



Behind the scenes of events

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Bachelor's Thesis
Degree Programme in Sports
and Leisure Management
2018



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Degree programme Sports and leisure management	
Report/thesis title Behind the scenes of events	Number of pages and appendix pages 36 + 11
<p>Sporting events provide a way for people to come together and grow. However, organizing an event can be very challenging, therefore the goal of this project is to learn about running events and to create a resource for others to use to help them run an event. To do so, I volunteered at three different events and experienced first-hand the challenges involved.</p> <p>These events included the Nordic Business Forum, Kalevan Kisat and Finlandia Marathon. Based on my own experiences and from surveying other volunteers I found that most of volunteers are happy with the training sessions and their roles at the events, but there are some who are not that satisfied with their experience. Volunteers are one of the key resources in an event so to successfully prepare volunteers to be the best at their job, the event manager needs to be able to create a good experience for all the participants.</p> <p>From these findings, I create a recipe for success in running an event by comparing the process to baking a cake. As you bake the cake your four ingredients for success are flour, egg, sugar and baking powder. With these four ingredients you can bake a good simple cake. When it comes to event management there are also four ingredients needed. First, in the beginning you need a plan which includes a vision and a timetable. Second, you need to delegate work load. Third, you need to find a way to communicate with the teams in order to keep up with the team and to find out how you are progressing along the way. The last cake ingredient is the baking powder which makes the cake rise. This is the event-specific ingredient which will make your event a marathon, track and field competition, or a conference type of training. As you implement your plan and mix ingredients together, you'll be able to adjust the plan along the way which will lead your team to the desired destination. After the cake is baked you have the basics done and you can cut it in pieces and start filling the layers. This part will help your team to do everything they can to prepare the event for the participants. Usually the last day is the event day. This is the day when you'll be busy since just like the cake needs to be decorated to look desirable, the event needs to look good to. The best part though is to surprise the participants, meaning that as an event manager you have exceeded their expectations. When the event has come to its end, there is time for the evaluation. Just like after a birthday party you may have some left overs, this is the time to check what went well and what are the areas needed improving. Then, as you become a good "baker" of a basic cake, you can start to mix things up and try some new variations of the cake.</p> <p>The manual of creating an event goes through the very basics of event management. The weakness of the manual is that it has not been tested so there is no proof that it will save your event. However, it will give simple ideas about what kind of things to take into consideration when planning, implementing and executing an event.</p>	
Keywords Event management, volunteers	

Table of contents

1	Introduction	1
2	Behind the three events	3
2.1	Nordic Business Forum 2017 & 2018.....	6
2.2	Kalevan Kisaat 2018	9
2.3	Finlandia Marathon	10
2.4	Events through the eyes of volunteers	11
3	Journal of creating a manual: How to organize events	19
3.1	Create an event	19
3.2	Start the action.....	23
3.3	The event day	25
3.4	After the event.....	26
4	Discussion and conclusions	28
	References	34
	Appendices.....	36
Appendix 1.	Survey for volunteers.....	36
Appendix 2.	Venue map of Nordic Business Forum 2017.....	38
Appendix 3.	Venue of Kalevan Kisaat 2018.....	39
Appendix 4.	Venue of Finlandia Marathon 2018.....	40
Appendix 5.	General time schedules of the events.	42
Appendix 6.	The draft of the manual.....	43

1 Introduction

The focus of the thesis is on events, especially on the volunteering side, as well as what I have learnt through volunteering in different kinds of and different sizes of events. I wanted to figure out the basic patterns that events have in common and what kind of things you need to take into consideration when planning an event.

In the sports world you will most likely face situations where you either have to organize an event or you are part of it. Having a basic understanding of what it takes to put an event together will also help you to view the events through new perspectives. Therefore, I wanted to create a simple walk through manual of how to organize an event.

The first part of the thesis focuses on the experiences at the events as a volunteer. It covers three events in which I have volunteered: Nordic Business Forum 2017, Kalevan Kisat 2018 and Finlandia Marathon 2018. It's a walk-through of the basic information of the events and the participants as well as the volunteers of the event. There was a survey given to the volunteers in which they were able to provide a little bit of feedback of how they experienced the event such as if they received enough education for their duties and if they felt their role at the event was valuable.

The second part of the thesis focuses on the process of creating a manual and what I learnt through the process. I should have taken more time for this part, to be able to actually create a website of the manual, but I was able to create a foundation upon which it is possible to start building it up. Unfortunately, the manual is the only thing I was able to create based on what I learnt, but it still outlines the things I have found out which are crucial in managing an event.

The objective of thesis was to get into the basics steps of creating an event. These steps are compared to baking a cake. At first you need to decide the recipe and get the ingredients. In an event this means planning and getting the needed resources for it. The next step is to mix and bake the dough, which for an event means the implementation and execution of the plan. Decorating the cake is the final touch, which for an event, usually happens at the event day. Hopefully there are some leftovers of the cake. In an event, the leftovers allow you to get the feedback about the event in order to evaluate the outcome and make conclusions about what went well and what can be improved for the next event. During the conclusion, it is also easier to improve on the event side when you have a continuing event.

The biggest challenge within the thesis was to decide on what to do and go for it. The second challenge was to take the time I needed to make it. As I was covering the first part of the thesis, I got the pieces for the second part in which I was able to find the main idea to focus on. Even though at first there were a lot of things I wanted to cover, I decided to simplify the manual as much as possible, because the more into event management I got, the more I found things that I felt were important to cover. So really focusing, planning, implementing, the event day and the evaluation parts are the very basics. When you know the basics, you are able to survive in event management and if you really get into it, then you can start to play with it more and get more in depth in an event. There are thousands of cake recipes. As you get the basic one down, it is easier to adapt to new mixtures of it. In the event world, that means that there are always new ways to try and get everything to go even smoother than it was the first time.

2 Behind the three events

I volunteered at each event once: Nordic Business Forum 2017, Kalevan Kisat 2018 and Finlandia Marathon 2018. These experiences have given me a bigger view about what happens when you are organizing a big event and a better understanding of the workload behind the events.

The Nordic Business forum was an eye opener for me in the importance of customer service. The creation of a culture in the event sets the quality on certain level. This is one reason why I feel like the culture of the event needs to be considered as part of event planning. The culture of the event is something that the workers bring into it and the customers will sense it in the atmosphere. (Kerr J. 2013, 3 -18).

"Leaders design and create an environment, which drives the high-performance behaviours needed for success. The really clever teams build a culture that drives the behaviours they need." Eastwood (Kerr J. 2013, 11.)

In the Nordic Business Forum, I was in a seminar hall services group. My tasks were to guide people to find seats, welcome them at the seminar hall, be ready to answer any questions they may ask, keep my eyes open to see if someone was feeling cold or thirsty, and so on. In the cloak services volunteers would sew & fix broken jackets etc. NBF has a special culture they create in the meeting before the event where they educate and help us to understand our purpose and their expectations towards us. They raise us to the level they need us to be at the event. Everyone needs to have the overall view of the event. If anyone asks you anything, you would be able to at least guide them to the person who can help them from there if that's not your specific area to cover. The culture of NBF is to give the best customer service to the participants. As I was at the seminar hall, I gave out some note books and pencils as well as helping people to find best seats available. The supplies were close to run out, when man came ask if I had any note books, he was a VIP guest and they had a special kind of books, I gave him one regular note book, but checked if there would be the other ones left. I found one and I made the effort to find the man, he was very pleased and surprised that someone cared of what kind of book he got. As a volunteer I also received help. My purse broke and I went to ask help from the cloak room, they were able to fix the bag and I got a little note to wish me a good day along with it. To make someone feel special doesn't take necessarily lots of effort but will be a high light of someone's day. For some that is why they keep coming again and again to the event. (Leino S. 2018; Nightingale E. 2016,11).

As a volunteer of Kalevan Kisaat I paid attention to the volunteers' side at the event, especially to the education part. I felt like I got a good idea what training volunteers could look like through my experience at NBF. But at the KK the idea of training volunteers was different. At the KK, I was part of the building team before the event and at the event I was on the ticketing group. KK had one training session for all in which we first got the overview of the event and then had a specific training of duties. There were some groups that had been put together, but they really didn't have that much common, e.g. the ticketing and security guards had training together. The training was given by security guards team leaders, who did not have any information of our team nor duties. Overall KK had good training for most of the volunteers, as you can see later.

Therefore, planning before the event is crucial because then you know who does what and you know who is responsible for something. You need to have all those responsibilities covered before the event. Organizers need to be careful and smart with volunteers because volunteers are willingly giving their time and their skills to help with the events.

As my role in the ticketing group, things did not go as planned. The following is based on my experiences. Our team leader did not have needed information, so it took a while that she was able to inform us nor did the organizer plan a place where we could have been trained as a group for our duties at the training day. We did get some overview of the event by the secretary-general and additional training later e.g. how to use the equipment and work with the selling team. Through the eyes of educating part this event was an eye opener to me of what happens if the information does not go through and the communication lacks. In this case, we did not have a clear schedule when we had to be at work or how many were needed there at the same time, there were moments when there was too many of us and moments when we needed extra hands as soon as possible. The first day of the event was chaotic, first we had to get the location of tickets. Then we were figuring out what different colours for specific days, since there were eight different kind of tickets plus a stamp for a day. To add up the madness at the ticketing was the fact that on the first day anyone who had a ticket was able to get in, that meant we had to get new guidelines how to deal at ticketing on a spot. To have most of us having our "first day" at work it was filled with somewhat frustration and chaos. The following days of the event went better, but with a better training we would have been able to give a lot better customer service from the beginning and got better experience as volunteers – it wouldn't have been as stressful job as it was. (Trenberth & Hassan 2012, 257 – 258).

To have this kind of experience helped me to see the importance of training volunteers in a whole different level. For me as a learning experience this was good, because otherwise I wouldn't have had any experience of what happens in a case like that. The organizers should be careful not to overlook the importance of training volunteers. (Trenberth & Hassan 2012, 252; 254 - 258).

As I started as a volunteer at Finlandia Marathon, I worked on interviews for the magazine, making the envelopes, organizing prices, and building the venue. At the event, I was assigned to work at the info desk where I was helping with solving problems and answering questions. I also helped with the award ceremonies and interviewed people during the event. This gave me a challenge to do things I had not done and responsibility that I was entrusted to do. (Jones 2007, 35).

The focus of this event was on how to deal with your partnerships & sponsorships. Since the main organizers of the event are two secretary-generals from two different places there is already a connection between the two organizations. These two are responsible for the marketing, make the deals with cooperation contracts, reporting of the budget, connecting people in the building of the venue and getting everything, which is needed to the venue. They are the ones who follow up that everything is going forward as planned. (Vatanen J. 2010, 24; 31). I was able to see more closely what happens in renting a venue and how to cooperate with partners. A couple of the FM's cooperation partners were Paviljonki (expo hall) and Intersport Jyväskylä. This sets some important rules for how to mention these companies and what it means to cooperate with them. In general FM needs service providers for the venue, locker rooms, cars for transportation, FM official's outfit, event host (hotel for participants coming far and close), medical services & first aid etc. (Vatanen J. 2010, 34). All of these and other service providers are needed to build up this event. This means making contracts and following the budget & time schedule to have everything ready on time. The experience taught me that having good partners in the event will make it go easier, and having a long relationship with your cooperating companies makes it easier to follow up what are the main things of the contracts, what kind of services they can provide and what kind of services you need, and what are things you "give in return" as an organizer.

NBF taught me the importance of customer service. Having that experience before volunteering at KK and FM gave me a better sense of the customer service level, I want to have. Also, NBF has also emphasized the importance of ownership. That helped me to be an agent at the KK instead of being a watcher – to help in any way I could along the way. I have learnt how to be a better part of a team and the importance of customer service. I feel I did my best when I knew my role and duties. I have had a good experience as I have kept my own attitude positive, been proactive, and when I know I have made an impact on someone's experience at the event – no matter big or small. Those moments were when I was at the customer service and when I helped my leaders by doing little things here and there by doing things like interviewing people, helping other team mates, asking questions, finding what needed to be done, and solving problems that came up. (Nightingale 2016, 60).

As I look back to KK, the experience taught me the importance of training volunteers for their duties and gave me a better understanding of how you deal with the situations like that. Our team did get some help right away, when we discovered that we had none, also, we got extra training for the event. This was a reminder to me that all the leaders and the management groups are made of human beings and such so we are all learning and imperfect, and that's okay. (Jones R. 2007, 12).

Being part of the organizers group, even though my duties were modest, gave me a better idea what happens in the organizational level. They do have a lot of things going on such as meetings with partners and having those contracts made. Afterwards going through all the results and starting to think ahead for the next event is not a small job, but as years go by it will be easier. The challenge for the events which has a long history is also how to develop such a way that there will be enough participants year to year. (Masterman 2009, 67 – 70).

2.1 Nordic Business Forum 2017 & 2018

I think Nordic Business Forum (NBF) has a similar setting as the International Council for Coaching Excellence (ICCE) coaching conference at Vierumäki 2015 which is why I think this business event relates to the sport world. NBF seeks the best speakers for the time to speak about how to make "Building leaders who change the world" their main goal (Nordic Business Forum 2018.) The ICCE mission is: "Lead and support the development of sport coaching globally" (ICCE 2018.)

Since the main focus of sporting events is sports, they will have many events which will develop the people working around the various sports. It is important to train and develop the skills of the leaders in sport organizations as well as the coaches (Lussier R. 2017, 5). Nordic Business Forum is an event which has been organized since 2009. Its purpose is to help business people and business owners develop their skills and business as well connect with one another (Seppä, S. 1 November 2018). NBF schedule has about 5 speakers for the day, as well as a set time for networking and opportunities to set meetings and places to have those meetings during the event. The venue is Helsinki's expo center and it's organized in such a way that the customers may have the best experience they could during the event. Appendix 1 shows the map of the venue.

NBF has sold out last couple years and there has been 7500 participants. The company itself has 30 workers, but the partnership companies have employed hundreds of workers at the event. There were over 300 volunteers at NBF 2018 from Haaga-Helia. (Seppä S. 1 November 2018). The following figure shows an example of what kind of sectors NBF has.



Figure 1. Sectors of NBF

The interviews to decide the next team leaders for the next team leaders start in November (Seppä S. 24 November 2017) and the recruitment of the volunteers starts in August. (Seppä S. 24 August 2018.) The volunteers were educated in two ways. First, they were trained three days beforehand for 4 hours at time, which includes trainings all the volunteers together and in specific teams. Second, two days of onsite preparation for about 6 to 12 hours depending of the team. At the event days volunteers started early in the morning and ended when the day was closed. (Seppä S. 1 November 2018). 2017 NBF also had a manual which contained information of the speakers, map of the venue, and the schedule of the event. (NBF Manual, 2017.) Figure 2. is a very basic example of how the customer service looks.

The focus of the volunteers in NBF is to help with the customer service. This is an example of the pattern by which the volunteers are divided:

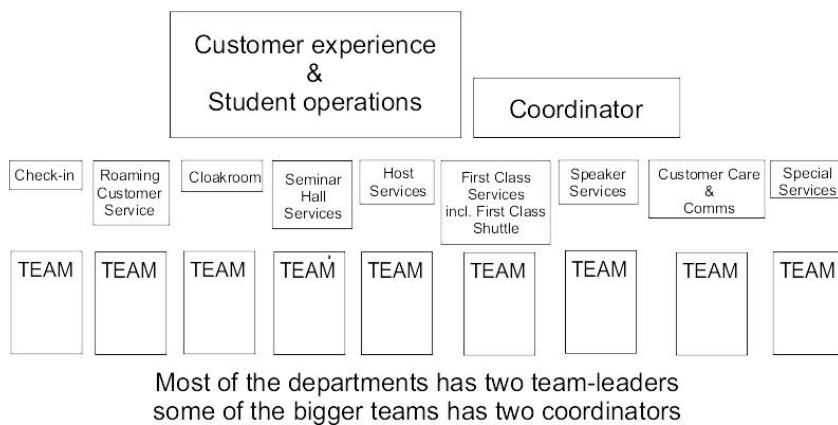


Figure 2. Example of the model of how to organize groups

2.2 Kalevan Kisat 2018

The Kalevan Kisat (KK) is a track and field competition. This event is organized every year, but it is held in different cities each year. The organizer was *Jyväskylän Kenttä Urheilijat (JKU). It has been 12 years since KK has been held in Jyväskylä and this was the sixth time it has been organized in Jyväskylä. (Valoranta, P. 2 November 2018). KK had 20600 people come to watch the contests and over 700 athletes. They had five employed workers at the event and during its organization, with about 530 volunteers during the event (Trenberth L. 2012, 252; Valoranta P. 2 November 2018).



Figure 3. Sectors of KK

The training for the volunteers was held in a single day with two parts. The first part was for everyone and the second part was for groups. They put some of the groups together even though some did not have that much common besides the name. For example, safety training included the security guards, medical people, and the ticketing group. Yes, there are areas these groups overlap, but the work for each group is very different. To have 530 volunteers and a couple hours to train them is, I think, crucial to have the needed information and the team leaders ready for the training session (Valoranta P. 2 November 2018).

*Jyväskylä's track and field club

2.3 Finlandia Marathon

Finlandia Marathon's (FM) goal is to encourage people to exercise with a goal in mind, which would lead the participants to prepare for the run and take care of themselves physically. The focus on the organization side is "Juoksijan paras", which means that everything is done with the goal to put the runners first and think what is best for them (Vatanen J. 2010, 11).

The history of FM dates to 1978 when it was organized for the first time. They were able to keep it up until 1994, in which year there was only 312 participants. In the years 2005 and 2006, Jyväskylä had a couple running events and they considered bringing FM back for a second chance. *Keski-Suomen Liikunta and *Jyväskylän Kenttärheilijat started to plan FM again. FM was able to be brought back as a result of many things: a good running course, location in Finland, active runners, and active marathon runners. The organizers were able to test the marathon organizational procedures beforehand which helped to bring the quality of the event up (Vatanen J. 2010, 8 – 10). The event has now been back since 2007 and this year was the 11th time it has been organized since its resurgence (Vatanen J. 4 November 2018.) Today's FM has a 42km marathon, a 21km half marathon, a 10km *light's ten, a 42km relay race (8x5km), and a 5km walk (Organizing committee 2018 Finlandia Marathon, cover.) FM 2018 had 2700 participants and from the beginning they had two employed workers and during the event there were nine employed workers and 250 volunteers (Vatanen J. 4 November 2018.)

Human resources in FM.

Organizing the event is based on the voluntary work. In Jyväskylä they have lots of organizations which work together. In this way they can get groups from each organization to help at the event. They also have a website where people can register as a volunteer for the event. Volunteers are divided by the different sectors in which some of the leaders are volunteers as well. The goal is to use the skills of the volunteers and their earlier experience at the event. FM's goal is to take good care of their volunteers. As a result, they have organized warm meals and coffee breaks, shirts for the event, and a certificate when asked (Vatanen J. 2010, 32 - 33).

To train the volunteers, the leaders will have their first meeting in the spring time and then occasionally as needed. The closer the event comes, the more checking there is and the more meetings are required. The main training session is held during the same week as the event itself. Most of the volunteers have volunteered at the event before so it is easy for them to understand what it takes. The training session includes an overview of the event and specific training for different sectors. (Figure 4; Vatanen J. 2010, 33).



Figure 4. Sectors of FM

*Light's ten name comes of the dark time of running and the light set up that lightens the way

*Keski-Suomen Liikunta RY is Middle Finland's sport organization which helps to develop and support sport organizations in this area

2.4 Events through the eyes of volunteers

People have different reasons which motivate them to volunteer at events. These will most likely effect on how much work they put in and what kind of experience they will have at the event and what they'll think of it afterwards (Trenberth L. 2012, 256). The volunteers should know the several things about the event: common understanding of the event's vision, its mission, venue management plans, and available positions and responsibilities. (Taylor & Doherty & McGraw 2008, 100). E.g. some of the volunteers of NBF hoped that they could have more freedom to choose the team they want to belong to. Some had double roles but not enough training for both duties. Most volunteers of KK and FM participated to the event because the team spirit which they have experienced. (Open answers to the survey).

Preliminary orientation phase of event volunteer management is critical for sharing with volunteers 'the nature and goals of the event, its functioning, key roles, persons and responsibilities, and role of volunteers and specific human resource policies and procedures applying to them'. It can be also used to 'create a good atmosphere and to develop ownership in the volunteers with respect to the event' (Chelladurai and Madella 2006).

NBF volunteers would have liked to start the process earlier on, also the trainings would have been more valuable if there would have been more practical training. Now it was mostly theoretical. They also hoped that the hours of the event would have been announced earlier at the event they worked about 15 hours. At KK volunteers would have wanted to have clearer image of what belongs to the volunteer's package. E.g. free or paid outfits, nutrition side; lunch, dinner, snack etc., tickets to participate to the event and overview of the event for example better information of the schedules and more training. Both events volunteers experienced the following some of the teams felt the duty easy going and some felt that they were on overtime. FM's volunteers were mostly happy, they would like to have some little details fixed and adjusted along the way such as making the event more nature friendly by using that kind of material and keep the area clean (Open answer to the survey). Knowledge of what you have sign up should be clear information from the beginning. What comes with it and what you have agreed to do at the event.

Get more information and idea of how volunteers experienced the event the following survey was created (Appendix 1.):

The survey created for all 3 events contained the following questions and statements the volunteer could agree or disagree with.

- 1) Have you volunteered at the event before?
- 2) How many times have you volunteered at the event?
- 3) I knew exactly what my duty was at the event.
- 4) I knew exactly where the meeting places where and the time schedule when I needed to be there.
- 5) I felt my job at the event was valuable.
- 6) I felt that I received enough training for the event.
- 7) Feel free to tell what you liked and what we could do better.

NBF had over 300 volunteers from Haaga-Helia, and the survey was filled out by 82 of them. KK had 530 volunteers of which 124 responded to the survey and out of FM's 250 volunteers, 56 answered the survey.

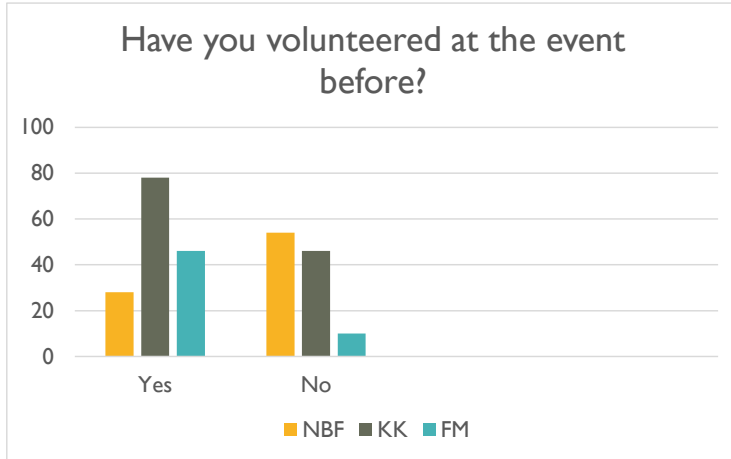


Figure 5. Question 1.
 Percentages: NBF yes: 28% no: 54%, KK yes: 59% no: 41%, FM yes: 82% no: 18%

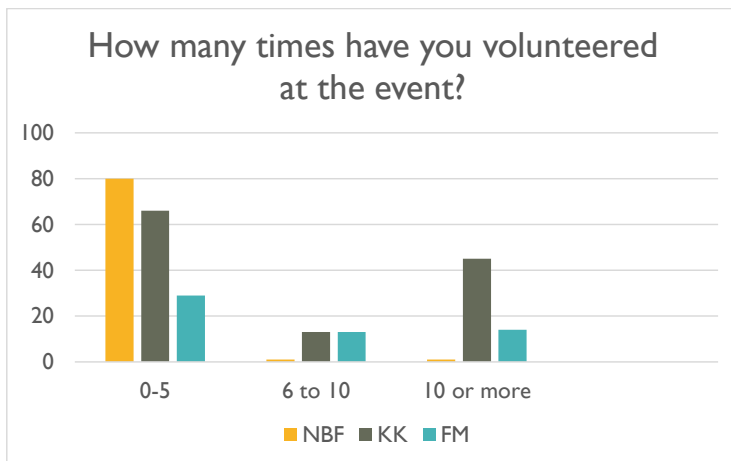


Figure 6. Question2.
 Percentages: NBF 98% , 1%, 1% new volunteers: 98% old: 2%
 KK 53%, 10%, 36% new volunteers: 53% old: 46%
 FM 52%, 23%, 25% new volunteers: 52% old: 48%

For me it was interesting to find out how many volunteers were first-timers and how many had some experience beforehand. This also gives an idea for the organizers of what kind of things they need to take into consideration while planning the event since the more experienced volunteers you have, the easier the educating process is. (Lussier R. 2014, 284 – 286). In contrast, think about if you go to a new job. Everything there is somewhat new for you. You'll figure out little by little how to do your job and integrate to the new environment. What do you think will happen when there are more than half of the workers who

have the first day at their new job at the same time? (Valoranta P. 2 November 2018). Therefore, the more first-timers there are, the education process should have more emphasis on.

Figure 1 and 2 give an idea of how many first-timers the event has. To make the results even more accurate, I should have added more options for the first years for how many times they have volunteered before. For example, to have options of 0-1 time, 2-3 times, 4-5 times and then more broad options after that. One concern is how reliable the survey answers are. For example, in answer to the second question for the KK, some of the volunteers said they have participated in the event as a volunteer more than 10 times. This is only possible if the volunteer is older and traveled to volunteer at KK in different cities. Additionally, there are lots of events that JKU has organized, so some of the responders may have considered some of those other events as the same as KK.

When compared to the ones who have volunteered at the event before 28% have been volunteered at NBF and more than half are new ones. KK has 41% new volunteers and 59% had been at the event before. FM has mostly volunteers who have experience of the event and only 18% of the volunteers were new. This knowledge is interesting because it will give an idea how the number of new volunteers and old volunteers effect on the rest of the answers in the questionnaire.

The surveys answers gave the following results NBF gets 98% of new volunteers, in which 2% of the volunteers have really got into the volunteering in NBF. Taking into consideration that most of the volunteers are students from Haaga-Helia meaning that most of them will be at school 3-5 years. Same goes with the volunteers at KK and FM, but their answers were more equal. Their numbers are about 50/50 with the new and old volunteers.

The next part of the survey as been compared in two ways. First to see who fully agreed reflected on the ones who partially agreed to fully disagree and as follows the ones who agreed on some level reflected to the ones who disagreed. These gives also variation to the results of the survey.

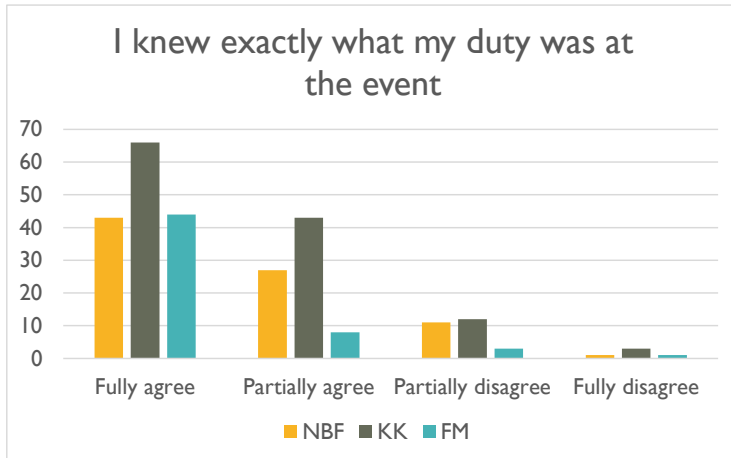


Figure 7. Question 3.

Fully agree vs. all: NBF yes: 52% no: 48%, KK yes: 55% no: 45%, FM yes: 79% no: 21%
 Agreed vs. disagree: NBF yes: 85% no: 15%, KK yes: 90% no: 10%, FM yes: 93% no: 7%

The majority of volunteers in each event responded that they all knew fairly well what their duty was at the event. As an organizer, this means that you can trust your employees and get a win/win situation (Covey S. 1989, 218). When your employees have ownership for their duty, they will have the needed information, they know what they need to do, and when and how to do it. This is important since then you don't have to be a babysitter and instead you can focus on doing your job. You can achieve this by having trainings, good team leaders, and manuals which will have the needed information (Taylor & Doherty & McGraw 2008, 176). The answers to this question most likely reflected the experience of the people on -the other areas of the survey.

Almost half of the people did not know what their duty at NBF but when it's reflected on volunteers who agreed with it the numbers are a lot different in NBF. Same goes with KK percentages show that 55% agreed and 45% did not fully agree but then who agreed and partially agreed 90% of volunteers knew what team they belonged and what were the expectations towards their duty. FM had most of the people who had volunteered at the event before. Therefore 79% knew what their duty was and when the percentages have also the ones who partially agreed the numbers goes up to 93%.

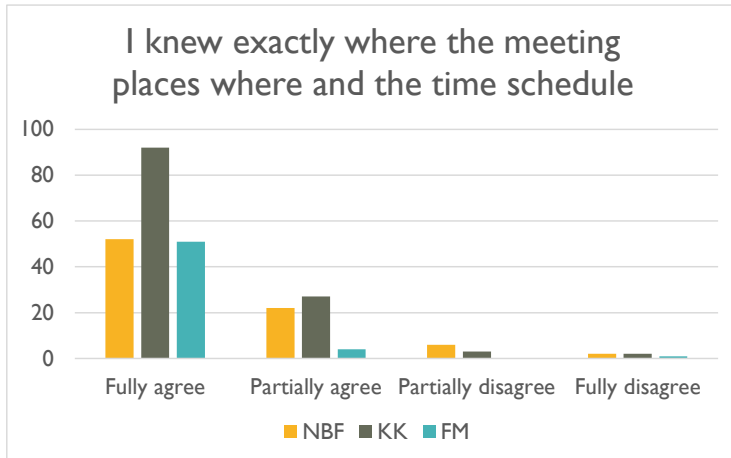


Figure 8. Question 4.

Fully agree vs. all: NBF yes: 64% no: 36%, KK yes: 74% no: 26%, FM yes: 91%no: 9%
 Agreed vs. disagree: NBF yes: 91% no 9%, KK yes: 96% no: 4%, FM yes: 98% no: 2%

If you know what team you belong to at the event, it should give you an idea where you need to be and when. Over 90% of volunteers knew the time schedule and the meeting places however if the results will be looked by the people who fully agreed to the ones who partially agreed and the ones who did not agree NBF and KK percentages goes down. At NBF 64% knew where they needed to be and when, at KK 74% knew. For me this shows that it's important to have about the half of the people to know exactly what is going on, that case the rest of the group are able to find "a leader" who to follow or who to ask help etc.

It is important that the volunteers know where they need to be and when they need to be there. The map, which includes the areas of the workers, athletes and customers, is also valuable. It helps to get the overview of the venue and adds up your ownership of the event. It seems like most of the people did know where they had to be and when, and the ones who didn't most likely were able to figure it out (Taylor & Doherty & McGraw 2008, 176). Venues of the events are found in Appendix 2, Appendix 3, Appendix 4. Appendix 5 is the general schedule of the events.

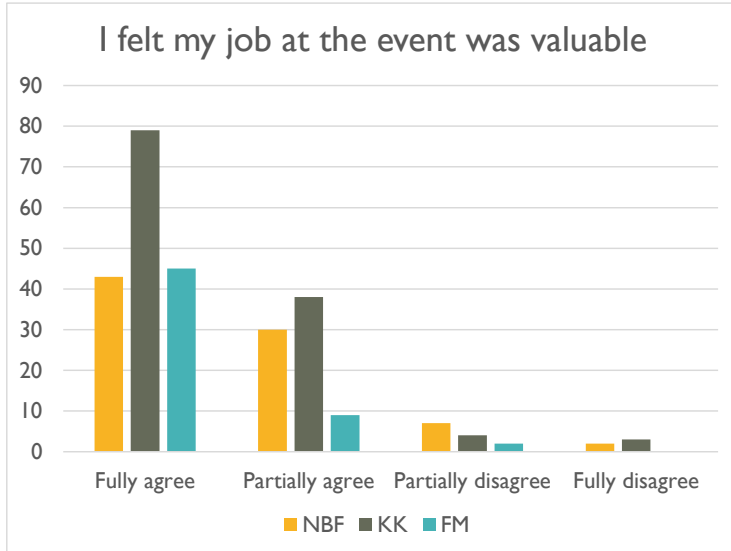


Figure 9. Question 5.

Fully agree vs. all: NBF yes: 52% no 48%, KK yes: 64% no: 36%, FM yes: 80% no: 20%
 Agreed vs. disagree: NBF yes: 89% no 11%, KK yes: 91% no: 9%, FM yes: 93% no: 7%

The motivation of the person impacts the experience as a volunteer as well as the demands of the tasks. (Trenberth & Hassan 2012, 256). The motivation behind volunteering will also affect to the person's willingness to volunteer again (Sinek S. 2009, 136-137).

The answers of the questionnaires are based on the feelings and emotions, of how they experienced the event. (Sinek S. 2009, 55 – 61). It would have been interesting to see what the responders would have answered to the question if they would like to volunteer at the event again. By looking through a narrower way in NBF 48% felt that their job at the event wasn't valuable in FM only 20% of the volunteers felt the same. But when the answers are looked on the wider perspective 89% felt that their job was important at NBF, and over 90% felt that way in KK and FM.

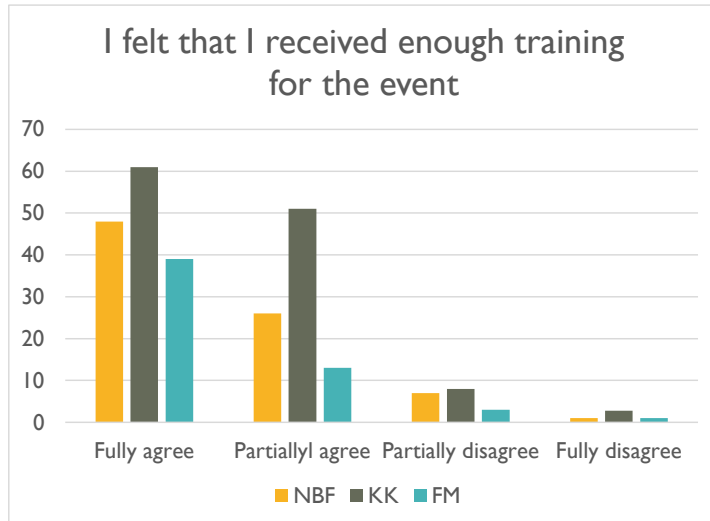


Figure 10. Question 6.

Fully agree vs. all: NBF yes: 58% no: 42%, KK yes: 50% no: 50%, FM yes: 70% no: 30%
 Agreed vs. disagree: NBF yes 90% no 10%, KK yes: 91% no 9%, FM yes: 93% no: 7%

It is important to learn to use the skills the volunteers already have (Trenberth & Hassan 2012, 258). When you give people enough information to become agents/actors/decision-makers in your event, you'll increase their feeling of ownership which will increase their self-confidence and make them your best employees. (Sinek S. 2009, 93-94).

"The challenge of every team is to build a feeling of oneness, of dependence on one another because the question is usually not how well each person performs, but how well they work together."
 Vince Lombardi

The education is important at the events because that's your "physical training" for the event. Like the athletes would train for the big competitions so should the volunteers be prepared for the event. What comes to training part it's important to reflect the answers to the amount the volunteers have participated in certain event. The more you have been around the same event the more you have experience of it. Based on the fact how many new volunteers NBF has it is clear why they do have as many trainings they do, but still 42% do not fully agree, but comparing the ones who felt they had enough training the number goes up to 90%. Same happens to KK at first about 50% felt they did not receive enough training but then only 9% disagreed. What comes to these two events, it would be important to maybe have a separated training session for the ones who are at the event for the first time. 82% has volunteered at FM before and 7% would have needed more training and 30% would have wanted more training.

3 Journal of creating a manual: How to organize events

I wanted to challenge myself and the knowledge I had gain through these three events and the other events I have volunteered in different positions. It has been on going process for a while and it will continue. The experiences from different events have build my character and helped me to see event on different perspectives.

As I started the process, I have gone through in my mind lots of options about what form the manual should be and the idea of website seems like a reasonable option for two reasons. First, it gives the opportunity reach a larger audience and second, it gives great possibilities to use different kind of teaching styles and teaching techniques.

Discovering the topic also helped me to think about what I would need to have on the website because it all starts with the topics and the learning objects. To have clearer vision of what is in the chapter and how to teach it helps to make the information simple and easy to implement in real life. (Horton 2012, 285 – 286). Appendix 6. Draft of the manual.

3.1 Create an event

“Vision without action is a dream. Action without vision is a nightmare.” (Japanese proverb)

Topics of the chapter one in my view are now: Motivation, Vision, Engage and Culture, these will create the foundation for the event.

Everything starts with a vision. My vision for chapter one is to create the destination for the path we will take as we are creating the event. Part of it is to create tools to achieve the goal. For this you will need to know why you do what you do and where you are going. This will be your vision as the purpose and values create the culture of the event.

The important things that I have learned about these topics include the following: first, when you have motivation, you are ready to work; second, when you have vision you have the goal to reach for; and third, when you get others to work with you there will be engagement and your team believes in what you can achieve together. The last thing you'll achieve is the culture. You'll create the culture which is based on your values for the event. Values will give the event the spine in which you can reflect your actions. (ICCE Global Coach Conference, 2015)

I have chosen to use baking a cake as an example of how to create an event. This will be the introduction for each chapter. In this chapter the cake is chosen, and the recipe is created to reach the goal. The Next step is to get the ingredients and start working. It is important that you believe the vision is achievable and that you have checked the plan in a realistic view (Jones R. 2008, 25).

The better the plan is done, where all the different things have been taken into consideration such as objectives, concept, feasibility and the proceed part, the better chance you have for success in your mission (Masterman G. 2009, 59-60). When everyone knows their responsibility, what is expected of them and they have the ownership of their sector, the easier it is to follow up on how your team is doing.

“Much is made of objectives being smart, where they are specific, measurable, achievable, realistic and timely. For them to be achievable and realistic for sports events, the next stage in the process, feasibility, is key. That they are specific, are to be achieved in a certain timeframe and have performance indicators that can be measured, aids the penultimate stage of the process, evaluation.” (Masterman G. 2009, 63)

The goal for the chapter is to create an introduction for the website and explain each of the topics simply and give tools/practices on how you can apply it for your current situation or help you to create an event.

The plan how I will use to reach the goal includes three steps. 1. Create the manuscript for each part of the chapter and make video/PowerPoint of each topic. 2. Create a movie of the cake and making a recipe – get it to connected to the topic of creating an event. 3. Provide the tools which will help to create an event.

The action & outcome

I realized that I might need to get into the spine of the events and really focus on what the crucial things are. (Benjamin, 10 October 2018). So far, I have concluded that the main three things to focus on at the beginning are: first, planning & scheduling. Having a plan for the vision of what you are doing, and the time table will you to know what you need to get done and when. (Jones R. 2007, 89; Masterman G. 2009, 59). Second, delegation. Delegating is a crucial skill to have. This will help you to share the tasks and give the ownership to your team members. (Jones R. 2007, 35; Ferris T. 2007, 146). Third, communication. You need to be able to find the best ways to communicate with your team. This way you'll be able to help each other and know what areas are doing fine and which ones are struggling. (Jones 2007, 38).

"I keep six honest serving-men (They taught me all I knew);
Their names are What and Why and When
And How and Where and Who".
Rudyard Kipling (Jones R. 2007, 61.)

1. Plan

A plan includes two parts. The first part is vision. Vision answers the questions of why, how and what. The answer of why will give you the reason why you are organizing the event. How will give you the ideas of what you need to be able to create the event such as the venue and the marketing (Jones R. 2007, 96). What gives you the answer of the specific list of things you need to get done. In this phase the object is clear and the plan on how to achieve it is clear. This includes decisions like whether or not to make the event non-profit or profitable in order to know the financial state for the event. (Masterman G. 2009, 60; Sinek S. 2009, 69 – 73).

The second part of the plan is to create the time table. This is the part that you can follow up on what needs to be done and when. It helps you to discover possible problems and prepare for those. To know in what dates, you need to have certain information will help you to make needed decision E.g. with venue – is the place available, does it stay within the budget. (Jones R. 2007, 101). These kinds of things will help you to prioritize, which helps you to focus on the things that matter most at that time. (Jones R. 2007, 68 – 70; Masterman G. 2009, 68; 71)

2. Delegate

It is important that you check your human resources to know how many people you must have with the project now as well as in the future. To share responsibilities with others you need to know their skills and that they'll share the same vision of the event with you. This is what helps you to get to the desired destination (Jones R. 2007, 89; Sinek S. 2009, 90 – 94), to know who has the responsible of a specific sector of the event, and what they will do and when. Use the skills you have, find out what your team members are good at and help them to use those skills. Also, know how they will do the job or that they will have a contact person who will guide them, so they are able to meet the expectations. (Jones R. 2007, 34 – 36).

3. Communicate

How will you communicate with your team? Do you need weekly meetings, have you set a schedule when you'll have a meeting, and do you have things you need to cover in the specific meeting? How often do you need to have meetings with everyone and how often with just your team? It is important to know who will follow up and who is your emergency person when something happens. For bigger events, you'll usually contact your team leaders first who will contact the secretary-general if needed. This way people will have the ownership of their duties which will give more time for the leaders to focus on their tasks instead of solving all the problems that come along the way. The leaders have their group in which they discuss the event in general and overview the whole process. It is checked within the team leader's team how the work goes on in their specific area. This is how you'll keep up on what is done and if the plans need to be adjusted along the way. (Jones R. 2007, 172 – 177; Kerr J. 2013, 80).

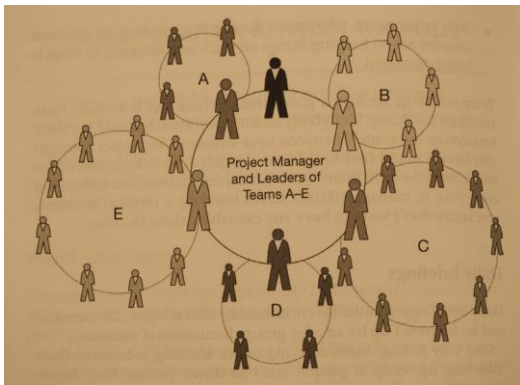


Figure 11. The communication ways to follow up with the different sectors. (Jones 2007, 174.)



Picture 1. By Krista Laine

3.2 Start the action

Chapter two will focus on the mixing of the ingredients and the baking and getting the cake ready. This means that there will be a schedule to follow for the short- and long-term goals in order to keep up with the set timeline and to share the information with one another so everyone in the main team has the big picture of the event.

Creating an event requires teamwork. The events I have talked about earlier are good examples in that each of them has been very grateful of the volunteers they have had in the event, and in the end of the event they have reminded that these events would not have happened without volunteers. This part will also be about the people skills. Human beings are motivated by purpose, autonomy and a drive towards mastery (Kerr J. 2013, 72.) This is the part where the event will start to come together and where you'll bring your plans alive. When you have all the sectors working together for the same goal you will get a lot done (Masterman G. 2009, 59)

This part will put your plan to the test to see if you have all the ingredients or do you need to recheck the plan you have created (Masterman G. 2009, 71)

The goal for this chapter has four parts. First, people skills. Find the people you need for your team and learn how to work with a team. Second, start the action. Recheck the plan, schedule and timeframe, and sectors. Third, how to follow up, know what's going on, and how your team is doing in achieving its goals to make the vision come through. Fourth, build the venue, how to organize it, and what to take into consideration.

The action & outcome

You don't have to have everything ready to be able to move forward. It's about finding the balance, and the best way to balance in life is to move rather than stay still. (Benjamin, 10 October 2018). The first chapter is preparing and planning and the second chapter is about implementation and executing the plan. The last part of it will be evaluating what has been done (Tiikkaja J. 23 March 2016).

Implementation and execution

1. Bring the plan to a reality

Follow up with the plan, keep communicating and having meetings with your team. Check the time schedule: Are you on time? Are there other things you need to take into consideration? Are you achieving your short-term goals? (Jones R. 2007, 184).

2. Sectors

Do you have enough hands to do the work, do you need extra help, do you need to train and educate new workers?

“For the delivery of the event itself, there are operational strategies.. These entail the considerations for the delivery of the event, such as the requirements for finance, human resources, partnerships, services and suppliers, venues, facilities, equipment and marketing” (Masterman G. 2009, 71.)

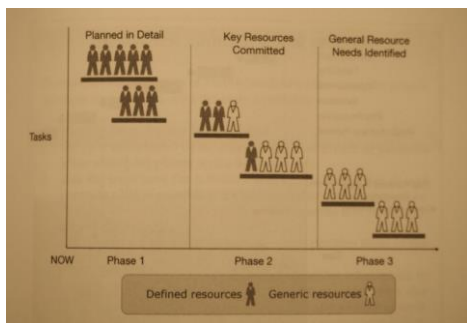


Figure 12. You can start with some people, plan when you need more help. (Jones R. 2007, 91).



Picture 2. By Krista Laine



Picture 3. By Krista Laine

3.3 The event day

The cake is now decorated and finished: it waits to be eaten. It's time to get the venue and people ready so when the doors to the event are opened everyone is ready. There is time for last-minute checks. This is the test of the event. Does everyone know what they are supposed to know. Usually there is still a lot to do on the event day. Sometimes you are not able to rent the venue before the event, so you need to be fast to get everything ready before the event starts. This also depends on what kind of event you create and what's the expected quality of the event.

It is well known that things rarely go as planned. This chapter will include how to react quickly when things are not going as planned. Fortunately, if you have planned well you can be prepared for most of the difficult situations and might already have some ideas about how to solve problems.

My goal is to focus on these topics: 1. what to expect when the event starts, 2. create a tool to make the check list to make sure everything is ready, 3. how to prepare for problems and how to solve them, and 4. communication throughout the event

The action & outcome

1. Last check

Usually on the event day you still have some checking to do to make sure you have everything. Preparing for this before helps to avoid chaos on the main day. The better you prepare in the beginning, the less stressful the event day will be.

2. Enjoy the ride

This is the part where you can no longer make any major changes, so relax, trust your team and trust that everyone knows what their duties are and they'll do their best to fulfil it. For example, if you have an event which is three days, then the first day is a practice day, the second day you already know what you are supposed to do, and so on the third day you'll be a professional in what you do. (Valoranta P. 27 June 2018).

3. Be aware of problems

To monitor everything that is going on, check and talk with your team members to know how they are feeling and experiencing the event and talk with the participants and ask their opinions. Keep your eyes open for possible problems so that you can do something for it now and not hear about it afterwards. (Jones 2007, 195).



Picture 4. By Krista Laine



Picture 5. By Krista Laine

3.4 After the event

The last chapter is for what happens after the event has come to its end. It includes: Clean up, Evaluate, and Follow up. It usually takes less time to clean up the event than to put it together, but you need help at the beginning and at the end. Cleaning up the event is freeing since the project you have been working on for so long is now coming to its end. Evaluation of the event is crucial since it will help you to get better. It is a chance to learn and grow. Following up is part of the legacy you'll leave for the next generation after one event and then another. (Kerr J. 2007, 171).

The evaluation of the event is as important as the planning of an event because it gives a frame for the next event, what are the things to improve and helps see what went well.

The goal of the chapter is: 1. Cleaning up – how to organize it 2. What are things you should evaluate and what kind of tools there are for it. 3. What are the things you can measure – how do you know what areas you can do better and what are things you nailed. Were there left overs?

The action & outcome

Evaluation

This part is usually overlooked, but if done immediately after the event, it will give good guidelines and help to organize the event again. To evaluate what you have learnt through the event and the process will help the next organizers to do a little better, to learn of your mistakes, to prepare for some things better and so on. It's about making sure everyone wins. Getting the feedback from the teams, athletes and customers will give you crucial information which will help you to find out how you can improve. (Masterman G. 2009, 324).



Picture 6. By Krista Laine

4 Discussion and conclusions

I have been a part of many events and have been in the organizer team a couple of times. On my thesis I decided to focus on some of the biggest events I have been a part of. These events have given me a better understanding of what kind of things need to be taken into consideration when planning an event.

I chose NBF because it's a large and well-known business event. It reminds me of the ICCE coaching conference I participated as a student in Vierumäki in 2015. Although NBF is a business event, it has something that relates to the ICCE coaching conference. For example, they both want to educate and develop their own worlds and educate leaders to become the best they can.

KK was a track and field event, which was a new area for me. There were new sport specific things to take into consideration. This was also a huge event where there were 20600 customers, over 700 athletes, and approximately 530 volunteers. I experienced being able to organize all of that, educating 530 volunteers for the event, preparing everything for the athletes so that they'll have the best possible competition areas, and then being ready for the customers and making sure that they have activities they can join at the event. It was also interesting to see the differences between KK and the other two events since KK is not held every year in the same city.

I was checking out what kind of events Jyväskylä has and I found FM. It was a great experience to see an event so close to home. That is also one reason I have more information about FM than the other events. If I would have found it earlier, I would have known more and might have had a little bigger role at the event. However, this event provided better understanding of what goes on behind the organizer group and how to work with the partners at the event. Fortunately, this event went smoothly and there were no big problems, probably because they have done this so many times. I have never run a marathon, and I may never do so, but being part of the organizer group and around the people who like running may have warmed me up to the possibility.

Events through the eyes of the volunteers

This part of the thesis was interesting to me because my experience with some of the questions varies a lot from the answers other volunteers commonly gave. If I would have wanted to get a clearer idea about what worked at the event through the eyes of the volunteers, one question could have provided new information. This question would be: What

team did you work with? The answers to this question would have told what teams worked well and what teams had issues, especially if the survey would follow the tracks of the people in a specific team. These answers could have given an idea of which teams had team leaders who were able to make the team work and which teams didn't. This would help to see the impact the team leaders had on the different teams.

Adding a question of age could have also given a better view of how big the age gap is at events. NBF volunteers are mostly from Haaga-Helia meaning that the average age would be between 20-25. In contrast, KK volunteers ranged from young to old and at the FM, the youngest volunteers were youth from sport teams and the oldest were retired. The last question I would add to the questionnaire is: Do you want to volunteer at the same event again?

The questions of the survey were:

- 1) Have you volunteered at the event before?
- 2) How many times have you volunteered at the event?

The second question here has some interesting answers from the KK volunteers. Since the event has been in Jyväskylä 6 times, that would mean that a person has probably travelled throughout the country to volunteer at the event. Another thing that could have affected the second question is the fact that in Jyväskylä there are many events, and JKU has organized a lot of events as well. The volunteer groups, the organizations who volunteer at the events, help each other out. So many people who were working at KK were also at FM. Therefore, depending how the responder understood the question and the background of the person, the responses shows that more than 40 people have volunteered at KK more than 10 times.

The following survey responses were somewhat dependent on each other:

- 3) I knew exactly what my duty was at the event
- 4) I knew exactly where the meeting places were and the time schedule when I needed to be there
- 5) I felt that I received enough training for the event.

Receiving enough training and having a good team spirit will create the foundation for the experience at the event. This is the part which prepares the volunteers to their job. Just like athletes need training to prepare for a competition the same goes for volunteers. The better you do your job here, the less worried you need to be on the day of the event.

A lot of different schedules go into an event. The event starts at a certain time and ends at a certain time, but some of the teams need to come earlier and some stay later, some of the teams don't need all the team members to work at the same time and so on. Therefore, it's important that you know what your duty is because there might not be anyone to tell you what to do or remind where you need to be and when.

6) I felt my job at the event was valuable

Most of the volunteers' jobs are quite simple, yet if those simple things were not there, then everyone would notice. And as the words of Vatanen J. and Valoranta P., "This event wouldn't have happened without you." These words are often heard at the volunteer's night after the event. For me this part is like a work of art. It depends a lot on how you treat your team members and how the team leaders treat each other. It is about the culture which is created for the event. To get people to volunteer again and again is not about what happens, but mainly how you feel at the event, that you are part of something bigger- you belonged. (Nightingale E. 2016, 13; Sinek S. 2009, 54).

7) Feel free to tell what you liked and what we could do better

What stood out the most in every event was the feeling of the team work and sense of belonging. As well as little adjustments and some ideas how to make the events even better. NBF has critics were mostly about the short time period and some of the volunteers felt like they were not informed enough of how long the event days will be like. On the educational side volunteers wished more hands-on training, not just theory. On the other hand, others were very happy of having this kind of experience: "The assignment was very clear, schedule was clear, and we were given place for our break time. I really appreciate the fact that everyone in NBF treat each other with high level of professionalism and respect, it's not always happening in an organization. Communication was clear which is also rare in here. People were communicating actively, and it helped to make things clear. Process was lean and transparent." KK has critics on its delegating part and informing the volunteers better. However, KK was able to reach a good atmosphere at the event which was a highlight for many volunteers. FM's volunteers have been part of the event for a while and team spirit was mentioned here couple of times. That is one reason which will bring them back every year. FM volunteers had small adjustments which could make the event go even better such as being more nature friendly, communicate more and do some changes in post registration.

Journal of creating a manual

The manual of creating the events is based on what I have learnt through my experiences at the events and what I learnt through the literature. I wanted to see what I have learnt through my experiences and would I be able to help someone to organize an event based on these topics. Since there is a lot of information available about the events, it was hard

to simplify the topic as much as possible. However, I feel like I have been able to create a main idea to follow from the beginning to the end of an event.

The first idea was to create a booklet, but by talking with friends about the topic, I got lots of new ideas of what the “manual” could be. One of the best ways to reach many people is through the internet, so a website would be ideal. This also gives an opportunity to use new and variable teaching techniques and methods. During the thesis process I have learnt that with this kind of project I need a short timetable or lots of short-term goals. That will help me to really work hard and focus on the topic. To have 6 months is good but the real work for me happens in a month. Time is one reason why there is no website now and the other is that I have never created a website before, so going into a totally new area would have required a little more time and people who know how I should create a website. However, I did find a good book about how to create online teaching manuals which gave new perspective about what to take into consideration when creating a website for educational purposes.

Since I do not have the website up, I do not have the confirmed feedback if it really works or not. However, I’m planning an event which will be in February, and that could give me a timetable and an opportunity to try out the manual I created to see if there were any blind spots which need correction or more information. It could also give an idea of how useable the website could be. It is a little disappointing that I don’t have the website for my thesis and it would have been better to get the website up now, but for my learning process, this is the best I could do with the time and the projects I have going on right now.

The topics of the manual changed a bit from what I thought at first. The first chapter plan included lots of different objectives and things to do. But as I simplified it to the things that I felt are crucial for the event, I came up with the idea of 3 specific things to make sure work at an event. So far, I’m happy with those things since they create a good foundation for the event. The cake idea works well with it. However, that example could be more useable as a teaching video to make it more concrete, and I think having it as a video and having an explanation along with it, the idea could really stand out. The questions of why, how and what comes from the book *Start with Why* by Simon Sinek. That book helped me a lot through the process since I question a lot of things and I personally need a reason why along the way, but I prefer it early on before I’ll start working. It’s nicer to know why you do what you do.

The first chapter is an important one because it lays out the foundation for the whole event and that’s why it got the most attention.

Kommentoinut [DA1]: Is this ‘punainen lanka’, like the main idea of something? If so, I would just say ‘main idea’ instead of ‘red line’.

Kommentoinut [DA2R1]:

Implementing & execution, chapter two, is the chapter in which you bring the plan alive and make it a reality. This is a time when you can fix some of the blind spots since there is no reason to go with a broken plan to the end if you know the ship will crash anyway. Do what you can along the way to direct your ship to the desired destination.

Chapter three is the shortest one and was the hardest topic to find information. But in my opinion, the event day will be an outcome of how you have prepared at the beginning as everything will reflect on your plan. As such, the last chapter of the manual is the feedback which should be followed up with the plan that gives you the idea of the possible problems or blind spots at the event.

This process has taught me many things and it has been a great journey of learning how I work best and what it means to do your best. This was the best work I was able to do with the skills and time I had for my thesis.

When I decide to do something it usually happens, and I should have made the decision earlier to really start my thesis since I wondered about it for so long, but I did not make the decision to really start until the fall. Through this process I have learnt that I need to first decide to really aim for something. Second, I cannot have too much time for it, even though my best work is done under pressure. Third, I need to get better at setting short-term goals which will give me enough pressure and give me enough time with the long-term goals to make it through.

I have often been told that the way to eat an elephant is one bite at a time. I think I got an idea of what that is like. It has not been easy and I'm still learning. I have learnt through many life skills through this process: the importance to prioritize my time to know what order I need to get things done; determining how much time a specific job requires; and how to apply the information I have gotten. I have been able to overcome desperation, panic and stress to enjoy what I'm doing. I have been able to do hard things and work even when I didn't really want to.

I have come a long way by writing this thesis and getting information. When I started, I hated using Microsoft Word and writing with it, and I did not like using Excel or making surveys. However, Word makes more sense now, and as it turns out, Excel is not that bad and making surveys, receiving answers and making the conclusions from the results is quite fascinating. I can do hard things and learn to like things that I hated at first.

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Appendices

Appendix 1. Survey for volunteers

Survey for volunteers

What kind of experiences have you had when you volunteered at NB/KK/FM?

1. Have you volunteered at the event before? *

- No
- Yes

2. How many times have you volunteered at the event? *

- 0-5
- 6-10
- 10 or more

3. I knew exactly what my duty was at the event *

- Fully disagree
- Partially disagree
- Partially agree
- Fully agree

4. I knew exactly where the meeting places were and the time schedule when I needed to be there *

- Fully disagree
- Partially disagree
- Partially agree
- Fully agree

5. I felt my job at the event was valuable *

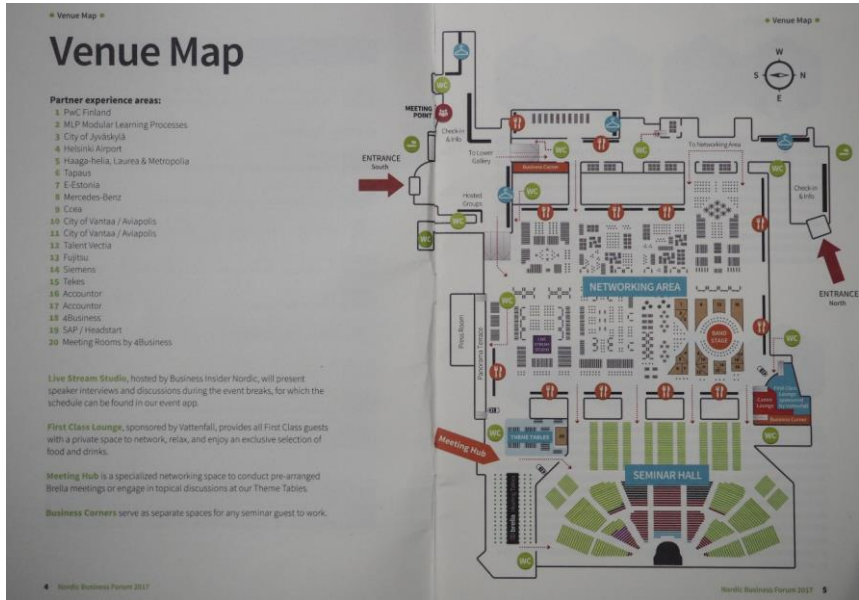
- Fully disagree
- Partially disagree
- Partially agree
- Fully agree

6. I felt that i received enough training for the event *

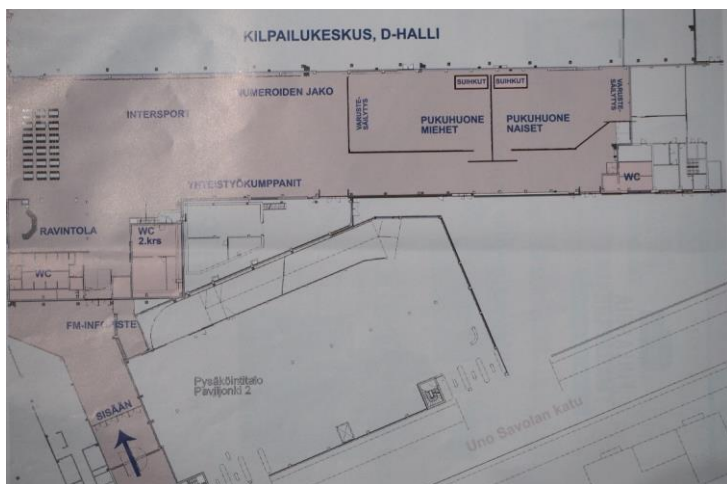
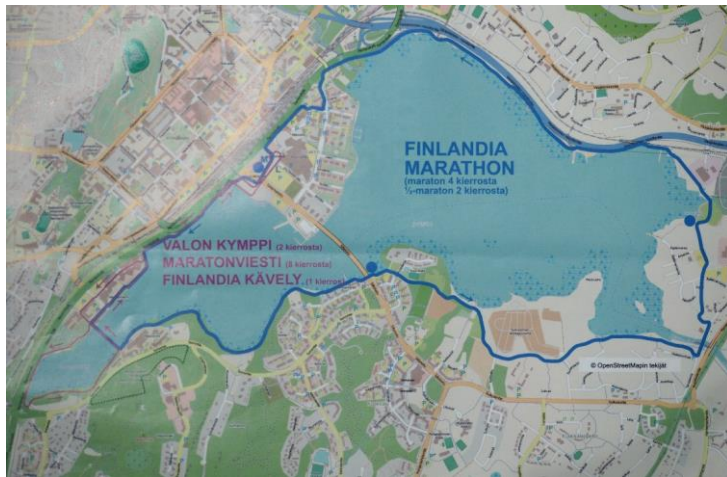
- Fully disagree
- Partially disagree
- Partially agree
- Fully agree

7. Feel free to tell what you liked and what we could do better

Appendix 2. Venue map of Nordic Business Forum 2017



Appendix 4. Venue of Finlandia Marathon 2018



Appendix 5. General time schedules of the events.

Finlandia Marathon

ERI MATKOJEN LAHTOAJAT

Perjantaina 14.9.
 klo 17.30 Maratonviesti
 klo 18.00 Finlandia Kävely
 klo 20.00 Valon Kymppi

Lauantaina 15.9.
 Klo 12.00 Maraton ja maratonviesti
 Klo 15.15 Puolimaraton ja puolimaratonviesti

FINLANDIA MARATHONIN AIKATAULU

Perjantaina 14.9.

AIKA OHJELMAN PAIKKA

14.00 – 21.00 Juoksijanumeroiden jako	Paviljongin D-halli
* Expo-alueen esittely- ja myyntipisteet auki	
17.00 Juoksijanumeroiden jako maratonviestiin päättely	Paviljongin D-halli
17.00 Musiikkia ja muuta ohjelmaa	Lutakon aukion ohjelmalava
17.30 Osallistujainnusten jako Finlandia Kävelyyn päättely	Paviljongin D-halli
17.30 Maratonviestin lähti	Lutakon aukio
17.40 Finlandia Kävelyn lämmittelyjumppa ja lähtöön ryhtyminen	Lutakon aukio
18.00 Finlandia Kävelyn lähti	Lutakon aukio
18.30 Jätkä-ilmottautuminen Valon Kymppiin päättely	Paviljongin D-halli
19.15 Valon Kymppin juoksijanumeroiden jako päättely	Paviljongin D-halli
19.00 – 19.45 Musiikkia, haastattelua ym. ohjelmaa	Lutakon aukion ohjelmalava
19.45 Valon Kymppin lämmittelyjumppa ja lähtöön ryhtyminen	Lutakon aukio
20.00 Valon Kymppin lähti	Lutakon aukio
21.30 * Valon Kymppin palkintojen jako	Lutakon aukion ohjelmalava
22.00 Maratonviestin yhteislähti	
* Mikäli joukkue maratonviestissä ei ole vielä vaihtanut 2 - 8. osuudelle, jäjellä olevat joukkueet lähtevät yhteislähdössä klo 22.00	
23.00 Tapahtumakeskus perjantailta sulkeutuu	Paviljongin D-halli
Maratonviestin palkintojen jako suoritetaan kun kolme parasta joukkuetta on saapunut maaliin	

Lauantaina 15.9.

09.00 Juoksijanumeroiden jako maratonille ja puolimaratonille jatkuu Paviljongin D-halli	
10.30 Jätkä-ilmottautuminen maratonille päättely	Paviljongin D-halli
11.00 Juoksijanumeroiden jako maratonille päättely	Paviljongin D-halli
11.15 Musiikkia, haastattelua ym. ohjelmaa	Lutakon aukion ohjelmalava
11.45 Maratonin lämmittelyjumppa ja lähtöön ryhtyminen	Lutakon aukio
12.00 Maratonin lähti	Lutakon aukio
13.30 Jätkä-ilmottautuminen puolimaratonille päättely	Paviljongin D-halli
14.00 Juoksijanumeroiden jako puolimaratonille päättely	Paviljongin D-halli
14.00 Musiikkia, haastattelua ym. ohjelmaa	Lutakon aukio
14.50 Puolimaratonin lämmittelyjumppa ja lähtöön ryhtyminen	Lutakon aukio
15.15 Puolimaratonin lähti	Lutakon aukio
16.30 1. Palkintojen jako	Lutakon aukion ohjelmalava
* Maraton: N40, M, M40, M45 ja M50	
17.00 2. Palkintojen jako	Lutakon aukio
* Maraton: N45, N50, M55, M60 ja M65	
17.30 3. Palkintojen jako	Lutakon aukio
* Maraton: N55, N60 ja N65	
* Puolimaraton: N, N40, N45, N50, M, M40, M45, M50, M55 ja M60 ja M65	
18.00 4. Palkintojen jako	Lutakon aukio
* Puolimaraton: N55, N60 ja N65	
18.15 Reäillä olevat huolto-pisteet suljetaan ja reäille järjestely liikenteen ohjaus lopetetaan	
20.00 Tapahtumakeskus sulkeutuu	

Huom. Palkintojen jako alkuaika on joustava. Jos sarran kolmen parhaan joukkueet ovat voittaneet ja kaikki palkinnon saajat ovat paikalla, jako päätetään sarran palkinnon jaksaa myös aikataulussa rytmässä.

Kalevan Kisat

TORSTAI 19.7.

14:30 Ilmavoimien taitolentotähtös	
Midnight Hawks, Jyväskylän Satama	
15:00 Kävely 20 km N, Jyväskylän Satama	
15:15 Kävely 10 km N, Jyväskylän Satama	
16:00 7-ottelu 100 m aj, N	
16:50 7-ottelu korkeus N ryhmä 1, ryhmä 2	
18:00 Moukari N karsinta	
18:10 Pituus N karsinta ryhmä 1, ryhmä 2	
18:40 Kuula M karsinta	
19:00 400 m N alkuerät	
19:30 Kiekko M karsinta	
19:40 400 m N alkuerät	
19:50 7-ottelu kuula N ryhmä 1, ryhmä 2	
20:00 Seiväs N karsinta ryhmä 1, ryhmä 2	
20:05 10000 m M loppukilpailu	
20:45 7-ottelu 200 m N	

PERJANTAI 20.7.

10:00 7-ottelu pituus N ryhmä 1, ryhmä 2	
11:10 7-ottelu keuhkäs	
11:20 Pituus M karsinta ryhmä 1, ryhmä 2	
11:50 Seiväs M karsinta ryhmä 1, ryhmä 2	
12:40 Keuhkas N karsinta	
12:55 Kuula N karsinta	
13:00 3-loikka N karsinta ryhmä 1, ryhmä 2	
13:20 Korkeus M karsinta ryhmä 1, ryhmä 2	
14:20 Moukari M karsinta	
17:05 Seiväs N loppukilpailu	
17:25 Kalevan kisojen avajaiset	
17:40 100 m aj, N alkuerät	
17:40 Kiekko M loppukilpailu	
18:10 110 m aj, M alkuerät	
18:35 10000 m N loppukilpailu	
19:00 Kuula M loppukilpailu*	
19:25 400 m N loppukilpailu	
19:25 Moukari N loppukilpailu	
19:30 Pituus N loppukilpailu*	
19:35 400 m M loppukilpailu	
19:50 1500 m M loppukilpailu	
20:00 1500 m N loppukilpailu	
20:15 7-ottelu 800 m N loppukilpailu	
20:35 100 m aj, N loppukilpailu	
20:45 110 m aj, M loppukilpailu	

LAUANTAI 21.7.

09:45 10-ottelu 100 m M	
10:30 10-ottelu pituus M ryhmä 1, ryhmä 2	
10:45 800 m M alkuerät	
10:55 Kiekko N karsinta	
11:06 800 m M alkuerät	
11:30 Korkeus N karsinta ryhmä 1, ryhmä 2	
11:40 10-ottelu kuula M ryhmä 1, ryhmä 2	
11:50 3-loikka M karsinta ryhmä 1, ryhmä 2	
13:10 10-ottelu korkeus M ryhmä 1, ryhmä 2	
13:20 400 m aj, M alkuerät	
13:20 400 m aj, M alkuerät	
13:20 Keuhkas M karsinta	
13:25 Masters 100 m N**	
18:45 Kuula N loppukilpailu	
18:50 5000 m M loppukilpailu	
19:00 3-loikka N loppukilpailu	
19:10 Moukari M loppukilpailu	
19:15 10-ottelu M 400 m	
19:25 Korkeus M loppukilpailu	
19:35 Keuhkas 100 m M/N	
19:50 3000 m esteet N loppukilpailu	
20:25 100 m M loppukilpailu	
20:40 100 m N loppukilpailu	

SUNNUNTAI 22.7.

10:00 10-ottelu M 110 m aj	
10:45 10-ottelu kiekko M	
12:15 10-ottelu seiväs M ryhmä 1, ryhmä 2	
13:00 Kiekko N loppukilpailu	
13:30 Kisojen avaus	
13:55 200 m M alkuerät	
14:15 Korkeus N loppukilpailu*	
14:20 200 m N alkuerät	
14:40 10-ottelu keuhkäs M ryhmä 1, ryhmä 2	
14:45 5000 m N loppukilpailu	
15:15 800 m M loppukilpailu	
15:35 800 m N loppukilpailu	
15:50 400 m aj, M loppukilpailu	
16:00 Kisanäynnysten lauvutus	
16:05 3-loikka M loppukilpailu	
16:10 400 m aj, N loppukilpailu	
18:30 3000 m esteet M loppukilpailu	
16:40 Keuhkas M loppukilpailu*	
17:00 10-ottelu 1500m M loppukilpailu	
17:20 200 m N loppukilpailu	
17:30 200 m M loppukilpailu	

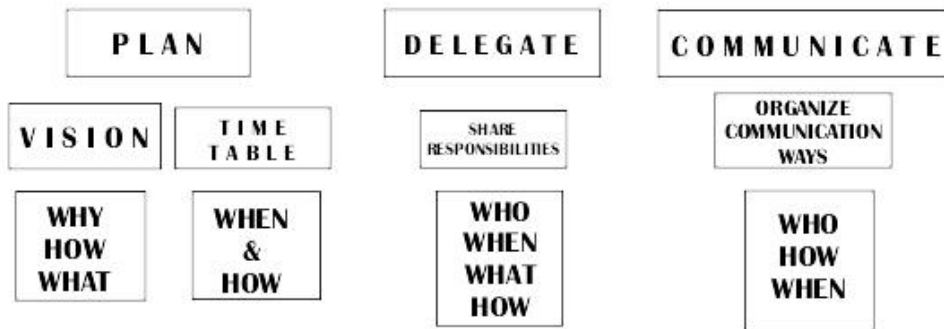
* esikisurheilijat (6) **Alkuisurheilijat

Nordic Business Forum

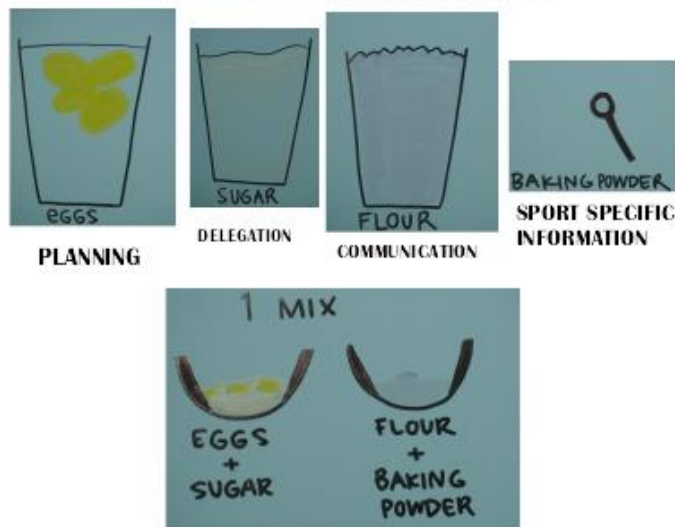
Monday, October 2, 2017	Tuesday, October 3, 2017
<p>10:15 VIP Executive Session with Adam Grant - Is Giving the Secret to Getting Ahead? (VIP+First Class+Speakers only)</p> <p>11:15 Seminar welcoming lunch (for all seminar guests)</p> <p>GENERAL PROGRAM</p> <p>12:30 STÉPHANE GARELLI - The World in Reset Mode A Competitiveness Outlook for 2017 and beyond</p> <p>13:20 ADAM GRANT - Originals: How Non-Conformists Rule the World</p> <p>COFFEE BREAK & NETWORKING</p> <p>15:10 SEVERN CULLIS-SUZUKI - Being Who We Say We Are: Explaining the Anthropocene to Our Children</p> <p>15:45 JAMES HANSEN - Energy, Climate and Policy - Risks and Opportunities</p> <p>16:15 HOT SEAT SESSION with James Hansen, Petteri Taalas and Mika Anttonen on Climate Change: What should be done?</p> <p>COFFEE BREAK & NETWORKING</p> <p>17:25 SIR RICHARD BRANSON - Moderated discussion on Responsibility, Purpose, and Leadership</p> <p>18:30 END OF DAY 1</p> <p>18:30 VIP evening (VIP+First Class+Speakers only)</p>	<p>08:45 VIP Executive Session with Patrick Lencioni - The Truth About Employee Engagement (VIP+First Class+Speakers only)</p> <p>GENERAL PROGRAM</p> <p>10:00 BELIRA JUUL - Moderated discussion on the Fight Against Food Waste</p> <p>10:30 RACHEL BOTSMAN - The Collaborative Economy: The New Order of Trust</p> <p>LUNCH BREAK & NETWORKING</p> <p>12:40 PATRICK LENCIONI - The Untapped Advantage of Organizational Health</p> <p>13:40 RICK VULJICIC - Finding Your Purpose</p> <p>COFFEE BREAK & NETWORKING</p> <p>15:25 BOYAN SLAT - Moderated discussion on The Impossible Clean Up</p> <p>15:55 WILL SMITH - Moderated discussion on Purpose and Success</p> <p>17:00 END OF EVENT</p> <p>Engage with us on Twitter, Facebook, Instagram, and more using #NBForum2017!</p>

Appendix 6. The draft of the manual

**Chapter 1:
Plan, Delegate
&
Communicate**



THE EXAMPLE OF MAKING A CAKE



STEP 1
MIX EGGS AND SUGAR
MEANS: THE FIRST PART TO BRING THE PLAN ALIVE
SECTORS AND PEOPLE

STEP 2
MIX FLOUR & BAKING POWDER
MEANS: COMMUNICATE, AND THINK THE SPORT SPECIFIC THINGS
YOU NEED TO TAKE IN CONSIDERATION AT THE EVENT

Chapter 2: Implementing & Execution

BRING THE PLAN TO A REALITY

SECTORS

FOLLOW UP WITH THE PLAN

PEOPLE

HOW ARE THINGS GOING

DO YOU HAVE ENOUGH HANDS TO DO THE WORK

ANY PROBLEMS

DO YOU NEED EXTRA HELP

ARE YOU MEETING THE TIME GOALS

DO YOU NEED TO HAVE MORE MEETINGS/
FOLLOW UP WITH THE TEAM

IS THERE ANY AREAS THAT NEEDS ADJUSTING

TRAINING & EDUCATING

HOW DOES THE CAKE LOOK NOW



WHO IS									
HUMAN									
NEEDED									
NEEDED									
PROBLEM									



**Chapter 3:
THE EVENT DAY**

LAST CHECK

GET EVERYTHING READY
HAVE A CHECK LIST TO CHECK
ALL THE CRUCIAL PARTS OF THE EVENT

ENJOY THE RIDE

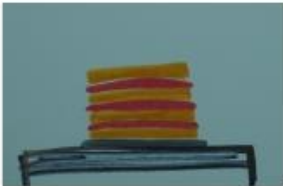
YOU CANNOT BACK OUT ON THIS MOMENT
TRUST YOUR TEAM
> EVERYONE KNOWS THEIR JOB
> EVERYONE WILL DO THEIR DUTY

ANY PROBLEMS

CHECK YOUR PEOPLE
MAKE SURE THEY ARE DOING FINE,
IF NOT HELP THEM TO SOLVE THE
PROBLEMS
WIN/WIN SITUATION
YOU MAKE THEM LOOK GOOD,
THEY MAKE YOU LOOK GOOD

*As you are in part two you want to get as much as possible done before the actual event, so the event day will go smoothly.

CAKE



Make the event look appealing and go beyond the expectations

Chapter 4:
EVALUATE

FOLLOW UP & FEED BACK

WHAT WILL YOU LEAVE FOR THE NEXT "GENERATION"
WHAT AREAS WORKED WELL
WHAT AREAS NEED DEVELOPING
HOW TO IMPROVE
WHY TO IMPROVE
WHY TO TAKE NOTES WHAT YOU DID, HOW YOU DID AND WHAT YOU DID
DOES THOSE THINGS MATTER WHY YES WHY NO

CAKE NOW



ANY LEFT OVERS:
KEEP TRACK OF THE EQUIPMENT NEEDED FOR THE EVENT
WHAT CAN BE USED AGAIN AND SO ON
WHAT DID YOU LEARN, HOW CAN YOU IMPLEMENT THAT
HOW DO YOU FEEL AFTER THE EVENT
WHAT WOULD BE YOUR ADVICE FOR YOURSELF IF YOU BEGAN
PROJECT LIKE THIS AGAIN? WHY?

**"Your smile is your logo,
your personality is your business card,
how you leave others feeling
after an experience with you becomes your trademark."
Trevor Greene**

**"PEOPLE DON'T BUY WHAT YOU DO, BUT THEY BUY WHY YOU DO IT."
Simon Sinek**