuloksena etsitään ratkaisua, voidaanko molempien mallien yhdistelmällä edistää työmarkkinoiden kohtaantoa?

5

Proaktiivinen Yritys yhteistyö



- Ensikontakti suoraan yrityspalveluihin tai toimialatiimiin
- Operatiivinen toiminta osittain toimialatiimin vastuulla
- Toimialatiimissä/Yrityspalveluissa ei tarkkaa tietoa kaikesta sovitusta

27.9.2021

ILMAILUN ASIAKKAAT

23

Kuvio 1. Suunnitelma Proaktiivisen Yritys yhteistyön testaamiseksi. (Karisvuo & Suopajarvi 2021)

29.09.2021

5 Proaktiivinen yritys yhteistyö – sisäinen toimintamalli (YRPA & TT)



Kuvio 2. Suunnitelma sisäisen toimintamallin kehittämiseksi. (Karisvuo & Suopajärvi 2021)

Tutkimussuunnitelma

Opinnäytetyön tutkimukseen valitut laadulliset tutkimustavat ovat haastattelut TE-toimiston sisäisen yhteistyön osalta ja kysely ulkoisille asiakkaille. Haastattelut suoritetaan Teamsin välityksellä viikoilla 41-43. Haastattelun kysymykset koskevat yhteistyön muotoja sekä faktahavaintoja siitä, millaisissa tilanteissa yhteistyötä olisi kaivattu lisää. Tutkimus ei sisällä mielipidekyselyä yhteistyön laadusta. Haastattelun aikana haastateltaville esitellään uudet prototyypit. Haastateltavilta pyydetään miettimään prototyypin vahvuuksia, heikkouksia, mahdollisuuksia ja uhkia käytännön työssä. Tarkoituksena on kehittää mallia palvelumuotoilun keinoin sekä sisäisessä että ulkoisessa yhteistyössä.

Titta Suopajärvi

Titta Suopajärvi

Appendix 2. Interview questions for the Aviation team specialists

1. Koulutustausta / Education
2. Suuntautumisala / Specified
3. Työkokemus TE-hallinnossa
4. Mistä saat tietoa ilmailualan ja muiden sopivien alojen työpaikoista asiakkaillesi? Mitä työnhakukanavia käytät? How do you get information about the aviation field / other working opportunities and jobs, What are the channels you use for jobseeking?
5. Pystytkö määrittämään, kuinka paljon aikaa päivässä käytät etsiessäsi työpaikkamahdollisuuksia asiakkaillesi? How much time do you use for searching for job opportunities for your clients (per day)?
6. Onko sinulta jäänyt huomaamatta joku sopiva työpaikka, josta olet kuullut työnhaun sulkeutumisen jälkeen? Have you missed any jobs and only heard about the job seeking deadline?
7. Onko sinulta jäänyt huomaamatta joku sopiva työpaikka, josta olet kuullut työnhaun sulkeutumisen jälkeen? Have you missed any jobs and only heard about the job seeking deadline? Avoimet vastaukset
8. Onko ”Avoimet työpaikat työnantajaesittelyyn” sinulle tuttu toiminto, onko sinulla kokemusta siitä? Is the function “open jobs for client presentation” familiar to you. Do you have any experience of it?
9. Ketkä ovat sinulle tärkeimmät yhteistyötahot TE-toimiston sisällä työpaikkojen löytämiseksi ja oletko ollut suoraan näihin tahoihin yhteydessä? Who are the most important internal partners in TE office to find jobs, and have you been in a direct contact with them?
10. Mitä kanavia käytät etsiessäsi asiakkaillesi koulutusmahdollisuuksia? What are the channels you use for seeking training/study opportunities for your clients?
11. Kenen puoleen käännyt, kun haluat löytää asiakkaillesi koulutusmahdollisuuksia, ketkä ovat tärkeimmät yhteistyökumppanit, Oletko ollut suoraan näihin tahoihin yhteydessä? Who are the most important internal partners in TE office to find opportunities for studying, Have you been in a direct contact with them?
12. Mallin esittely, presentation of the model:
 - a. Vahvuudet/ Strengths
 - b. Heikkoudet / Weaknesses
 - c. Mahdollisuudet / Opportunities
 - d. Uhat / Threats
13. Innovaatiot/ Innovations
14. Miten uskot tämän uuden prosessin parantavan kohtaantoa? How do you think this process change would improve the “kohtaanto”?
15. Palautetta haastattelusta: Feedback form the interview:

Appendix 3. Interview questions for the Business service team specialists

1. Koulutustausta / Education
2. Suuntautumisala / Specified
3. Työkokemus TE-hallinnossa
4. Miten työpaikat ovat jakautuneet yrityspalvelujen asiantuntijoille? Onko teidät jaettu toimialoittain, yrityksen koon mukaan vai hoidatteko kaikki kaikkien yrittäjien rekrytointeja? How are jobs distributed among Business services specialists? Do industry or company size divide you, or do you all handle the recruitment of all entrepreneurs?
5. Käytätkö URA:n lisäksi muita kanavia ilmoittaessasi avoimia työpaikkoja tiedoksi toimialatiimien asiantuntijoille? In addition to URA, do you use other channels to report vacancies to industry team experts?
6. Ovatko asiantuntijat sinuun suoraan yhteydessä rekrytointien osalta? Are the specialists from different industry fields in direct contact with you regarding recruitment?”

7. Yritys- ja rekrytointipalvelut käyttävät ehdolleasettelua. Missä tilanteissa käytät ehdolle asettelua? "Business services introduce job seekers to clients for specific jobs. In what situations do you use the function "open jobs for a client presentation? Who determines it?
8. Mallin esittely, presentation of the model:
 - a. Vahvuudet/ Strengths
 - b. Heikkoudet / Weaknesses
 - c. Mahdollisuudet / Opportunities
 - d. Uhat / Threats
9. Innovaatiot/ Innovations
10. Miten uskot tämän uuden prosessin parantavan kohtaantoa? How do you think this process change would improve the mismatch?
11. Palautetta haastattelusta: Feedback form the interview:

Appendix 4. Survey questions for the aviation field employers

1. Kuinka paljon avoimia paikkoja arvioisitte tulevan loppuvuodelle 2021? What is the estimation of open vacancies for 2021?
 2. Kuinka paljon avoimia paikkoja arvioisitte tulevan vuodelle 2022? What is the estimation of open vacancies for 2022?
 3. Kuinka paljon avoimia paikkoja arvioisitte tulevan vuodelle 2023? What is the estimation of open vacancies for 2023?
 4. Minkälaista osaamistarvetta arvioitte yrityksenne tarvitsevan lähitulevaisuudessa? Voitte valita useamman vaihtoehdon. What kind of skills do you estimate your company will need in the near future? You can choose from several options.
 5. Onko teillä suunnitelmia osaamisvajeen täyttämiseksi? Have you already planned how to fill the skills gap?
 6. Oletteko käyttäneet TE-toimistoa apunanne rekrytoinneissa? Have TE services been your partner in recruiting?
 7. Oliko kokemuksenne yhteistyöstä TE-palvelujen kanssa Was your experience with TE services
 - a. positiivinen/positive
 - b. neutraali/neutral
 - c. negatiivinen/negative
 8. Onko yrityksenne tehnyt koulutusyhteistyötä ELY/TE-keskuksen kanssa? Has your company done educational cooperation with ELY centre / TE services?
 9. Onko yrityksenne ollut mukana järjestämässä rekrykoulutusta? Has your company organized recruiting training together with TE services?
 10. Onko yrityksessänne ollut F.E.C.-koulutettavia? Has your company accepted F.E.C. trainees? F.E.C. = Further Educated with Companies?
 11. Ovatko F.E.C.-koulutettavat työllistyneet yritykseenne? Have F.E.C. trainees got a permanent job in your company?
 12. Onko yrityksessänne koulutettuja perehdyttäjiä työssäoppimiseen? Does your company have trained employees for familiarizing?
 13. Onko yrityksessänne järjestetty oppisopimuskoulutusta? Has your company arranged apprenticeship training?
 14. Onko yrityksenne käyttänyt palkkatukea? Has your company used a Pay subsidy card?
 15. Luottamuksellisuus. Confidentiality.
 - a. Vastaukset saa julkaista opinnäytetyössä yrityksen nimeä käyttäen. Answers can be published in the thesis using the company name.
 - b. Vastaukset saa julkaista opinnäytetyössä ilman yrityksen nimeä. Answers can be published in the thesis without using the company name.
- Vastaukset saa näyttää vain Haaga-Helien työn tarkastajille ja TE-toimiston hallinnolle.
Answers are only for Haaga-Helia instructors and TE services administration.