



**TOWN TOYOTA  
CENTER  
THE FIVE E'S**

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**SPORTS AND ENTERTAINMENT MARKETING  
OPERATIONS RESEARCH EVENT**

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# I. EXECUTIVE SUMMARY

“The ratio of engaged to actively disengaged employees in the United States is roughly 2-to-1, meaning that 70% of U.S. workers are not reaching their full potential — a problem that has significant implications.” The Town Toyota Center, a state-of-the-art entertainment, and high-impact sporting facility struggles with this exact problem. Due to inconsistent seasonal hiring and a predominantly teenage workforce, Columbia Consulting has identified that 54% of employees at the Town Toyota Center are actively disengaged from their work, leading to high turnover, poor customer service, and impacted profits.

## Research Methods and Findings

Five research methods were conducted that yielded definitive findings. The purpose of this research was to demonstrate the ineffectiveness of the Town Toyota Center's current engagement plan and to identify how customers are impacted by disengaged employees. We also tested for trends in employee and managerial feedback. The research methods used were; executive meetings, employee surveys, focus groups, department head interviews and blind observations.



We discovered that there are five main problems facing the Town Toyota Center that ultimately impacted the employee's total engagement levels:

1. No incentive to stay in current position, therefore, little focus on position **efficiency**.
2. Lack of on-the-job-training leading to a lapse in job **education** and evaluation.
3. Unprofessional and inflexible environment with little focus on **empathy**.
4. Little opportunity for meaningful **elevation** in the company, leading to dissatisfaction.
5. **Engagement** is stunted by an absence of motivation, opportunity, and communication.

## Proposed Strategic Plan

The proposed plan includes an emphasis on addressing the five problems listed above, further categorized as the five E's. Standing for Efficiency, Education, Empathy, Elevation, and Engagement. The implementation of this plan will include a mentoring program, introduction of promotional opportunities and an emphasis on recognition.

## Budget and Return on Investment

The total budget for the creation and implementation of this project is \$7,530. This money is divided into two budgets, one to create the plan and the other to implement it into the Town Toyota Center. While there are five separate metrics used to measure the successes of this plan, included is the main objective, to **increase engagement**.

| Engagement |              |           |
|------------|--------------|-----------|
| Poor       | Satisfactory | Excellent |
| >70%       | 70-85%       | <85%      |

# II. INTRODUCTION

## A. DESCRIPTION OF THE BUSINESS

The Town Toyota Center is a state-of-the-art convention center located in Wenatchee, Washington. The center has been in operation since 2008. It serves the cities of Wenatchee, East Wenatchee, Cashmere, Entiat, Waterville, Chelan, and Rock Island, with customers hailing from both Chelan and Douglas counties. Commonly known as the TTC, the center's mission is to provide quality entertainment and recreational opportunities that meet the needs and desires of the communities. Hockey has always played a significant role in the Wenatchee Valley. From the outdoor rink on 5th street to the Fish Lake Ice Skating pond on the Wenatchee River, Hockey is one of the largest recreational events in Wenatchee with more than 400 kids participating in the local elementary, middle school and high school hockey leagues. The local teams, the Junior Wenatchee Wild, travel all over Washington state and British Columbia to find stadiums to play in. Wenatchee has been the recognized leader in focused planning, and these efforts have resulted in significant new development in the community. The Center for the New West study advised that Wenatchee's economic strength would come from building on existing assets, including the geographical draw and quality-of-life features that have made Wenatchee a staple for recreation on the map. The Wenatchee Public Facilities District took this advice under consideration and realized that there was a profound opportunity to create a convention center that could host hockey and other recreational events, such as sports, concerts and shows. The Town Toyota Center was born out of Wenatchee's strengths.

Lead by a Board of Directors with 14 members, the Town Toyota Center operates under a standard hierarchy. The Executive Office is responsible for communicating the ideas and requests of the Board of Directors. The Executive Office also houses many of the managerial professions within the center such as the General Manager, Social Media Director and the Marketing and Communications Director. Below the Executive Office, there are three main branches, Food and Beverage, Conversion



*Figure 1: The Hierarchy of the Town Toyota*

and Changeover Crew and Community Rink. Food and Beverage workers are split into two groups, those who work the food vendors on the basic level of the Town Toyota Center and the waitress's and waiters who deliver food to VIP guests in their suites. These are the most diverse jobs since most employees can switch from manning the food stations to delivering that food in the same night. Many of the waiters and waitresses also work in the Town Toyota Center's on-site catering company, Beyond Creations. This company also provides their services at locations other than the center, requiring employees to be able to modify their schedule and travel often. However, the town Toyota Center is home to more than just food, they also have Wenatchee's two largest ice skating rinks; one used for events is known as the Grand Ice and the other is the Community Rink. Employees who work at the community rink have a broad job description, including collecting admission fees, program registrations, skate rentals, cash handling, a variety of cleaning duties, and other clerical projects as assigned. The