

# **Developing the service concept of rental work wear articles for Pore ry**

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<p>The aim of this thesis is to develop the service concept of rental work wear articles. The service is existing and provided by student association Pore ry for students of Haaga-Helia University of Applied Science in Haaga campus. The commissioning party of this bachelor thesis is Pore ry.</p> <p>The goal of a product based thesis is to help the student association to transmit the service concept more fluently to new students. The commissioned thesis is based on two products, a manual of the service concept and calculation of pricing. The goal of the calculations is to help in the future board members of Pore ry to make decisions related to the rental work wear service.</p> <p>The thesis is divided to two parts, to a theoretical framework and a description of the products. With the help of theory part, a definition is made of what a service concept is. Also the aspects to take into account for the development are discussed. The theoretical part of the thesis discusses about service concept and strategy. To support the service concept, the topics are narrowed to quality and process management. To the narrowing also affected the need of development, which in this case is inner need. Strategic thinking is achieved through profitability and pricing. In strategy the legislations relative to the topic and associations has also a part. In the description part the present state of the service concept, the developing ideas, making the products and the execution are presented. The developing ideas are gathered by interviewing one specialist of the topic, three stakeholders, and ten customers. The interview method is semi-structured.</p> <p>The product-based thesis received its goals by having two outcomes, the manual and calculations of pricing. The idea for the subject came in the end of May 2015 but the concrete execution started in the March 2016. The products were published in May 2016. The new learning concept in Haaga campus will start in autumn 2016. The autumn is the real test for the manual and for the future of the service concept of rental work wear articles.</p>	
<b>Keywords</b> concept, quality, service process, development, profitability, pricing	

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# **1 Introduction**

The staff turnaround in different associations has been a challenge for the associations' functions and activities. This especially is the case in student associations. Struggle to provide an even standard of service to their customers, is something these associations face often. Student associations also struggle with how to hand over responsibility to new board members and manage key functions in the same way. Processes and tools to some degree have been developed to support the turnover and change of people managing the associations. The value in doing so in order to provide an even service quality remains to be developed. In this thesis I will look at a student association and their functions and processes to develop a concept to help the association in transmitting knowledge and operating mode in order to support the association's service. Ensuring the service to their students is not dependent on who is in charge of the association but rather the process itself which is easier to transfer.

## **1.1 Aim of this thesis**

The aim of this bachelor's thesis is to create a manual of a rental work wear process and a calculation of pricing examples for the future to the student association. The purpose of this thesis is to help the student association transferring more fluently knowledge of the rental work wear service to new people. With the help of the calculations, people in charge will have it easier to make decisions in the future. This thesis is carried out as an assignment.

## **1.2 Structure of the thesis**

As a product based thesis, a theory part and the products itself are included to the thesis. With the help of theory part, I define what service concept is and the aspects to take into account for the development. I start introducing the topics in the first chapter. In the second chapter, I present the model of service concept, where I narrowed my topics to quality and process management. In process management, I raise the aspects of how to develop the service concept. In the third chapter I look through strategy to clarify the strategic thinking of the profitability and pricing not forgetting the legislations related to the topic. The topic limitations in chapter two and three are based on the perspective of the thesis. The need for development is internal so the natural perspective of this thesis is supplier's perspective.

In chapter four I describe the whole project of the work the products require. First I describe the present state and I continue with the development of how the planning of the

manual was made and creation of the pricing examples. I end the chapter four with the execution of the work. The ready products of the project are found at the end in attachments. In the final chapter I conclude and provide thoughts on further development of the service concept of rental work wear articles.

### **1.3 Introduction of the association**

Student association Pore ry, (in Finnish restonomiopiskelijayhdistys Pore ry) was registered in 1999 in Finland as a non-profit association (Finnish Patent and Registration Office 2016a). Pore ry is a local student association in Haaga-Helia University of Applied Sciences for Haaga campus students (Student Union Helga 2016). Pore ry (2016) ensures student comfortabilities during their studies and contributes the professional growth in hospitality. Pore ry organizes student parties around the year which of Mansku Marathon and Annual Gala are the legendary ones according to the former chairman of the board Birinder Singh (Karmavuo 2009, 69-70). Pore ry (2016) also offers student overalls, student cards and wine club. The roots of Pore ry are old, in 1966 an association called Ravintola-alan ylioppilaat, (translated) high-school graduated in restaurant industry, was grounded (Ravintola-alan ylioppilaat 1966). Pore ry has approximately 630 members.

### **1.4 Reference management tool**

In this thesis I am using the RefWorks-program for my sources. RefWorks is an online based reference management tool for citations, references, and managing data of sources. In this thesis the citation style is Harvard. In the Harvard style the layout of the dates starts with the month, follows with the day and ends with the year. Using the RefWorks-program is approved by Haaga-Helia University of Applied Sciences.

## 2 Service concept

The marketing mix or the basic competitive tools that are under the company's influence are product decision, pricing, accessibility, and communication (Kinkki et al. 2003, 315–316). Traditional formulation to help management influence sales is a marketing mix called 4Ps. These four Ps comes from product, price, place, and promotion. (Kotler 2003, 108.) Kotler (2003, 109) explains that the function of product is configuration, price is valuation, place is facilitation, and promotion is symbolization.

When service became more important service marketers suggested an addition of three Ps, called people, process, and physical environment (Kotler 2003, 108, Taloussanommat 2016). From the perspective of the company's concept, people stand for the personnel and customer. The path creating a service experience for the customer is the process and physical environment stands for every visual element in the business activity. (Sammallahti, Murto 2009, 89, 94, 102.)

Oxford Dictionaries (2016) defines concept as an abstract idea that can be an intention or a plan, but also an invention or idea to help sell or publicize an item. Grönroos explains that conceptualizing is the company's decisions on what kind of support is given to customers and how the value is formed in customers' processes. The way to handle customer connection and the way of operating the interaction with the customer's processes are also part of conceptualizing (Grönroos, Tillman 2009, 514).

According to Sammallahti breaking up the operating concept to singular pieces is not only about marketing, it is about creating a wholeness becoming the customer's service experience. These pieces creates relationships with customers during the service path. The path takes into consideration the company's starting position, selected strategy, defined segmentation, and brand identification. All the concept's pieces builds up the whole reputation of the company's service. (Sammallahti, Murto 2009, 79.) Instead of managing the concept through 7Ps marketing mix, Sammallahti and Murto (2009,79, 87, 89, 94, 102, 115, 122, 126, 130) suggests managing with one more P, called position. The eight P in service marketing can also be named as productivity and quality (Kar 2011, Jones 2010).

As a roughly outlined model of a specific subject unit, concept can be used as the basis to determine assessment criteria to evaluate management. In cases where the concept is used for products and services, it specifies the features of the products and services. It also specifies customer benefits and demands, execution processes and factors related to costs and pricing. (Laamanen, Tinnilä 2009, 93-94.) The widely the business becomes the

more it needs detailed documentations of the service process. This means that a service concept is not created on mutual physical environment and universal basic products. Also more instructions on how to create the service is needed. (Sammallahti, Murto 2009, 91.)

## 2.1 Quality

Conformance requirement is one of the meanings of quality. Standard deviation or number of errors are characteristics describing conformance requirements. Customer loyalty or customer satisfaction are often used as a measurement for the suitability of a product or a service. Another way to describe the suitability is to talk about product and service (output) quality or operational (process) quality. The other meaning for quality is the suitability for use. In context of management, quality is correlated to competitiveness. (Laamanen, Tinnilä 2009, 130.)

Porter says (2004a, 43–44) as in competitive advantage, quality assurance value is one of the three activity types with a big role. The other two activity type are direct and indirect values. The role of indirect and quality assurance activities are often badly understood. The differentiation is important among the three activities. Adjusting, checking, inspecting, monitoring, reviewing, reworking, and testing are examples of activities that ensure the quality of other activities. The cost or effectiveness of other activities are usually affected of quality assurance. In turn, other activities performance influences the need for quality assurance activities. Also the types of quality assurance activities are influenced of the way other activities are performed. Quality management and quality assurance are antonyms with each other because many value activities affects the quality. (Porter 2004a, 44–45.)

As said by Porter (2004a, 44–45) “The possibility of simplifying or eliminating the need for quality assurance activities through performing other activities better is at the root of the notion that quality can be “free””.

The lack of quality costs money. It is suggested that 35 percent of service organizations operating costs may depend on lack of quality. Repeating tasks and correcting errors are examples of the lack. Philip Crosby estimates the manufacturing companies’ spending 20 percent of the sales revenue going to wrong performance. The difference between the industries comes from the process. In manufacturing it is smoother to monitor and assure quality while service quality is a complicated phenomenon. The long history of quality control research, collection of quality monitoring techniques and total quality management are benefits that manufacturing has at its service. One way to improve the service quality is to



train the employees and create customer-oriented and foolproof systems to serve the customers. (Grönroos 2007, 143.)

## **2.2 Process management**

Services are processes that consist a function or a number of functions creating value for the customer (Grönroos, Tillman 2009, 79, Laamanen, Tinnilä 2009, 52). After accepting the process thinking, the next step is to identify and model the functions and define the goals for its realisation and development. The basis for process management is the concept of an organisation creating value for the customer in relation to cost and financial success. (Laamanen, Tinnilä 2009, 52.)

Questions like what is the total product of the service the customer is purchasing, where does it begin and end, what all can be between begin and end, helps to create the most comprehensive and complete service concept. Questions also help to allocate the costs, mapping supporting tools for the process, and pricing. Managing the service process and resourcing it by supporting tools and educating personnel, is always in need of systematic planning. (Sammallahti, Murto 2009, 89–90.)

Quite often the service process gets too complicated, too binding and somehow too intrusive for what the customer wishes for. These situations can be where the service concept belongs to an unpleasant or mandatory service such as calling to the real estate service company over a problematic water pipe. Also, the lack of ability from the company to understand their role in service situation, can create bad service for example filling forms over the service to the real estate service company. Too long service process, multiple negotiations with the selling company, and oppressive continuous contacts can be fatal. (Sammallahti, Murto 2009, 92.)

### **2.2.1 Service development**

Receiving the external service is the ultimate output in the service process. The output is also experienced by the external customer or in another words the real customer. The internal and external in a network context can possible be blurred. The internal comprises internal service functions such as user-service provider relationships inside an organization and between network partners. The external in overall is traditionally considered as people or organizations external to a company. Providing good service for the final external customer, the service provider-internal customer chain has to been managed in the same customer-oriented manner. According to Grönroos, one way to ensure this, is to

introduce the concept of internal customers, as illustrated by Figure 1. (Grönroos 2007, 355–356.)

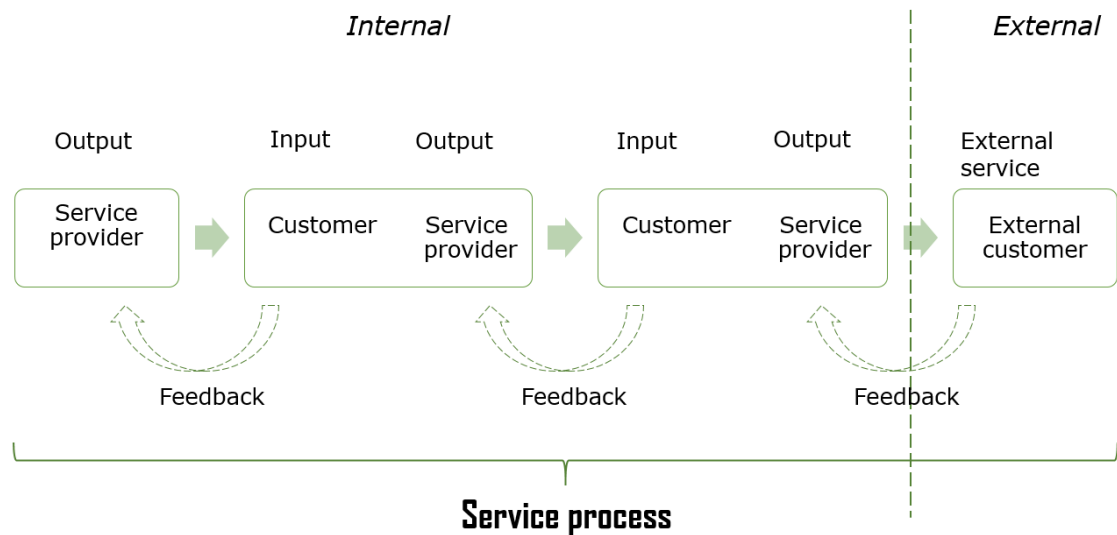


Figure 1. Internal service functions and internal customers model paraphrasing Grönroos's (2007, 355) model

Development is itself a process that needs customer's feedback and information on satisfaction. Designing the support processes, which are service, customer, production, marketing, sales, logistics, and delivery, help the development of products and services. Generally service development is added as a part of operational planning or development, while in product development it is often its own separate department. (Laamanen, Tinnilä 2009, 62–63.)

As a briefing and tutoring process, service design is learned through tries, mistakes, failures, and improvement. Textbooks give the explanations of the big picture, hints, proposing methods, and tools and showing how to work with them during the project. (Stickdorn, Schneider 2010, 14.) Service design company Hellon's lead service designer Mikko Koivisto says "When you deliver a better experience, your customers are happier, more loyal, and generate a higher profit in the long term" (Kudel 2016, 52, 54).

## 2.2.2 How to develop a service strategy

Grönroos (2007, 421) describes the service-focused company with a service perspective business in the following way: "The business mission is to provide the customers' activities and processes with support that makes value for the customers emerge when they do those activities and run those processes" .

A service vision needs to be included in the mission. The business mission is the foundation to the service strategy. Service strategy requires the strategy being defined. Service concepts that are related to the business mission are also required to be defined. Company lacks a firm basis for discussions about goals, useable resources, and performance standards if the service concepts are badly defined. Service concept indicates what should be done, to whom, how, and with what resources. It also indicates what benefits customers should be offered. (Grönroos 2007, 421.)

### **2.2.3 Benchmarking rental service providing companies in Hospitality industry**

Lindström Oy, Astiavuokraamo Oy Jubilee and Berendsen Textile Service Oy are all limited companies and operating in Finland. Lindström Oy's capital stock consists of 43 000 stocks, Astiavuokraamo Oy Jubilee's by 30 stocks owned by 2 private persons and Berendsen Textile Service Oy's capital stock is owned by Berendsen Finance Ltd from London. (Finnish Patent and Registration Office 2015b, Finnish Patent and Registration Office 2016b, Finnish Patent and Registration Office 2015a.)

One of Lindström Oy's, later called Lindström, services is work clothes solutions including rentals and purchases of work clothes for companies. Lindström offers their services for example to food industry and believes that one of the visible part of a company image is work clothes. Before explaining their service path on the web page, Lindström raises four assets for companies of their work cloth service. After that, Lindström explains their service path with a video plus with a text and a figure of the service circle. The first stage in the service path is to design the collection for the customer and then acquire the necessary work clothes. Lindström takes care of laundry, repayments, renews, and possible storage. As a last step, Lindström delivers the clean work clothes every week to the agreed place or to employee's own locker. From the Finnish webpage, the description of the service path can be found under one click while no prices were displayed. The contact form was under the explanations of the service path. (Lindström Group 2015.)

Astiavuokraamo Oy Jubilee (Jubilee) offers for consumers and companies eating vessels and service dishes ready for setting. The services are from huge events to family celebrations. Jubilee's description of their service path is found at the start page. The service path is online shopping starting with selecting the product for shopping cart from Helsinki or Tampere office. The second stage is to determine the order and give the needed information of the event. The third stage is transporting by the company or if desired customer herself. The last stage is the pick-up by the company or customer. Prices of the products

are displayed in connection with the product range. The period of the rent is three days but for a longer period an individual price is calculated. To the price, an additional cleaning fee of 15 percent and value added tax, VAT, of 24 percent are added. If the total amount is under 100 euro, a small delivery cost of 10 euro is added. Jubilee informs the consideration details of the service path on its start page, for example company's opening hours. The contact information is at the bottom of the start page. (Jubilee Group Oy 2016.)

Berendsen Textile Service Oy, later shortened as Berendsen, offers for example renting, washing, and other services of work clothes for small and big companies. Berendsen offers their services for the fields of industry, trade, and services and believes that customer's wish must be filled. (Berendsen Textil Service AB 2016a.) According to Berendsen's webpage, their service process starts with a needs analysis and continues with a custom service plan. Berendsen produces or acquires the necessary textiles and then rents them to their customers. The investments, maintenance, and logistics of rentals are taken care of by Berendsen. The description of the service path can be found under two clicks from the webpage together with contact form. No prices were displayed. (Berendsen Textil Service AB 2016b.)

Balance Consulting grades companies in Finland based on their financial statement and notes to the financial statement. The grading is dynamic. Rating is based on overall credits from 0-100 and is given a letter grade from A to D. Grading scale is ten points for example A+ equals 90-100 credits and D equals 0-10 credits. Jubilee has B + (good) from 2012 and Lindström has A (excellent) from 2014. (Balance Consulting 2016a, 2, 5, Balance Consulting 2016b, 6.)

Jubilee's result of the financial period was positive, having 136 000 euro while Berendsen had 774 000 euro. Berendsen's business was sold in 2010 to Berendsen Textil Service AB. After the trade, Berendsen's income has been comprised of the rents and interest incomes of a building and laundry equipment. Result of the financial period of 2014 was also positive for Lindström having 23 000 euro and 33 000 000 euro for the parent company. (Finnish Patent and Registration Office 2016b, Finnish Patent and Registration Office 2015a, Finnish Patent and Registration Office 2015b.)

### 3 Strategy

John Kay points out that strategy and strategic words have many different purposes in these days. Strategy is often used to mean expensive or important in situations such as advising situations and they can be costly. (Kay 2005, 23.) The environment of the organization is specified as a relative concept of importance. Important is a definition of what important people in the organization do based on individual reasons. This often leads to bad service because running the business is not always seen as important. (Kay 2005, 24, Stickdorn, Schneider 2010, 94.)

According to Kay strategy is based on distinctive capabilities with no generic strategies. Many interpretations of strategy are existing and this can be summed as strategy is what is right for you. (Kay 2005, 25.)

According to Mintzberg, strategy can be defined by five different Ps. These Ps are plan, ploy, pattern, position, and perspective, illustrated in Figure 2. Plan stands for consciously and purposefully because almost everyone has a consciously intended course of action. Ploy explains the intention to outsmart the competitor or the opponent. In the plan, strategy presents how the management is established and through ploy, strategy goes into the direct competition. Realizing the plan and ploy, strategy encompasses the resulting behaviour. Strategy focuses on action as a pattern but needs a concept were the behaviour has been taking into account. Strategy is also a position and means searching for organization's placement in its environment and looking into its context. Perspective considers what is inside the organization, the intention, and behaviour in a collective context. (Mintzberg 2005, 26–28.)



Figure 2. 5 Ps of strategy (Mintzberg 2005, 26)

Quite often a company's strategic plans are lists of operating steps without the declaration of competitive advantage they have or seek to achieve and how. Additionally many plans are composed on constantly wrong projections of future prices and costs. In competitive advantage, cost and differentiation interplays with the scope of company's activities. Also how the company chose and implemented the strategy to the achievement is included. (Porter 2004a, 25–26.) Kotler says that today the only constant in business is change, not stability. Staying the same in business, can cause being out of business. (Kotler 2003, 16.)

### **3.1 Profitability**

Corporate culture is needed for an existence of service culture. Service culture can be described as mutual attitudes and values that affect the interaction in the organization, and organization's service view. Service orientation, a characteristic of service culture, improves the experience of quality for the customer. It is known that profitability is dependent by customer's quality experience. Word of caution, the service offering should not step over customer's readiness to buy the corresponding price of service output. (Grönroos, Tillman 2009, 482–484.)

Järvenpää, Lämsiluoto, Partanen, and Pellinen say that a company is able to establish clear strategic goals, clarify their focus, improve innovation, create ground rules for the operations, and encourage seeking after new opportunities with the help of strategic control. Strategic control also encourages to renew the strategy, and ensures suitability of the strategy. (Järvenpää et al. 2010, 285).

Kinkki, Pohja, Könönen, Isokangas, and Gore claim that without profitability a business operation cannot really exist. The cost of producing products and the compensation on the capital loan should be covered of sales revenue. Company's profitability is measured by the amount of profit, the difference between earnings and expenses. Result being greater than zero means profit and less than zero means loss. (Kinkki et al. 2003, 376.) Profitableness can be put in to a formula, where  $p$  stands for price (unit sales),  $q$  stands for quantity (sales volume) and  $c$  for costs (Järvenpää et al. 2010, 185).

$$\textit{Profitability} = p * q - c * q$$

### 3.2 Pricing

The typical way to set a price is to determine the cost and then add the mark-up. The cost reveals if the product is profitable but does not reveal the customer's view of value. The value is used to make sales, not the price. (Kotler 2003, 138–139.) In a monopoly position a company has the freedom to choose the price level and in this price level it is common to use cost-based pricing (Järvenpää et al. 2010, 196).

The costs can be determined into two, variable costs and fixed costs. Variable costs change with the production output. When the production output grows, variable costs grow and vice versa. For example, material costs and labour costs are common variable costs. Fixed costs stay the same regardless of the production outcome. An example is capital costs. Costs that have a standard monthly allowance are also fixed costs. (Järvenpää et al. 2010, 55–56.) The costs can also be determined to direct costs and indirect costs. Costs that can easily be traced to the product or service are direct costs. For example, raw material costs and production staffs' labour costs are common direct costs. Indirect costs are difficult or impossible to trace to the product or service. The general marketing costs and CEO's salary are examples of indirect costs. (Järvenpää et al. 2010, 58-59.)

Cost-based pricing is to proceed in 6 steps. Underneath the steps are listed in stages:

1. Divide the costs to direct and indirect costs, and to variable and fixed costs.
2. Decide if the direct and indirect costs are included in the cost accounting. Decide if the calculation is based only on variable costs or together with fixed costs.
3. Define the focus of indirect costs on the products. Decide the handling of fixed costs.
4. Calculate the product-specific cost.
5. Decide the profit margin and the possible discounts.
6. Add to the product-specific cost a target profit and the possible discounts to get the sales price. (Järvenpää et al. 2010, 187.)

Determine the price through absorption cost pricing (cost price) is a form of cost-based pricing. The mark-up is added on top of the variable costs and the fixed costs. The mark-up covers the profit margin. In other words, the mark-up is bigger in money terms covering the profit margin and fixed costs. The costs are determined with normal or average calculations in absorption cost pricing. (Järvenpää et al. 2010, 188.)

The following example calculation is a cost-based pricing in Table 1. The basis of the example is a procurement of 120 glasses (6\*20) with a life expectancy of 1 year and 5 months (1.42 yr.) and expectation of 5 rental times during a month. Jubilee's (2016) rental price for a champagne glass is 0.42 euro with a rental period of 3 days. Resta24 (2016) sells online a set of six champagne glasses for 14.82 euro. The price multiplier is easy to use to create a price but needs a clear focus what it should cover. According to Järvenpää et the company the price multiplier is determined by dividing the raw-material procurement with the sum of total costs (other variable costs and fixed costs) and profit goal. The rental price of a champagne glass is formulated by multiplying the price multiplier and raw-material cost. (Järvenpää et al. 2010, 191.) The other variable costs, fixed costs and profit goals are examples from Järvenpää et the company's book (Järvenpää et al. 2010, 192).

Table 1. Pricing example of cost-based pricing

Procurement of 120 champagne glasses	$(14.82 \text{ €} * 20) = 296 \text{ €}$
Other variable costs	500 €
Fixed costs	3 000 €
Profit goals	500 €
<hr/>	
Price multiplier	$(296 \text{ €} + 500 \text{ €} + 3\,000 \text{ €} + 500 \text{ €}) / 296 \text{ €} = \mathbf{14.50}$
Raw-material cost, pcs	$14.82 \text{ €} / 6 = 2.47 \text{ €}$
<hr/>	
Price	$(14.50 * 2.47 \text{ €}) / (1.42 \text{ yr.} * (5 * 12 \text{ months})) = \mathbf{0.42 \text{ €}}$

The scaling of prices is pricing technique used in situations where the customers can naturally be segmented. The idea is to have different prices of the same product for certain customer groups. The lowest price should cover at least the variable cost.(Järvenpää et al. 2010, 193.)

### 3.3 Legislations related to associations and rental items

Having a small influence on legislation, competition level and developments on economical, technological and social, organizations must take them as given and restrictive factors (Kinkki et al. 2003, 315). Porter points out that the demand for products can be increased or decreased by changes in government regulation, but possible to continue regardless of some exit barriers. Usually the cost of continuing to compete in an industry, is to have



subnormal financial performance and difficulties in order to avoid being hurt in the process of decline. (Porter 2004b, 265.)

### **3.3.1 Making a contract**

Hietala, Järvensivu, Kaivanto, and Kyläkallio explain that a document's aim is to generate or demonstrate any legally relevant issues. For example the receipt shows the invoice is paid and the contract document demonstrates the contents of the agreement. The documents are mainly free formats but legislations do exist. The draftsman need to know the subject for the occasion the document is made for. (Hietala et al. 2013, 23.)

The consumer must be given the chance to read the main terms and conditions applicable to the contract and affecting the purchase decision when the product or service is being marketed, or, at the latest, when the contract is being made. In other words, it is not enough simply to refer to separate terms and conditions when making a sale. (KKV Finnish Competition and Consumer Authority 2014.)

A contract is binding on both parties, between the consumer and company. The contract is not one-sided and both parties must obey its terms and conditions. With a justifiable reason, the contract can be modified. (KKV Finnish Competition and Consumer Authority 2014.)

Usually to customer's favor open unclear standard terms and conditions formulated by vendor, are made clear. Avoiding this, the main content of the contract should include the time when the service or product has been sold, price, duration of the contract, delivery time, payment terms, ways of cancelling and terminating the contract, ways of amending the terms and conditions, and consequences of breaches of contract. (KKV Finnish Competition and Consumer Authority 2014.)

### **3.3.2 The freedom of association**

Freedom of association is one of the basic political rights guaranteed in the Finnish Constitution. In Finland the freedom of association is understood as a universal right, which is why it applies in principle to all forms of association activities alike.

Freedom of association means, among other things, the right to form an association without a permit and to be a member of one or more associations. Freedom of association also means the right not to join any association and the right to resign, whenever you wish, from an association which you have joined. Associations, on the other hand, are in Finland deemed to enjoy internal freedom of activity, which means that they have the right to independently draft

their rules (bylaws), within the framework of law, and decide on their internal operations. (Finnish Patent and Registration Office 2012.)

Administration of the association complies the law of association and association rules, for example accounting the activities and obliged to comply the accounting law. Association also needs to have accountant and / or inspector of the activities. (Finnish Patent and Registration Office 2011.)

Business income, income from the personal income source, and property income are three types of incomes what a non-profit association or foundation can have. Paid personnel and covering the operating costs by sales of products and services, likewise the companies in the same market, are good characteristics of economic activities. Examples of income from personal income can be: membership income, donations, grants and sales profits. (Finnish Tax Administration 2016.)

### **3.3.3 Value added tax**

The value added tax, shortened as VAT, is a tax on consumption. A vendor adds the VAT on the purchase price of a product or service. In the connections with the sale, the vendor charges the VAT from the consumer and reports it to the State. The VAT is obligatory to all who practice commercial sale of goods or services, rental of goods or services or activities compared with these. The general rate of VAT is 24 percent in Finland. Food, animal feed and restaurant services have a rate of 14 percent while 10 percent is added on books, services relating to physical exercise and sports, cultural and entertainment events, and accommodations. (Finnish Tax Administration 2015.)

Non-profit associations or foundations are not VAT liable for the activities associated with a public benefit purpose. This means no VAT adding to the price of the goods or services by associations or foundations. The associations or foundations cannot thereby deduct the VAT on purchases. (Finnish Tax Administration 2015.)

## 4 Description of the project

The product oriented thesis has been carried out as an assignment from the student association Pore ry. The outcome is a manual for the rental work wear articles and a creation of a base for pricing. The manual's purpose is to work as a tool and information source for the members of the board and possible duty officers. Pricing is made on Excel spreadsheets providing information of purchases and pricing examples. The goal of spreadsheets is to give information for the decision making in the future. The main perspective for both of these is the supplier's perspective.

The background information for the manual and pricing has been searched by me in Pore ry's archive. Background information and developing ideas has been collected by interviewing the treasurer of the board, customers, and stakeholders such as teachers and a janitor. With customers I refer to students of Haaga-Helia University of Applied Sciences, in Haaga campus who either has or hasn't used the rental work wear service. I reached out to 218 persons by email but only the stakeholders came back to me. The customers I picked from Haaga campus facilities. In this thesis I am identifying the interviewed stakeholders from Stakeholder 1 to Stakeholder 3 and customers as Customer 1 to Customer 10. The list of the interviewed can be found as Appendix 13 and the interview method was semi-structured interview.

As a previous treasurer of the board of Pore ry, the idea for this project came from me. As a part of to my other duties such as accounting, the rental work wear was my responsibility as a responsibility transferred from the previous treasurer. Having the responsibility alone was not always easy. Also the background information I got was partly poor but in many cases better compared to the information other members got. The biggest problem with an annually changing board is to guarantee the information flow and to ensure the same operating models among the members of the board.

During the years in working life I have witnessed the down side of a low information flow and fast and hasty implementation of a new service or a product. Fast and hasty implementation is a bad habit in hospitality industry. The solving of the problem is often excluded when they emerge. Many times I have found myself thinking about options on how to improve some of these flaws. Even though my chapter as a treasurer is over, I still want to give the members of the future board tools and information of the service concept. This chapter starts with the explanation of the present stage and is followed by the development ideas and making the products. I used the qualitative research in form of semi-

structured interview for the development ideas and background ideas. For the products I also refer to my theoretical part and end the chapter with the execution of the work.

#### **4.1 Present state**

Pore ry started with the rental work wear concept in autumn 2013. Products are either a white T-shirt with a logo of Pore ry or white and blue coloured T-shirt with a logo, black apron with a small logo of Haaga-Helia University of Applied Science and black bandana. Initiative for the rental work wear service came from the University's lecturer of Food Production and created as joint venture. (Haaga Instituutin Opiskelijayhdistys Pore Ry 2/4/2013, Appendix 13.) Previously some work wears were sold for the students from the janitor's office. The rental work wear service is directed to students who has only few courses in the kitchen. (Appendix 13.)

The new curriculum in Haaga campus has changed the need of rental work wear. The Culinary Management students are its own chapter because from them a professional work wear is required. More likely for students of Hotel and Restaurant Management and students of Experience and Wellness Management, an intensive teaching in kitchen is implemented. The length of teaching in the kitchen changes from a period to one intensive week. Students of Tourism Management has no mandatory lessons anymore. (Appendix 13.)

In the interview the treasurer of the board explains the present service process starting with a customer entering the Pore ry's office or in a very confusing situation contacting a member of the board and arranging appointment. After this a rental contract is made and the rental agreement is shown. In the rental contract the customer can specify rented products, for example the work wear set. The rental time is two months. Customer pays the rental payment and a deposit. Deposit is returned when the customer brings the products back ironed and in good condition. There are certain types of backup measures if the process does not go as planned. These backup measures are not explained. (Helppikangas 3/28/2016.)

The treasurer has noticed that the customer does not always remember to return the product and collect paid deposit. Treasurer presumes that the customer does not realize the time limit connected to collect the paid deposit, partly because the agreement has not been properly mentioned. (Helppikangas 3/28/2016.)

Within the Pore ry an information errors exists. All the members of the board and the duty officers do not understand how to take care of rental work wear and how to check returned products. The products should be checked in connection with the return and marked to the inner control system. Inside Pore ry, the orientation of the rental service concept is given from the predecessor. The treasurer felt suspicious about the introduction of the subject from previous board members. The treasurer was doubtful of the quality of the orientations among colleagues they received from predecessors. (Helppikangas 3/28/2016.)

When asked from the Stakeholders about their own assumption of students' knowledge of the rental work wear service, Stakeholders explained the information is going mainly mouth-to-mouth among the teachers and students. In previous years janitor received questions about the rental work wear but in these days hardly any. (Appendix 13.) The old price lists are shown on the tack board of the office (Appendix 1) and in janitor's office (Appendix 2). Also a model example of the work wear set exists at the janitor's office and how it is presented can be seen in Appendix 2. The new prices are updated in the cash check system. Compared to Lindström, Jubilee and Berendsen, Pore ry does not describe the service process of the rental work wear on their web page or Facebook site. On the web page the address information is missing. On the Facebook site the address information exists but there is no link to the Facebook site from the web page.

#### **4.1.1 Current prices**

The pricing is categorized into two price levels, regular price and member price. The prices vary usually within 5 euro difference but the deposit is the same. The member price is for members of the student association Pore ry. The current renting price for a T-shirt or apron is 20 euro with a 5 euro deposit and member price is 15 euro. Bandana costs 15 euro with a 5 euro deposit while the member price is 10 euro. The set includes all three products and cost 40 euro with a 20 euro deposit or for members 30 euro. In Figure 3 all prices are listed.

The renting fee per T-shirt and apron is 15 euro or for members 10 euro. A bandana's renting fee is 10 euro or 5 euro for members while the set's fee is 20 euro or for members 10 euro. In the interview came out that Stakeholder 1 believes that 10 euro is maximum, Stakeholder 2 cannot take a stand but assumes that price is fitting for the students and Stakeholder 3 believes the renting fee is too high for a renting product (Appendix 13).

	A	B	C	D	E	F	G	H	I	J	K
1	Pore ry's renting price										
2											
3	<b>Product</b>	<b>Deposit</b>	<b>Price</b>		<b>Renting Fee</b>		<b>Member Price</b>		<b>Member Renting Fee</b>		
4	T-shirt	5 €	20 €		15 €		15 €		10 €		
5	Apron	5 €	20 €		15 €		15 €		10 €		
6	Bandana	5 €	15 €		10 €		10 €		5 €		
7	Set	20 €	40 €		20 €		30 €		10 €		
8											
9											
10	Pore ry's sales price										
11											
12	<b>Product</b>		<b>Price</b>		<b>Member Price</b>						
13	T-shirt		23 €		20 €						
14	Apron		23 €		20 €						
15	Bandana		15 €		12 €						
16	Set		50 €		35 €						
17											

Figure 3. Current pricing of rental work wear articles (2016)

The products are also available for purchasing (Figure 3). The purchase price for a T-shirt or apron is 23 euro or 20 euro for members. Bandana is 15 euro or for members 12 euro. The set of all three products is 50 euro or the purchase price for members is 35 euro.

The treasurer points out in the interview that there is a lack of information about the need on procurement of the products. The basis of the procurement and pricing are blurred. The profitability thinking and pricing is placed on an irregular ground. (Helppikangas 3/28/2016.)

#### 4.1.2 Current accessibility

Pore ry's open office hours during the 2<sup>nd</sup> period in 2016 are on Tuesdays from 12 pm to 2 pm, on Wednesdays from 11 am to 1 pm, and on Thursdays from 10 am to 12 pm. Open office hours are usually not valid during the exam week, intensive week, and holidays. The location of Pore ry's office is across the road of Haaga campus. The doors of the building opens only with a key identifier.

Open office hours are often decided beforehand by the board. The decision making time takes place in the beginning of the autumn and new year or during the previous period. During the past few years open office hours are in general two hours per day, three times in a week between Monday and Thursday in the middle of the day. The feelings of the responsibility between duty officers can vary a lot. Currently the responsibility of rental work wear is on one person out of ten board members.

## 4.2 Developing the service concept of rental work wear articles

When asked from the Stakeholders of developing points, Stakeholder 3 wishes improvements to accessibility for example a customer should be instantly able to contact and receive rental product. Stakeholder 3 points out that there has been problems with accessibility. Stakeholder 2 has not heard any complaints of the rental work wear process. Stakeholder 1 admits that lately some slips with the requirements of kitchen work wear has happened and wishes that in the future the requirements would be determined. Stakeholder 2 has noticed that the use of headdresses has decreased. Stakeholder 1 hopes for clarity and communication flow between Pore ry and teachers. (Appendix 13.)

When asked how customer experience Pore ry's activity related to the rental work wear service, Customers 2, 5, 7 and 9 experienced it as good. Customer 5 added also the experience as positive and sincere. Customer 2 ponders if the service could come closer to students for example having the products in janitor's office with all the other stuff as crossing the street can be too much. Customer 10 experienced the rental service functional but added fast and necessary accessibility to the work wear during the office hours problematic. Customer 8 could only remember that in her case the service was time taking because of the rush caused by the beginning of a period and sale of event-ticket. Customer 6 describes the service as existing, fluent, and practical. The increase of advertising is not needed because the rental work wear service is known to all and is accessible, says Customer 6. Customer 6 finds the price salty and proposes an opportunity to purchase the products as a souvenir. Customer 4 is not familiar with the service and cannot say anything about it. Customer 3 assumes there being some kind of advertising. From customer 1 I forgot to ask the question. (Appendix 13.)

Different answers came up when asked for points customer thinks should be improved. Customer 4 is not familiar with topic but describes Haaga campus being visible from the road and easier get to with the bus than Pasila campus. Visiting Haaga-Helia's web page, the information of campuses is easily found. Customer 1 and Customer 7 did not feel any points needed to be improved. Customer 5 did not have any big ideas but told about experienced mistake described as individual case. He received a reminder after half a year even though the products were returned. Customer 3 and Customer 9 pointed out the low advertising and adding it. Customer 2 did not have anything to add to the opinion of connecting the rental work wear to janitor's office. Customer 10 also mentioned the idea to have the products in janitor's office. Customer 10 suggests certain limited time of accessibility could also be improved by office duty or move to a place where more people are present or with a longer time frame. Customer 8 suggested the use of only deposit be-

cause it is a loan but started to pound where the income would come to cover the costs. According to Customer 6 everything is functional and mentions again the opportunity to purchase the products. To get the price down the same practise of using company sponsoring to student overalls could be implemented. Companies sponsoring support would help to ensure lightness of the work wear price. (Appendix 13.)

When asked about the future of the rental work wear service, Customer 3 and Customer 4 could not say how it looks like. Customer 4 added that the idea of rental work wear is good and Restaurant Industry students' need work wear. Professional work wear can be expensive and if Customer 4's study field was Restaurant Industry, Customer 4 would be a renter. From own experience and for students of Culinary Management, Customer 2 could not say how the future looks like but suggested a possible extension in the selection. According to Customer 6 Students of Culinary Management have previous work experience in the kitchen and were wearing professional clothing in the kitchen. Customer 6 says that students who do not study Culinary Management or food processes should have uniform clothing. Customer 8 ponders if the service process is still similar what she experienced. Customer 8 wonders how long the requirements of clothing has existed and also wonders about the possibility to change the requirements, for example bringing own clothes from home. Customer 7 tells that in second year everyone has their own clothing but felt it is a good thing for Pore ry to provide the service considering the first year. Customer 7 thinks that in the future the demand decreases. Customer 1 sees the future bright and Customer 9 believes, wishes, and thinks the future is about development and that Pore ry is able to develop. Customer 10 sees decrease in demand and requirements at the moment because of the new curriculum. (Appendix 13.) From Customer 5 I forgot to ask the question about the future of rental work wear service.

Customer 9 and 6 wanted freely add something they experience necessary. According to Customer 9, classmate's service experience did not go well as a freshman in autumn of 2014. When returning the set a male member of the board did the return marking on a paper. The classmate was wondering by herself how the information will get through about the returning. The classmate received a reminder of non-returned product. The colleague waited for a long time before getting deposit. Customer 6 wanted to add the idea of using sponsoring for innovation. The innovation could be recipes on the back of a T-shirt to create the interest in cooking. Other customers did not have anything to add. (Appendix 13.)

Different answers came up when asked what customer assume the students to know about the rental work wear service in Haaga campus. Customer 1 told that his information



about rental work wear service came from lecturer of Food Production. Customer 7, 8 and 10 also named teachers as information source. Customers 7 remembers Pore ry presenting themselves and at the same also mentioning about the rental work wear service. Customer 8 could not remember where the information came from but assumed it was at in the beginning of the course. Customer 10 told that the marketing of the rental work wear service is not visible and that the information goes by hearsay. Customer 9 points out that students asks a lot from each, and on their class they have a board member. One way to get information is searching for it. Customer 5 assumes customers to know the price, how it works, and with what terms. Customer 2 knew one can get kitchen work wear from Pore ry. Customer 6 assumed students who does not study in the kitchen side are aware of rental work wear service. Customer 3 had missed the information and Customer 4 did not comment. (Appendix 13.)

#### **4.2.1 Conclusion from the interviewees of the need for development**

The accessibility to receive the rental work wear is not working properly and has been noticed from the stakeholders and some of the customers. In overall the customers are satisfied with the current service design. Some past errors came up like unnecessary reminder of the deposit and long waiting of getting back the deposit. In the beginning of the service concept, the requirements of the work wear in the kitchen where tighter but have lighten with the years.

Some of the students did not know so much about the service concept, partly because of their field of study. The main information source of the rental work wear are the teachers teaching Food Production. The marketing is low and exists through mouth-to-mouth. Development ideas where suggested to improve the accessibility, adding advertising, moving the work wear service to janitor's office, wider range in the selection, and getting sponsors.

How the future would look like was mainly hard to describe. Some customers did feel the future bringing decrease in the demand while some did believe in development of the service.

#### **4.2.2 Designing the manual**

The treasurer thinks the best way to start to develop the service process is to improve the work wear system and informing about the service concept to the members of the board. The treasurer wishes that three points would be improved, the understanding of the ser-

vice process, setups of the agreements and the knowledge to use the internal control system. Small details were corrected earlier during the orientation with the predecessor. Wishes for more systematic and logical service process, involvement from the other board members and more business oriented thinking came forth in the interview. (Helppikangas 3/28/2016).

As one Ps of the marketing mix, the process is the path creating a service experience for the customer (Sammallahti, Murto 2009, 89). In process thinking the first step is to identify and model the functions (Laamanen, Tinnilä 2009, 52). The first step of creating the manual was to identify the process steps. Based on my own experience and from the interview of treasurer (3/28/2016) I defined the process to five steps such as facing, sales, reminder, receiving, and return of the deposit. The manual is written both in Finnish and English. The size of the manual is six pages with a cover and can be found as Appendix 14.

In the first page I try to commit all members and deputies of the board to take responsibility of the service process. For each step I gave own colour and describing elements. In the step of facing I highlight the accessibility. The accessibility can also be referred as one of the marketing mix Ps, physical environment (Sammallahti, Murto 2009, 94). The step of sales I divided into three, considering aspect, operation itself, and after-treatment. I also added an information box of the cash desk system and two pages of print screen pictures to support the stages of sales. One page includes a reminder of the agreements and contracts while the other explains the steps of the internal control system. The step of reminder is added to ensure the participation among the duty officers while receiving the products. With the step of receiving I try to ensure the quality like Porter (2004a, 44) recommends. On page five I added a figure as reminder of other support processes (Laamanen, Tinnilä 2009, 62). These support processes are marketing, pricing along with inventory, and logistics. With the description of returning deposit I try to ensure quality by conformance requirement of returning deposit (Laamanen, Tinnilä 2009, 130). The step of returning deposit is depended on colleagues even though the responsibility lies on the treasurer.

#### **4.2.3 Creating the pricing examples**

Stakeholder 1 wishes that the renting fee would come down to 5 euro because of the new curriculum and stakeholder 3 wishes the fee being more student friendly. Approximately 60 students of Hotel and Restaurant Management and 60 students of Experience and Wellness Management will have lessons in kitchen with the new curriculum. (Appendix 13.)

Customer 1's opinion of the pricing is it being reasonable considering that all needed products are given. Customer 1 points out that there should not be any expectation of the work wear being in perfect conditions when it returned. Customer 3 still thought that the price sounded fair after I went through the current member price of a set and amount of deposit. To Customer 2 and Customer 4 I also went through the member price of a set and deposit. Customer 2 felt the price was expensive while Customer 4 felt that the price was not horrible bad for a study period. Customer 5's opinion was that the pricing is reasonable though everything is expensive for student. Customer 6 mentioned earlier the prices being salty. When Customer 7 rented the deposit was 15 euro. In Customer 7's opinion, the pricing is suitable for a student. Customer 8 remembered that some of the classmates did not want rent because of the price and started to search for alternative choice to the rental work wear set such as a white T-shirt and a black apron to keep. Customer 9 bore well the price of 15 euro but pointed out that students want as cheap as possible. Customer 9 became a member of Pore ry to get the lower price. Customer 10 believes the pricing is practical and rational with the deposit to cover unreturned products. Customer 10 did not see the price expensive even as a freshman. (Appendix 13.)

As previously described, the profitability is the difference between earnings and expenses (Kinkki et al. 2003, 376). Within this case I started calculating the costs per product. The only cost is the purchase price of the products (Appendix 3) so I was able to skip some of the cost-based pricing steps (Järvenpää et al. 2010, 187). Pore ry is a non-profit association, so there was no need to take the VAT into account (Finnish Tax Administration 2015). During these calculations I found out that Haaga-Helia had been supporting in total 38,5 percent of the costs. Appendix 4 reveals the revenues being bigger than expenses. This means that the service concept is being profitable. Following stage was to calculate the current income per product (Appendix 4). To be able to define the income I had to determine the life expectancy of the products. For T-shirts I gave three years because they are light coloured and need more washing than the two other products. For the apron I gave five years and for the bandana six. For the whole set I defined the life expectancy according to the shortest time, meaning three years. In the life expectancy attention has to be paid on the periods in a school year. In Haaga-Helia the school year consist of five periods but only four of them are active for teaching. After that I was able to calculate three different pricing examples with different deposit examples. In the examples I kept the pricing technique of scaling (Järvenpää et al. 2010, 193) and decided to left out the discounts (Järvenpää et al. 2010, 187). The different prices are possible because of the natural segmentation of the customers (Järvenpää et al. 2010, 185). The pricing example A is Appendix 5, B is Appendix 6 and C is Appendix 7.

At the beginning of autumn 2014 the board decided to keep the price level at the same level even though the Haaga-Helia had informed of unsatisfied customers. Customers were also unhappy about the appearance of T-shirts and new white T-shirts were purchased. (Student association Pore ry 8/24/2014.) The minutes in 2013 reveals the first idea of the pricing the lecturer of Food Process and the members of the board had. The price was sketched consisting two parts, a rental fee of 5 euro and a deposit of 25 euro. At that moment the board was talking about a T-shirt and an apron. (Haaga Instituutin Opiskelijayhdistys Pore Ry 2/4/2013.)

### **4.3 Execution**

At the end of May 2015 the proposal of developing the service concept appeared to me as my thesis subject. After the summer I started planning and I had discussions about the subject with the sitting chairman. In October, I started with the thesis seminar and during the seminar I started to search references for the theoretical part and getting clearer of idea my work. For my sources I used professors that are internationally known and have been used in courses I have attend, for example Grönroos, Kotler and Porter. To get some discussion between my sources I also used less known names. For regulations, legislations and specific numbers I used mainly Finnish authorities as a source. These can vary between the countries. To achieve diversity among the sources I used books, internet pages, magazines, minutes, documents, dictionary, and blog. Some of the sources are in Finnish, some in English and some in Swedish.

On Monday the 7<sup>th</sup> of March I started the planning of my thesis. On Tuesday the 8<sup>th</sup> of March I sat down with the current chairman and treasurer and we made the Commissioning Agreement. During the following weeks I made the theoretical part. On weeks 12 and 13, I planned the content of the interviews and the email invitations for the interview. The interview questions are divided into three and can be fined as Appendix 8, Appendix 9 and Appendix 10. The invitation is attached in Appendix 11. The first interview I had, was with the treasurer on 28<sup>th</sup> of March in Pore ry's office. After that I went through the minutes and other archive for background information. In the end of week 13 I searched information about benchmarking three companies in the Hospitality industry. With the help of benchmarking I was able to achieve the industry aspect the thesis need.

The invitation for interview was sent to 226 email addresses on Thursday 31st of March. Three of the invitations went to stakeholders. 56 email address holders had rented work wear during the first and fourth period in 2014 and 28 persons had rented during the first

and fourth period in 2015. Out of these customers 24 persons did not return the rental products. 26 persons of the address holders are members of Pore ry and started their studies in 2014 or 2015 and had informed English as their main language. 114 persons are members who informed Finnish as their main language and started their studies in 2014. These 114 members had informed their field of study as Hotel and Restaurant Management, Tourism Management, Hospitality, Tourism and Experience Management, Experience and Wellness Management or Hotel, Restaurant and Tourism Management. 8 emails did not go through so the total number of receivers was 218 persons. Only three stakeholders responded. The stakeholders are two teachers lecturing Food Production and a janitor taking care of the sales point in janitors' office.

I planned to start with the manual of the service process around the same time with the interviews. I had a gap during the previous weekend so I made the manual 95 percent ready. During the same weekend I made the calculations 90 percent ready. I sent the calculation and manual to the treasurer, chairman, and for my supervisors for feedback. After the interviews I added some new details to both of them and corrected my calculations. Some of these details were developing ideas I got from the interviews.

At the beginning of week 14 I made the benchmarking of three companies. These companies are Lindström Oy, Astiavuokraamo Oy Jubilee and Berendsen Textile Service Oy. The outcome of this in the theoretical part of thesis.

On Wednesday the 6<sup>th</sup> of April and on Friday the 8<sup>th</sup> of April I picked customers in Haaga campus facilities for interviews. The interviews were executed as a semi-structured interview with specific questions. The total of interviewed was 10 customers and three stakeholders. Five customers had used the rental work wear service and five had not. One of the users had also a friend's story to tell and one of the non-renters only took some extra lessons in Haaga campus. One of the users is a present member of the board but was not a member at the time of using the service. In the end of the week I summarized the interviews.

On Monday the 11<sup>th</sup> of April I tested the manual of the service process at Pore ry's office. The testing happened as partly pre-written scene of a customer service situation. In the testing I was observer. My friend who had no connections to Haaga-Helia nor Pore ry was the seller. The customer's role was presented by deputy member of the board. Before the test, the seller had six minutes of getting her familiar with the office and the manual. At the same time I gave two different roles to the customer, one entering as a new customer and another returning the product back. Creating a reminder was left out in the testing. The

manual functioned as supposed except a small description of the path to the internal control system needed some adding. The main issues coming from the testing was the facilities of the office, the preservation of the work wears was not prima, the products were not in a logical order, and some of the products were wrinkly. The products were also kept near the floor on a self with an overalls mark. Pore ry's own representative's shirts where among the rental work wears. During the testing, suggestion of short instructions were brought up. For the steps of process I added own short instructions to be placed on the wall but I leave the decision of using them to the board. These short introductions are attached to the manual (Appendix 14).

On Thursday the 14<sup>th</sup> of April I bought a plastic folder for the manual. First we agreed with the chairman and treasurer to laminate the manual but then I suggested a plastic folder with a transparent cover and printing the manual on thicker paper. This way the possible updates are easy to make. The publication of the manual happened on 19<sup>th</sup> of May. The publication of the manual will be a printout and will be also saved on the computer in Pore ry's office and Google Drive. An email abouts new tool will be sent to the members of the board. The calculations will be saved on the computer at the office. The time schedule of this project is listed in a Table 2.

Table 2. Time schedule of the project

Spring of 2016	What
The end of May in 2015	Draft proposal emerged
Autumn of 2015	The frames of the project started to take shape
The end of year 2015	The search of theoretical part started
Week 10	The concrete planning of the thesis started The Commissioning Agreement was made with student association Pore ry
Week 12 & 13	Planning the interviews
Week 13	Interviewing the treasurer and searching background information Sending the invitations Searching information to benchmark Making the calculations & Designing the manual
Week 14	Benchmarking three companies Feedback of the manual and continuing designing with it Interview part 1 & Interview part 2 Summary of the interviews Preparing the manual
Week 15	Testing the manual Correcting the manual and calculations Purchasing the folder for the manual
Week 20	Printing the manual and the publication of it by emailing to members of the board Handing over the calculations

## 5 Discussion

The aim of this thesis was to determine the rental work wear concept and its process with a help of tools, the manual and the calculations. With the tools Pore ry can better define the goals of the rental work wear service and strengthen the information flow inside the association. From the ethical perspective I protect the identity of my interviewees. My own experiences as a treasurer may have an effect on the reliability even though I tried my best to be objective during this project and interviews. For example the rental agreement is made for a period of eight weeks not for two months as it came up in the interview. In this chapter I summarize the project with conclusions and suggestions for the service process and further research. I end the chapter with my personal learning.

### 5.1 My conclusions

Generally the customers were satisfied with the current service system. Stakeholders and the treasurer had noticed some developing points. Some feedback after the first year of the service concept has been given to the student association but this was ignored. Development needs feedback (Laamanen, Tinnilä 2009, 62). With the help of identifying the steps of the rental work wear process (see Figure 1) the service can be improved. To ensure the improvement of the service all members of the board need to be involved and understand the impact of the accessibility. Accessibility in this case symbolizes the marketing mix P called place. Having the manual easily accessed, helps to create a strategy pattern described earlier. For the return of deposit a time line needs to be defined. Supporting processes such as inventory and marketing could be signed to another member than the treasurer.

The pricing divided the customers while the stakeholders wished for decreasing of the rental fee. Even though one customer described the service being sincere I doubt that a bit. The first idea of the rental fee's amount of a set does not meet the current and today the rental fee is double then the first idea for a member and quadruple for a non-member. There are no existing calculations for the pricing in Pore ry's office to explain this difference compared to the first idea. The idea of the pricing has transferred from mouth-to-mouth. The decisions of new product purchase has been based on a feeling. Hanging on assumptions is not valid information and hurts the processes in the long run. With the pricing example C (Appendix 7), Pore ry is able to earn few cents and answer the demand. The low price gives the opportunity to improve the stakeholders' requirements of work wear in the kitchen.



Not returning products was the first sight of a weak service process I noticed as treasurer. Improving the service with adding small details alone does not help the whole picture. Also the new curriculum was easy to blame on when the problem exists on behaviours and attitudes. The best time testing the manual will be on the autumn when new students starts at the Haaga-Helia University of Applied Sciences. Chances of the pricing cannot be implement before this, in the name of equal treatment. In my mind ending the concept is an opportunity cost that cannot be measured in short time or based only in a feeling.

To implement the pricing example C (Appendix 7), I suggests it to be during the summer 2016. The high deposit will cover the loss if the work wear is not returned. The low rental fee would help against the decreasing demand. New pricing would mean new pricelists, updates to the cash register system, and updated Excel. The marketing tools given to janitor's office would also be updated. This all could be done before the summer holidays. Estimated time for these tasks are together five hours. The updated work clothes would be sold out with a discount perhaps at the janitor's office. Before the new period at the Haaga-Helia starts, the board members would sit down together and go through the steps of service process. The board would together decide the time limit for returning the deposit.

## **5.2 Suggestions for the service process and further research**

The manual is made for current service process but in benchmarking I noticed that all three companies explained their service path. In my mind this idea would be a good addition to the concept and my suggestion can be seen as Appendix 12. The Appendix is a figure explaining the steps of the service path from the customers' perspective.

The facilities of the office would need some changes. If the products are not stored with respect, the negligence will easily transmit to the customers. Hanging the clothes on a rack gives more professional impression and helps retaining the quality. The current layout in the office provides the possibility to add a rack between the television and the sofa.

The current steps of sales are protecting Pore ry's trade but not the customer. Only one copy is made of the rental agreement and no receipt is given when customer returns the products. A small print of the agreement could be added to the receipt and to the bottom of the agreement a trimming edge would change the unequal arrangement. When the customer returns the product the edge would be given. These two aspects came from the testing of the manual.

Accessibility is a problem. One way to correct this is to add a new channel to reach the customers. This channel could be an online form or a specific sales day in the beginning of the course. This would require a commitment from the stakeholders and the board. Fluent information flow from both side, responsibility, and flexibility are examples of the commitment. The new channel would mean in the steps of the service process facing changing to customer encounter and a new step would come, the step of delivery.

During the interviews I crossed the new learning concept called Place to Be Haaga. It is a new experimental culture where students, teachers, companies, and industry idols of Hospitality interact with each other. For the moment the cooperation partners are Dieta, Electrolux, Eskimo Finland, Fiskars, Food Camp Finland, Kespro, Leijona Catering, Metos, Paulig and Pinto Design. (Karmavuo 2016.) As customer 6 suggested, sponsoring could be a valid option. In the calculations I noticed the logos being more expensive than the actual products. The current logo of the T-shirts are in front but with the apron on, it's hidden. The logos from the sponsors and Pore ry's own could be in the back of the T-shirt and still having one logo on the apron, Haaga-Helia's logo. To compete with the clothes shops the colour of the T-shirt could be bright green instead of the white. White colour is also sensitive and stains are easily notable. With a low rental fee and unique clothing Haaga-Helia University of Applied Sciences could demand uniform clothing besides the professional clothing. Getting support for the purchase there should be no reason for Pore ry to continue the work wear service. This could also be a new subject for a further research.

Before Pore ry takes part of this, I suggest the board to measure their availability to commit and determine the promises they are able to give and keep. I have opened the discussion with the possible joint venture of rental work wear.

### **5.3 My personal learning**

During this thesis I confirmed again my thoughts over the bad habits people working in the Hospitality industry have implementing hasty new services and not improving the low information flow. During this thesis I strongly started to believe that half battle is half planned.

At the beginning of the thesis I found myself believing that the outcome of profitability would stay negative. Defining the steps of the process made me realize that the biggest problems lies on the attitudes and with word-of-mouth information. With the help of the manual the correct information will receive new members of the board. This manual was

not laminated in case new steps emerge. With the proper definition and planning a small income can be profitable in the long run. With the help of my calculations the future plan is easier to determine providing valuable information.

I executed my thesis in quite fast time. I learned the value of prioritizing and planning with the tools I was given from one of my supervisor. Also sticking to the plan and having some unplanned gaps were aspects I went through. In overall I liked the project and was able to be in help with new board.

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## Appendices

Appendix 1. Old price list inside the Pore ry's office, taken 8<sup>th</sup> of April 2016







### Appendix 3. Product purchases in 2013 and 2014

	A	B	C	D	E	F	G	H	I	J	K	L
1	Pore ry'i purchases in 2013 and 2014											
2												
3	<b>Product</b>	<b>Quantity</b>	<b>Purchase price</b>	<b>Logo</b>	<b>VAT 24%</b>	<b>Costs</b>	<b>Cost per piece</b>			<b>Costs after the HH Grant</b>	<b>Costs after the HH Grant, pcs</b>	
4	Colored T-shirt S	25	5,36 €	7,72 €	1,24 €	405,48 €	16,22 €			249,32 €	9,97 €	
5	Colored T-shirt M	25	5,36 €	7,72 €	1,24 €	405,48 €	16,22 €			249,32 €	9,97 €	
6	Colored T-shirt L	10	5,36 €	7,72 €	1,24 €	162,19 €	16,22 €			99,73 €	9,97 €	
7	Colored T-shirt XL	5	5,36 €	7,72 €	1,24 €	81,10 €	16,22 €			49,86 €	9,97 €	
8	Colored T-shirt XXL	5	5,36 €	7,72 €	1,24 €	81,10 €	16,22 €			49,86 €	9,97 €	
9	Apron	100	8,57 €	4,50 €	1,24 €	1 620,68 €	16,21 €			996,53 €	9,97 €	
10	Bandana	100	8,06 €	- €	1,24 €	999,44 €	9,99 €			614,54 €	6,15 €	
11	White T-shirt S	8	4,16 €	7,72 €	1,24 €	117,85 €	14,73 €			72,46 €	9,06 €	
12	White T-shirt M	10	4,16 €	7,72 €	1,24 €	147,31 €	14,73 €			90,58 €	9,06 €	
13	White T-shirt L	8	4,16 €	7,72 €	1,24 €	117,85 €	14,73 €			72,46 €	9,06 €	
14	White T-shirt XL	4	4,16 €	7,72 €	1,24 €	58,92 €	14,73 €			36,23 €	9,06 €	
15	<b>Total</b>					<b>4 197,40 €</b>				<b>2 580,92 €</b>		
16												
17	Haaga-Helia Grant 2013	34 %				- 1 002,50 €						
18	Haaga-Helia Grant 2014	50 %				- 613,98 €		38,5 %				
19												
20	<b>Total costs</b>					<b>2 580,92 €</b>		<b>61,5 %</b>				
21												
22												

## Appendix 4. Current Income

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1																
2	Income with current pricing										Life expectancy of the pr	Amount of Active Periods,	yr			
3											T-shirt	3 Periods	4			
4											Apron	5				
5											Bandana	6				
6											Income					
7	Product	Quantity	Purchase price	Logo	VAT 24%	Costs	Cost per piece	Renting Fee, pcs	€	Member Renting Fee, pcs	€	Purchase Price, pcs	€	Member Purchase Price, pcs	€	Income
8	Colored T-shirt S	25	5,36 €	7,72 €	1,24 €	405,48 €	16,22 €	15 €	163,78 €	10 €	103,78 €	23 €	6,78 €	20 €	3,78 €	
9	Colored T-shirt M	25	5,36 €	7,72 €	1,24 €	405,48 €	16,22 €	15 €	163,78 €	10 €	103,78 €	23 €	6,78 €	20 €	3,78 €	
10	Colored T-shirt L	10	5,36 €	7,72 €	1,24 €	162,19 €	16,22 €	15 €	163,78 €	10 €	103,78 €	23 €	6,78 €	20 €	3,78 €	
11	Colored T-shirt XL	5	5,36 €	7,72 €	1,24 €	81,10 €	16,22 €	15 €	163,78 €	10 €	103,78 €	23 €	6,78 €	20 €	3,78 €	
12	Colored T-shirt XXL	5	5,36 €	7,72 €	1,24 €	81,10 €	16,22 €	15 €	163,78 €	10 €	103,78 €	23 €	6,78 €	20 €	3,78 €	
13	Apron	100	8,57 €	4,50 €	1,24 €	1 620,58 €	16,21 €	15 €	283,79 €	10 €	183,79 €	23 €	6,79 €	20 €	3,79 €	
14	Bandana	100	8,06 €	- €	1,24 €	999,44 €	9,99 €	10 €	230,01 €	5 €	110,01 €	15 €	5,01 €	12 €	2,01 €	
15	White T-shirt S	8	4,16 €	7,72 €	1,24 €	117,85 €	14,73 €	15 €	165,27 €	10 €	105,27 €	23 €	8,27 €	20 €	5,27 €	
16	White T-shirt M	10	4,16 €	7,72 €	1,24 €	147,31 €	14,73 €	15 €	165,27 €	10 €	105,27 €	23 €	8,27 €	20 €	5,27 €	
17	White T-shirt L	8	4,16 €	7,72 €	1,24 €	117,85 €	14,73 €	15 €	165,27 €	10 €	105,27 €	23 €	8,27 €	20 €	5,27 €	
18	White T-shirt XL	4	4,16 €	7,72 €	1,24 €	58,92 €	14,73 €	15 €	165,27 €	10 €	105,27 €	23 €	8,27 €	20 €	5,27 €	
19																
20	Set with colored T-shirt						42,42 €	20 €	197,58 €	10 €	77,58 €	50 €	7,58 €	35 €	- 7,42 €	
21	Set with white T-shirt						40,93 €	20 €	199,07 €	10 €	79,07 €	50 €	9,07 €	35 €	- 5,93 €	
22																
23	Income after HH Grant				61,5 %				Income		Income					Income
24	Product						Cost per piece	Renting Fee, pcs	€	Member Renting Fee, pcs	€	Purchase Price, pcs	€	Member Purchase Price, pcs	€	Income
25	Colored T-shirt						9,97 €	15	170,03 €	10	110,03 €	23	13,03 €	20	10,03 €	
26	Apron						9,97 €	15	290,03 €	10	190,03 €	23	13,03 €	20	10,03 €	
27	Bandana						6,15 €	10	233,85 €	5	110,03 €	15	8,85 €	12	5,85 €	
28	White T-shirt						9,06 €	15	170,94 €	10	110,03 €	23	13,94 €	20	10,94 €	
29	Set with colored T-shirt						26,09 €	20	213,91 €	10	110,03 €	50	23,91 €	35	8,91 €	
30	Set with white T-shirt						25,17 €	20	214,83 €	10	110,03 €	50	24,83 €	35	9,83 €	
31																
32																
33																
34																
35																
36																
37																

## Appendix 5. Pricing example A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1																
2	Increasing the price so that the lowest renting fee breakes even with the					Life expectancy of the product, Yr		Amount of Active Periods, Yr								
3	costs ( every 5€ ) and decreasing the deposit of the set					T-shirt	3 Periods	4								
4						Apron	5									
5						Bandana	6									
6																
7																
8																
9	<b>Product</b>		<b>Cost per piece</b>	<b>Renting Fee, pcs</b>	<b>Possible Income</b>	<b>Member Renting Fee, pcs</b>	<b>Possible Income</b>	<b>Sales Income, pcs</b>	<b>Possible Income</b>	<b>Member Sales Income, pcs</b>	<b>Possible Income</b>					
10	Colored T-shirt		9,97 €	20 €	230,03 €	10 €	110,03 €	25 €	15,03 €	20 €	10,03 €					
11	Apron		9,97 €	20 €	390,03 €	10 €	190,03 €	25 €	15,03 €	20 €	10,03 €					
12	Bandana		6,15 €	15 €	353,85 €	10 €	233,85 €	20 €	13,85 €	17,50 €	11,35 €					
13	White T-shirt		9,06 €	20 €	230,94 €	10 €	110,94 €	25 €	15,94 €	20 €	10,94 €					
14	Set with colored T-shirt		26,09 €	35 €	393,91 €	30 €	333,91 €	50 €	23,91 €	45 €	18,91 €					
15	Set with white T-shirt		25,17 €	35 €	394,83 €	30 €	334,83 €	50 €	24,83 €	45 €	19,83 €					
16																
17	<b>Example:</b>			<b>Quantity</b>		<b>Quantity</b>										
18	Set with colored T-shirt			5	1 969,55 €	5	1 669,55 €									
19	Set with white T-shirt			5	1 974,15 €	5	1 674,15 €									
20																
21	Renting Work Wear Articals															
22																
23	<b>Product</b>		<b>Deposit</b>	<b>Price</b>	<b>Renting Fee</b>	<b>Member Price</b>	<b>Member Renting Fee</b>									
24	Colored T-shirt		5 €	25 €	20 €	15 €	10 €									
25	Apron		5 €	25 €	20 €	15 €	10 €									
26	Bandana		5 €	20 €	15 €	10 €	10 €									
27	White T-shirt		5 €	25 €	20 €	15 €	10 €									
28	Set with colored T-shirt		15 €	50 €	35 €	45 €	30 €									
29	Set with white T-shirt		15 €	50 €	35 €	45 €	30 €									
30																
31																
32																
33																

	Purchases 2013-2014	Sales price	Current Income per rent	Pricing example A	Pricing example B	Pricing example C										

Product	Lowest Sales Price	Profit	Member Sales Income, €	Member Profit, €
Colored T-shirt				
Apron				
Bandana				
White T-shirt				
Set with colored T-shirt				
Set with white T-shirt				

## Appendix 6. Pricing example B

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
1																	
2	Increasing the price and the deposit so that the lowest Renting Fee breaks even (every 2,50 €) and the								Life expectancy of the product, yr								
3	price of selling work wear articles are higher than the rental ones								T-shirt	3		Amount of Active Periods, yr	4				
4								Apron	5								
5								Bandana	6								
6																	
7																	
8																	
9	<b>Product</b>		<b>Cost per piece</b>	<b>Renting Fee, pcs</b>	<b>Possible Income</b>	<b>Member Renting Fee, pcs</b>	<b>Possible Income</b>	<b>Sales Income, pcs</b>	<b>Possible Income</b>	<b>Member Sales Income, pcs</b>	<b>Possible Income</b>						
10	Colored T-shirt		9,97 €	15	170,03 €	10 €	110,03 €	25 €	15,03 €	20 €	10,03 €						
11	Apron		9,97 €	15	290,03 €	10 €	190,03 €	25 €	15,03 €	20 €	10,03 €						
12	Bandana		6,15 €	10 €	233,85 €	8 €	173,85 €	20 €	13,85 €	17,50 €	11,35 €						
13	White T-shirt		9,06 €	15 €	170,94 €	10 €	110,94 €	25 €	15,94 €	20 €	10,94 €						
14	Set with colored T-shirt		26,09 €	30 €	333,91 €	25 €	273,91 €	50 €	23,91 €	45 €	18,91 €						
15	Set with white T-shirt		25,17 €	30 €	334,83 €	25 €	274,83 €	50 €	24,83 €	45 €	19,83 €						
16																	
17	<b>Example:</b>			<b>Quantity</b>		<b>Quantity</b>											
18	Set with colored T-shirt			5	1 669,55 €	5	1 369,55 €										
19	Set with white T-shirt			5	1 674,15 €	5	1 374,15 €										
20																	
21	Renting Work Wear Articals																
22																	
23	<b>Product</b>		<b>Deposit</b>	<b>Price</b>	<b>Renting Fee</b>	<b>Member Price</b>	<b>Member Renting Fee</b>	<b>Product</b>		<b>Sales Income, pcs</b>	<b>Profit</b>	<b>Member Sales Income, pcs</b>	<b>Profit</b>				
24	Colored T-shirt		10 €	25 €	15 €	20 €	10 €	Colored T-shirt		12,50 €	2,53 €	10 €	0,03 €				
25	Apron		10 €	25 €	15 €	20 €	10 €	Apron		12,50 €	2,53 €	10 €	0,03 €				
26	Bandana		10 €	20 €	10 €	17,50 €	8 €	Bandana		12,50 €	6,35 €	10 €	3,85 €				
27	White T-shirt		10 €	25 €	15 €	20 €	10 €	White T-shirt		12,50 €	3,44 €	10 €	0,94 €				
28	Set with colored T-shirt		20 €	50 €	30 €	45 €	25 €	Set with colored T-shirt		32,50 €	6,41 €	30 €	3,91 €				
29	Set with white T-shirt		20 €	50 €	30 €	45 €	25 €	Set with white T-shirt		32,50 €	7,33 €	30 €	4,83 €				
30																	
31																	
32																	
33																	

## Appendix 7. Pricing example C

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P									
1																									
2	Renting Fee as maximum of 10 € (every 2,50 €) and deposit						Life expectancy of the product, yr										Amount of Active Periods, yr								
3	covering the one time cost of the product						T-shirt			3	Periods			4											
4							Apron			5															
5							Bandana			6															
6																									
7																									
8																									
9	<b>Product</b>						Cost per piece		Renting Fee, pcs		Possible Income		Member Renting Fee, pcs		Possible Income		Sales Income, pcs		Possible Income		Member Sales Income, pcs		Possible Income		
10	Colored T-shirt						9,97 €	5 €	50,03 €	2,50 €	20,03 €	15 €	5,03 €	12,50 €	2,53 €										
11	Apron						9,97 €	5 €	90,03 €	2,50 €	40,03 €	15 €	5,03 €	12,50 €	2,53 €										
12	Bandana						6,15 €	5 €	113,85 €	2,50 €	53,85 €	12 €	5,85 €	9,50 €	3,35 €										
13	White T-shirt						9,06 €	5 €	50,94 €	2,50 €	20,94 €	15 €	5,94 €	12,50 €	3,44 €										
14	Set with colored T-shirt						26,09 €	10 €	93,91 €	5,00 €	33,91 €	35 €	8,91 €	30,00 €	3,91 €										
15	Set with white T-shirt						25,17 €	10 €	94,83 €	5,00 €	34,83 €	35 €	9,83 €	30,00 €	4,83 €										
16	<b>Example:</b>																								
17	Set with colored T-shirt							Quantity	469,55 €	5	169,55 €														
18	Set with white T-shirt							5	474,15 €	5	174,15 €														
19	Set with white T-shirt							5		5															
20																									
21	Renting Work Wear Articels																								
22																									
23	<b>Product</b>						Deposit		Price		Renting Fee		Member Price		Member Renting Fee		Sales Incom		Profit		Member Sales Income,		Profit		
24	Colored T-shirt						10 €	15 €	5 €	12,50 €	2,50 €			12,50 €	2,53 €	10 €	0,03 €								
25	Apron						10 €	15 €	5 €	12,50 €	2,50 €			12,50 €	2,53 €	10 €	0,03 €								
26	Bandana						7 €	12 €	5 €	9,50 €	2,50 €			12,50 €	6,35 €	10 €	3,85 €								
27	White T-shirt						10 €	15 €	5 €	12,50 €	2,50 €			12,50 €	3,44 €	10 €	0,94 €								
28	Set with colored T-shirt						25 €	35 €	10 €	30,00 €	5,00 €			32,50 €	6,41 €	30 €	3,91 €								
29	Set with white T-shirt						25 €	35 €	10 €	30,00 €	5,00 €			32,50 €	7,33 €	30 €	4,83 €								
30																									

## Appendix 8. Semi-structured interview questions (Finnish) for the specialist

Sessa Elovaara

Haaga-Helia Ammattikorkeakoulu Oy

Puolistrukturoituhaastattelu

Opinnäytetyö

28.3.2016

Kysymykset asiantuntijalle:

1. Kuka olet ja mikä on asemasi Haaga-Helia ammattikorkeakoulussa?
2. Mistä sait tietää Pore ry:n asuvuokrauksesta?
3. Mitä oletat Haaga-Helian (Haaga-kampuksen) opiskelijoiden tietävän asuvuokrauksesta?
4. Kuvailisitko asuvuokrausprosessin?
5. Kertoisitko asuvuokrauksen hinnoittelusta ja mihin se perustuu?
6. Minkälaisia epäkohtia olet huomannut asuvuokrausprosessissa?
7. Mitä kohtia pitäisi mielestäsi parantaa?
8. Minkälaista perehdytystä olet saanut liittyen asuvuokraukseen? Entä kollegasi?
9. Mitä toivoisit asuvuokrauksen tulevaisuudesta?
10. Haluaisitko vielä vapaasti lisätä jotain jonka koet tarpeelliseksi?

## Appendix 9. Semi-structured interview questions (Finnish) for the stakeholders

Sessa Elovaara

Puolistrukturoituhaastattelu

Haaga-Helia Ammattikorkeakoulu Oy

Opinnäytetyö

28.3.2016

Kysymykset sidosryhmälle:

1. Kuka olette ja mikä on teidän asemanne Haaga-Helia ammattikorkeakoulussa?
2. Mistä saitte tietää Pore ry:n asuvuokrauspalvelusta?
3. Mitä oletatte Haaga-Helian (Haaga-kampuksen) opiskelijoiden tietävän asuvuokrauksesta?
4. Minkälaiseksi koette Pore ry:n toiminnan liittyen asuvuokrauspalveluun?
5. Mitä mieltä olette hinnoittelusta?
6. Mitä kohtia pitäisi mielestänne parantaa?
7. Mitä toivoisitte asuvuokrauksen tulevaisuudesta?
8. Haluaisitteko vielä vapaasti lisätä jotain jonka koette tarpeelliseksi?

## Appendix 10. Semi-structured interview questions for the customers

Sessa Elovaara

Puolistrukturoituhaastattelu

Haaga-Helia Ammattikorkeakoulu Oy

Opinnäytetyö

28.3.2016

Kysymykset asiakkaille:

1. Kuka olette ja mikä on teidän asemanne Haaga-Helia ammattikorkeakoulussa?
2. Oletteko käyttäneet Pore ry:n asuvuokrauspalvelua? Jos vastaatte kyllä, mikä on mielipiteenne palvelusta?
3. Mitä oletatte Haaga-Helian (Haaga-kampuksen) opiskelijoiden tietävän asuvuokrauspalvelusta?
4. Minkälaiseksi koette Pore ry:n toiminnan liittyen asuvuokrauspalveluun?
5. Mitä mieltä olette hinnoittelusta?
6. Mitä kohtia pitäisi mielestänne parantaa?
7. Miltä teidän mielestänne asuvuokrauspalvelu näyttää tulevaisuudessa?
8. Haluaisitteko vielä vapaasti lisätä jotain jonka koette tarpeelliseksi?

Questions for the customers:

1. Who are you and what is your station in Haaga-Helia University of Applied Science?
2. Have you used Pore ry's rental work wear service? If you answer yes, what is your opinion of the service?
3. What do you assume the student to know about the rental work wear service in Haaga campus?
4. How would you experience Pore ry's activity related to the rental work wear service?
5. What is your opinion on the pricing?
6. What points do you think should be improved?
7. How do you think the rental work wear service looks like in the future?
8. Would you freely like to add something you experience necessary?



## Appendix 11. Letter of invitation send by email

Sessa Elovaara

Haaga-Helia Ammattikorkeakoulu Oy

Sähköpostikutsut

Opinnäytetyö

31.3.2016

KUTSU Pore ry:n asuvuokraus-palvelun kehitykseen (ONT) / INVITATION to the development of rental work wear service (Thesis)

Hei Haagalainen,

Haluan kutsua teidät haastatteluun restonomiopiskelijayhdistys Pore ry:n toimistoon keskiviikkona 6. huhtikuuta tai perjantaina 8. huhtikuuta 2016. Haastattelun tavoitteena on saada kehitysideoita Pore ry:n asuvuokraus-palveluun. Haastattelut ovat osa minun opinnäytetyötäni, jonka toteutan Pore ry:lle.

Haastattelu kestää noin 15 minuuttia ja tarkemman kellonajan saa minun kanssani sovittua. Valmiuteni kyseisille päiville on aamun sarasteesta auringon laskuun, muut ajankohdat ovat neuvoteltavissa. Pore ry:n toimisto sijaitsee Pajuniityntie 10:ssä, Haaga-kampusta vastapäätä. Sisälle pääsee fleximillä tai koputtamalla toimiston ikkunaa.

Lisäkysymyksiä varten minut tavoittaa parhaiten sähköpostitse, [ssesa.elovaara@myy.haaga-helia.fi](mailto:ssesa.elovaara@myy.haaga-helia.fi). Jään innolla odottamaan vastaustanne, mutta viimeistään tiistaina 5. huhtikuuta 2016.

Yhteistyöterveisin,

Sessa Elovaara

RH4D

[ssesa.elovaara@myy.haaga-helia.fi](mailto:ssesa.elovaara@myy.haaga-helia.fi)

+358 40 838 8431

Dear Haagalainen,

I want to invite you for an interview in student association Pore ry's office on Wednesday 6<sup>th</sup> of April or Friday 8<sup>th</sup> of April 2016. The purpose of the interview is to get some development ideas for Pore ry's rental work wear service. Interviews are part of my thesis to Pore ry.

The interview takes about 15 minutes and the specific schedule can be settled with me. My own abilities for these days are from the morning dawn to the sunset, other timings are negotiable. Pore ry's office is located on Pajuniityntie 10, opposite of Haaga campus. You can enter with the flexim or knocking on the office window.

For further questions, you can reach me best by e-mail on [ssesa.elovaara@myy.haaga-helia.fi](mailto:ssesa.elovaara@myy.haaga-helia.fi).

I look forward on for your answer, but at the latest on Tuesday 5<sup>th</sup> of April 2016.

Best regards,

Sessa Elovaara

RH4D

[ssesa.elovaara@myy.haaga-helia.fi](mailto:ssesa.elovaara@myy.haaga-helia.fi)

+358 40 838 8431

## Appendix 12. Description of the service path



## Appendix 13. List of Interviewed

Sessa Elovaara

Haaga-Helia University of Applied Sciences

Interviews  
Thesis  
2/5/2016

### List of Interviewed

#### Stakeholders:

Karjalainen, K. 4/6/2016, *Teacher*, Haaga-Helia University of Applied Sciences, Interview, Helsinki.

Nelimarkka, B. 4/8/2016, *Teacher*, Haaga-Helia University of Applied Sciences, Interview, Helsinki.

Selin, M. 4/6/2016, *Janitor*, Haaga-Helia University of Applied Sciences, Interview, Helsinki.

#### Customers:

Ali 4/6/2016, *Student of Bachelor's degree in Culinary Management*, Interview, Helsinki.

Anton 4/6/2016, *Student of Bachelor's degree in Hotel and Restaurant Management*, Interview, Helsinki.

Anu 4/7/2016, *Student of Bachelor's degree in Tourism Management*, Interview, Helsinki.

Ilida 4/6/2016, *Student of Bachelor's degree in Tourism Management*, Interview, Helsinki.

Julia 4/7/2016, *Student of Bachelor's degree in Hotel and Restaurant Management*, Interview, Helsinki.

Mark 4/6/2016, *Student of Bachelor's degree in Hospitality, Tourism and Experience Management*, Interview, Helsinki.

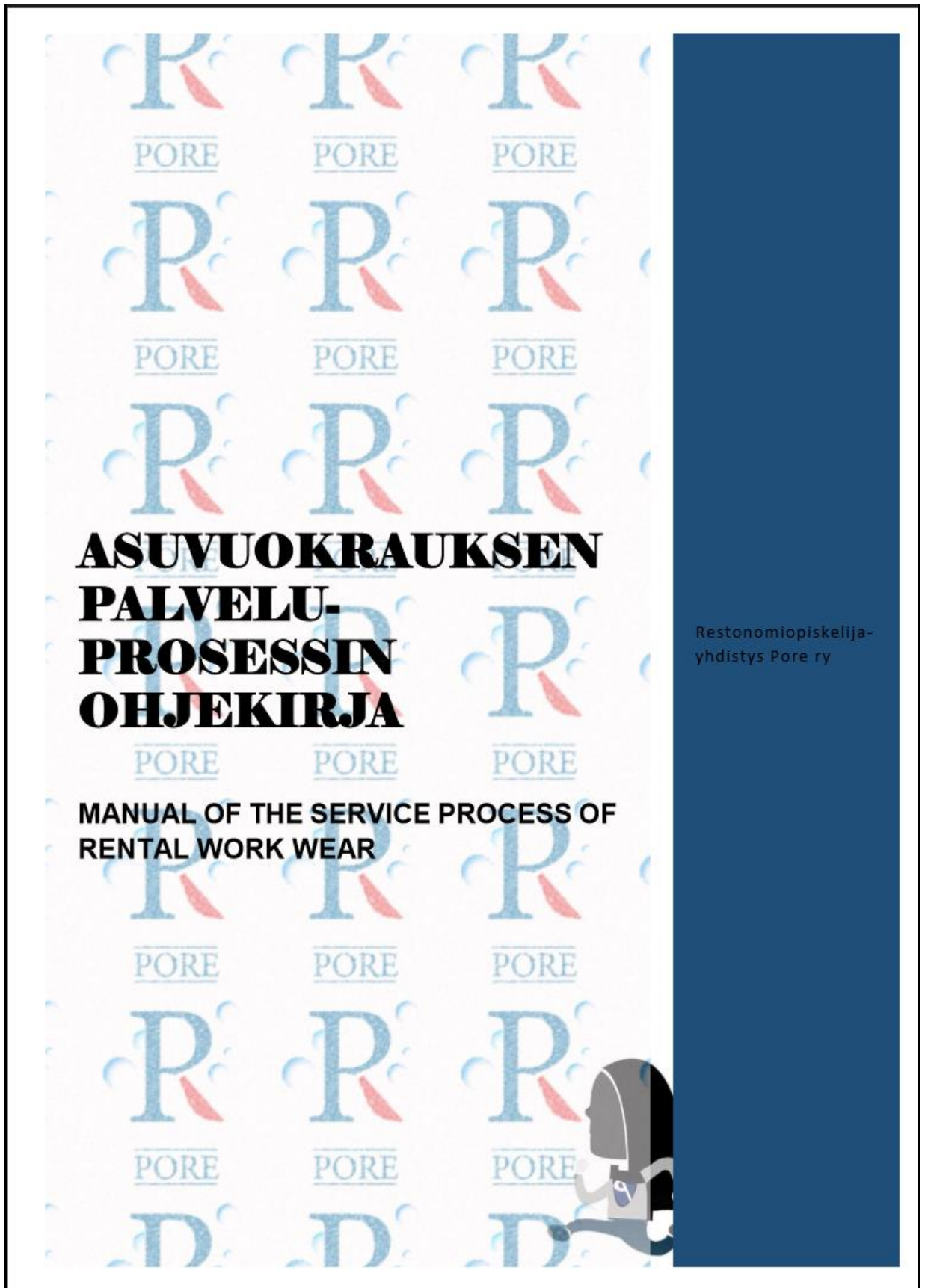
Markus 4/6/2016, *Student of Bachelor's degree in Hotel and Restaurant Management*, Interview, Helsinki.

Minna 4/7/2016, *Student of Bachelor's degree in Hotel and Restaurant Management*, Interview, Helsinki.

Petri 4/6/2016, *Student of Bachelor's degree in Business Information Technology*, Interview, Helsinki.

Tiia 4/7/2016, *Student of Bachelor's degree in Tourism Management*, Interview, Helsinki.

Dates: M/D/YYYY



Restonomiopiskelija-  
yhdistys Pore ry

# ASUVUOKRAUKSEN PALVELUPROSESSI

THE SERVICE PROCESS OF RENTAL WORK WEAR



**Tämä ohjekirja on tarkoitettu restonomiopiskelijayhdistys Pore ry:n käyttöön. Vastuu ohjekirjan ylläpidosta ja korjauksista sekä palveluprosessin vaiheista kuluu kaikille Pore ry:n hallituksen jäsenille ja varajäsenille.**

This manual is meant into use of student association Pore ry. The responsibility for the maintenance and corrections along with the stages of the service process wears out to all members and the deputies of the board of Pore ry.

**Asiakkaan kohtaaminen tapahtuu useimmiten toimistossa**  
Usually facing the customer happens in the office

**Kohtaaminen**  
Facing the customer

**Tilanteeseen vaikuttavat tekijät /**  
Elements affecting the situation:

- **SAAVUTETTAVUUS / ACCESSIBILITY**
- **Toimiston siisteys / Tidiness of the office**
- **Asiakkaan huomioiminen /**  
Noticing the customer
- **Asiakkaan tarpeen kartoittaminen /**  
Identification of the customer's needs

## Myynti Sales

**Myynti tapahtuu pääsääntöisesti toimistossa varaston takia**  
Usually sales happens in the office because of the stock

### Myyntitilanteessa huomioitavat tekijät /

Elements needed to be taking into account at the sales situation

- Tuotteet ja tuotetuntemus / Products and the product knowledge
- Prosessituntemus / Process knowledge
- Työkalujen valmius (maksupääte, tietokone) / Preparedness of the tools (payment terminal, computer)
- Ajantasalla olevat asiakirjat/ Updated documents

Kassajärjestelmä a.k.a kassa =  
iZettle

Cash Desk System is iZettle

Maksupääte = Maksupääte on  
liitetty Poren tablettiin, missä  
ladattuna iZettle-sovellus

Payment terminal is attached  
to Pore's tablet that has an  
iZettle-application

iZettle

### Myyntitilanteessa toimiminen /

Operating in the sales situation

- Neuvo asiakasta tilanteen mukaan / Advice the customer if needed
- Näytä sopimusehdot ennen kaupantekoa / Show the Terms of Agreements before the sales
- Tee vuokrasopimus / Make the Rental Agreement
- Tarkista vuokrasopimus / Check the Rental Agreement
- Käteis- ja korttimyynti tapahtuvat kassan kautta / Cash and card sales through Cash Desk System
- Tarkista myyntituote (vuokra vs. myynti – jäsen vs. ei jäsen) / Check the sales product (rent vs. sale – member vs. no member)
- Tarjoa kuittia / Offer the receipt

### Myyntitilanteen jälkeen / After the sales

- Korjaa jälkesi / Clean up after yourself
- Kirjaa sopimustiedot Exceliin / Record the details from the Rental Agreement to Excel
- Arkistoi sopimus siihen tarkoitettuun kansioon / Archive the Agreement to referred folder



1. Näytä sopimusehdot ennen kaupantekoa / Show the Terms of Agreement before the sales
2. Tarkista vuokrasopimus / Check the Rental Agreement

Mene Exceliin ja täytä sarakkeet A – H + J:  
Go to Excel and fill the columns from A to H + J:

Desktop – porery (myy) Shortcut – "VUOSI / YEAR" – Rahastonhoitaja – Asuvuokrat - Periodi

A	B	C	D	E	F	G	H	I	J	K	L	M	N	
1	PVM	OP:nimi	Tilero	Yhteystiedot	Vuokratil luottot	Vuokera-alku	MIT	Palauslasku	Puhti	Vastausaika	Vahingollisuus?	Lisätietoja	Puhti palautus	
2	5/2	AKK0000	Lisa Tortu	Flax oaa oaa oaa oaa	Flax.tortu@myy.fi	Seri/M		10	30	20	OK/SE 2.1	myy, vira, mia	muutokset luokitelt	2018.54
3														
4														
5	8/hoimi	AKK0000	Hero Poreries 1	Flax oaa oaa oaa oaa	porery@gmail.com	Seri/S		10	30	20	OK/8.4.3			
6	8/hoimi	AKK0000	Hero Poreries 2	Flax oaa oaa oaa oaa	porery@gmail.com	Seri/M		40	20	20	OK/2.1		palautus OK/hero-Treasure/1.3	
7	8/hoimi	AKK0000	Hero Poreries 3	Flax oaa oaa oaa oaa	porery@gmail.com	T-paiva		20	0	20	OK/2.1			
8	8/hoimi	AKK0000	Hero Poreries 4	Flax oaa oaa oaa oaa	porery@gmail.com	Seri/A		30	30	30				
9	10/hoimi	AKK0000	Hero Poreries 5	Flax oaa oaa oaa oaa	porery@gmail.com	T-shirit		15	-5	20	OK/SE 20.2			Et palautus/raho
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19														
20														



### Muistutus Reminder

**Asiakasta muistutetaan pian päättyvästä vuokraajasta**  
Remind the customer about expiring rental period

#### **Muistutuksen teko /** Making the reminder

- Muistutus lähetetään päivystysvuoron aikana / The reminder is sent out during the office duty
- Muistutus lähetetään noin viikkoa ennen koeviikkoa / The reminder is sent out about a week before the exam week
- Muistutus lähetetään sähköpostina, valmis tekstipohja löytyy myy-aseman asuvuokra-kansion alta / The reminder is sent out as an e-mail, template is found in myy-station under *asuvuokra*—folder

### Vastaanotto Receiving

**Tuotteet vastaanotetaan pääsääntöisesti toimistolla**  
The products are usually received in the office

#### **Vastaanotto /** Receiving

- Kysy onko tuotteet pesty ja silitetty / Ask if the products are washed and ironed
- Tarkista onko tuotteet pesty ja silitetty / Check if the products are washed and ironed
- Tarkista onko asiakas antanut kaikki tarvittavat tiedot panttipalautusta varten / Check if the customer has given all the needed information for deposit refunding
- Kirjaa Exceliin että tuote vastaanotettu (E-sarake) / Record to Excel that the product is received (column E)
- Laita tuotteet viikattuna varastoon / Place the folded products back into the stock



### Pantin palautus Deposit return


Palautuneesta tuotteesta maksetaan pantti takaisin  
Deposit is refunded when product is returned

#### Pantin palautus / Deposit return

- Panttipalautusta varten Excelin on oltava täytetty / To refund deposit, Excel must be filled
- Panttia ei palauteta jos tuote on myöhässä, vahingoittunut tai muutoin huonossa kunnossa /  
Deposit is not refunded if the product is late, harmed or otherwise in a bad condition
- Pantti palautetaan tilisiirtona / Deposit is refunded to the bank account
- Pantin palauttaa rahastonhoitaja / Deposit is refunded by treasurer
- Pantti-kuittauksen Exceliin hoitaa rahastonhoitaja /  
Treasurer takes care of the deposit marking to Excel

C	D	E	F	G	H	I	J	K	L	M	N
Nimi	Tiliro	Yhteyshenkilö	Vuokratu tuote	Vuokra-alku	YHT	Palautettava	Pantti	Vastaanotettu	Vahingoittunut?	Lisätietoja	Pantti palautettu
Liisa Torsti	Fin xxx xxx xxx	liisa.torsti@mys.fi	Setti/ M	IV	30	10	20 01/14 2.1				27EB SA
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Herra Forennes 2	Fin xxx xxx xxx	ponery@gmail.com	Set/ M	I	40	20	20 01/14 1.3			Ei siitetty => Panttipalautus SK OK/ Pantti-Treasurer 3.3	
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Herra Forennes 4	Fin xxx xxx xxx	ponery@gmail.com	Set/ AL	I	30	10	20				
Herra Forennes 5	Fin xxx xxx xxx	ponery@gmail.com	T-sittit	I	15	-5	20 01/14 20.2		Kausi rikki, ei siitetty		Ei panttipalautusta/ Bank
Herra Forennes 6	Fin xxx xxx xxx	ponery@gmail.com	Setti/ M	I	30	10	20 01/14 2.4			Palautettu myöhässä	
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						0					
						0					





**Kohtaaminen**  
Facing the customer

**Tilanteeseen vaikuttavat tekijät /**  
Elements affecting the situation:

- **SAAVUTETTAVUUS /**  
ACCESSIBILITY
- **Toimiston siisteys /**  
Tidiness of the office
- **Asiakkaan huomioiminen /**  
Noticing the customer
- **Asiakkaan tarpeen kartoittaminen /**  
Identification of the customer's needs



## Myynti Sales

### Myyntitilanteessa toimiminen / Operating in the sales situation

Kassajärjestelmä a.k.a kassa =  
iZettle  
Cash Desk System is iZettle  
Maksupääte = Maksupääte on  
liitetty Poren tablettiin, missä  
ladattuna iZettle-sovellus  
Payment terminal is attached  
to Pore's tablet that has an  
iZettle-application

iZettle

- **Neuvo asiakasta tilanteen mukaan/**  
Advice the customer if needed
- **Näytä sopimusehdot ennen kaupantekoa /**  
Show the Terms of Agreement before the sales
- **Tee vuokrasopimus / Make the Rental Agreement**
- **Tarkista vuokrasopimus / Check the Rental Agreement**
- **Käteis- ja korttimyynti tapahtuvat kassan kautta /**  
Cash and card sales through Cash Desk System
- **Tarkista myyntituote** (vuokra vs. myynti – jäsen vs. ei jäsen) /  
Check the sales product (rent vs. sale – member vs. no member)
- **Tarjoo kuittia / Offer the receipt**

### Myyntitilanteen jälkeen / After the sales

- **Korjaa jälkesi /**  
Clean up after yourself
- **Kirjaa sopimustiedot Exceeliin /**  
Record the details from the Rental Agreement to Excel
- **Arkistoi sopimus siihen tarkoitettuun kansioon /**  
Archive the Agreement to referred folder



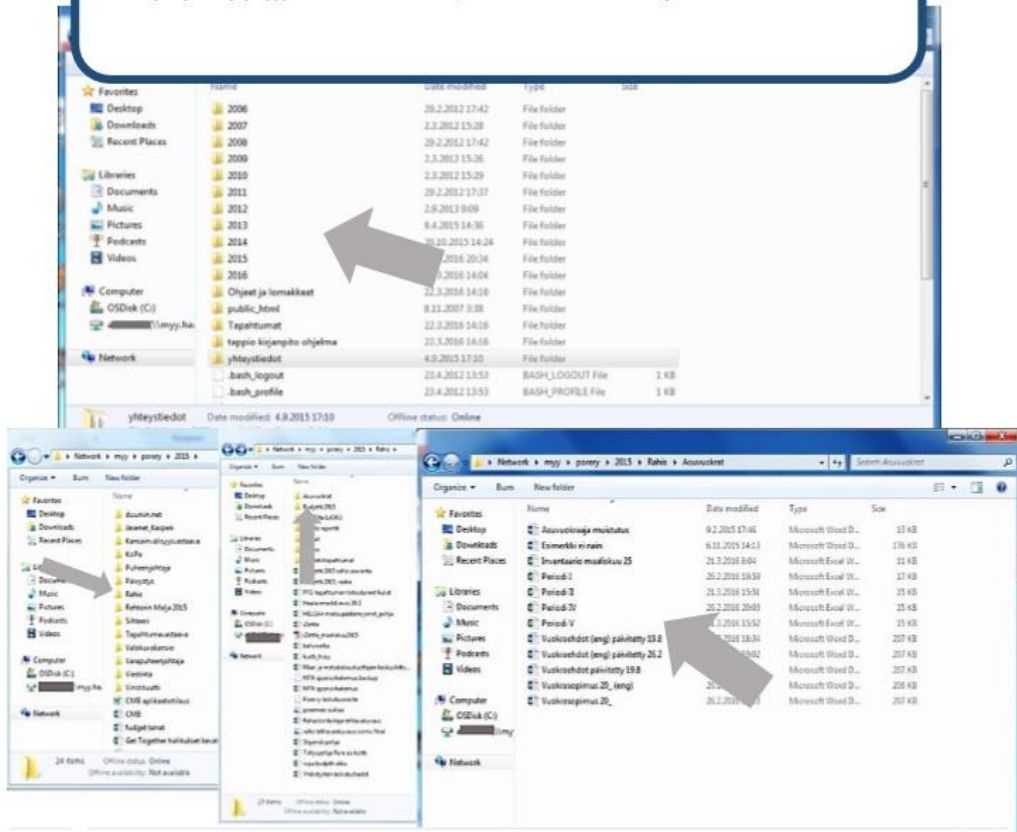


1. Näytä sopimusehdot ennen kaupantekoa / Show the Terms of Agreement before the sales
2. Tarkista vuokrasopimus / Check the Rental Agreement



Mene Exceliin ja täytä sarakkeet A – H + J:  
Go to Excel and fill the columns from A to H + J:

Desktop – porey (myy) Shortcut – "VUOSI / YEAR" – Rahastonhoitaja – Asuvuokrat - Periodi



PKM	OP:nimi	Nimi	Tilaisu	Yhteyshenkilö	Vuokratut tuotteet	Vuokra-alku	VHT	Palautettuna	Pariti	Vastaanotto	Vahingollisuus?	Lisätietoja	Pariti palautus
2	52	4000000	Lisa Tortu	File name cannot be used	Lisa Tortu@myy.fi	Setti/M	IV	30	30	23 OK/12 21	jos on, niin mikä	mahdolliset lisätiedot	2FEB 5A
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4													
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6	Shereu	4000000	Herra Poremies 2	File name cannot be used	porey@gmail.com	Setti/M	I	40	30	23 OK/12 13			etia-toukokuu 13
7	Shereu	4000000	Herra Poremies 3	File name cannot be used	porey@gmail.com	Toukokuu	I	20	0	23 OK/14 43			
8	Shereu	4000000	Herra Poremies 4	File name cannot be used	porey@gmail.com	Setti/M	I	30	30	31			
9	Shereu	4000000	Herra Poremies 5	File name cannot be used	porey@gmail.com	Toukokuu	I	15	-5	23 OK/12 30.2	Koulu		23/10/14/2014/2014
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20													



## Muistutus Reminder

### Muistutuksen teko / Making the reminder

- **Muistutus lähetetään päivystysvuoron aikana /**  
The reminder is sent out during the office duty
- **Muistutus lähetetään noin viikkoa ennen koeviikkoa /**  
The reminder is sent out about a week before the exam week
- **Muistutus lähetetään sähköpostina, valmis tekstipohja löytyy myy-aseman asuvuokra-kansion alta /**  
The reminder is sent out as an e-mail, template is found in myy-station under *asuvuokra*—folder





## Vastaanotto Receiving

### Vastaanotto / Receiving

- **Kysy onko tuotteet pesty ja silitetty /**  
Ask if the products are washed and ironed
- **Tarkista onko tuotteet pesty ja silitetty /**  
Check if the products are washed and ironed
- **Tarkista onko asiakas antanut kaikki tarvittavat tiedot panttipalautusta varten /**  
Check that the customer has given all the needed information for refunding deposit
- **Kirjaa Exceliin että tuote vastaanotettu (E-sarake) /**  
Record to Excel that the product is received (column E)
- **Laita tuotteet viikattuna varastoon /** Place the folded products back into the stock





## Pantin palautus Deposit return

### Pantin palautus / Deposit return

- **Panttialautusta varten Excelin on oltava täytetty /**  
To refund deposit, Excel must be filled
- **Panttia ei palauteta jos tuote on myöhässä, vahingoittunut tai muutoin huonossa kunnossa /**  
Deposit is not be refunded if the product is late, harmed or otherwise in a bad condition
- **Pantti palautetaan tilisiirtona /**  
Deposit is refunded to the bank account
- **Pantin palauttaa rahastonhoitaja /**  
Deposit is refunded by treasurer
- **Pantti-kuittauksen Exceliin hoitaa rahastonhoitaja /**  
Treasurer takes care of the marking of deposit to Excel

Nimi	Tilinho	Yhteystiedot	Vuokratuotteet	Vuokra-aika	WYIF	Palautettava	Pantti	Vastaanotettu	Vahingoittunut?	Lisätietoja	Pantti palautettu
Lilja Torsti	Flax xxxx xxxx xx	lilja.torsti@myy.fi	Setti/ M	IV		30	30	20 OK/SE 2.3	jos on, niin mit?	mahdolliset lisätiedot	2FEB 5A
Merta Poremies 1	Flax xxxx xxxx xx	poreny@gmail.com	Setti/ S	I		30	30	20 OK/SE 4.3			
Merta Poremies 2	Flax xxxx xxxx xx	poreny@gmail.com	Setti/ M	I		40	20	20 OK/SE 1.3		Ei siirretty -> Panttipalautus SA OK/ Rahis-Treasurer 3.3	
Merta Poremies 3	Flax xxxx xxxx xx	poreny@gmail.com	T-paikka	I		20	0	20 OK/HH 4.3			
Merta Poremies 4	Flax xxxx xxxx xx	poreny@gmail.com	Setti/ M	I		30	30	20			
Merta Poremies 5	Flax xxxx xxxx xx	poreny@gmail.com	T-paikka	I		15	-3	20 OK/SE 30.2	Kausi rikki, ei siirretty		Ei panttipalautusta/ Rah
Merta Poremies 6	Flax xxxx xxxx xx	poreny@gmail.com	Setti/ M	I		30	30	20 OK/SE 2.8		Palautettu myöhässä	

