

Saimaa University of Applied Sciences  
Business and Culture, Imatra  
Faculty of Tourism and Hospitality  
Degree Programme in Tourism

Tytti Vertanen

## **Orientation Guide for New Employees of Bar Tapas and the Office of Karelia Lines**

Thesis 2014

## **Abstract**

Tytti Vertanen

Orientation Guide for New Employees of Bar Tapas and the Office of Karelia Lines, 42 pages, 1 appendix

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Instructor: Ms Jaana Häkli, Senior Lecturer, Saimaa University of Applied Sciences

The objective of the thesis was to create an orientation guide to support the orientation process of Bar Tapas and the office of Karelia Lines. The work was commissioned by Karelia Lines and it was to assist especially the new employees.

The theoretical part of the thesis concentrated on service quality and orientation. Also a technique of work process modelling was studied in the theoretical part. The material was gathered from literature, Internet articles and lecture materials. In the empirical part of the thesis, the material for the orientation guide was collected through participant observations and expert interviews.

The thesis describes the importance of orientation and the effects of successful orientation process on service quality for instance. It also gives guidelines for creation of an orientation guide. As a result of this thesis a comprehensive orientation guide was created for the commissioning company. The orientation guide supports the new employees in memorizing new things and learning their tasks. The orientation guide saves time during the orientation process and can be used as a reliable guide wherefrom to check work procedures at any point of the employment.

Keywords: Orientation, Service Quality, Work Process Modelling, Observation

## **Tiivistelmä**

Tytti Vertanen

Perehdytysopas Bar Tapaksen ja Karelia Linesin toimiston uusille työntekijöille  
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Tämän opinnäytetyön tarkoituksena oli luoda perehdytysopas tukemaan Bar Tapaksen ja Karelia Linesin toimiston perehdyttämisprosessia. Opinnäytetyön toimeksiantaja oli Karelia Lines ja työn tavoitteena oli helpottaa erityisesti uusien työntekijöiden sopeutumista.

Opinnäytetyön teoreettisessa osiossa käsiteltiin palvelun laatua ja perehdyttämistä. Myös työprosessien kuvaamistekniikkaa tutkittiin. Teoriaosion lähteinä käytettiin kirjallisuutta, internetistä löytyneitä artikkeleita ja luentomateriaalia. Työn empiirisen osion materiaali kerättiin toteuttamalla osallistuvia havainnointeja ja asiantuntijahaastatteluita.

Opinnäytetyö kuvaa perehdyttämisen tärkeyttä ja menestyksekkään perehdytyksen vaikutuksia esimerkiksi palvelun laatuun. Se ohjeistaa myös perehdytysoppaan kasaamisessa. Opinnäytetyön tuloksena syntyi kattava perehdytysopas toimeksiantajan käyttöön. Perehdytysopas tukee uusia työntekijöitä uusien asioiden mieleenpainamisessa ja työtehtävien oppimisessa. Perehdytysopas säästää aikaa perehdytyksessä ja on hyödyksi työn muissakin vaiheissa luotettavana työtehtäviä koskevana tietolähteenä.

Avainsanat: perehdyttäminen, palvelun laatu, työprosessien kuvaaminen, havainnointi

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Orientation Guide for Bar Tapas and the Office of Karelia Lines

## 1 Introduction

The thesis is produced as a result to an existing demand, which has been expressed by the commissioning company Karelia Lines. Due to broadened operations of business, Karelia Lines has merged two of their services to operate on the same premises. The integration of a newly-opened restaurant Bar Tapas and the cruise office of Karelia Lines has caused a need to combine the tasks of both of the operations. To serve that purpose a written orientation guide is to be planned and executed to support the orientation of new employees in Bar Tapas and the office of Karelia Lines.

There were several reasons for choosing the topic. Firstly, the main reason was the author's aim to produce something of benefit through the thesis process. Through the orientation guide it is possible to bring benefit to several parties. Secondly, neither Bar Tapas nor the office have any written orientation materials at the moment. The aim is to put the guide into operation next season, in summer 2015. Thus the need is very concrete and current, which were other reasons for choosing the topic. Thirdly, the author of the thesis had a personal motive in favour of this choice. The tasks and practices of Bar Tapas and the cruise office, as well as Karelia Lines as a company, are familiar to the author due to her job experience of two summers in the company. This contributes the thesis process in terms of personal interest and insight to the topic. The work experience has a significant influence on understanding the topic as a whole and seeing the issues from the employee's perspective. Moreover, comprehending the concrete benefits of the thesis through personal experience works as a great factor for motivation and striving for good results. Being familiar with the company is beneficial also communication-wise. The trust between the commissioning company and the author diminishes the risk of misunderstandings and enables effortless communication. The chances to meet the expectations of the company are higher as the matters and decisions can be discussed and agreed adaptations made during the process.

The aim of the thesis is to produce a written orientation guide, which will support the orientation process of new employees in Bar Tapas and the office of Karelia Lines. An orientation guide is supposed to give an introduction to the workplace and the company as well as provide instructions and orientation to the work tasks (Kjelin & Kuusisto 2003, p. 9). The contents of the orientation guide for Bar Tapas and the cruise office are agreed with the commissioning company. The guide will at least introduce briefly the operations of the company and give instructions to the tasks and methods. However, the hygiene and alcoholic matters are not included in the contents as they already exist as their own comprehensive guides and all employees of Bar Tapas are expected to be familiar with them. At the commissioning company's request also work safety issues and rescue plan are not included in the guide.

The creation process of the orientation guide starts by studying theoretical material about orientation. The aim of the theory part is to explain orientation as a term and give the reader an idea why orientation is important and demonstrate the effects of successful orientation as well as the consequences of poor orientation. In addition, the theory is to clarify, which are the key components to be included in the orientation guide. Also service quality is investigated in the theory to illustrate the effects of orientation on the company's operations. Furthermore, as a support to the description of the work instructions in the guide, the technique of work process modelling is introduced. The next part of the process is conducting a field study to collect the material for the orientation guide. In the field study observation and interviews are used as qualitative research methods to gain reliable first-hand information for the orientation guide. The final part is to combine the theoretical knowledge and the collected data in the writing process of the orientation guide.

## **2 Introduction of the commissioning company**

Karelia Lines is a Lappeenranta based company in lake cruise and restaurant business. It belongs to Ysituote Oy concern, which was first established in 1994. The two main premises of business for Karelia Lines are cruise boat m/s

Camilla and restaurant boat s/s Suvi-Saimaa. (M/s Camilla orientation guide 2014.)

M/s Camilla is a riverboat originally built in France in 1987. It was brought to Finland in 1990 and is currently by number of passengers the largest lake boat in Finland. (Karelia Lines 2014.) The total customer capacity of the boat is 350, out of which 180 seats are in the fully licensed á la carte restaurant of the boat. In addition to the restaurant, there are 40 seats in the panorama bar and 140 seats on the open sundeck. (Karelia Lines brochure 2014.)

M/s Camilla operates both scheduled and charter cruises during the summer season. The season lasts from mid-May till the beginning of September, though the clearest peak in amount of customers can be seen in July. There are two types of scheduled cruises, which m/s Camilla makes. The cruise to Saimaa canal lasts two hours and takes place at the day time. The Canal-archipelago cruise makes an extra tour of one hour in the beautiful archipelago of Lake Saimaa and has its departure in the evening. Saimaa Canal is highly attractive to both Finnish and foreign tourists and during the cruise the boat goes through the first lock Mälkiä of the Canal. M/s Camilla carries about 200 customers a day on the scheduled cruises (M/s Camilla orientation guide 2014). The boat is high in demand for private events as well. Besides for wedding and birthday parties, m/s Camilla is booked for many company events. Private cruises are all negotiable in terms of the route, duration and catering and can be customized according to customers' wishes.

The other boat of Karelia Lines is the restaurant boat s/s Suvi-Saimaa at the passenger harbour of Lappeenranta. S/s Suvi-Saimaa is at the core of summer happenings. In summer the harbor is the most popular meeting point for locals but it also attracts tourists with its lively atmosphere, amusements and services by the lake (E-Karjala maakuntaportaali 2014; Lappeenranta 2014). S/s Suvi-Saimaa has licensed terrace space for 200 customers and is a popular place to spend the summer evening. In addition to beverages, s/s Suvi-Saimaa offers some restaurant services. (Karelia Lines 2014.)

In 2013 Karelia Lines broadened its operations by opening fully licensed restaurant Bar Tapas in the harbour of Lappeenranta. Bar Tapas has air-conditioned and glazed terrace space for 140 customers with a lakeside view. Bar Tapas represents Spanish/Basque style of cuisine (Bar Tapas Facebook 2014). In addition to dishes such as Tapas plates and salads, it has a fairly broad selection of wines. The terraces with its comfortable sofas attract both locals and tourists during the sunny summer season.

Due to Bar Tapas' immediacy to cruise boat m/s Camilla, the ticket sales and the office operations of Karelia Lines were relocated to the same premises with Bar Tapas. The office is chiefly responsible for ticket sales and bookings of cruises. The work also includes informing the customers and promoting the cruises. A great deal of the work takes place on phone or at computer but the main part is face to face customer service. In the high season the ticket sales takes place also outside next to the boat in a stall. This part of the work requires the most contact to the customer and promotion skills. Moreover, for the crucial location along the way to many of the harbour's attractions, the office work very often includes tourist information aspects. On the whole, the office work has consists of a wide range of tasks. As the office and the restaurant / bar are located in the same premises, the personnel works in both posts simultaneously.

### **3 Service quality**

Customers have more leisure time and buying power than ever at present (Gupta & Chen 1995, p. 31; Tonder 2010). Companies cannot compete only with products anymore due to the broad supply existing in the world today. The competition has shifted to services. Rise of income level has elevated the demand of services and the soaring continues still. (Evenson 2011, p. 2; Kareinen 2010.)

Term service can be defined as a performance, which brings benefit to the purchaser. It is something intangible and always produced and consumed at the same time (Chavira 2013; Aineslahti 2013). It aims to bring a customer additional value, such as saving of time, ease, entertainment, comfort or health (Williams & Bushwell 2003, p. 3). Customer service is a form of personal service. It



refers to the encounter of consumer and provider which is orientated by the consumer's needs. Interaction between the customer and the customer servant is always involved in any service. The interaction can take place for example face to face, on the phone, via email or social media. Some of the essential features of customer service are punctuality, knowledge, courtesy and acknowledging each customer individually. (Grönroos 1998, p. 66; Evenson 2011, p. 3.) Yet, services can be comprehended in various ways depending on the perceiver's age, socio-cultural background, life style and knowledge which makes defining service challenging (Gupta & Chen 1995, p. 30).

According to Grönroos (1998, pp. 52-58), customer service should be seen as a process with several phases. By recognising the phases and their goals, businesses have a better chance of improving their services. In the first phase the business gains publicity for example by promoting. This ensures that the customers become aware of the existence of the company, their services and know how to reach it. The first contact creates the customer expectations and an image of the company. Next, the nuclear process, customer service takes place. The successfulness of the service is affected by the availability of the service and the actions and attitudes of the customer service personnel. In this phase the customer will make conclusions of the service skills.

The very first and very last ten seconds of the service action are the most crucial ones. The experience should be at its best for the first time, because first impression is difficult to change later. A positive first impression is a start for a long customer relationship. Due to good first impression the customer is later likely to forgive some future mistakes but if the expression is negative, even positive future experiences lose their effect on the unsatisfied customer. (Horovitz 1992, p. 26; Korpinen 2011.) The first service event affects the customer's beliefs of the service and his intentions of using it again. Customers create their beliefs based on their personal needs, previous experiences, other people's opinions and the marketing of the company. However, each customer service situation provides a chance for success. In case of a failure, it is of utmost importance to attract the customer back to be able to give him a positive image.

This is why reclamation should be seen as a second chance to make the customer satisfied. (Beard 2014; Hytönen 2012.)

Quality is always perceived subjectively, which means that the definition of quality is depending on the individual consumer. Consumers can have very distinct ideas of quality. Although quality can be studied from several points of view, most commonly it is inspected from the customer's perspective. This is very logical as the satisfaction of customers is the crucial aspect in any business; customers define the quality. Ordinarily the concepts quality and service are thought to have the same meaning as both of them are used to describe the actions of customer service personnel. General characteristics, which are connected to the definition of quality, are faultlessness and correctness. Nonetheless, rather than defining the term, it is more important to concentrate on discovering the features typical to all services. (Grönroos 1998, pp. 52-53.)

The quality of the service should be equivalent to the values the customer is willing to pay for. A customer, who is economical by nature, is not ready to pay for luxurious hotel room, because it is against his values. The idea customers have of the service quality, depends on several factors. Firstly quality can be measured in terms of publicity. It is defined by how well-known, established and broad the business is. Commonly new services face less critical assessment than services, which have existed for longer period of time. Secondly, quality should always be evaluated in context to the current economic situation. Buying power and behaviour are highly bound to the economic situation and vary throughout times. Thirdly, quality is bound to standard of living. When the standard of living is high, also customers' expectations about the services rise. Previously high quality meant high price but with today's standard of living consumers expect high quality for low price. (Horovitz 1992, pp. 14-24.)

The service is of high quality, when it meets the customer's expectations, because the expectations of the customer influence his idea of quality. The customer is making evaluations of the service by comparing his expectations with the actual service event. Thus, it is essential for businesses to be aware of their customers' expectations. The quality, which the customer is expecting, depends on promotion done by the company, word of mouth, image of the company and

the customer's needs. The expected quality is affected also by the efforts of the customer himself. For example, when the customer is using much of his time for giving feedback, he expects it to be taken into account by the next time he uses the service. Therefore, customer's expectations grow, the more effort he puts on the service. (Gupta & Chen 1995, p. 29.)

In basic services the service product can be observed on three layers. Those layers are the nuclear service, complementing services and value adding services. The nuclear service is the reason, why the customer is using the service. It satisfies the need of the customer and is the core reason for the existence of the company. In a restaurant, the core service would be for example dinner. The second layer, complementing service is ordinarily vital for the nuclear service. In a restaurant complementing services are for instance the expertise of the personnel, table service or special menus. The value adding services are used to increase the value of the service and distinguish it from competitors. They are not necessary but can have a positive impact on the image of the company. In a restaurant value adding services can be house wine, music or newspapers. (Grönroos 2001, pp. 166-167.)

According to Grönroos (2001, p. 221), there are three other important aspects affecting the service in addition to the service layers, when the service event is observed in a larger context. First of them is availability. The availability of the service from customer's perspective is about the location, opening times and appearance of the service provider. Also the amount of personnel and their expertise have an impact on the customer's experience of the availability. The second aspect is the interaction between the customer and the service provider. How the personnel behaves and communicates with the customer evidently affect his experience of the service. The third feature is the customer's own participation in the service event. The customer can actually affect the service a lot. By his own actions and willingness to co-operate he can improve or impair the service. For example, it is impossible for the customer service personnel to prepare for food allergies of the customer unless he mentions of them.

Often the complementing services have a greater influence on the customer's perception of quality than the nuclear service (Gupta & Chen 1995, p. 30). A

customer may pay more attention on whether he was greeted when entering, than in the tastiness of the dish. This is why many businesses try to bring their service something unique. For instance a free extra cup of coffee can represent a major distinction between two cafés in the eyes of the customer. It is a significant piece of information, thus companies should concentrate on analysing customer feedback and research customer expectations carefully (Beard 2014).

## **4 Orientation**

Orientation gives basis to any work and to a new employee becoming an employee in a business. It smoothens the process of learning and becoming a functioning member of the work community. Orientation process demands a great deal of time and much effort but the benefits to all sides are evident. Often managers fail to realise the value of orientation and it is neglected but orientation at its best affects everyone from the new employee to his colleagues and from the business to the customers and profit.

### **4.1 Definition and importance of orientation**

Orientation refers to all of the actions, which are carried out to help a new employee become a functioning member of the work community. It often means familiarising the newcomer with the standardised operations models and tools to give him the ability for working independently in the tasks assigned to him (Kjelin & Kuusisto 2003, p. 9; Österberg 2005, p. 90.) Although good orientation takes plenty of time, it is the benefit of the company to put effort on the orientation, because the faster the employee learns the new affairs, the sooner he can start working without other employees' assistance (Kangas 2003, p. 5).

Orientation can be seen as a combination of three subcategories. The first category refers to the actions, which help the new employee to get to know his new work place, the business idea of the company and the common practices of the work place. It includes comprehending the customer segments, the services and products of the company and the codes of conduct in practise as well as the skills, knowledge and attitudes required from the employees. The second category consists of making the acquaintance of the colleagues and customers

and any other people related to the work place. These two categories are about organisation orientation and their purpose is to familiarise the new employee with the company. The third category concerns work instruction. It refers to learning the tasks of the post and being aware of the expectations and responsibilities falling on him inside the whole organisation. (Kangas 2003, p. 4; Viitala 2004, pp. 248-257.)

Orientation is always bound to the organisation and the current situation, thus each work place has its own orientation concept and process. Orientation is affected by many factors, such as laws, organisation concept, work community, employer, orientation concept of the company and even the receiver of orientation himself. (Kupias & Peltola 2009, pp. 9-10; Lepistö 2004, p. 57.) Those factors guide the planning of the orientation process and have a great impact on the successfulness of the process. However, it is to be kept in mind that orientation always requires interaction between the orienting person and the receiver (Lepistö 2004, p. 58).

Although orientation is usually meant for new employees, also trainees and substitutes need orientation. Orientation is needed for even those, who have already worked at the work place for long if their job description changes or they have been absent for long. (Viitala 2004, p. 259.) In addition, orientation is always needed when new machinery or systems are taken into use at the work place or there are changes in the business idea or ownership of the organisation (Kangas & Hämäläinen 2007, p. 3).

In addition to familiarising the new employee with the tasks and the people, orientation aims to create him a positive attitude towards the work community and the work. This enables good basis for working and co-operating. One of the aims of orientation is to get the new employee committed to the work community and the organisation. (Kangas 2003, p. 5.)

#### **4.2 Legal matters concerning orientation**

Each organisation can plan their own orientation but it always has to meet the requirements set by laws concerning orientation. Orientation is mentioned for example in the Finnish Employment Contracts Act, Occupational Safety and

Health Act and Act on Co-operation within Undertakings. In addition to laws, there are business-bound regulations that instruct the planning and executing of orientation. (Kupias & Peltola 2009, p. 26.)

The Employment Contracts Act (55/2001) section 1 adverts to orientation in the following way:

*“The employer shall in all respects work to improve employer/employee relations and relations among the employees. The employer shall ensure that employees are able to carry out their work even when the enterprise's operations, the work to be carried out or the work methods are changed or developed. The employer shall strive to further the employees' opportunities to develop themselves according to their abilities so that they can advance in their careers.”*

It is set in the law that the employer is required to ensure that a new employee is properly orientated to be able to manage his job. The law covers also old employees, who are entitled to receive orientation when there are changes in the organisation or their work. Moreover, the law states that the employer is to enhance the good atmosphere and relations in the work community.

Requirements for orientation are set also in the Occupational Safety and Health Act (738/2002) section 14. The law obliges the employer to tell about the risks and hazards of the work place and to give proper instructions and guidance to work, working conditions, methods and equipment to eliminate the risks. The employer is also bound to instruct the employees about cleaning and maintenance of equipment as well as about new tasks or changed methods of working. The law covers also instructing the employees about exceptional situations and disturbances. The employer is required to complement the instructions and guidance when necessary.

Orientation is mentioned also in the Act on Co-operation within Undertakings (334/2007). There orientation is included in the recruitment. The law states that the co-operation negotiations need to cover the principles and methods used in recruitment and that a new employee needs to be given sufficient information to get orientated in the work place. The negotiations have to cover also principles and methods, which are used to collect information about the employee during

the recruitment and the employment period. According to Kupias & Peltola (2009, p. 26), the aim of common interaction, informing and allowing the employees to have a chance to affect decision making through co-operation negotiations is to enhance open communication. Openness creates trust in work community and strengthens common responsibility.

It is set that each work place requires a rescue plan, which shows how the business is providing for protecting persons, possessions and environment in dangerous situations (Pelastuslaki 468/2003, §8 – 9). The plan needs to describe dangerous situations, their effects and the actions planned to prevent them (Valtioneuvoston asetus pelastustoimesta 787/2003, §10). Acknowledging the rescue plan is an important part of orientation to the work place.

### **4.3 Orientation process**

Orientation process is a long and time consuming process but when it is planned carefully, it brings great benefits both for the employee and the employer. The process can be divided into two phases. The first phase takes place before the beginning of the employment period. The second phase starts when the new employee starts the work in the company. The planning of orientation process the process should start already before the first phase begins. (Kangas 2003, p. 8; Kupias & Peltola 2009, p. 102.)

The first phase of orientation process starts in the recruitment situation. Things related to organisation, business idea, requirements and special features of the job are described to the applicant already at the recruitment point. He will also be familiarised with his job description and work community at this phase. When the applicant is chosen for the post, the work place, common rules, values, mission and vision of the company will be introduced to him. (Kupias & Peltola 2009, p. 103.) He will be supplied the orientation material for individual orientating. The material is to help him in orientating to the work before its start hence giving him an efficient start during the beginning of the work. (Viitala 2002, p. 260.)

In the planning of orientation each new employee should be considered separately. The previous work experience and skills of the employee should be tak-

en into account when making the plan for his orientation. (Kangas & Hämäläinen 2007, p. 16.) The first day at the work place is significant for the new employee and it should be carefully planned. That day gives the first impression of the company. The employee is introduced to the colleagues, to work methods and the common practices of the work place. (Viitala 2002, p. 261; HR Council 2014.)

Creating an orientation plan ensures that all necessary matters are covered during the process. It also helps organising the issues in logical order, for it is to be kept in mind that the new employee does not need to learn everything at once. If the amount of information is too large, it will be difficult for the employee to assimilate and arrange it. The detailed instructions should be handled only after the employee is familiar with the main matters. When there is a short period of time to orientate the employee as for example for summer workers, it is wiser to concentrate mainly on the key issues. The orientation plan covers different type of contents depending on the company but it should include at least the matters such as timetable, phases, methods, content and control. (Kjelin & Kuusisto 2003, pp. 199-201; Kangas 2003, p. 7.)

Work instructions are an essential part of orientation process. They include the contents, phases and principles of the work. The main aim of this part is to create a clear idea for the employee about the functions of the company and the tasks they consist of. Instructing about the tasks is to continue till the new employee is familiar with the contents of all the shifts and duties. (Viitala 2002, p. 262; Lepistö 2004, p. 60.)

The last phase of the orientation process is evaluation. The purpose of evaluation is to sieve through the benefits of the orientation and find out development points. (Lepistö 2004, p. 60.) Throughout the process the new employee should feel free to ask for clarifications on any matters and at the end of the process he should be aware of whom he can ask for further assistance and information (Kjelin & Kuusisto 2003, p. 201).



#### **4.4 Person in charge of orientation**

The person, who has the main responsibility for the training and orientation of the personnel, is the manager of the company. He has to plan and arrange needed training and see that the personnel receives the required education also orientation. He has to be present on the first day of the new employee and see to that he will be properly orientated. (Kupias & Peltola 2009, p. 55.)

Although the responsibility of arranging orientation lies on the manager, it is not a task, which he has to carry out personally. The manager has to find a person fit for the task. The person in charge of orientation can be the manager himself, human resources professional or person specially named for the task. The key matter is to figure out, who is the most qualified for orientating a new employee. Any professional person is not self-evidently suitable for the responsibility. In the case when there is no one in the company, who would be qualified enough, it is the responsibility of the manager to arrange training on the issue to obtain a suitable person for the job. (Lepistö 2004, p. 58.)

According to Schwartz (2014), a manager may strive for a multi-benefit situation by delegating the responsibility of orientation. Being in charge of the orientation is a chance for development for an old employee. By teaching another person, one learns himself. It is also possible for a company to have several persons in charge of orientation, whereupon it is important to clearly share the parts and tasks to avoid overlapping. Kupias & Peltola (2009, p. 46) point out that it is also crucial to agree upon the orientation methods to avoid confusion caused for the new employee by different instructions. The number of persons orientating depends on the size of the company, of the methods used for orientation and the arrangements.

Orientation is bound to the work community and it always takes place in context to other employees. In good orientation the whole personnel is taking part in assisting and supporting in the orientation process when suitable or needed. The best results are achieved when the orientation is divided into parts and shared among the co-workers in order to everyone having a chance to take part in the orientation and getting acquainted with the new employee. (Kupias & Pel-

tola 2009, pp. 57, 82.) However, the responsibility of arranging the orientation is on the manager, thus the successfulness of the orientation depends on the efforts the manager is willing to put for good orientation (Human Resource Secretariat 2014).

#### **4.5 Aims and benefits of orientation**

The purpose of orientation is to ease the familiarising and learning of the new employee. One of the major aims is to make the employee manage the work and master the requirements of the work and the working environment with its machinery and tools. By familiarising the new employee with the hazards and the risks of the work place, orientation also diminishes the risks and accidents as well as the psychiatric load of the work. (DeCapua 2007; Richards 2014.)

One of the main aims of orientation is to give the new employee a general picture of the whole company he is working in. When the orientation is successful, the new employee has a general view of the organisation and a positive attitude towards his work. (Kjelin & Kuusisto 2003, p. 48; Kangas 2003, p. 5.) Well done orientation affects the quality of work and how fluently the work is done. Once the employee comprehends his role in the work community and what is expected of him, his attitude becomes more positive, he becomes more responsible towards the job and he has more trust in himself. An employee, who trusts himself, works more efficiently and with fewer mistakes. (Viitala 2005, p. 253; Barr 2011.)

Creating relationships and trust between the employees is also a significant aspect of orientation. Trust improves co-operation and effectiveness and enhances the comfort level of working. Establishing relationships to fellow employees is also important in terms of the positive attitude towards the work and the work community. In addition, it has a great impact on the personal work motivation. (Kjelin & Kuusisto 2003, p. 46; Kangas 2003, p. 5.)

Orientation is done to maintain the quality of work but it also offers a great chance to educate oneself. Orientation is about helping the new employee creating internal schemas of the work. It is formed from the information concerning the work, its aims and the person's own role in the community. It includes

knowledge about methods, materials and tools as well as distribution of work and co-operation relationships. All this information is collected to create an internal schema of how to act in different situations. (Lepistö 2004, p. 58.)

Some clear benefits of orientation for the employee are learning to master the work, receiving the necessary knowledge to be able to work comfortably and creating essential relationships in the work community. Orientation also affects his confidence, interest and motivation towards the work. (DeCapua 2007.) The employer on the other hand benefits as due to orientation the new employee will be able to work without assistance. Orientation saves the employer's time in a long run as orientation diminished the problems and possible accidents. (Lepistö 2004, p. 56.)

Orientation also improves the company image as the service quality is maintained. The quality is also involved in form of fewer mistakes, which on their part influence the number of customer reclamations. Fewer reclamations lead to fewer customer losses. Low service quality affects the credibility of the company. If the company has low image, it is likely to affect also the employees' motivation and the professional pride. (Kangas & Hämäläinen 2007, p. 5; Kjelin & Kuusisto 2003, pp. 20-21.) It is evident that good orientation has great influence from the beginning and when it is successful, it will bring numerous benefits and savings to the business.

#### **4.6 Consequences of poor orientation**

Often in organisations the meaning of orientation is misunderstood and the importance not realised. Therefore, orientation is one of the most neglected processes in businesses. The most common reason for neglect or poor orientation is in haste. Thus, companies should think carefully for example about the starting time of the new employee in context to high season and on-going projects. (Kjelin & Kuusisto 2003, p. 21.)

Due to haste, lack of understanding or interest, orientation is often insufficient, poorly structured and organised and unclearly delegated. Weak informing about the arrival of a new employee can even cause the feeling of a threat among the old employees, which will affect their willingness to participate in the orientation

process and harm the learning and familiarising with the work community of the new employee. (Kangas & Hämäläinen 2007, p. 7.) When orientation is not well-arranged and planned, the new employee may not gain the knowledge and skills he is expected to master after process and valuable time has been wasted on orientation.

As successful orientation diminishes risks and mistakes, saves time of the employer and improves the company image, failed or insufficient orientation has the opposite effects. Poorly orientated employee works slower and makes many mistakes. He cannot work as fluently as the old employees and causes the company costs. Naturally the frequent mistakes and inefficiency affect the customer satisfaction. Poor orientation affects the sales negatively, causes loss of customers and declining of the company's image. (Kjelin & Kuusisto 2003, pp. 21-22.)

Insecurity of the employee affects his work quality but also his motivation. Unmotivated worker can affect also the whole work community by causing negative feelings. In worst case failed orientation causes the new employee to quit, which will affect the company's image but also bring costs and lack of staff. (Kangas & Hämäläinen 2007, p. 8.)

#### **4.7 Orientation material**

Material supporting the orientation can be in written and visual form. The term orientation material is often used to refer only to orientation guides, which are meant for the use of new employees but actually orientation material is any material that is used to support the orientation process. Material about the business such as brochures and annual reports, memos, web site and intranet page of the company, orientation checklist and plan, manuals and work safety guides are examples of commonly used orientation materials. (Kangas 2003, p. 10.)

The aim of the material is to help the new employee to memorise the new information. When the employee has had the chance to get familiar with the material in advance of the orientation at the work place, it is easier for him to absorb the information during the orientation process. Material assists the memo-

rising of what is said during the orientation but it also allows the new employee to review the issues later. (Lepistö 2004, p. 59.)

Orientation guides exist in variable forms and lengths. They give the new employee information about the company and the work and aim to ease and make the orientation process more pleasant for the employee. As orientation guide is among the first contacts to the company the new employee has, the material should be very carefully planned. It should give a positive image of the company and its atmosphere. In order to keep the tone positive, it is wiser to describe the matters by talking about values, customers and co-operation instead of strict rules and control. (Kjelin & Kuusisto 2003, pp. 211-212; Kangas 2003, p. 10.)

Attention should be paid to the contents and appearance of the orientation guide as they are in a crucial role in maintaining the interest of the reader. The guide should be simple and logical by structure yet informative without being too long. The text should be easily readable and well outlined. Page numbers and table of contents make the orientation guide more user-friendly. The contents should cover only the essentials and only the issues, which are relevant for the employee's position. (Kjelin & Kuusisto 2003, p. 201.) It is not necessary for substitutes or other short-term employees to browse through the whole material but the person in charge of the orientation should indicate the main chapters of the guide. Moreover, the updating of the material should be easily accessed. (Kangas & Hämäläinen 2007, p. 11.)

The contents of the orientation guide depend on the company and the post in case. Some general topics to be covered in the guide are organisation structure, business idea, values, common practices of the work place, employment matters and work instruction (Kangas & Hämäläinen 2007, p. 11). Other relevant subjects are for example work safety, informing, work health care and a list of important contacts and phone numbers (Nurewan 2010). An orientation guide at its best is compact and relatively short. However, a well-designed orientation guide does not guarantee successful orientation process. The material is complementary. To make the most use of an orientation guide, the person orientating should instruct the reading process by making connections between the text

and the practice. The reader should also be given enough time to read the material carefully. (Kjelin & Kuusisto 2003, p. 211.)

## **5 Work process modelling**

Work process modelling refers to illustrating a service or action as a process to describe how work should be done (Shukla, Keast & Ceglarek 2014; p. 275; Pohjois-Suomen sosiaalialan osaamiskeskus 2014). It is an efficient tool used to clarify and plan work but it can also be used to point out targets for development. Work process modelling enables communicating and teaching a certain procedure to all the members of the work community, thus it is often used in work instruction in orientation of new employees. (Luukkonen, Mykkänen, Itälä, Savolainen & Tamminen 2012.)

Process can be defined as a series of tasks, which are related to each other. The process always starts from an outside impulse and is carried out to reach a target, which is beneficial to the business. A process differs from a project for example in a sense that a process is a set of continual tasks, which can be described and measured. (Sharp & McDermott 2001; Laamanen 2002, p. 48.) Examples of processes are for instance a customer service process and procurement of raw materials. According to Becker, Kugeler & Rosemann (2003), a process is a logical entity with a clear outset and ending. The process is initiated by needs of a customer and completed when the needs have been supplied. A business ordinarily has three to five core processes, which are visible to customers. The core processes are the reason for the company's existence. In addition to core processes, there are an undefined number of complementing processes, which support the core processes.

The process of work process modelling starts by verifying the onset and ending point of the process in case. Next the persons, materials and systems needed during the process will be defined. It is possible to classify further the roles, responsibility, equipment and information needed for the process. The most important part is to describe the stages of the process in a logical and their natural order from the beginning till the end. (Shukla et al. 2014.) The descriptions should be understandable to all the members of the work community. Only the

relevant points will be included to keep the modelling coherent and simple. This means including the key issues, which will lead to reaching the targets of the process. The descriptions consist of definitions of the place, involved persons and the actions of the stages. It should give the idea of the process performed in the most ideal way, when unnecessary work is minimised. (Becker et al. 2003.)

The particularity of the descriptions depends on the aimed results. If the process should always be performed exactly in the standardised way, the modelling should be very detailed. Alternatively in case of processes, which can be successfully carried out without having to follow one precise procedure, it is recommended to avoid too detailed description of the stages. (Laamanen 2002, p. 52.) Often work process modelling is represented in form of a chart but also written form is acceptable. Creating a work process modelling chart requires IT professionals' skills and is thus most commonly used in technical field, where very detailed modelling is necessary. The processes involving persons, such as customer service, are less detailed and the descriptions are more often represented in written than chart form. Correspondingly the measurement of process results in service processes is done in qualitative form, whereas in technical field the quantitative form is used. (Luukkonen et al. 2012; Work Informatics 2014.) In customer service the measurement can be for example the satisfaction of the customer.

The benefits of work process modelling can be seen from several perspectives. First of all it is highly advantageous for the employees due to the clarity it brings. (Work Informatics 2014.) The aim of work process modelling is to create understanding of the processes by illustrating when something is done and what for. The work becomes more fluent, when the process is clearly described. (Pohjois-Suomen sosiaalialan osaamiskeskus 2014.) Work process modelling is used to demonstrate how the work targets are reached in a standardised way. Therefore it is a convenient tool often used in orientation and training. When the employees comprehend their tasks, they feel more confident and their work quality improves. (Laamanen 2002, p. 46.)

The benefits of work process modelling to the organisation are intensified orientation, passing of tacit knowledge, well-organised work, standardised quality of work and improved results. Work process modelling also makes the work more transparent and target-orientated. (Laamanen 2002, p. 44.) Transparency increases communication and understanding of the organisation and the individual roles as well as understanding between the members of the work community. However, the benefits of work process modelling are not restricted to the organisation. When the providers of the service understand the process perfectly, it can help the customer comprehend the whole service better. (Luukkonen et al. 2012.)

## **6 Research methods and working procedure**

The whole thesis process began by the initiative of Ms Tamminen, the Restaurant Manager of Karelia Lines as she offered the author the commission of executing an orientation guide for Bar Tapas and the office of Karelia Lines. The author started the process by collecting the material for the orientation guide from primary and secondary sources and continued by outlining the structure of the thesis and the orientation guide. The process was continued by studying theory background for orientation guide.

The actual writing process for both the thesis and the orientation guide has taken place mainly in November 2014. First, the complete theory part of the thesis was realised. The next step was assembling and writing the orientation guide based on the theory from the collected material. At last, the empirical part of the thesis was written to complete the thesis writing process.

The material for the orientation guide of Bar Tapas and the office of Karelia Lines could be collected from secondary sources such as brochures and web pages to some extent, but a large quantity of the material did not exist in any written form. Taking an advantage of the author's employment in Bar Tapas, it was possible and rather a natural decision to choose a field study to be conducted in order to collect the needed first-hand data. The field study was carried out by exploiting two methods of qualitative research: observation and interviewing.



A field study is any research conducted in the natural settings of the studied phenomenon or group. It means collecting of information outside of a laboratory, library or university. A field study typically employs observation and interviewing as the research methods to gain first-hand knowledge of the studied people, group or phenomenon. (Salo-Gunst & Vilkkö-Riihelä 2000, p. 38; Persaud 2014.)

Both of the research methods, which were used for the data collection of the orientation guide, are qualitative. Qualitative research aims to gain deeper understanding of a phenomenon by analysing qualitative data instead of making generalisations based on large number of quantitative data (Yin 2009, p. 18; Jyväskylän Yliopisto 2014). It is used to find out answers for questions why and how and it is commonly used for studying social and cultural behaviour and phenomena. Qualitative analysis can concentrate even on single cases as the aim is to describe and understand them thoroughly. (Salo-Gunst & Vilkkö-Riihelä 2000, pp. 31-33; Northeastern University 2012.)

### **6.1 Observation as a research method**

Observation is a common method used in field study and it was also the most logical for the data collection of the orientation guide. Observation means using all senses to learn about the studied phenomenon (Yin 2009, p. 23). The aim is to gain understanding by collecting practical and realistic information through observing the situation. Sometimes observing is the only method to gain reliable enough information. The observation can focus on both verbal and non-verbal communication. However, it should be borne in mind that observation is always influenced by the researcher's presence, assumptions, mood and mentality. Moreover, observation is always selective to some extent as everything about the target cannot be noticed or even seen. Observation can also be performed in quantitative form, when the sample is large and the observations are transformed into numerical results. (Aaltola & Valli 2010, pp. 157- 158; Jyväskylän Yliopisto 2014.)

There are three different levels of obtrusiveness the observer can take. In concealed observation the researcher is making observations outside the situation

and the target is unaware of the observing taking place. On the second level, direct observation, the target is aware of the observation of an outsider researcher. Both of these methods are non-participant forms of observation. On the third level, participant observation, the observer is a member of the group and making observations without the target knowing of it. In addition to the level of obtrusiveness and participation, observation can be analysed from two other dimensions. Observation can follow a certain structure or checklist, in which case it is called structured observation. The opposite of it is non-structured observation, when the observation has not been planned to follow any steps. The last dimension concerns the settings of the observation. Natural settings observations take place in the natural surroundings and situations of the target, whereas the contrived settings observations are organised controlled settings, for example in a research room. (Veal 2006, pp. 173-192.)

It is necessary to choose the dimensions to be used as well as set the objects of observation before the start of the actual observation. The objects define what the main focus of the observation is. It is also possible to choose the way of observing out of three options: descriptive, focused or selective observation. In descriptive observation, there is no focus and everything is observed. This can easily result in collecting also irrelevant information. In focused observation, the qualitative research is supported by interviews with the representatives of the sample. The advantage of this option is that the participants can direct the focus into relevant matters through the interviews. In selective observation the researcher focuses only on the pre-selected objects of the observation. (Aaltola & Valli 2010, pp. 154-158.)

There is no universal time frame set for observation but the process can last from few hours to several years depending on the target and the objects of the observation (Salo-Gunst & Vilkkö-Riihelä 2000, p. 36). It is highly important to record the findings of observations. That way the data can be analysed in the future. The form of the recording depends on the target. The researcher is free to collect the data in form of notes, video or tape recordings or even with pictures. (Jyväskylän Yliopisto 2014.)

## **6.2 Implementation of observation**

Observation method was used for the data collection purposes for the orientation guide of Bar Tapas and the office of Karelia Lines. As the author was personally a member of the work community of Bar Tapas during the summer season 2014 from May till September, the observations were easy to execute. The employment enabled participant observations in natural settings and it was possible for the author to collect practical information, which could later be used in the orientation guide for instance in describing the work processes.

The observation took place during the employment period and working times of the author and were non-structured by nature. The author could not predict the course of actions or the behaviour of the observed participants. The observations were participant observations as the observer was a member of the group but the other members were not aware of the method being used. Focused observation was the style of observations to be used, for it allowed the author to combine the interviews with the observation and that way gain broader understanding than by bare observations. It also enabled the participants to direct the focus of the observer to some extent. The targets of the observations were mainly the managers of Bar Tapas and the office of Karelia Lines but significant findings were likewise derived from the observations targeting the colleagues of the author.

The focus of the observations was on work task and customer service processes. There was no written material concerning the work processes of the office and only little of the restaurants side, thus the observations provided the author with very valuable knowledge. Both of the chosen objects are core elements in the task descriptions of the job and therefore in crucial roles in the orientation guide's practice-related section. Furthermore, all processes related to customer service are about the overall interaction between people rather than bare verbal communication. Therefore, the observations concentrated equally on verbal and non-verbal communication. During the observation the author also participated in several meetings and trainings organised for the personnel. Those clearly directed the focus of the observation towards the key issues of the work.

The findings of the observations were recorded in form of notes. There was no set frequency for making the notes, but they were made when important matters occurred. Ordinarily this meant three or more times per week and sometimes several times a day. Naturally the importance of the matters was determined based on the author's perception, but as she was actually in the role of a new employee in Bar Tapas, it is assumable that she would recognise the significant issues of orientation at least from the perspective of an entrant. On the other hand, having already worked in the previous office premises of Karelia Lines, the author had also rather a good understanding of the office job from an old employee's point of view. The previous experience naturally influenced the author's perception as well. Therefore, it can be stated, that she had quite a versatile perception of the essential issues of orientation. Moreover, it must be noted that much larger an amount of material was collected through observations than was actually used for the orientation guide. The relevancy of the material was again evaluated during the writing process based on the theory studied for this thesis to ensure the validity of the chosen contents.

### **6.3 Interviews as a research method**

The other research method, interview, was used as a part of focused observation as well as independently to complete the findings of observation and obtain further information when needed. Interview is communication between the researcher and the target. Alike observation, interview is done to gain better understanding of experiences, attitudes, opinions or findings for instance and can be conducted in multiple forms. (Kananen 2009, p. 73; Jyväskylän Yliopisto 2014.) An interview can be structured and strictly follow a list of questions. In structured interview the interviewer is not allowed to clarify the questions or direct the answers of the respondent in any way. Another option is an unstructured, open interview, which flows without a planned structure and resembles a conversation, in which both parties can speak freely. A semi-structured interview is a mixture of the previous two. It is used for allowing the interviewer to ask extra questions for further details though it follows a planned structure. (Veal 2006, pp. 193-197.)

The structure and style of the interview is chosen based on the advance information of the researched phenomenon. If the subject is well known and plenty of information concerning the phenomenon is available, the interview is likely to seek very detailed answers of a carefully chosen issue. When the phenomenon is rather unknown, the questions take naturally a broader approach. (Kananen 2009, pp. 73-75.) The style of the interview varies depending on the phenomenon as well. An interview can be conducted for an individual or a group. Individual interviews are more reliable for studying personal and delicate issues, such as opinions and attitudes. The group situation affects the behaviour of the respondents and is therefore utilised for researching more general topics. (Salogunst & Vilkkö-Riihelä 2000, pp. 33-36.)

Especially relevant for this thesis' research were expert interviews. In expert interviews the data is collected from a person, who is considered an expert of the researched phenomenon. Experts can give reliable and specific technical knowledge of the phenomenon. In addition, experts can be interviewed to gain knowledge and understanding of different type of processes. (Littig 2013.) When creating an orientation guide including detailed work instructions and work process modelling, an expert interview was the most logical choice to be made.

#### **6.4 Implementation of interviews**

The main research method for this thesis was observation and the interviews as second research method were completing the collected data. The interviews as parts of focused observations were conducted simultaneously with the observations during summer 2014. They were individual, unstructured, occasional, brief and conversation-like by nature. The language used in the interviews was colloquial Finnish, which was only logical as the interviews did not differ from the normal communication between the interviewee and the author. The interviews were not planned but took place alongside working whenever uncertain issues occurred in observations. The interviewee was Ms Tamminen, the Restaurant Manager of Karelia Lines and as she was the immediate manager of the personnel of Bar Tapas, the interviews did not require special arrangements but

were organised within the limits of Ms Tamminen's schedule usually shortly after the urge for clarification had arisen.

Ms Tamminen was chosen for the expert interviews for obvious reasons. As the manager of Bar Tapas (referring to the restaurant and the office), Ms Tamminen is a definite expert for all matters related to Bar Tapas and the office of Karelia Lines. She possesses plenty of technical information of machines and appliances and masters all the processes of the restaurant and the office.

The author was familiar with most of the office tasks in advance due to her previous work experience at Karelia Lines. Therefore, the interview questions concerning the tasks of the office side were detailed and deeper than those concerning the restaurant side. Restaurant and bar work was a new field for the author, thus the interview questions were broader and aimed at getting an idea rather than very detailed information.

In addition to the interviews as part of focused observations, independent interviews with Ms Tamminen were conducted in October and November 2014. Those interviews were carried out via email, when crucial information was lacking or it was unclear to the author during the writing process. The interview questions were very specific as the aim of the interviews was to verify or add further information in the orientation guide. The questions were open-ended questions to allow Ms Tamminen to explain the matter in detail by own words. The email communication between Ms Tamminen and the author reflected the normal face-to-face communication between the participants, thus also the interview questions were written in colloquial Finnish. There were no separate notes made out of the email interviews as the material existed already in accessible written form and could be applied to the orientation guide practically.

## **7 Discussion and evaluation of the thesis**

This chapter summarizes the thesis process and evaluates the final results. The first section discusses the decisions made in the creation process of the orientation guide for Bar Tapas and the office of Karelia Lines. The second section

evaluates the thesis in terms of objectivity. It also describes the learning of the author and suggests further actions concerning the produced orientation guide.

### **7.1 Processing the orientation guide**

The planning and implementation of the orientation guide was realised in co-operation with the commissioning company. The representative of Karelia Lines, Restaurant Manager Tamminen had an opportunity to look through the orientation guide in two stages of the process and give her comments on improvements. In the first stage her comments on the contents and the order were asked. Ms Tamminen (2014) suggested that such legal issues as rescue plan and work safety instructions would be dropped from the guide's contents. These adjustments were made and it was agreed with Ms Tamminen that those topics would only be briefly mentioned in the orientation guide and covered then more closely during the actual orientation.

Another limitation, which was decided already at the beginning of the thesis process, concerned alcoholic legislation and hygiene proficiency matters. Both of them are significant topics of orientation and the work in Bar Tapas but due to their extensity, a decision of cutting them off the orientation guide was made. Another cogent reason for that was that anyone employed in Bar Tapas is expected to be familiar with both of the topics before the beginning of the employment. There is plenty of detailed information about the topics available for anyone in form of books and online.

I asked for Ms Tamminen's advice on single matters all along the process and followed her instructions in the execution. At the end of the writing process Ms Tamminen had another opportunity to see the outcome of the work and give comments on improvements to be made. According to Ms Tamminen (2014), there were no matters concerning the contents, structure or facts to be corrected or changed and the guide was completed. However, with the permission of Ms Tamminen, I added an introduction page and made minor improvements layout-wise.

The contents of the orientation guide included only the essential and relevant topics. This decision was made deliberately aiming to keep the guide compact

and functional. The following themes mentioned in the theory were chosen as topics in the orientation guide: organisation structure and business idea, general practises of the work place, employment matters and work health care, informing, list of important phone numbers and naturally the work instructions. Most of the matters, as example work health care and general practices of the work place are common for restaurant and office sides, but a separate work instruction section was made for both sides, because the tasks differ from each other. In terms of business idea both m/s Camilla and Bar Tapas were introduced as m/s Camilla's cruises are the core product of the cruise office.

Despite the aim is to keep the orientation guide short and compact as instructed in the theory, the produced orientation guide became longer than an ideal guide. However, it is worth mentioning that in this orientation guide two different posts are combined on the same premises, therefore the amount of relevant information is almost doubled. As mentioned, the work instructions differ from each other. The difference is so remarkable that it was impossible to omit any of work process descriptions. Looking only at the number of pages would have made the guide insufficient and unpractical for the purpose. Overall, the main aim is to give the reader a picture of the operations of the company and instruct him of the tasks. That goal could not have been reached by fewer pages.

Apart from the delimitations, the created orientation guide meets all the criteria set in the theory part of the thesis for a good orientation guide. First of all, the guide is clear by structure and it is easily readable due to carefully chosen headlines and logical order of the sections. Also bullets and numbering support the explicit layout and help in maintaining the interest of the reader. I aimed to keep the chapters short for the sake of the reader but sometimes it was very challenging. In those cases bullets and different styles of fonts helped to structure the text into smaller portions. Another structural matter was the use of page numbers to ease the reviewing of the guide.

The orientation guide exists in electronic form as a Microsoft Word document. This enables the updating of the guide by simple actions. In addition, in electronic form the orientation guide can be sent to the new employees before the beginning of the employment via email. It saves both money and time and gives



the receiver the chance to decide in which form he will read the guide. At present the use of tablet computers is increasing and the new employee might want to read the orientation guide in electronic form rather than on paper.

The orientation guide was mainly executed in written form but I also used visual material to support the written text. During my employment I had collected plenty of visual material in form of print screens, which I was planning to use to illustrate the practices and tasks in detail. Unfortunately, most of them had to be omitted for ethical reasons. My intention was to demonstrate the use of calendar and email in bookings through print screens, but due to the visible personal data of customers, it was not possible. However, the illustrative benefits of pictures are undeniably superior to written explanations. Therefore I searched for other visual methods for demonstration. In the final version of the orientation guide I used for example hand-made documents to demonstrate the creation of table reservation labels and scanning to represent the settlement of accounts forms and cash register keyboard layout.

As mentioned, work instructions were divided according to the context of the tasks into two dimensions: Bar Tapas and the cruise office. In this section the theory from work process modelling was utilised. The tasks, which were to be carried out in a specific way, were described as processes. The descriptions defined who were involved in the process, which material and machines were to be used and which information to be collected. In addition, the phases of the processes were described in logical order and from the beginning till the end and the results measured as instructed in the theory. In customer service cases the measurement of successfulness is defined by whether the customer is satisfied or not. Moreover, the more standardised the process was, the more detailed were the descriptions to be. Almost none of the work processes in Bar Tapas were classified as highly standardised and therefore the work process descriptions only consisted of the main points of the processes. Only the settlement of accounts follows rather a standardised way but still it is possible to carry the process out in slightly changed order of actions.

The theory emphasised that the orientation guide should give a positive image of the company. This feature was paid special attention to during the creation

process of the orientation guide. The front and last page were made attractive rather than highly official by the use of colours, font and frames. The guide was aimed at the new employee, thus pronoun 'you' was used instead of 'one' or passive voice when seen useful. This was done to support the easily approachable, positive and low power-distance image which Karelia Lines wants to represent. Moreover, the image was strengthened by friendly and encouraging phrases such as "Welcome to Bar Tapas!", "Do not hesitate--" and "easier together". The strictness and controlling impression was avoided by using the examples given in the theory. Instead of giving straight commands and forbidding, I concentrated on describing how to handle customers, what Bar Tapas is known for and expressing the instructions in form of advice from a co-worker in a friendly tone.

In the theory it is also stressed that the guide should be simple and understandable for anyone to use. The most logical choice of language would have been Finnish as the vast majority of the employees of Bar Tapas are Finnish by nationality. Trainees of other nationalities are employed occasionally and they are required to master at least a passable level of Finnish. However, due to my English Degree Programme of Tourism, I was obliged to write my thesis and all of its parts in English. Nevertheless, Ms Tamminen agreed to the English version of the orientation guide. That was decided on the ground that all of the employees of such a touristic company as Karelia Lines are required to speak English rather fluently and thus also to be able to understand the English version of the orientation guide (Tamminen 2014).

Possible problems with the English version may occur with terms. Such terms as 'settlement of accounts' and 'payment terminal' can prove confusing to Finnish readers. To diminish the potential misunderstandings and wondering, I decided to make some linguistic concessions. For example the spelling of a price figure in chapter Employee benefits is expressed in the typical Finnish style '0€' instead of the English version '€0' and the operation times of m/s Camilla have been given in number form rather than using a number and the name of the month as in English. Another example is the use of word 'soda'. Throughout the thesis I have constantly strived to use the British English but here I decided to

replace the British version 'lemonade' with the American English word as it is more commonly used in Finland nowadays. Lemonade has an old-fashioned echo to it. The origins of the words were verified from the online dictionary MOT (2014), to which the students of Saimaa University of Applied Sciences have access.

## **7.2 Summary and evaluation of the thesis process**

For the creation of the orientation guide, I studied orientation in the theory section. The aim was to introduce what orientation is and why it is important. In addition, the theory covered topics of service quality and work process modelling, both of which supported the main topic. Maintaining high service quality is actually one of the basic aims of orientation and can easily be transferred to the new employee through successful orientation process. The other topic, work process modelling, is a technique used to describe processes in phases. It is commonly used in training and orientation guides to standardise the behaviour or actions of the personnel. All of these topics were chosen to support the production process of the orientation guide by setting a frame and guidelines for the work.

I gained very valuable information from studying the theoretical information. Naturally I had an idea of orientation and its affects but the study broadened my knowledge and equipped me with evidence to my assumptions. It was highly useful in terms of understanding the key elements such as company introduction and general codes of conduct to be included in the orientation guide. The theoretical information also made me realise the importance of the guide's appearance.

The objective of the thesis was to produce a written orientation guide for Bar Tapas and the office of Karelia Lines to be used as support for the new employees during the orientation process. As the result of the thesis, a functional and purpose-orientated orientation was created and the objective of the thesis met. I completed the orientation guide in the set time frame and it can be put into service in summer season 2015. The guide has already been approved by the representative of Karelia Lines, Restaurant Manager Tamminen. Thus, it can be

said that the objectives of the thesis were met also in the sense that the orientation guide corresponds to the expectations of the commissioning company.

The orientation guide smoothens the learning of new employees and allows them to get acquainted with the tasks and practices of the work place already before the start of the employment. This way the beginning of the work will not be as overwhelming as it would be if the new issues were to be memorised all at once. From the guide the new employees will also learn of the company and their role in it. This is important in terms of service quality. When the employee is familiar with the operations, values and customers of the company, he is able to represent the company in the desired way and correspondingly deliver desired services. By giving information of Karelia Lines, the guide prepares the new employees for their job as representatives of the company.

Another matter related to service quality in the orientation guide is work instructions. The work instructions describe the necessary actions of main tasks but they also include behavioral guidance. The delivery of core products and the complementing services is combined in the work instructions. Serving the food and wishing the customers bon appetit is an example from the orientation guide and an example of comprehensive work instructions aiming for high service quality in Karelia Lines. The work instructions are a key part of the orientation guide in terms of transferring service quality conducts to the new employees.

In addition to the benefits to new employees, the guide is useful to the employer and old employees as well. First of all, the employer saves valuable time during the orientation process, when the employees can study the orientation guide individually in advance. The orientation does not have to be as detailed as if the entrants had no pre-material at all. Secondly, the guide can be used as a checklist supporting the person in charge of orientation during the process. Furthermore, when the guide is regularly kept updated, it will also serve old employees as a reliable guide to check the correct practice during any stage of the work. When the orientation guide is implemented at Karelia Lines, it will bring significant benefit to the employer as a tool of successful orientation, the employees as a supporting material and any old employee as a reliable guidebook.

The orientation guide can be implemented in its current form, but alike any orientation guide, it requires updating when changes in the organisation structure, business idea or tasks occur. In addition to essential updates, the orientation guide could be translated into Finnish to bring added value to it. In Finnish it would reach the current assumed target audience without any linguistic obstacles and it might become easier and faster to use. By translating the orientation guide, it could be used in the most efficient way considering the current personnel.

My work experience at Karelia Lines was clearly an advantage in the process. It was useful in terms of material collection and understanding the operations of Karelia Lines as well as all the described work processes. Due to my work experience, the communication with the commissioning company was effortless and I got valuable encouragement from the Restaurant Manager Tamminen during the writing process. The main benefit, however, was the motivation, which I received from knowing that my work would be beneficial for Bar Tapas and sincerely appreciated. On the other hand, the personal contact to the commissioning company and the work caused challenges as the amount of material was excessive. It was rather demanding to delimit the contents of the orientation guide as I desired to share all my knowledge and practical tips through the orientation guide to save the future employees' time and nerves. Here Ms Tamminen's advice and support proved very useful to me.

I am positively surprised of the outcome of the orientation guide. The creation was not difficult but time consuming and sometimes frustrating. However, the theoretical material, which I studied beforehand, was of a great help and I feel that I managed to combine the theory very well with the material I gathered through research methods. During the process, I learned and improved my professional skills. The most learning I experienced of the use of sources, time management, co-operation with commissioning company and commitment to individual work. I am sure that I will need all of them in the future.

From the point of view of new knowledge, I learned of work process modelling as a totally new concept to me. Naturally the most significant development in my knowledge happened in the subjects of service quality and observation. I am

now aware of the features of successful orientation and understand the importance of implementing orientation in organisations, for example in terms of service quality. Both of the topics interest me and I am definitely going to be even more observant and critical than till this point about both of the topics in my future encounters.

As for improvements, I assume that if I had worked as intensively as at the end of the process from the very beginning, the process could have been shorter and less stressful. The intensity allowed me to get into the thesis topic and see the whole process clearly. I think in terms of reliability and validity, there are no needed improvements to be done. The material was collected through long-lasting observations and expert interviews and utilised according to the instructions derived from the theory background. The objective of the thesis was to create an orientation guide and this objective was met. Also the material collected through research methods was valid as the data was collected from the commissioning company, the very company in case.

One of my wishes for the topic of my thesis was that it would be of real value and benefit to someone after completion. In that sense and due to my personal work experience, this thesis topic was a perfect choice for me. I am glad that I was offered this commission and that my work will support the future employees of Bar Tapas and the office of Karelia Lines.

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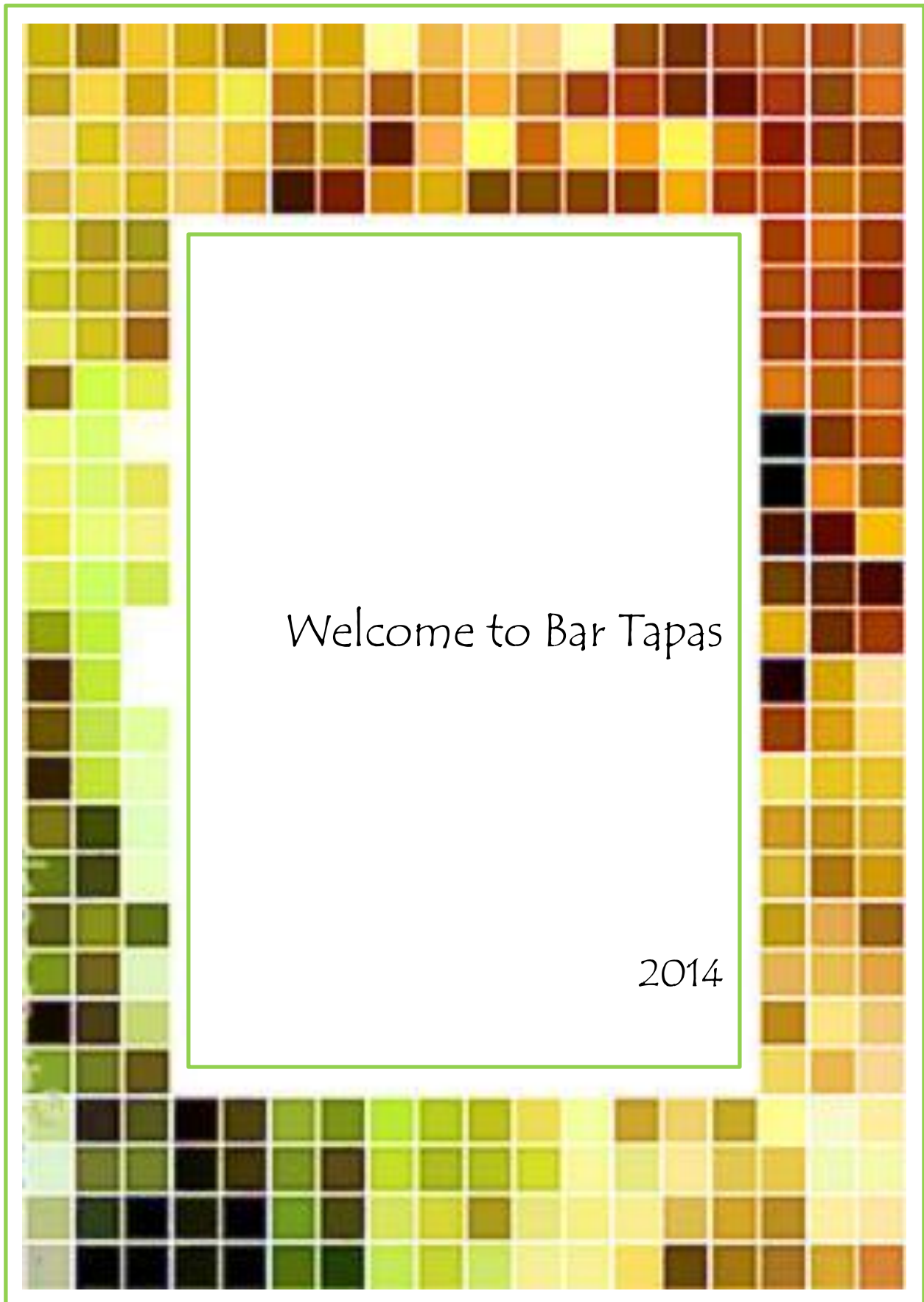
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## Appendix



## **Welcome to Bar Tapas!**

This orientation guide was created to help you to get to know the operations of Bar Tapas and the office of Karelia Lines located on the bar's premises.

The orientation guide includes introduction of Karelia Lines as a company and other basic information concerning your work in Bar Tapas, such as the introduction of m/s Camilla, which is closely connected with the office tasks of Bar Tapas. You will also find general information about the codes of conduct and employment relationship issues of Bar Tapas.

The work instruction part of the guide is divided into two sections. Bar Tapas section introduces you to the tasks and methods of the work in the restaurant / bar side. The office section familiarizes you with the office tasks and procedures of the office of Karelia Lines.

The aim of the orientation guide is to support new employees in memorising new things. The most advantage from the guide is derived when it is studied already before the start of the employment. The guide is useful also for old employees as they can use it to support memory and check it for instructions.

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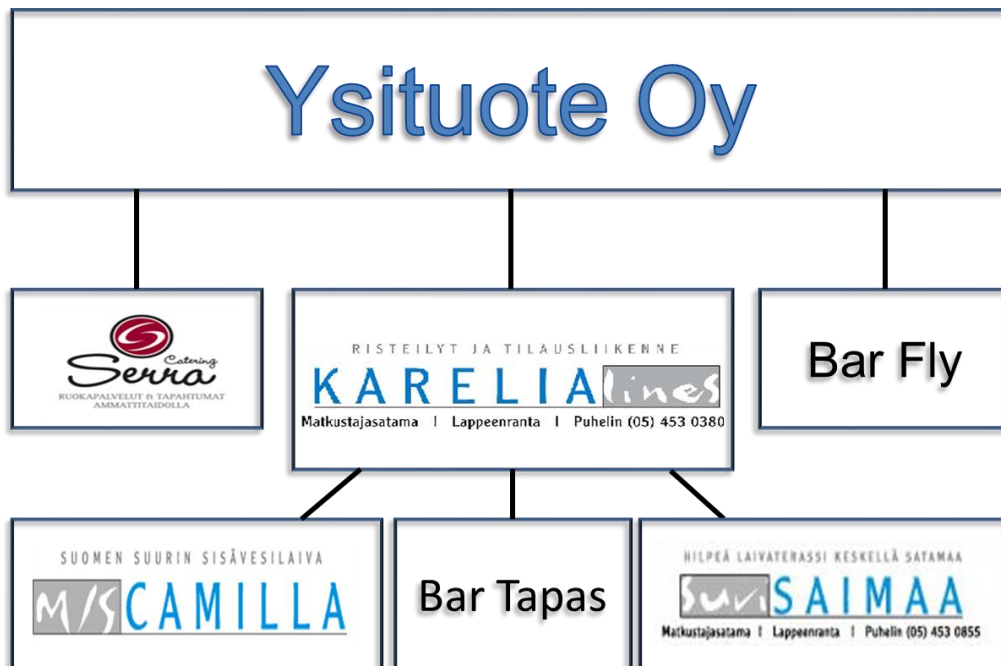
# 1 Basic information of the company

## 1.1 Ysituote Oy

Ysituote Oy's history:

- 1994 -registration of the company
- 1999 -start of operations
- 2000 – 2005 -Golf restaurant Par
- 2001 – 2004 -Kapteenin Kahvikeidas
- 2004 -purchasing of Karelia Lines Oy  
Cruise boat m/s Camilla and summer terrace  
s/s Suvi-Saimaa are rented by Karelia Lines Oy.
  
- 2004 -Ysituote Oy turns into a concern
- 2005 – 2008 -Serra
- 2005 -Serra Catering
- 2007 – 2013 -Pub Olteri
- 2009 -Bar Fly
- 2013 -Bar Tapas

The organisation structure of Ysituote Oy



## 1.2 Basic information of m/s Camilla

Our boat m/s Camilla is located in the passenger harbour of Lappeenranta. It was originally built in France in 1987 and brought to Lappeenranta in 1990. The maximum number of passengers 350 makes m/s Camilla the largest lake boat in Finland. The boat is featured by a fully licenced á la carte restaurant, a spacious sundeck and a panorama bar.

Maximum number of passengers: 350

- Á la carte restaurant 180
- Sundeck 130
- Panorama bar 40

The restaurant is open during the whole cruise. Serving of alcoholic beverages is allowed starting from half an hour before the departure and ends immediately when the boat reaches ashore. The whole boat is a non-smoking area except for the outside premises.

### Operation times of m/s Camilla

#### **Scheduled cruises 20.5. – 6.9.2014**

Canal cruise	Mon – Sat	12-14
Canal-archipelago cruise	Mon – Sat	18-21

Additional cruises in July:

Canal cruise	Sat	15-17
Canal cruise	Sun	14-16

#### **Charter cruises 8.5. – 30.9.2014**

- The personnel will be informed of the upcoming private cruises
- The duration of each private cruise depends on the agreements made with the customer
- Some charter cruises may cause changes or cancellations on scheduled cruises' time table

### **1.3 Business idea of m/s Camilla**

#### **Products and services**

M/s Camilla offers á la carte dishes on canal / canal-archipelago cruises.

The á la carte menu is available on all the scheduled cruises. In addition, groups have a chance to order a lunch or dinner buffet in advance. The catering for private cruises is always ordered in advance.

#### **Customers of m/s Camilla**

The customers of m/s Camilla are people from all age groups, who want to experience a cruise on beautiful Lake Saimaa. During summer there are approximately 200 customers a day. The number of customers is rather even between the day and evening cruise though more dishes are ordered in the restaurant during the evening cruise.

Foreign customers come mostly from Russia, Germany, Sweden, Estonia, Japan and Netherlands.

Private cruises are mainly booked by companies but the boat is also booked for private use for such celebrations as weddings and birthdays.

#### **M/s Camilla's style of providing services**

The orders made in advance are collected from the office before the departure of each cruise. Notice that there may be last minute changes in the orders.

There is table service in the á la carte restaurant. In the panorama bar and the sundeck the customers buy their drinks from the counter. Both bars have also little snacks available.

The separate instructions for each private cruise are available in the office and should be studied before the cruise.



## **M/s Camilla's image**

M/s Camilla is the largest cruise boat in Finland by the number of passengers. It is known for excellent high quality service and the positive attitude of the personnel. The á la carte dishes are created in the kitchen of the boat. Lappeenranta has been the home harbour of m/s Camilla since 1990 and it has a solid history as a local cruise services provider.

### **1.4 Basic information of Bar Tapas**

Bar Tapas is a fully licensed restaurant / bar next to m/s Camilla in the harbour. It represents Spanish/Basque style of cuisine and has a fairly broad selection of wines for a bar. Bar Tapas has air-conditioned and glazed terraces with a view to Lake Saimaa and altogether space for 140 customers. The whole bar is a non-smoking area except for the open terrace space.

The ticket sales and office of Karelia Lines is located on the same premises with Bar Tapas and the personnel works simultaneously in both posts. The office is chiefly responsible for ticket sales and bookings of cruises but also informing customers and promoting the cruises.

#### **Opening times                      20.5. – 6.9.2014**

Mon – Sat                              10:00-18:00 / max 02:00 (bar)

Sun                                        12:00-18:00

The opening times of Bar Tapas follow mainly the timetable of scheduled cruises but the bar stays open later during the high season depending on the number of customers. The serving of alcoholic beverages ends latest at 01:30 and the bar closes at 02:00.

The whole bar area, except for the stair entrance on the lake side, is licensed for serving alcoholic beverages. The law requires the personnel to serve the beverages into the tables to ensure the customers are not enjoying alcoholic beverages at the stair entrance area.

## **1.5 Business idea of Bar Tapas**

### **Products and services of Bar Tapas**

The business idea of Bar Tapas is to offer the cruise customers beverages and a comfortable place to wait for the departure of the cruise, and for locals and tourists a little food and beverages and enjoyable moments in a cosy living room in the harbour with a grandstand view.

Bar Tapas is fully licensed and in addition to beverages offers small snacks such as Tapas plates, salads, ice cream and coffee bread.

### **Customers of Bar Tapas**

Cruise customers of m/s Camilla are often also customers of Bar Tapas, so customers of all ages are welcomed. Bar Tapas is also popular among locals and tourists, who spend time in the harbour and wish to sit down for refreshments or little snack or just to enjoy the view.

### **Bar Tapas' style of serving**

Bar Tapas differs from the other operators in the harbour by serving the customers at the tables. However, it is also possible for the customer to buy the drinks at the counter. The trained workers are happy to recommend suitable wines and tasty dishes.

### **Bar Tapas' image**

Bar Tapas is known for its cosy sofas and relaxed atmosphere in the core of the harbour. Customers are welcomed to experience the Spanish culture by tasting the exciting Tapas plates of Bar Tapas or just to relax. Another of Bar Tapas' key elements is its friendly and service-oriented personnel, who are easy-going and approachable.

## 1.6 List of useful phone numbers

<b>Office</b>		<b>05 453 0380</b>
Managing director	Saku Hyttinen	050 5775 771
Salary affairs	Sirpa Pääkkö	040 5186012
<b>M/s Camilla</b>		
Captain	Jari Hämäläinen	040 5845 608
Chief engineer	Matti Lähdesmäki	040 5460 933
Restaurant manager	Reetta Tamminen	050 3027 707
Chef	Eeva Ylirahko	040 5751 991
Chef	Anneli Kurvi	050 3521 745
Logistics / industrial safety delegate	Riku Hyttinen	050 5775 773
<b>Suppliers</b>		
Hartwall	orders / collection	0207 172722
Chips Food	Customer service	09 773 881
Kespro wholesale		010 5331 1016
Kotileipomo		05 4517 291
Perunapaikka Houni & Tauriainen		05 4184 322
Alcohol wholesale	Lauri Sahlbom	044 7251 012
<b>Equipment maintenance</b>		
Hartwall	maintenance / Vesku	0400 750 602
Coffee machine	Jukka Virelä	040 5551 740
Cash register	Asko Virsunen	050 3864 800
Saimaan huoltopalvelu		05 4512 742
Sähkövinberg	Timo Vinberg	0400 553 549
<b>Other important</b>		
Siivoustukku Titta		0400 550 501
Taksi Lappeenranta		0200 60400

## **2 Employment relationship issues**

### **2.1 Salary issues**

Deliver your tax deduction card, personal data form and account number right at the beginning to Sirpa Pääkkö.

You will be paid salary according to the contract set for Tourism and Hospitality. The salary will be paid from a month's time, meaning from the first day of the month till the last day of the month. As instructed in TES (§27,5), the salary will be paid on each month's 7<sup>th</sup> work day.

The salary is paid according to the hours of done work, which are marked into the time sheet. Also the work shift list should be kept updated if there are changes in the working times.

Advance in salary is meant for permanent and fixed-term employees and for those, who have at least one week of work as a cover for the advance. If you need salary in advance, contact the wages clerk.

In case you have any confusion or unclarity concerning the salary, contact your manager or Sirpa Pääkkö, tel. 040-518 60 12.

### **2.2 Work shifts and breaks**

The work shift lists cover a period of three weeks at the time. New work shift list will be announced about one week before the end of the previous one.

Inform your manager of your day off wishes well in advance, at latest 1,5 weeks before the start of the new work shift list. If you need to change your shift with someone, ask for your supervisors' approval before making changes. This way everyone stays informed and the salary issues stay clear.

Come to work a bit earlier than at the start of your shift, so that you will have time to change your work clothes and you will be ready to start the work on time. It is important also in terms of passing information. You will have time to catch up with the day's news and changes concerning the work and get prepared for your shift. It is very useful especially during the high season. It is also

polite to the one, whose shift is ending –he or she can leave without worrying whether you will be ready in time to take over.

Lunch breaks are held by turns, on which the employees can agree with each other. During high season it is good to prepare for a little hurry and make sure everyone gets something to eat before the hurry starts. Have situation smartness and flexibility also with other breaks.

### **2.3 Work health care**

Work health care is available for the whole personnel. Occasional extra workers however, are entitled to work health care only in cases of accidents during the working times.

In case of illness, inform your manager and deliver a doctor's certificate to the work place as soon as possible. Groundless absences are not approved. Normal salary without bonuses will be paid during sick leave.

#### **Karelia Lines' work health care**

Etelä-Karjalan Työkunto Oy  
Armilankatu 44, Kahilanniemi  
53100 Lappeenranta

**Acute appointments between 08:00 and 09:00 tel. 040-171 88 57.**

**Other appointments to nurse or doctor always by appointment  
tel. 020 71 99 061.**

Nurse	Päivi Kuusela	Mon – Fri 11:00-11:30 tel. 040 171 8890
Doctor	Arto Halonen	
Physiotherapist	Kristiina Kivimäki	

## **2.4 Legal issues**

According to the law, alcoholic legislation, in-house control plan and rescue plan are part of your orientation.

Rescue and work safety plans, documents concerning alcoholic legislation and hygiene proficiency, in-house control plan and instructions of machines and appliances are kept in a folder in the back room of Bar Tapas. They will be covered more closely during your orientation but you are personally responsible for studying the material.

## **3 General matters**

### **3.1 General matters and codes of conduct**

#### Work clothes & appearance

- Black trousers / capri pants / skirt
- Karelia Lines / Hartwall T-shirt
  - Mostly Karelia Lines T-shirt is used at the day time and Hartwall T-shirt in the evening, for bar work
  - The worker in outside stall should wear Karelia Lines T-shirt for promotional reasons
- Shoes / sandals with back strap
  - Safe in the kitchen and comfortable to stand the whole day

Karelia Lines provides the work T-shirt but the other pieces are for the employee to buy. Everyone washes their own work clothes and takes care they are clean and neat at work.

If you have long hair, keep it up on pony tail, bun or plait. Remember moderation and neatness when it comes to make-up. Take care of your personal hygiene, avoid wearing too much jewellery and perfume.

#### Behaviour

Remember composed and polite behaviour in front of customers. Avoid talking about inappropriate topics even in the kitchen of the bar as any speech can be

heard also on the customers' premises. Enjoy your snacks and drinks out of the customers' sight.

### Personal belongings and the use of mobile

Personal belongings are kept in the back room and individual phone calls called during breaks from individual phone.

## **3.2 Informing system**

### **General notices**

The restaurant manager will inform the employees of general notices and news. Also employees are responsible for passing on the information to each other. Meetings are organised when needed, but mostly information passes well in the work community without separate meetings.

All changes and additional information concerning orders is always marked into the calendar. However, it is important to also inform the other employees of the changes, so that they will become aware of them.

Some notices are not connected with orders or the calendar, for example replying a specific email, sending letters or contacting someone. For such information and all other changes and daily notices, there is a notebook. Write to the notebook all important notices and reminders, so that everyone can find them and they will not be lost. You should always read through the new messages and notices in the notebook when you come to work. This way you will stay informed even if the other worker forgets to mention you of the changes. Naturally post-it notes are sometimes the most practical way to pass on temporary reminders and tasks.

## **Lack of ingredients**

If you notice some ingredients are totally lacking or about to run out, write them down on the shopping list well in advance. The list is taped on the door of a kitchen cupboard, where the one going to wholesale or shop can easily find it. Be specific with the product descriptions. Mention the amount, size and brand of the package if you are aware of them.

*e.g. –lactose free semi-skimmed milk 1 l x 12 (meaning a box of milk cartons)  
–6 lemons*

M/s Camilla has a large storage of ingredients and some things can be fetched from there. For example the coffee maker's single-use parts and the coffee capsules are stored at m/s Camilla. Also some of the ingredients, such as potato salad can be made at m/s Camilla. If you are unsure which ingredients should be fetched from the boat and which from the shop, ask for an advice from your colleagues or your manager.

For alcoholic beverages there is a separate list, where the current situation of the stock is marked every Monday. Follow the marking system described below:

### Wine

- Sparkling wine, rose and white wine are stored in cold
- Red wines are in kept in the room temperature
- Count all bottles from the shelves and storage
- Mark down the number of full bottles next to each label on the list

### Strong beverages

- Count all the bottles from shelves, counter and cold room
- Mark down accurately the number of bottles next to each label on the list
- *E.g. Jaloviina 1 ¼*

### Brewery products

- Count only the crates in the cold room
- Mark down the number of full and half crates next to the label on the list

Soft drinks are purchased in large quantities and when the products are running out from one place, they can be fetched from another. For example, if Bar Tap-



as is running out of Fanta, it is possible to acquire more from m/s Camilla or s/s Suvi-Saimaa. Call to check the stock situation of both boats and fetch the lacking products after having confirmed that with your manager.

### **3.3 Car park**

Employees as well as customers can park their cars at the sand car park at the end of the customs building. The car park before m/s Camilla is private and not for the use of customers or employees of Bar Tapas. During the high season the harbour area is crowded and finding a parking place can be a challenge depending on the time of the day. Book some extra time for finding a parking place, so that you will not be late from work.

### **3.4 Lunch**

Employees of Bar Tapas have a chance to have lunch on m/s Camilla. The price is derived from the current taxable value and the cost of the lunch will be deducted from your salary.

The lunch includes:

- Lunch prepared by the m/s Camilla kitchen personnel after the day cruise
- Coffee, tea and tap soda

The personnel can start their lunch after the customers have left and the tables and the boat have been cleaned. The personnel enjoys their lunch in the restaurant deck at the tables next to the lake.

Inform the kitchen personnel in advance if you choose to have lunch on the boat. It is naturally possible to bring your own lunch with you if you do not want to eat m/s Camilla's lunch. The personnel keeps their own snacks in the lower fridge, separated from the bar's ingredients and have their lunch in the kitchen of the bar out of customers' sight.

### 3.5 Employee benefits

All the employees of Ysituote Oy have the same following benefits. Notice that all the benefits are for personal use only.

#### M/s Camilla

- Cruise tickets 0€
- Á la carte dishes -50%
- Personnel priced drinks

#### S/s Suvi-Saimaa

- Personnel priced drinks

#### Bar Tapas

- Personnel priced drinks and Tapas plates

## 4 Work instructions

### 4.1 Office

#### 4.1.1 General instructions and tips on working

Here are some general points you will face in the customer service at the office of Karelia Lines. These useful tips will help you manage the situations and give the customers high quality service.

About 1/3 of the customers are asking for cruises to Viborg, so they are looking for Saimaa Travel. Regardless of their business, all customers entering the office will be served politely. It will most likely get irritating at some point, but your job is to serve them nevertheless. Inform them that the only company making cruises to Viborg is Saimaa Travel and their office is on the other side of the road, opposite to the market place stalls, within 100 metres from our office. However, that is also a chance for you to sell cruises of Karelia Lines. Most of the customers are unaware that you need to send a copy of your passport at least three days before the departure even though the cruises are visa free. Therefore, many of them decide to take a canal / canal-archipelago cruise instead and they return to Karelia Lines due to your excellent service.

Part of good customer service is serving the customer even when he might not use the products or services of your company. The customer is still a potential future customer and by good service, you promote the image of your company. Sometimes customer has had a misunderstanding or there are cancellations and customer cannot take the cruise he intended to. In that case, offer him our other cruises of the day or the week. If there really are no suitable cruises for him and nothing you can do, guide the customer to El Faro. Giving information about competitors is not harmful if your company cannot serve the customer. He will still leave with a positive image of Karelia Lines, may get the experience he was looking for and may return to Karelia Lines in the future.

The city of Lappeenranta is responsible for maintaining the customs building and a cleaner will come round once or twice a week to clean the public waiting area and the toilets. However, Karelia Lines is responsible for maintaining the cleanliness of the toilets. Therefore, a fee is charged from the users of the toilets. Cruise and restaurant customers are free to use the toilets free of charge. Keep an eye of the people, who are just looking for a free toilet to use. Many will try to avoid paying the toilet fee and it is up to you to collect it from them. This is also a chance for you to increase sales; soon as they buy something, they become customers of the bar / restaurant. You can very easily sell a cup of coffee or a bottle of water for someone willing to avoid the toilet fee.

#### **4.1.2 Description of tasks**

##### **4.1.2.1 Ticket sales**

Main points of the ticket sales process:

- 1) Greet the customer and ask how you can help.

Make a contact to the customer immediately when he enters and be the first to greet. This is a good customer service manner. Even when you are busy, you can give the customer a smile or tell that you will serve them in a minute, so that the customer knows he has been acknowledged.

- 2) Give the customer information about the cruises of the day and upcoming cruises.

- Time of departure
- Duration
- Route
- Basic information about m/s Camilla
  - Capacity
  - Á la carte restaurant
  - Sundeck
  - Panorama bar

3) Sell the tickets.

- Tap the sales to the cash register.
- Charge the customer.
- Give the customer the tickets and the receipt.

4) Inquire if the customer would like to book a table & show the menu.

- Groups need to book a united menu for all members.
- Mark the booking to the calendar on the computer. Include the following:
  - Number of passengers
  - Last name and first name
  - Phone number
  - Marking “PÖYTÄ” on the right side
  - E.g.:

*-5 pax (2 aik 3 lapsi) / Nieminen Juha, p. 040 1234578*

*PÖYTÄ*

- Inform the customer that the table has been booked by the last name.
- The sales person cannot book any specific table but he or she can mark down wishes. Most of the tables are next to the water anyway.
- If the customer does not make a table reservation, mark the number of sold tickets to the calendar by tally marks (“tukkimiehen kirjanpito”).

5) Inform the customers of the departure procedure.

- On the day cruise, customers are allowed into the boat about 20 minutes before the departure.
- In the evening cruise, customers are allowed into the boat about 30 minutes before the departure.

6) Thank the customer, say good bye and welcome him on the cruise.

**Group ticket**

If a group of people pays all the tickets with one payment, they can get a group discount. They will get one free ticket for every 16<sup>th</sup> person. Also the group leader and bus driver always get a free ticket when going on the cruise with a

group. Dishes and beverages are charged from them normally. If the group has booked via a travel agency, they will not get the group discounts.

A group can pay by cash, card or invoice. In case of an invoice, a copy of the cash register receipt and the last sheet of the group ticket will be stapled on a piece of paper. Mark the invoice in the settlement of accounts form before you put the invoice sheet in a locker for Sirpa Pääkkö.

The group ticket is a three layer form, of which the sales person takes the last one and the customer will get the two remaining sheets. The second of the customer's sheets will be taken when the group enters the boat. When selling a group ticket, information will be written down on the first sheet and it will automatically be copied to the others. Write the following information on the ticket:

- Date
- Name of the group
- Services (cruise, dishes and beverages & how they are going to be paid)
- Number of passengers by categories
- The number of free tickets
- The sum
- Potential invoicing address
- Sales person's signature and Karelia Lines' stamp

### **Ticket sales in the outside stall**

The ticket sales in the outside stall is often closer to promotion than selling. The sales person has to be very active and attract customers to buy the tickets, for example by promoting the large sundeck and the á la carte restaurant. The sales person should be familiar with the cruises by heart and approach passers-by confidently. The more you talk and smile with the customers, the more tickets you sell. The sales process is the same, except that it is carried out without the assistance of computer and cash register. The outside sales person can also promote Bar Tapas as an excellent place to wait for the departure.

### **Booking tickets**

Customers can book tickets on the spot and via phone or email. If the customer is physically at the office, selling the tickets is preferred over booking, because it

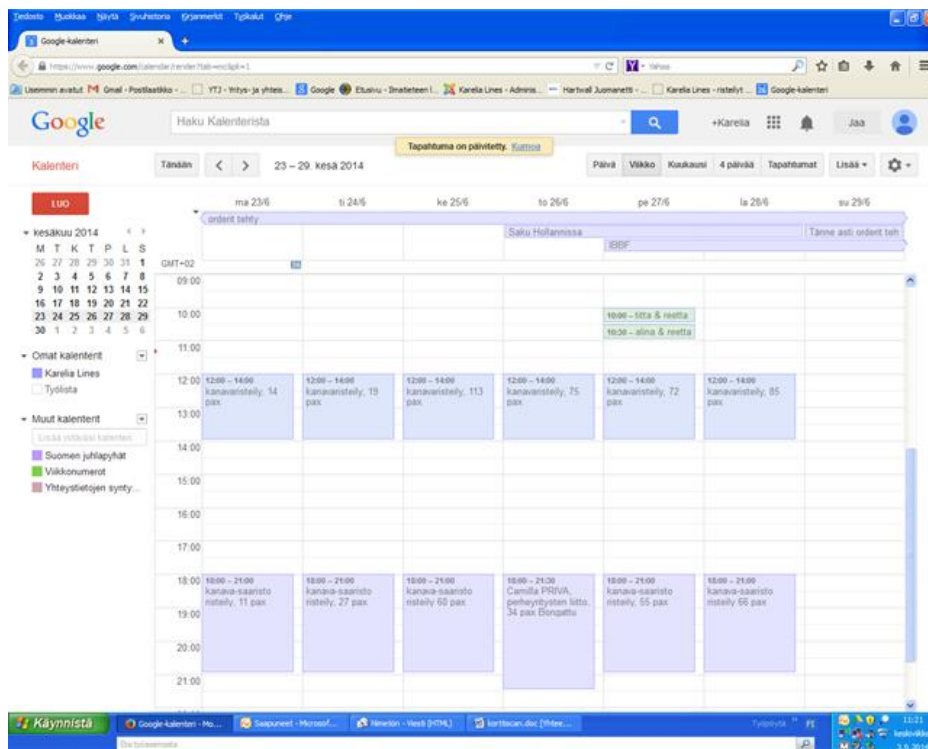
binds the customer more than a booking. However, each customer should be served according to his needs.

Always first check the calendar that the cruise in question is available and there is free space on the cruise. Only seldom the boat is full as it fits 350 passengers at the time. Next, collect the same information as in table reservations to the calendar

- Number of persons
- Last name and first name
- Phone number
- Potential table reservation
- Additional information, such as wheelchair or allergies

## Calendar

The calendar is your most valuable tool. Always check the cruises and their details from there and update the information whenever changes occur. Updating is essential in terms of keeping everyone informed and serving the customer the right way. If there are last minute changes when it comes to groups, inform the kitchen of the changes immediately.



**Print screen of the calendar layout**

## **Phone**

The office gets a lot of phone calls during the day. Most of the calls are inquiries and the rest of them bookings and other matters. Always serve the customers waiting in the office before answering the phone.

The phone is answered “Karelia Lines, (your first name) speaking”. Be careful in writing down the names and dates. In case the customer has questions, which you are unable to answer, take his contact information and get back to him after solving the matter. It is better to confirm unclear issues with the restaurant manager rather than promising too much.

## **Email**

Most of the emails are inquiries and bookings but a large number of them is junk mail, which you can just delete. When you are not sure of an email, ask for help from your colleagues. When replying to emails use casual but polite tone and add a Karelia Lines signature at the end of the email after your name.

In case of an inquiry, reply the customer clearly but do not spend too much time on it. Customers asking about tourist attractions or other issues not concerning Karelia Lines can be politely directed to the information by sending them a link, to GoSaimaa’s web page for example. Links to Karelia Lines’ homepage and menus can be used as well to save time while replying the inquiries.

When the email has been sent by the system and the customer has used the contact form service on the web page, it is not possible to reply the customer with the ‘Reply’ option. Copy the address of the customer and reply him by a new email. Otherwise the reply will go to the system, which will not deliver it forward to the customer.

If the customer wishes to book tickets on a cruise, check the calendar before confirming the booking. Mark all bookings to the calendar. Inquire also whether the customer wishes to book a table from the boat’s restaurant the same way as in the face-to-face service situation.

All the emails go through the sales@karelielines.fi mailbox and it is the task of the office personnel to keep track of replying them. To keep control over the emails, the use of colour codes is recommended to label them in categories. Red colour presents urgent emails, violet those, which need the attention of the Restaurant Manager and yellow the less urgent emails. This way it is possible to maintain the control over the replying process. Emails concerning catering can be forwarded to the restaurant manager.

### **Private cruises**

Private cruises are usually booked and organised via email. All the new information concerning the private cruise should be copied to the calendar, so that everyone will stay informed. Confirm complicated issues with the restaurant manager before approving. At least confirm the following issues with the customer:

- Date and time
- Number of passengers (at latest one week before the departure because of kitchen arrangements)
- Dishes and allergies (also latest one week beforehand)
- Payment method (card or invoice) and potential invoicing address

Unlike in case of normal cruises, there are no separate tickets sold and tapped into the cash register when it comes to private cruises. The whole amount will be tapped at once and either charged from a credit or debit card or invoiced.

In case of invoicing, take a copy of the cash register receipt and staple it to a piece of paper with the invoice address and basic information of the private cruise. Mark the invoice in settlement of accounts form. Invoices will be forwarded to Sirpa Pääkkö and placed in her locker. When the private cruise is tapped into the cash register, mark "BONGATTU" to the calendar, so that it will not be tapped several times into the cash register.



#### **4.1.2.2 Settlement of accounts**

Main points of settlement of accounts process:

- 1) Take the report from payment terminal by tapping F 2 5 1.
- 2) Take the cash report by turning the key to position “x/z” and tap the cash button.
- 3) Take a settlement of accounts form for office and follow the instructions:
  - Mark the date in the up right corner.
  - Mark the sales according to the groups given.
  - Mark all invoiced groups in sales receivables (“Myyntisaamiset”).

Pay attention that you always remember to mark the invoices in the settlement of accounts form!

- Mark at the bottom the sales and subtract from that:
    - the sales receivables
    - credit and debit card sales
    - possible receipts in the cash register
  - The cash amount, which you get after the subtraction is counted in the special plastic bag meant for it.
  - Check that the cash float in the cash register is correct.
- 4) Write down on a piece of paper the date and amount of cash in the special plastic bag and place the paper inside the bag so that it is visible. Take the bag to the closet, where they are collected. Place the settlement of accounts form in the locker meant for them.

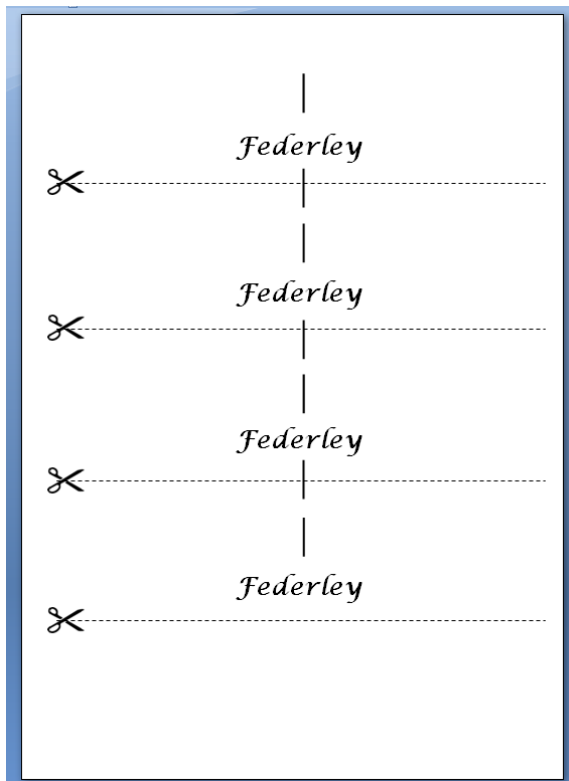
#### **4.1.3 Shift related instructions**

##### **4.1.3.1 Morning shift**

Main points of the process:

- 1) Open the computer.
- 2) Open the calendar and email.
- 3) Check the situation of the day’s cruises.
  - Are they both available –are there enough bookings for the boat to leave
  - Are there any groups
- 4) Place the cash box in the cash register.
- 5) Check if there is enough change in the cash float.

- 6) Open the doors and place the stands outside.
- 7) Label the emails and reply them during the day.
- 8) Print out the table reservations and the order of the cruise for the waitresses.
  - For each group of 6 persons, print one reservation label.
  - If there are a lot of people with table reservations, print an order for the kitchen as well.
  - Table reservations need to be ready at least one hour before the cruise.



***Instructions on how to format and cut the table reservations. I's between the rows symbolise the enters needed.***

- 9) Fill in all the confirmed details concerning groups on group tickets if there are groups coming
- 10) Set and open the outside stall by 11:00 if you are not working alone.
- 11) Take the number of passenger from the deckhand and write it down in the calendar and the passenger statistics document.
- 12) Close the stall after the morning cruise has left.

### **4.1.3.2 Evening shift**

Main points of the process:

- 1) Print out the table reservations and orders.
- 2) Open the outside stall at 17:00.
- 3) Take the number of passengers from the deckhand and write it down in the calendar and the passenger statistics document.
- 4) Close the stall when the evening cruise has left and carry the stall inside.
- 5) Bring the stands inside and lock the doors.
- 6) Close all programs and shut the computer down.
- 7) Place the phone in charger.
- 8) Do the office's settlement of accounts.
- 9) Remove the cash box from the cash register.
- 10) Mark down your working hours into the time sheet.
- 11) Lock the doors.

## **4.2 Bar Tapas**

### **4.2.1 Description of tasks**

#### **4.2.1.1 Course of customer service**

Main points of customer service process:

- 1) Greet the customers and guide them to the tables.

Making a contact to the customer before he greets you is part of good customer service and gives the customer a good first impression, which is very important in terms of high service quality. If you are busy with another customer, you can for example say "I'll be with you in a minute" just to show that you have noticed the customer.

Often customers, who have come for a drink, like to order straight from the counter. Inquire what type of drinks they would like and serve and charge them.

- 2) Bring the customers the menus and take their drink orders.

Making recommendations is the key for extra selling!

If a customer has come for a cup of coffee, you can easily sell him also a bun or ice cream. Recommending suitable wines for dishes is always a good way to sell more. Be active and know the products by heart and you will sell more. It also gives the

customer an impression of friendly and professional service, which is what Bar Tapas is known for.

3) Serve the drinks and take the orders.

Write the orders down and mark the number of the table in the up right corner of the order. Write with pretty clear handwriting, so that your colleague in the kitchen can read it as well. Try to keep the order clear, so that you can easily divide the bill for the customers if they wish it.

4) Take the order to kitchen.

5) Bring the dishes to the table and inquire if the customers would like to order more drinks. Wish the customers “Bon appetit”.

6) Check that your customers are not lacking anything and they enjoy the food. You can for example ask “Is everything alright?” or “How is the food?” Collect the used dishes to keep the table neat.

This is a crucial part in good customer service; collecting customer’s feedback during the service process. This way negative feedback can be avoided as the situation can be fixed early.

7) Bring the customers the bill when they ask for it.

Be available for the customers but do not rush them. When the customers are leaving, wish them a nice day. Polite, friendly attitude as well as “here you are” and “thank you” are natural parts of the whole service process!

Tips are collected in a pint at the counter and shared among the employees at the end of the season.

### **Use of cash register**

Bar Tapas has one cash register and the office another. You will be instructed to use the cash register during your orientation. Whenever you are unsure about something, do not hesitate to ask for help. It is easier to advise during the process than fix the mistakes later.

Credit and debit receipts of the payment terminal are collected in the spike next to the cash register.

Lunch coupons are collected inside the cash register.

#### **4.2.1.2 Settlement of accounts**

Main points of settlement of accounts process:

- 1) Take the report from payment terminal by tapping F 2 5 1.
- 2) Take the cash report by turning the key to position “x/z” and tapping “Päiväraportti”.
- 3) Take a settlement of accounts form for Bar Tapas and follow the instructions:
  - Mark the date in the up right corner.
  - Mark the sales according to the groups given.
  - Mark possible lunch coupons in sales receivables section (“Myyntisaamiset”).
  - Mark at the bottom the sales and subtract from that:
    - the sales receivables
    - credit and debit card sales
    - possible receipts in the cash register
  - The cash amount, which you get after the subtraction is counted in the special plastic bag meant for it.
  - Check that the cash float in the cash register is correct.
- 4) Write down on a piece of paper the date and amount of cash in the special plastic bag and place the paper inside the bag so that it is visible. Take the bag to the closet, where they are collected. Place the settlement of accounts form in the locker meant for them.

## **4.2.2 Shift related instructions**

### **4.2.2.1 Morning shift**

Main points of the process:

- 1) Heat the oven.
- 2) Set the dishwasher ready.
- 3) Empty the bucket in the corner of the cold room.
- 4) Place the cash box inside the cash register.
- 5) Open the curtains and turn the lights on.
- 6) Ready the coffee maker.
- 7) Place the ice in the bin at the counter.
- 8) Open the terrace doors and some of the terrace windows.
- 9) Clean the tables and place the ashtrays on the open terrace tables.
- 10) Go through the ingredients in the fridge.
  - Throw the expired ingredients.
  - Replace the missing ingredients.
- 11) Take the promotion wine bottles out to the cooler.
- 12) Turn the music on.

### **4.2.2.2 Evening shift**

Main points of the process:

- 1) Start the cool down of the oven.
  - It takes approximately 30 minutes till the oven is cool and it can be shut down.
- 2) Turn off the music.
- 3) Clean the tables and collect and empty the ash trays.
- 4) Close the windows and lock the terrace doors.
- 5) Bring the promotion cooler inside.
- 6) Empty the ice bin.
- 7) Take down the coffee maker.
- 8) Empty the dishwasher and clean the inside if needed.
- 9) Empty the bucket in the corner of the cold room.
- 10) Empty the toilet trashes and check the cleanliness of the toilets.
- 11) Empty all bins and sort empty bottles.
- 12) Fill the fridge if it is low on ingredients and make preparations for the following day.
- 13) Do the Bar Tapas' settlement of accounts.
- 14) Remove the cash box from the cash register.
- 15) Switch off all lights.

### **4.3 Maintenance of machines**

In case there is a failure or breakdown of a machine, first make a basic evaluation of the situation to eliminate causes such as power off, dirty ventilation grate or lack of washing agent. See the machine's instructions in the folder in the back room for solutions or contact Riku Hyttinen.

### **4.4 Storages**

Bar Tapas' beverages are stored in the cold room and the back room of the bar. Food ingredients are stored in the cold room, fridge, freezer, closets and the back room of the bar.

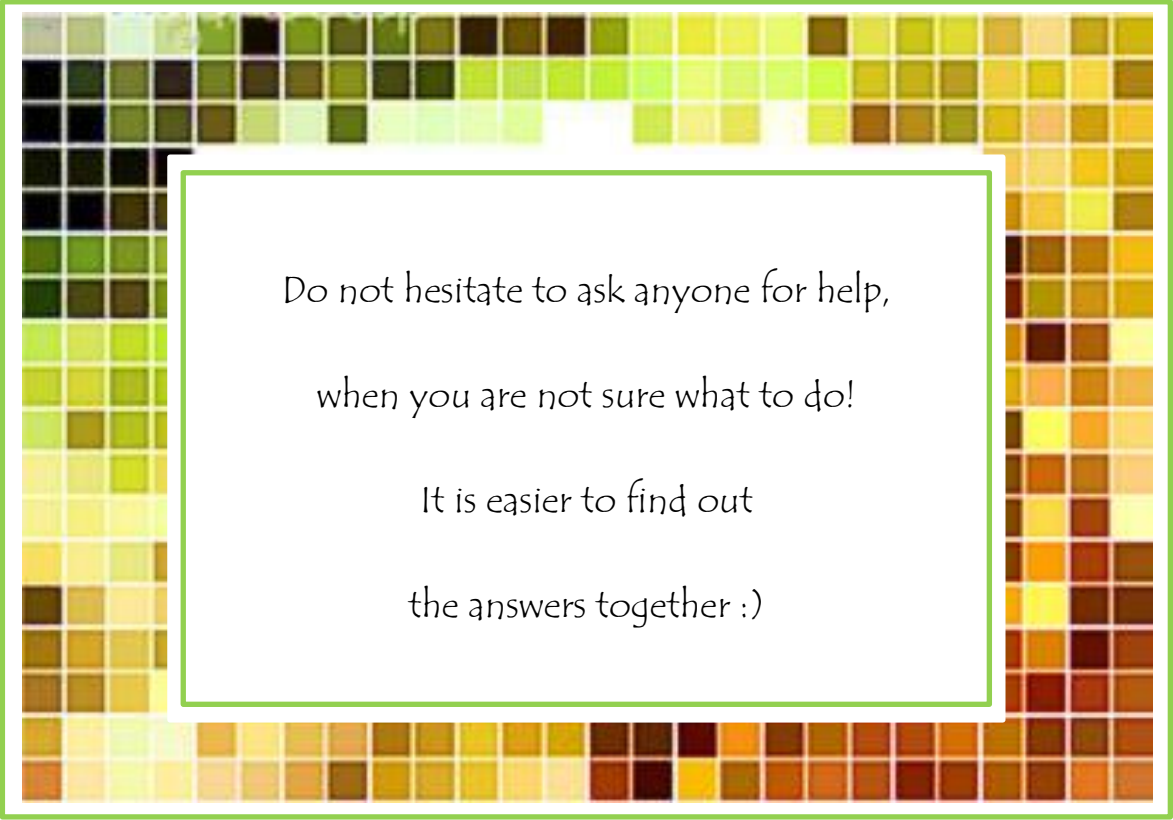
The cold room is meant for ingredients, which are spoiled easily or used only seldom. The fridge is used mostly for products, which are consumed continuously and stay in only a short while. The temperatures of the refrigeration devices need to be monitored and marked down for in-house control. If the temperatures get over the limits, take actions to normalise them and ask for help when needed. The temperature limits are available in the hygiene documents in the folder.

New ingredients will be placed behind older ones, so that all products will be used in logical order. To eliminate the usage of expired products, it is very important to remember to mark the date of opening and the expiration date on the packaging or container with painter's masking tape when the packaging is opened for the first time. Also mark the date of defreezing on products or containers, which are moved from the freezer to fridge or cold room. Basically, all containers and opened packaging containing perishable goods need to have a marking on them. This goes for wine bottles as well; always mark the date, when the bottle was opened.

### **4.5 Waste management**

Karelia Lines is following the waste management instructions given by the waste consulting of Lappeenranta. In Bar Tapas, waste is separated into bio and mixed waste. Also cardboard, paper and glass is recycled. The city of Lappeenranta takes care of emptying the waste bins.

Empty Hartwall bottles are returned to Hartwall in their crates. Hartwall collects the crates when delivering new beverages. Cans and recyclable plastic bottles are collected in large plastic bags in the back room. More specific instructions on sorting and recycling can be found on the wall of the back room and sides of the waste bins. Please be careful in sorting and when in doubt ask for instructions from chief engineer Matti Lähdesmäki.



Do not hesitate to ask anyone for help,  
when you are not sure what to do!

It is easier to find out  
the answers together :)



# Appendices

## Office's settlement of accounts form

Appendix 1

KARELIA LINES OY

TOIMISTO

\_\_\_/\_\_\_ 2014

### MYYN TI

m/s Camilla AIKATAULUN MUKAISET RISTEILYT 10%	
m/s Camilla TILAUSRISTEILYT 10%	
Muut 14%	
Muut 24%	
<b>YHTEENSÄ</b>	

### MYYN TISAAM ISET (laskutus)

<b>MYYN TISAAM ISET YHT.</b>	

MYYN TI

MYYN TISAAM.

PANKKIKORT.

LUOTTOKORT.

MAKSUT KASSASTA

PANKKIIN

-
-
-
-

TILITYKSEN LAATIJA \_\_\_\_\_



**Time sheet**

Appendix 3

**KARELIA LINES OY**  
Bar Tapas

NIMI: \_\_\_\_\_

TOIMI: \_\_\_\_\_

LISTA AJALTA \_\_\_\_ / \_\_\_\_ - \_\_\_\_ / \_\_\_\_ 2013

PÄIVÄ	TYÖAIKA	TUNNIT	PYHÄTUNNIT	ILTATYÖ	YÖTYÖ	SU/LTA	SU/YÖ	RUOKA	HUOM!
1.									
2.									
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28.									
29.									
30.									
31.									
<b>YHTEENSÄ</b>									
		<b>200</b>	<b>230</b>	<b>301</b>	<b>302</b>	<b>303</b>	<b>304</b>	<b>424/435</b>	

Table map of Bar Tapas

Appendix 4



Cash register of the office

Appendix 5

↑ KUITTI	↑ KONTROLLI	RISTEILYT 10 %	RUOKA 14 %	ALKO 23 %	OLUT 23 %		RISTEILY AIKUISET	RISTEILY LAPSET	RISTEILY ELÄK.	PERHE- LIPPU	RISTEILY OPISK.	TILAUS- RISTEILY AVOIN	RISTEILY LEPPU AVOIN	REKORDI RISTEILY AVOIN
JÄLKI- KUITTI	SLIP	VIRVOKE 13 %	MUUT 24 %	MUUT 14 %	AUTO VUOKRA-		AUTO- VUOK- RAUS	OMA- VASTUU	PALVELU MAKSU					
KÄYTTÄJÄ NUMERO	EURO													
	KUITTI- KOPIO	(X)	•	CL		LUOTTO- KORTTI								
SUMMA ALE 1	SUMMA ALE 2	7	8	9	PLU- KOODI	PANKKI- KORTTI								
% - ALE 1	% - ALE 2	4	5	6		LASKUTUS								
ULOS- MAKSU	SUORITUS	1	2	3	LAATIKON AVAUUS	LOUNAS- SETELI								
PALAUTUS	KORJAUS	0	00	000	VÄLI- SUMMA	KÄTEINEN								

Cash register of Bar Tapas

Appendix 6

↑ Kuitti	↑ Kontrolli	ALKO 1.	OLUT 2.	SAVUKE 3.	VIRVOKE 4.	OLUT/SAVU- KE-LUKUR. X1/Z1	LÄHDEN SININEN	VIINILASI 12CL	GIN	JACK DANIELS	GRANTS WHISKY	HOT SHOT	MUSTA RYSSÄ	SAVUKE ASKI	ED ANNOSVESI	ANNOS- VESI
JÄLKI KUITTI		RUOKA 5.	KAHVI 6.	MUUT 7.	SIIDERI 8.	OLUT/SAVU- KE-NOLLAUS X1/Z1	KARHU PLO	PICCOLO 3,7€	NEGRI- TA	BACARDI	PERNOD	KELKKA	VALKO- VENÄLÄI- HEN	PIKKU ASKI	MEUKOW V.S.O.P.	ED PULLO
TARI. NO.	KUITTI- KOPIO	X	.	CL	LONKERO 9.	PÄIVÄ RAPORTTI X1/Z1	TUMMA OLUT	STRONG BOW	JALLU	CALVA- DOS	AVERNA	GALLI- ANO	ILOINEN VESSELI	SIKARI ASKI	MEUKOW V.S.	KAHVI / TEE
	0,5 x	7	8	9			III-PLO	RTD	JÄGER	FERNET	BOMBAY	TRIPLE SEC	VILLE VALLATON	KOSSU/ DK H2O	KANNU	KAAKAO
SUMMA ALE	% ALE	4	5	6	PLU	PANKKI KORTTI	IV-PLO	LONKERO	FINLAN- DIA	CAMPARI	TEQUILA	KUYEPER 2 CL	WIP- SHOT	HERUKKA POMMI	MOHITO	LIMU 2 €
ULOS- MAKSU	SUORI- TUS	1	2	3	LAATIKON AVAUUS	LUOTTO KORTTI		SIIDERI PLO	MAKU VODKA	FISU	SEAGRAM'S	KUYEPER 4 CL	WIP- OLUT	WIP- SIIDERI	OMENA ROSKA	LIMU 3 €
PALAU- TUS	KOR- JAUS	0	00	000	ST	TL		SIIDERI 0,4L	KOSSU	SALMARI	IRKKU VISKI	ABSINTHE	KOSSU VANILLA	KERMA LIKÖÖRI	CAPI ROSKA	NOVELLE 0,5L