

Guidelines for organizational structure and communication in Viaporin Kekri event core team

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| Report/thesis title Guidelines for organizational structure and communication in Viaporin Kekri event core team | Number of pages and appendix pages 63 + 34 |
| <p>This product-based thesis concentrates on organizational structure and communication within a core team of an event project called Viaporin Kekri. Within these two main focus points – organizational structure and communication– subtopics like hierarchy, teambuilding, recruitment, communication plan and meeting management are discussed and analyzed further. From this exploration a framework was constructed and used as a base for the product itself. The product is a set of guidelines for the future Viaporin Kekri core team. The thesis and its topics are heavily linked to events and event management, and this aspect is also examined in the theoretical part.</p> <p>Secondary analysis and semi-structured interviews were used as research tools: data was collected from half of the Viaporin Kekri core team members through semi-structured interviews, and secondary analysis was performed on notes from previous core team meetings. This research further supports the production of the guidelines, and together with the theoretical part and the constructed framework establish the foundation for the product.</p> <p>The main aim of the thesis' outcome is to develop the organizational structure and communications within the Viaporin Kekri core team in the future. The guidelines presented in the product should support the core team's structural and communicational matters, and further develop the execution of the event project in the future. One of the focus points in the product is the successful recruitment of new core team members. Essentially, by taking the guidelines into consideration and applying them in practice, the previous communicational and structural issues of the core team should resolve.</p> | |
| Keywords Organizational structure, Communication, Event management, Viaporin Kekri. | |

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1 Introduction

As an event project grows bigger and more complex, the importance of organizational structure and efficient internal communication increases. The author of the thesis has been part of the student core team of the Viaporin Kekri festival in three editions; 2017, 2018 and 2019. This event is an annual festival celebrated on the islands of Suomenlinna on All Saints' Day, and the theme and story world of the event are based on the revival of an old Finnish pagan festivity called kekri. Organized in collaboration between Haaga-Helia University of Applied Sciences and the Governing Body of Suomenlinna, the event celebrated its fifth edition in 2019. Through her experiences with the production and planning of the event, the author has discovered together with other core team members some development points and issues in both organizational structure and communication of the core team.

While working on this project on an extracurricular basis, the motivation of the core members is high: they work for the project voluntarily. Guidelines for organizational structure and communication within the core team have been lacking so far, and due to the acknowledgement of the rather desperate need for some, the author decided to seize the opportunity and construct some guidelines that will hopefully help the future core team of Viaporin Kekri.

Project management in general is also of the author's personal interest and having experience in this unique event project alongside other interesting event projects has caught her attention on different aspects of project management. Viaporin Kekri project has been an amazing opportunity for students to gain experience in event management, and it would be of great value to further develop this opportunity with guidelines to provide an even more successful project outcome and increase the efficiency and satisfaction of the team.

To whom this thesis and the end product will be of most importance, are the future core team members of the Viaporin Kekri event project. The guidelines set in the final product of the thesis are instructions for better organizational structure and communication within the core team and may serve as a framework for the event project in the future. Besides studying multiple theories and existing frameworks, also half of the previous years' core team members were interviewed by author in order to get a proper insight on what kind of guidelines the core team may need.

1.1 Aims and objectives

Due to the notions about issues regarding internal communication and organizational structure made by the author herself as well as other members of the Viaporin Kekri core team, the first and main objective of the thesis became clear: to provide future Viaporin Kekri event project's Haaga-Helia core team with a concrete set of guidelines for these two topics in desperate need of improvement.

As the author could name these two project management related topics as most important for the thesis, there were also sub-topics partly new for the author, such as recruitment, which is a core part of organizational structure but of which the author has very little experience or knowledge of. This meant there were aspects the author learned more about during the process of writing the thesis, and of which she hopes the future core team of Viaporin Kekri project will benefit from.

The aim of the guidelines is to smoothen the whole project in the future and help with communication and organizational structure related issues that were faced in the previous years, as well as help to reach successful results in the recruitment process of the project. The guidelines will serve both old and new members of the Haaga-Helia core team and can also be carried into other similar event projects as well.

The aim of the author, regarding the realization of the final product, is to study multiple different organizational structure and communication related frameworks, theories and systems, then conduct her own framework as a combination of these and apply it in the final product; a set of guidelines. With effective measures and guidelines for communication and organizational structure, the project team will increase its efficiency and the team's overall satisfaction and happiness of working in the team should increase.

1.2 Viaporin Kekri

Viaporin Kekri is an annually held festival on the islands of Suomenlinna Sea Fortress on All Saints' Day in late autumn. The theme of this city festival is the revival of an old Finnish pagan festivity, Kekri, produced with a post-modern spin and combined with the history of Suomenlinna. The event is produced in cooperation between Haaga-Helia University of Applied Sciences and The Governing Body of Suomenlinna. The festival has been organized five times, its first appearance being in 2015. Through the past 5 years the event has grown and become more complex. In 2019 the event was prolonged into a 2-day festivity, also with some program available even a week before the actual All Saints Day.

In 2018 the event broke its record of attendees with a beautiful number of approximately 6500 visitors. As Suomenlinna is rather isolated from mainland Helsinki, and the only connection to the venue is provided by public ferry service and a smaller, private ferry service, the number of visitors can be considered very successful.

The core team behind the event consists mainly of two project leaders, one from Suomenlinna Governing Body and one from Haaga-Helia, and the handful of students that form the majority of the core team, working from Haaga campus together with the Haaga-Helia's side's project leader. In addition to this two-party (Haaga-Helia and Suomenlinna Governing Body) core team there are approximately 100 first year students working for the event on a more operational level. Their tasks include for example venue prepping, working as event guides, running different venue points and helping with logistics. Some of these first-year students also take part in concepting certain parts of the program and are thus more involved in the project. These 100 first year students work on the project as part of their curricula: it is a compulsory part of their studies to participate in the event, meaning they are not volunteer based like the core team members, whose roles will be discussed in more detail soon. The project as a whole is complex, not only due to the amount of people involved, but also because each year the number of partner companies has increased: in 2019 the event was produced with 63 partners, including both Suomenlinna based companies and entrepreneurs as well as companies from all over Finland. These partnering companies range from service or food providers, to performers and cultural productions.

The thesis will be focusing on the operations of the student side of the core team, which in year 2019 consisted of 11 second- and third-year students. The number of members in the core team has increased through the years, as the event itself has grown as a project. The core team, working on the project on a completely extra-curricular and volunteer basis, is responsible for the bigger scale planning and organizing of the event, when compared to the first-year students' role. This core team establishes the partnerships and ideates new content and program for the event, maintains the website and marketing of the event, builds and maintains a connection between the first-year students and the project lead, and works on anything that needs to be planned before the event: practical and operational tasks on the event day itself may be minimum, and include mainly supervision of everything running as planned. The topics discussed in this thesis are the core team's students' side's communication and organizational structure, which both can be considered the core factors of project management.

The author made the decision to focus on Haaga-Helia's side of the core team, due to the probable conflicts and difficulties of handling the Suomenlinna Governing Body's side. This would be risky because of the overlapping and conflicting working methods, structures and existing guidelines between Haaga-Helia students and Suomenlinna Governing Body. This assumption and conclusion was made based on the fact that the project serves as an extracurricular activity for the core team's students, which is not the case for Suomenlinna Governing Body's side. The nature of the project work is different on these both sides, and the author finds it more beneficial and relevant for the project to focus on the student core team. Though in order to explain the core team's structure in relation to Suomenlinna's side, only the project leader from Suomenlinna (the event coordinator of the Governing Body of Suomenlinna) is relevant for the core team of the event: the rest of the work force from Suomenlinna's side is more operational and concerns issues that take part on the island.

1.3 Methods

For the theoretical part of this thesis, two different methods will be used in order to gain best results. Author has chosen both qualitative secondary analysis and qualitative semi-structured interviews as her two methods of research. Secondary analysis will be executed in form of exploring and analyzing existing theories, maps, charts and plans for communications and organizational structure, as well as some core team meeting notes author has written in late 2019. In addition to this, author will conduct qualitative, semi-structured interviews with six previous core team members in the Viaporin Kekri core team. Out of these examinations, the final product, the set of guidelines, will be based on author's own framework, reflecting the analyzed material in regard to the development of the communication and structure of Viaporin Kekri core team, while taking the results of the semi-structured interviews and secondary analysis on the meeting notes into account when designing the key parts of the final product.

Semi-structured interview method was chosen by author because it gives a freedom to spontaneously ask defining questions, while also maintaining a certain structure and thus enabling comparison between different interviews' results (Kothari 2014, 98.) Secondary analysis, a method where already available data is analyzed (Kothari 2014, 111), is of authors choice because of the availability of data in form of meeting notes from Viaporin Kekri core team of 2019, and the multitude of already existing frameworks and theories on organizational structure and communication.

1.4 Key Definitions

The focal topics of the thesis are

- Organizational Structure
- Communication management
- Event Management

Organizational structure is defined as the “typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management.” (Business-Dictionary, 2019.) In the Viaporin Kekri core team organizational structure is based on a unique setting: the number of team members has changed among the years, and the needs for hierarchical arrangements have been different each year. The author sees, however, that after the 2019 Viaporin Kekri the structure needs to be addressed and thought about more. Successful recruitment of the core team as well as the hierarchical matters are discussed in the thesis.

In his article on Investopedia.com, Will Kenton writes about the four different types of organizational structure: the functional structure (also known as the bureaucratic organizational structure), the divisional or multidivisional structure, flatarchy and the matrix structure (Kenton 2020.) Out of these four types, the Viaporin Kekri core team strongly falls into the category of functional structure. In regards of organizational structure, the author will be using, among other models, the Mintzberg’s Organizational Model, which is based on three different dimensions: the key part of the organization, the prime coordinating mechanism and the type of decentralization used (Lunenberg 2012, 1). The author chose to familiarize herself with this model because of its wide use, recognition and clear structure. The challenge is to apply the theories to an extracurricular project, where the motivation of members is different to that of curricular or paid projects.

In his column about organizational structure, Kenton mentions, that in addition to outlining activities and roles, it [organizational structure] also outlines and determines the flow of information between the different levels of the company. For this topic, centralized and decentralized structures are presented (Kenton 2020.) The flow of information can also be described as communication, which is considered as a sub-topic of organizational structure.

Communication, according to Steven Beebe and John Masterson, is the process of acting on information. What needs to be understood though, is that information alone is not communication: there needs to be also a reaction and response to it (Beebe & Masterson 2012, 3.) Relevant to teams and their communication is *Communication management*, which “pertains to the systematic planning, implementation, monitoring, and control of project communications activities” (Public Services and Procurement Canada 2010). *Communications* on the other hand, refers more to the systems used for acting on information, such as online communication tools (Nonis, 2016) and is studied and referred to in this thesis in form of for example the communication channels used within the core team.

Although communications, communication and communication management are considered a part of organizational structure, the author has decided to concentrate on communicational topics separately and more deeply, focusing on internal communications and project communication. This is due to personal interest and the evident importance of well-functioning communication within the core team. The author will be exploring models of internal communication, which is the main focus in the field of communication regarding this thesis. According to William Dow and Bruce Taylor, communication management consists of the following areas: communication planning, distribution of project information and the management of the recipient’s information (Dow & Taylor 2008, 10.) The aim of the author is to create a communication plan for the core team with clear vision of the internal communications and the actions and roles in it. In the book *Project Management Communications Bible* by William Dow and Bruce Taylor (Dow & Taylor 2008.), multiple charts, plans, tools and methods for communications are presented. This book is chosen by the author as one of the sources because of the concrete materials and big selection of communication tools presented in the book.

In their book *Successful Event Management: A Practical Handbook*, Anton Shone and Bryn Parry discuss *event management* as something that can be thought more of as an art than a science (Shone & Parry 2004, 6). According to their book, event management is a rather recent development, due to the growing and more complicated events we have proceeded to produce in our modern world. This does not mean there would not have been any events management in previous history: for example, the Greek and Roman gladiatorial games were huge, complex events that required some specific organizational and event management skills (Shone & Parry 2004, 6.) With the modern concept of event management, it is evident that it combines elements from four different fields: hospitality, tourism and business, as well as communication (Bouchon, Hussain & Konar 2015).

Since the case of the thesis, Viaporin Kekri, is an event project, event management logically lies in the background of the whole topic. The nature of event projects and event management must be understood and applied in order to reach the objectives of the thesis. The author has experience in event management and is capable of handling this topic in the background and reflecting the communicational and structural elements with the ones of event management. As the author can tell from experience, the project nature of events, as well as the range of risks they carry (including financial risk), ensures that skilled and knowledgeable management staff are required (van der Wagen & White 2010, X).

2 An Examination of Organizational Structure and Communication

The following subchapters, that compile the theoretical framework of the thesis, will explore and analyze some existing frameworks and theories in both organizational structure and communication. Main terms related to both subjects will be defined, analyzed and discussed and reflected on the case study, Viaporin Kekri project and the core team.

This framework will lay a basis for the product of the thesis, and stay in rather general lanes of both main topics, though partially the author has decided to approach some of the organizational structure and communication issues through some big event projects, in order to stay relevant to the theme behind the thesis. One example of such approaches is the Burning Man festival, an annually organized event in the middle of a desert in Nevada, USA, where tens of thousands of people gather annually to create a temporary metropolis dedicated to community, art, self-expression and self-reliance (Burning Man 2020). Author was intrigued to use this exact event as an example because of its unusual and complex struggle with organizational structure.

Whereas topics regarding organizational structure revolve around established frameworks and models of organizations, culture and hierarchy, the communication related subchapters focus somewhat more on exact topical areas that are focal for Viaporin Kekri core team: meeting management, communication plan, conflict management and feedback. The theoretical part will end in author's own framework with selection of studied frameworks and theories.

2.1 Organizational structure

"We are born in organizations and are educated in organizations so that we can later work in organizations. At the same time, organizations supply us and harass us (sometimes concurrently). Finally, we are buried by organizations." (Mintzberg 1989, 1.) Author chose to use this specific quote, since it is rather timeless and comes from a known character in the field of organizational structure. The statement stays true in today's world, as we can see that almost anything we do in our lives, is somehow connected to an organization: schools, high schools, universities, workplaces, corporations, hobby and sports clubs, and the list goes on.

Behind each organization there is a certain structure, which can be very different according to the nature of the organization and what the main focus of activity is. Organizations are often explored through sociology, which is the study of human social relationships and institutions (UNC Department of Sociology 2020). According to W. Richard Scott in the

1975 Annual Review of Sociology, organizations have first been referred to as a distinctive field of sociological inquiry in the 1940's (Scott 1975, 1).

The definition of an organization, according to the Merriam Webster Dictionary is "an administrative and functional structure (such as a business or a political party). It also refers to the personnel of such a structure" (Merriam Webster 2020.) While this definition seems rather simplified, its counterpart in BusinessDictionary says the following: "Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment." (BusinessDictionary 2020.) This definition gives more of a sense of shared goals and community. It also directly points to organizational structure and the management structure. Viaporin Kekri core team is a compact, passionate group of students working on an extracurricular event project, where the common goals are gaining experience and knowledge in the events field and creating a successful event, whereas the management structure has not always been clear: uncertainties about division of responsibilities and flow of information have been witnessed at least in the 2019 edition of the event project.

When discussing some main models of organizational structure, the Mintzberg's Organizational Model appeared to the author's eye as one of the most referred-to, and original model. The model is based on three dimensions: the key part of the organization, the prime coordinating mechanism and the type of decentralization used (Lunenberg 2012, 1). The challenge is to apply the theories to an extracurricular project, where the motivation of members is different to that of curricular or paid projects.

In his article on Investopedia.com, Will Kenton writes about the four different types of organizational structure: the functional structure (also known as the bureaucratic organizational structure), the divisional or multidivisional structure, flatarchy and the matrix structure (Kenton 2020.) These main types will be discussed in more detail in the next subchapter.

2.1.1 Organizational structures

As mentioned before, organizational structure has been commonly divided into four main types: the functional structure (also known as the bureaucratic organizational structure), the divisional or multidivisional structure, flatarchy and the matrix structure (Investopedia

2020.) In their book “Project Management: The Managerial Process”, authors Clifford F. Gray and Erik W. Larson present very similar categories of project management structures used by companies to implement projects: functional organization, dedicated project teams, matrix and network organization (Clifford & Larson 2006, 55). This division can be compared directly with that of Kenton’s:

Table 1. Comparison of types of organizational structure and project management structures according to Investopedia and Cliff & Larson.

| Investopedia: Types of Organizational Structure | Clifford & Larson: Project Management Structures |
|---|---|
| <p>Functional or bureaucratic organizational structure</p> <ul style="list-style-type: none"> • Breaks up the company based on specialization of its workforce, dividing the firm into departments consisting of e.g. marketing, sales, and operations. • Most common functional structure, mainly used by small-to-medium-sized businesses. | <p>Functional Organization</p> <ul style="list-style-type: none"> • Managing the project within the existing functional hierarchy. Segments of project are delegated to the respective functional units. • Commonly used when one functional area plays a dominant role. • Coordination is maintained through normal management channels. |
| <p>Divisional or multidivisional structure</p> <ul style="list-style-type: none"> • Used in bigger companies with multiple business units • For example, a company structures itself so that each business unit operates as its own company with its own president. | <p>Dedicated Project Teams</p> <ul style="list-style-type: none"> • Creating independent project teams that operate as separate units from the rest of the parent organization • Usually a full-time project manager is designated to pull together and recruit a group of specialists to form a core group for the project. • independent teams follow orders from parent organization. • parent organization and the independent project teams’ level of communication and control varies. |
| <p>Flatarchy</p> <ul style="list-style-type: none"> • Used often among start-ups • The hierarchy and chain of commands is flattened: employees have a lot of autonomy • Equality of employees, multitasking positions • High speed of implementation | <p>Network Organization</p> <ul style="list-style-type: none"> • Seen as a result of downsizing and cost control • a collaborative structure; an alliance of several organizations • consists of several satellite organizations around a “hub” or “core firm”, all contributing to the end product • Firm can outsource key activities to other businesses. |
| <p>Matrix structure</p> <ul style="list-style-type: none"> • The structure matrixes the employees across different supervisors, divisions, or departments. • An employee may have duties for example in both sales and customer service • The least used structure today. | <p>Matrix</p> <ul style="list-style-type: none"> • A horizontal project management structure is “overlaid” on the normal functional hierarchy. • Usually two chains of command: along functional lines and project lines. • Is used both permanently and temporarily, depending on project and company • individuals are working on multiple projects but also on their normal tasks. • Weak, balanced and strong versions |

From this table it is visible that each four structures from both sources mostly match with each other’s counter parts. Firstly, the functional structure in itself is quite self-explanatory and widely used: organization is broken or divided into smaller segments or units, each working on certain tasks and topics. This structure is also used in Viaporin Kekri event project, where the core team is divided into smaller 2 to 3 person units such as marketing, partnerships and website management. This has also been an efficient and convenient

structure for the project, although each year the size of each small unit has changed (mostly grown) and some new units have been established (such as the partnerships unit, after the event gained more partnerships).

Secondly the divisional structure and dedicated project teams structure are presented and compared. These are more common practices in bigger organizations with more workforce, multiple units and financial possibilities to recruit separate teams for certain projects. The independent teams operate under the orders and guidelines of the parent organization but can be under different levels of control and communication. The operations of the teams can be considered more or less outsourced by the parent organization. This kind of structure does not apply to Viaporin Kekri, mainly due to the nature of the project (volunteer based, student teams) and small size of the core team. The nature of the event project requires strong communication between different sections as well as the project leader needs to be established by active and frequent meetings.

Thirdly, the flatarchy and network structures are compared. These do not entirely compare as equals, since there are some major differences, but in a certain way they do still resemble each other, especially hierarchy wise. Essentially and literally flatarchy refers to a hybrid between a flat and a hierarchical organization. It is not a completely flat organization where no hierarchical structures exist, but rather has very low hierarchy and employees or team members are more or less on the same level. In his article on Forbes.com Jacob Morgan describes that flatarchies “can be more hierarchical and then have ad-hoc teams for flat structures or they can have flat structures and form ad-hoc teams that are more structured in nature.” (Forbes.com 2015). This means that organizational structures can be used flexibly, and different structures can be used simultaneously. The use of flatarchies and rather flat organizations can be seen in modern start-ups where teams are small, and each member contributes remarkably, and their opinions play a big role in decisions. This model applies also to Viaporin Kekri’s core team, where a sense of hierarchy is low, and each member does contribute remarkably to the project. Network organization, on the other hand, can be considered a more common form of organizational structure for example in the tourism field, where many separate companies contribute to the production of one product. For example, a holiday resort where the spa services are provided by a certain company, there is a restaurant operating in the resort and the cleaning services are provided also by an external company. All these organizations together contribute to the product of the customer of the whole resort. Where the similarity of flatarchies and network organizations can be seen, is in the way each separate member of the organization (or in network’s case, of the hub) has a same level of hierarchy compared to the core production of the whole organization.

Lastly, we encounter the matrix, which is a more complex model and might need some additional graphic demonstration to be fully understood. The matrix form enables individuals to work on multiple projects besides working on their usual functional duties. No separate team is constructed for a project or any segments of a project are being delegated to certain units, instead single members are contributing to a project while also operating in their regular tasks. This creates the two chains of command, categorized as functional and project lines. This means that on the visual layout the chains of command can be observed on both horizontal and vertical axis. This is visualized by author in Figure 1, in an attempt to make this complex model easier to comprehend.

In Figure 1 we can see that two chains of command are the project management chain and the chain coming from above, the usual hierarchical chain, with the president of the company or organization on top and with different units below it. As we can see, there are three projects A, B and C, which all have different topics and purposes. The numbers represent the amount of people each project involves from each unit, for example project A requires 3,5 people from manufacturing and 6 people from engineering. The assigned people from each unit might work on the project part-time or full time, depending on the project. Also, as mentioned previously, information flows into both directions, so people from all units who also work on the projects, report both to the hierarchical chain of commands as well as to the project chain (Gray and Larson 2006, 63.) This exact example is more relevant for big companies with a multitude of services and cannot be directly applied to for example the Viaporin Kekri project, since the core team is rather small and there is no bigger organization holding out such structure.

Matrix structures can be divided into weak, balanced or strong matrices depending on the side on which authority is leaning to: in a weak matrix authority strongly favours the functional managers, in a balanced matrix, which is the traditional matrix, with authority spread into two different dimensions, and finally the strong matrix refers to a project-based organization where authority is strongly on the side of a project manager (Gray & Larson 2006, 64.)

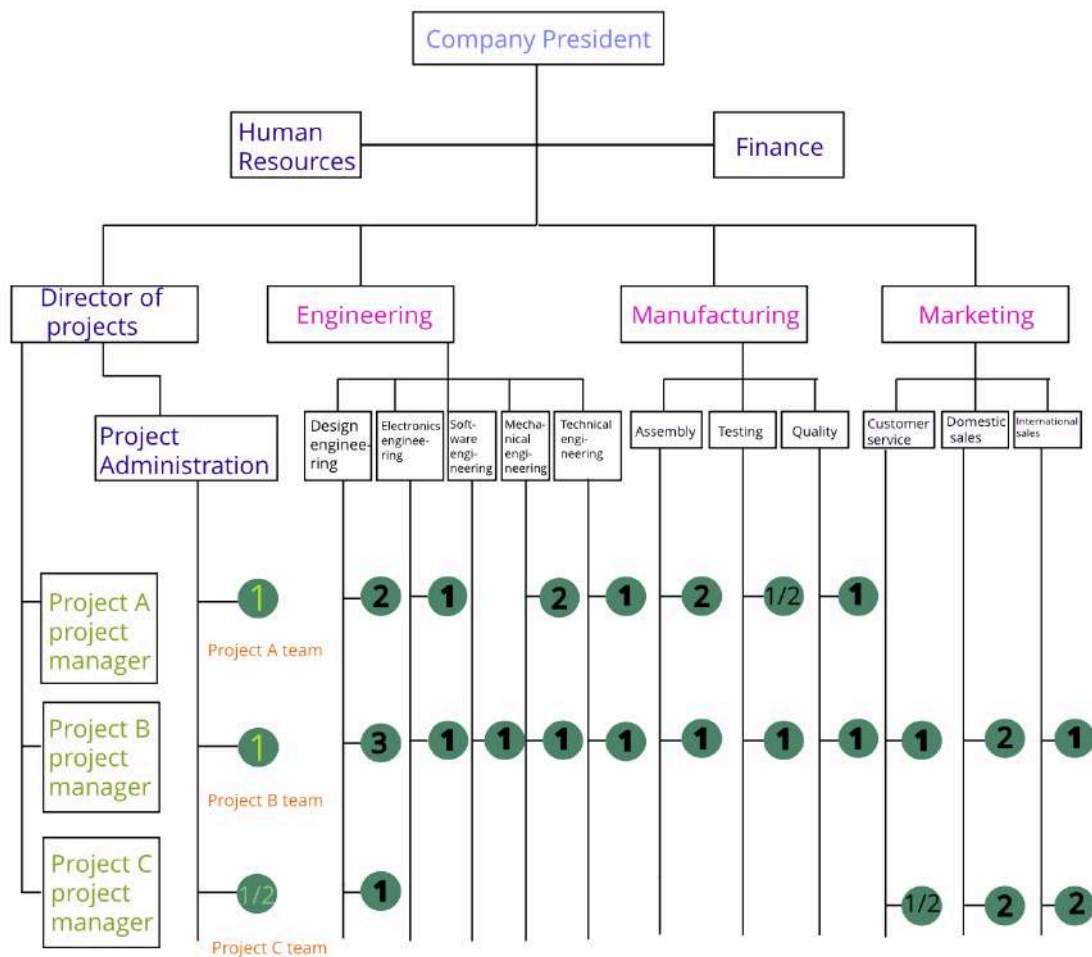


Figure 1. Matrix Structure according to Gray&Larson 2006, 64.

A big role in the definition and types of organizational structure is played by Henry Mintzberg, who has undoubtedly created a remarkable base for organizational structures in the 1980's and has been much referred to in other publications about organizations and their structure. Mintzberg's core idea is to break down a management's responsibilities and roles in order to organize the workplace and simplify some complex concepts. This is also what author wants to do with the structure of Viaporin Kekri core team. The essence of Mintzberg's configurations lies in the fact that there are three dimensions essential for organizations, six of each: six basic parts to organization, six basic mechanisms of coordination and six basic types of decentralization (Mintzberg 1989, 110).

Firstly, author wants to explain the six key parts of organization according to Mintzberg. These six elements can also be thought of as different levels of hierarchy or, to put it simply, the main elements of an organization of which each organization more or less consists as a whole. These are the *strategic apex* (the senior level/top management), the *middle line* (also known as middle management), the *operating core* (the workers of the organization, operations, operational processes), the *technostructure* (the analysts who plan

and control the work of others) the *support staff* (the admin support, indirect services) and finally, *ideology*, which can be described as the halo of beliefs and traditions, norms, values and the culture of the organization (Mintzberg 1989.) One of Mintzberg's core ideas is that all organizations consist of these elements.

The six coordination mechanisms describe how work is divided into subtasks, and how these subtasks are coordinated (Provenmodels 2020). The mechanisms are the following: the *mutual adjustment*, where work is coordinated by mutual, informal agreement between members of the organization. Secondly, there is *direct supervision*, in which one member is designated to take responsibility for the work of others. As we can see from Table 2, this is commonly used within simple structure. Thirdly, the *standardization of work process* is a mechanism where work content is specified in rules or routines to be followed (Provenmodels 2020) Standardization of work process can also be referred to as Taylorism, a production efficiency method that breaks every task into small and simple segments, making them easier to work on (BusinessDictionary 2020). The other three mechanisms are *standardization of output*, *standardization of skills* and finally, the *standardization of norms*. Standardization of output refers to a model where the work is very goal oriented; the expected results are clearly announced but the specific tasks to reach the goal are not defined. Standardization of skills means a system where people are taught what to expect from each other and can coordinate almost automatically. Lastly, standardization of norms is actually a later added mechanism, which refers to an organization that strongly builds and boosts its culture, common values and beliefs, and in which socialization plays a big role. This makes people of the organization work for common goals. (Provenmodels 2020.)

Types of decentralization on the other hand, express the structure of power in an organization. Besides a centralized system, where the power is centralized to only the top management, there are additionally five different forms of decentralization: vertical, horizontal, limited horizontal or vertical, and selective decentralization. Vertical hierarchy means the command chain runs from top to bottom, like in a commonly used pyramid model, where the leading head is on top and employees are set lower in the pyramid. In horizontal decentralization, similarly to the matrix structure discussed earlier, a chain of command that flows not from up to down but from across vertical levels of hierarchy is taking place. Limited horizontal or vertical decentralization means that there is little to none of either or. For example, a tall, limited horizontal decentralization model refers to a narrow span of command from top management to the bottom of the organization (Lunenburg 2012, 4). Selective decentralization is a common form of decentralization used in for example in school

districts. It refers to a system where power is delegated to different units of the organization (Lunenburg 2012, 3.)

Table 2. Mintzberg's Configurations according to Henry Mintzberg 1989

| Configuration | Prime coordinating mechanism | Key part of organization | Type of decentralization |
|---|---------------------------------|--------------------------|--|
| Entrepreneurial organization (Simple structure) | Direct supervision | Strategic apex | Vertical and horizontal centralization |
| Machine organization | Standardization of work process | Technostructure | Limited horizontal decentralization |
| Professional organization | Standardization of skills | Operating core | Horizontal decentralization |
| Diversified organization | Standardization of outputs | Middle line | Limited vertical decentralization |
| Innovative organization | Mutual adjustment | Support staff | Selected decentralization |
| Missionary organization | Standardization of norms | Ideology | Decentralization |

Mintzberg's six configurations consist of simple structure, machine organization, professional organization, diversified organization, innovative organization and missionary organization. Hence the chart demonstrates the main elements of each, the author will explain short descriptions of each configuration and shortly explain to what kind of organization it most commonly refers to. Simple structure, also called the entrepreneurial organization, is a structure for a small organization, and as Table 2 shows, the top management, "strategic apex", is the key part of these kinds of organizations. This kind of small organization with direct supervision allows it to adapt quickly to possible changes and to be innovative and creative. The main limitation for this is often the lack of some, mainly human, resources (Lunenburg 2012, 4.) Machine organization is an example of an organization that often has a tall vertical hierarchical structure, and large technostructure as well as support staff play a big role. Concrete examples of machine organizations are car manufacturers, steel companies and some large government organizations (Lunenburg 2012, 5.) Professional organizations are what rule in most universities, hospitals and large legal companies. These organizations tend to decentralize in a way that provides autonomy for professionals. The top management is rather small, whereas need for support staff is bigger. Diversified organization, also referred to as the defictionalized form, is a structure where the organization is divided into teams or units and division of authority and power follows this division, meaning each division itself is centralized. The divisions alone might have a structure similar to a machine organization (Lunenburg 2012, 5.) This model is often used in rather big companies and could be directly linked to the divisional structure

mentioned previously in Figure 1. Innovative organizations', also known as adhocracies, main goals are innovation and rapid adaptation to changes in the environment. A common characteristic for adhocracies is the use of sophisticated technologies and engaging in non-routine tasks. As could be concluded from the name of the configuration, this structure mainly applies to aerospace, electronics, research and development companies (Lunenburg 2012, 6.) Lastly, the missionary organization is a configuration Mintzberg has added to this entity lastly. This configuration is special in a sense that it is based on an idea and situation where the importance of the organization's mission outweighs the importance of the people or ethical, environmental or cultural values (Stuart 1999, 160.) This naturally is not necessarily the ideal case for an organization's image or identity. Although positive examples also exist, such as some community-based organizations, that can thrive on the ideology of being different. There might be no censorship, and the corporate image or personality may vary according to the views and expressions of single members (Stuart 1999, 161.) A concrete example of a missionary organization is Amnesty international, a non-governmental human rights organization.

In conclusion, when it comes to organizational structures, we are settled with these main frameworks in the larger perspective. How different rules, habits and values are run in different organizations and in event management will be discussed in the following subchapters. In regards of Viaporin Kekri author notices tones of simple and innovative structures in the core team. Due to the relatively small number of members, and the exceptional nature of the project (volunteerism, student-based project) there is no clear structural framework to directly refer to, but certainly elements of innovative organization, flatarchy and functional structures are to be recognized. Structures of some big event projects will be discussed in the following subchapter.

2.1.2 Organizational structure in event management

Author knows from personal experience that event management and event projects are rather complex environments. When organizing an event, circumstances and plans change constantly and there are always new tasks and dilemmas arising. Being a project manager in an event project does not mean the absence of simpler tasks that would normally be perceived operational: in hectic and shifting environment it is inevitable that each member of the core team partakes in a large spectrum of tasks. Especially when talking about smaller productions. In order to further understand how organizations in the event industry are structured and built to function efficiently, author decided to focus on a big-scale event, the Burning Man Festival. Author found it useful to use Burning Man as an

example in this thesis, because it seems to be a prime example the development of organizational structure in an event project. This yearly festival called Burning Man, is a celebration of community, art, self-expression and self-reliance (Burning Man 2020). This event has yearly tens of thousands of visitors, (80 000 visitors in 2017) and the budget of the event is estimated to be around 44 million dollars in 2017 (Reno Gazette Journal 2018). The festival takes place in the deserts of Nevada, where a temporary, alternative space for living called the Black Rock city is built. Here massive artworks, music and other art performances take place and visitors arrive with their camping vans or other camping gear (Burning Man 2020). Undoubtedly this kind of massive event requires a lot of human resources. This is where the volunteers step in. Burning Man annually recruits approximately 2000 volunteers who take care of the building, running and cleaning up of the Black Rock City (Burning Man 2020). These 2000 volunteers do not receive money nor a free ticket to the festival by volunteering, which could only refer to the work being indeed very literal volunteer working. The people do it for the experience and because they purely want to. These volunteers are divided into several different departments, such as Black Rock rangers, who assist in maintaining safety and an enjoyable atmosphere, the Earth Guardians who promote the event's sustainability, the Lamplighters who carry out dozens of lanterns around the venue in the evening, and many other departments (Burning Man 2020). In Viaporin Kekri, when considering the whole event's organizational structure, there are roughly 100 first year students who work on the operational tasks of the event. These tasks range from concepting to doing make up, from guiding visitors to selling baked goods.

There has been misuse of the word "volunteer" within the Viaporin Kekri organization, since these first-year students are not voluntarily taking part in these tasks, instead it is part of their curricula and one of their first courses at Haaga-Helia UAS. This is not the case for the core team through, for which participation is a completely extracurricular activity, as mentioned in the introductory chapter. The core team members do earn credits for the amount of work they do, but these credits, as well as the project, are extracurricular and not in connection to any courses or other study entities of theirs. The core team members' motivation to join the project comes from will to learn, gain experience and create events. In order to stay true to the thesis topic and scope, author has decided to rather focus on the core team structures in events, since the core team of Viaporin Kekri, where tasks are rather managerial, is very different to the team of 2000 volunteers of Burning Man.

But what is the core team behind Burning Man? According to Jennifer Kane's article on Burning Man in the Reno Gazette journal, at least the following titles are considered as

part of the leading community of Burning Man: CEO, President, Director of philanthropic engagement, Director, General counsel, Director of finance, managing director, Director of art and civic engagement, Event operations director and Secretary (Reno Gazette Journal 2018). These big roles are the case of the event now, but in its early years in the 1980's, while the event's concept was still developing, the organizational structure looked very different – in fact in her book about the organizational structure behind Burning Man author Katherine Chen says there was no need for a formal organization – the event was so informal and small. There was no name for the event yet either. It was a loosely structured, Summer Solstice celebration on the beach in San Francisco, started by two friends Larry Harvey and Jerry James, and had only some dozens of attendees (Chen 2008, 26.) The formality became a topic only in the early 1990's, after the event grew, needed to be relocated and more hidden from authorities that were bothered by the festivities on the public beach. Moving to the deserts of Nevada and becoming a bigger event, some new event organizers joined the still small organizational team behind the event. Through multiple discussions with governmental agencies and authorities, permissions and legal matters were also taken to a more professional level and the growth of the organization began. The organizational core team's members established volunteer groups and planned out different tasks for them. Survival guides for attendees were created. The team worked on marketing the event and concepting it, whereas the volunteers would take care of the practicalities and working on site, but also some of the planning phase. (Chen 2008, 28-30.) Chen describes how in the 90's the lead organizers formed a legal partnership and recruited some of their friends who they then referred to as senior staff and created the first forms of dividing tasks and labor. Since this organization was based on recruited friends, professionalism and experience was lacking. This did not turn out to be a negative thing for the event's success itself – the passion and persistence of the team members resulted in major growth of the event. (Chen 2008, 30.) In 1996, though, the event suffered from underorganizing: the event became hazardous for visitors due to the lacking organization and planning of the event combined with surprising new numbers of attendees. This is when the founders of the event decided to become more formal and reset the values of the event. There were a lot of external matters that changed the way the event was organized, yet the core team remained more or less the same. Within the organizing core team, the major change was that organizers would quit their main jobs to work on Burning Man full-time, year-round. After a few years, some changes in the core team were established as well: a location for headquarters was rented and staff for specific technical tasks was recruited: bookkeepers, administrative workers and meeting facilitators. (Chen 2008, 35.) Chen writes: "Initially, organizers did not recruit enough

help to undertake responsibilities, and they lacked sufficient structure and coordination to assist the small group of volunteers. After the accidents and chaos of the 1996 event, organizers formalized departments, norms, procedures, and the recruitment of volunteers. These changes helped Burning Man correct for underorganizing.” (Chen 2008, 37).

Nowadays, the core organization of Burning man includes the rather small team of organizers and the LLC Board, also known as the Black Rock City Council, which decides on legal and financial matters. This board makes decisions by consensus, but also has a leader, Larry Harvey, who has the last say on all topics discussed, works as a manager for the senior staff members, conceptualizes the event, monitors the development of the event and engages in public relations. (Chen 2008, 38.) The board’s other members manage different areas, such as communications, administration, art and community services (Chen 2008, 39.) From this brief history of Burning Man it is visible how events grow and get more complex and demand more structure along the way. This seems to be the present state of Viaporin Kekri as well: more structure and organization is needed for the project to run smoothly, and new aspects and needs have arisen that previously were not issues, because there simply was no such complexity before.

As author mentioned in the beginning of this chapter, event projects are very complex entities and require flexibility and creative solutions on all levels. Chen mentions in her book that “Unlike in other offices, activity at the Burning Man headquarters does not slow down in the evenings or on the weekends. Instead, the pace quickens as local volunteers gather for meetings, orientations, and workshops.” (Chen 2008, 26). This appears to be the case on many event projects, especially if they are (partly) run on volunteerism. This applies also to Viaporin Kekri project, where members would meet whenever everyone was free from classes or work. Sometimes meetings would last all evening and always something needed to be readjusted, rescheduled or redone. Changes happened all the time and this required flexibility from the team. This means that recruitment for positions should be done in a way where this exceptional working environment and the organizational culture is taken into consideration. The next subchapters of the thesis will discuss the elements of organizational culture, and how successful recruitment is achieved.

Another big event that author would like to analyse in regards of organizational structure is the Slush event – a Finnish founded entrepreneurship and start-up themed event organized by a student-driven, non-profit movement with a goal of boosting and changing attitudes towards entrepreneurship (Slush 2020). Slush event is held annually in Helsinki during the dark month of November – much like Viaporin Kekri. The event plays with the theme of coming to the dark, slushy Helsinki during the most unattractive time of year and

celebrating entrepreneurship with up to 25 000 guests in 2019. The event has grown into global measures within the last years and has now events organized in over 40 different cities around the world (Slush 2020.) Focusing on the main, and biggest one of the events, the one in Helsinki, there is an interesting character about the workforce of the event: approximately 2000 volunteers from all around the world join forces and make the event happen – of which many are students, and one main motivator and prize Slush offers is the possibility to network and find possible recruiters: the event organizers offer a networking environment and give opportunities for international volunteers to get familiar with the Nordic business culture through a program-filled week, consisting of company visits and networking (Slush 2020.) Within the structure of Slush, some volunteers take leader roles and lead groups of people, meaning there are possibilities to rise in the levels of hierarchy and gain responsibility. This happens usually gradually after previous experience in the event. Some leaders may even be in charge of roughly 200 other volunteers, in certain categories such as food and beverage (Slush 2020.) This kind of climbing up the ladder is also present in the Burning Man festival, where volunteer team leaders are the volunteers who have multiple years of experience and want to take more responsibility and do more. This also applies to Viaporin Kekri project: author herself first started off with assisting in scheduling in the first year, then went on to being the a concept developer and head of scheduling as well as assisting in other matters the next year, to being regarded, in free-form, an assistant leader and head of partnerships the third year. What author sees as a connection between all the three events, is that volunteers join year after year, if they know they have a possibility to develop and gain more responsible tasks and new challenges each year. This refers to learning being a great motivator. Now, what author discovered later, is that an important factor in motivation in general is also the present culture of the organization. This will be discussed in the next subchapter.

2.1.3 Organizational Culture

In their book “Project Management: The Managerial Process”, authors Clifford F. Gray and Erik W. Larson approach the topic of organization not only through structure but also culture (Clifford & Larson 2006, 55). An organization’s culture can be defined as the personality, values, and habits of the individual(s) responsible for founding the organization (Clifford & Larson 2006, 91). Often these traces and characteristics are found in the whole team, thus contributing to the organization’s culture.

According to C. C. Lundberg organizational culture operates on three levels. Firstly, the core lever which consists of some fundamental and deeply held beliefs, on topics like how

human nature works. Secondly there is the strategic level, which includes the organization's higher hierarchical level's beliefs and visions on different systems and actions of the organization. Thirdly, on the surface is the manifest level, which is what the organizational culture seems like and is experienced by people who join or visit the organization (Lundberg 1990, 19-26.) The Burning Man Festival states on its website the following: "The touchstone of value in our culture will always be immediacy: experience before theory, moral relationships before politics, survival before services, roles before jobs, embodied support before sponsorship. Finally, in order to accomplish these ends, Burning Man must endure as a self-supporting enterprise that is capable of sustaining the lives of those who dedicate themselves to its work. From this devotion spring those duties that we owe to one another." (Burning Man 2020). This statement expresses clearly the existing and dominant values of the organization of this large-scale annual festivity in the United States. Author will later return to explore this event and its organization more in detail.

One main theory behind organizational structure and culture is the social representation theory established in 1984 by the French psychologist Serge Moscovici. The social representation theory refers to the shared beliefs of an organization, and it explores the functions these shared beliefs serve in a day-to-day living (Hayes 2002, 19.) Moscovici states the following: "Social representations are the "environment" in relation to the individual or group and are specific to our society. The main object of representations is to help interpretation, understanding, and opinion formation." (Moscovici 1984, 1.)

The social representations are sort of mini theories about how the world is like and how it works. Having strong shared beliefs in a team or organization builds up a certain kind of team determination and leads to certain kinds of actions (Hayes 2002, 19.). This can also be referred to as the organizational culture.

However, as Hayes mentions in his writings about Moscovici's social representation theory, sometimes such beliefs are more strongly expressed through action than by words: an organization or team might operate very differently than what it verbally or literally expresses its beliefs to be – this phenomenon can either be negative or positive (Hayes 2002, 21). For example, a company may express verbally and in written form that they believe in open communication and giving space for open discussion when making decisions, but in reality, the communication is restricted and there is little to no discussion in decision making. While being important and relevant to the work of teams, social representations of these teams also have a huge impact on the whole structure of an organization. When organizations consist of teams with a strong basis of shared beliefs, they are dynamic and efficient. This creates a less hierarchical structure for the organization and power, responsibilities, and decision-making is more delegated than centered to certain

leader-positions (Hayes 2002, 22). This means a shift from a rather outdated high-hierarchy system to a more of a modern, team based organizational structure. As mentioned, the shared social beliefs create a strong bond and approach to work among a team or organization. This means the social representation theory links strongly to what is called the organizational culture.

In Viaporin Kekri project, some focal elements of the organizational culture of the core team are intense teamwork, learning and growing by doing and participating out of pure interest and will to learn. Every student member of the core team is joining the project in order to learn new skills in event management and to develop and explore further their already existing talents. In their book Larson and Gray discuss the creation of organizational culture through an example of Bill Gates and his company Microsoft: "Gate is considered a personally aggressive, competitive, highly disciplined person who is willing to put in long hours for the job. These same characteristics have been used to describe the Microsoft organization, the software giant he founded and currently heads." (Gray & Larson 2006, 92.) This applies to Viaporin Kekri project as well: a strong leader of the team, lecturer Violeta Salonen and her persona and attitude also play a big role in the culture of the core team. She pushes values such as perseverance, efficiency and going the extra mile. Core team members are always guided and supported by her, and this creates a safe and encouraging environment for working and taking responsibility – which would be scary for a beginner in the field to do without such environment. A supportive and attentive leader is needed to set the right atmosphere, and to act as an example. As mentioned previously, the personality, values and habits of the founding members are an essential part of organizational culture, and this is also strongly what happens in Viaporin Kekri. Violeta's energetic and tireless approach to the project and high work ethics are being reflected by the core team's students, who then also further encourage each other with the same values. There is a strong can-do attitude within the team and a feeling that all obstacles can be defeated together, and the team members are flexible with work times. This has been witnessed by the author herself, through personal experience in three different editions of the event project and being part of the core team.

In their texts about organizational structure, Gray and Larson mention the Formal Statement of Principles as a way that organizations can express and publish their objectives, visions and core values (Gray & Larson 2006, 93.) These topics are vital for expressing the culture of the organization. They also should be presented in the recruitment process, when the organization is presented to new members. By finding people who match the values of the organization, an efficient and well working team can be constructed. As the

authors also mention, it is important that, besides the skills and knowledge a new employee can offer, the possible new employee is also capable of working with others and fits into the organization's culture (Gray & Larson 2006, 92). This aspect will be explored more in the subtopic about recruitment and team building related topics.

Gray and Larson also mention the actual cultural differences in for example work ethic and the way of working. The authors compare the Polish and American sense of work time. In Poland, employers would stop working at 4 PM no matter if they were ready with the tasks of the day or not, because it simply was regarded as the absolute end of the workday. In the US, however, workers would be expected to continue working until they would have been done with their tasks, even if that meant working after hours (Gray & Larson 2006, 72.) The core team of Viaporin Kekri, in theory, would be quite sensitive to such cultural differences, since it consists of members with different cultural backgrounds. This has not proven to be an issue so far though and has rather appeared as a richness: new perspectives on teamwork and work approach in general are being introduced to the team through members with a variety of different cultural background, and or professional background. Concerning language and communication, the use of English as the working language has proven to be problem-free and it matches the studies of the participating students.

In order to concretely represent what organizational culture is based on and how we can measure different aspects and dimensions of it, there is a division into certain characteristics, as writer Evan Sokro explains in the journal "Problems of Management in the 21st century". According to Sokro, organizational culture can be understood through the following seven dimensions and characteristics:

1. *Innovation and risk taking* how much employees are encouraged to be innovative and take risks
2. *Attention to detail*: how precise and attentive to detail the employees are expected to be
3. *Outcome orientation*: how much the management focuses on results and outcomes (instead of the process to achieve these results).
4. *People orientation*; how much management takes into consideration the outcome's effect on the organization's people
5. *Team orientation*: how much the work is organized around teams rather than individuals.
6. *Aggressiveness*: how competitive and aggressive employees are about their work, rather than being easy going about it.
7. *Stability*: how much emphasize is put to maintaining a status quo. (Sokro 2012.)

These seven characteristics should be taken into consideration when outmapping the culture of an organization. Regarding Viaporin Kekri, author would conclude that team orientation along with innovation and risk taking are both highlighted in the culture of the core team, and what could be a future development point is attention to detail. This dimension could also be more approachable due to gained experience from previous years, as quality has space to grow when skills are developed through previous Viaporin Kekri projects. Attention to detail could be applied both in the way of working but also when creating the structure of the organization and recruiting new members by taking note of focal characteristics that are proven to be beneficial in the core team.

Besides the abovementioned dimensions, concrete elements of culture are of great importance both in the creation and maintenance of the culture. Gray and Larson mention rituals, stories and symbols as some core instruments for transmitting and reinforcing an organization's culture symbolically (Gray & Larson 2006, 94). These three elements may as words connote more with unprofessional or unorthodox organizations, but are in fact commonly used among all kinds of organizations. Rituals can be for example annual events celebrated with organization members, like Christmas parties, Friday after work gatherings, weekly staff meetings... any act that occurs periodically and brings the people together and supports the basic values and principles of the organization (Gray & Larson 2006, 94.) These acts, rituals, can also be very customized and unique in each organization. Stories, myths and legends are something that set the folklore and storyworld of a company. Whether it be a unique success story on how a company has started out, or an imaginary character that has become a mascot for the company and has a story attached to it, it is a good way of expressing out the company's values and culture to for example new employees (Gray & Larson 2006, 95). Symbols in organizations might often be thought of as symbol of power and hierarchy, for example a fancy office of the head of the company or someone's expensive sports car. But symbols do not always have to reflect power, they can also be for example be simple stickers that everybody attaches to their laptops, and this creates unity and connection between members. This is the case in Viaporin Kekri core team where stickers with the event's logo had been printed and members of the core team could attach them into their laptops. Since the core team does not have designated office or other possession to them, the symbols must be simple, small and rather cheap.

In the case of the Burning Man festival, the culture is built on strict and meaningful values. Burning Man event organization bases its values in the "Ten Principles", a set of ten topics that are valued and important for the festival. These topics include for example gift giving,

radical inclusion and respect of strangers, communal effort, participation and environmental values (Burning Man 2020). The festival is created not only by the organizing team behind it, but the participants of the event are considered to be the organizers as well, and that is where the communal values are rising from. The goal of the event is, according to the event's website, to "Produce, promote and protect social networks, public spaces, works of art, and methods of communication that support such interaction." (Burning Man 2020).

Culture of an organization is tightly tied into the structure of the organization, since a lot of elements of culture are rooted in factors such as hierarchy. In 1983 researchers Robert Quinn and John Rohrbaugh made research on companies' efficiency and developed the Competing Values Framework, which presents two major dimensions effective companies are often trying to balance. These are focus and stability (Opinno 2020.) Focus dimension refers to whether the company concentrates its focus on internal level, meaning the well-being and development of the organization's people, or if the focus is on more on external topics, meaning the development and well-being of the organization itself (Value Based Management 2020.) The dimension of the focus can be seen in the organizational culture through what is valued. Figure 2 defines four types of organizational cultures in relation to dimension of focus as well as dimensions of flexibility and discretion versus stability and control. What Rohrbaugh and Quinn discovered in their research was that some organizations are effective when they are more flexible and adaptive, whereas somewhere more effective due to stability and control in their organization (Opinno 2020).

In Figure 2 we can see clan, hierarchy, adhocracy and market culture types of organizations. Whereas clan could be described almost like a family, a small organization with very personal approach, and flexibility is high, and focus is directed internally to the members, the market type is much more competition oriented and focuses on external elements and the differentiation and competition in comparison to competitors.

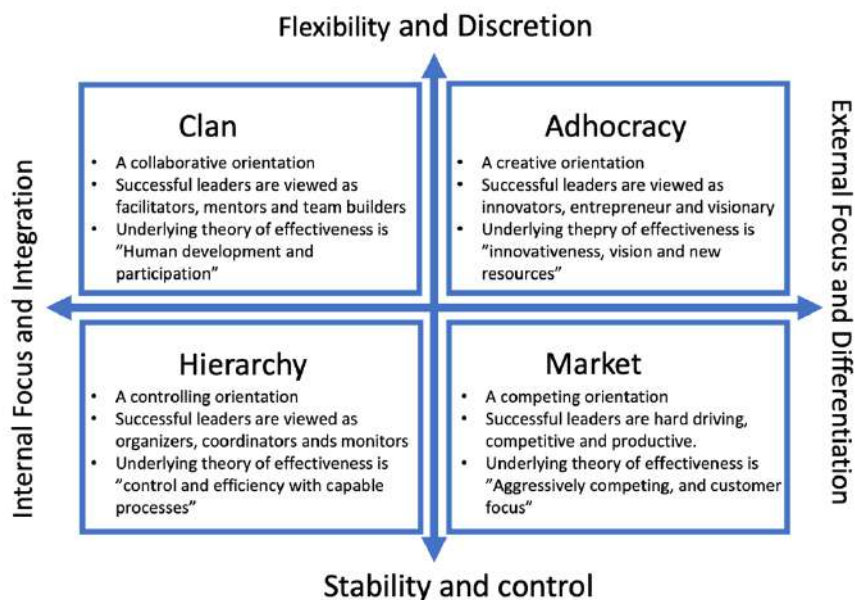


Figure 2. Competing Values Framework according to Rohrbaugh & Quinn 1989 and Opipno 2020

Hand in hand with organizational culture goes motivation. According to Evan Sokro, "motivation is the key component of organizational culture. Organizational culture plays a significant role in an organization regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction" (Sokro 2012, 109). This statement is also supported by Rosabeth Kanter, who proposes five sources of motivation: mission, agenda control, a share of value creation, learning and reputation (Kanter 1989, 89). These five elements are the main sources through which employees and members of organizations can be motivated. Mission refers to the employee's belief of the importance of their work, agenda control enables employees to have control over their careers and share of value creation basically refers to the reward employees receive for their successful work. Providing learning opportunities motivates by giving employees a chance to develop and feel successful, and finally, reputation means giving employees the chance to make themselves noticed and brand themselves (Sokro 2012, 109). In Viaporin Kekri project the main motivational elements of these, according to author's own experience, are providing learning opportunities and reputation. Students of the core team are eager to gain experience and knowledge in their field by participating in this project, and instead of monetary reward, the share of value creation is realized in the form of seeing the end product in the event itself and gaining some study credits. The project also brings its members socially close to each other, which can work as a motivator for some, and builds a family-like sensation and enriches the culture of the team, and thus the Clan culture presented in Figure 2 is the most resonating one with Viaporin Kekri core team. Elements from adhocracy

are also present, since members are often encouraged to be innovative and there are very little standardized or limited ways of working.

Katherine Cheng analyzes the motivation of Burning Man event's volunteer workers in her book "Enabling Creative Chaos: The Organization Behind the Burning Man Event". During the process of interviewing volunteers for the event it became obvious that people wanted to participate and volunteer at the event for different reasons and with different aims. Some volunteers sought for fun, some for clear instructions and structure whereas some were looking to find some connection with others and a sense of belonging (Chen 2009, 87.) She also discusses different ways organizations often convince their members to contribute; this could be incentives or some intangible rewards like networking and getting a feeling of belonging. She describes religious communities' ways of binding members together through engagement in practices that strengthen group identity and commitment and concludes that modern workplace organizations essentially use similar motivation builders. (Chen 2009, 88.) In Viaporin Kekri project, sense of community occurs through the small size of the core team and the intense teamwork.

When it comes to organizational culture, author has realized while studying the above-mentioned factors and topics, that the main values of Viaporin Kekri need to be more concretely established and expressed and should also be taken into consideration when recruiting next year's core team members. Culture clearly plays a big role in the outcome of work, and in a volunteer based core team it is crucial to have such an environment that keeps its members happy to put their efforts into it – so while taking elements from this chapter, like setting some written-down main principles, it is also important to manage that new members of the team fit into the culture. When the organization's culture is understandable and clear to new members, it is easier for them to become part of the team. Also, on the other hand, when recruiting, it must be analyzed whether a candidate is able to fit into the culture; do they have the same values? Thus, the next subchapters will examine processes of teambuilding and recruitment, their mechanisms and practices.

2.1.4 Building a successful team

"Part of performing work within an organization is the ability to work with others and fit into the culture of the organization", authors Gray and Larson write in their book on project management (Gray & Larson 2006, 92). When right people have been chosen, the team building does not stop there. New members need to be properly introduced to the culture of the team they are working in, and they need to gain a sense of belonging (Gray & Larson 2006, 92). In many sources author explored, teambuilding was often explained

through military and marine systems, where team-building and common sense of belonging is built through going through some rough and demanding experiences together. Nicky Hayes mentions in his book about managing teams how sharing these kinds of experiences establishes a common understanding between the team members and helps members to get to know each other thoroughly (Hayes 2002, 56.)

In “The Big Book of Team Building Games” authors John Newstrom and Edward Scannel list some critical questions that should be addressed when creating new teams: who should be included, who can be trusted, what guidelines will be followed, what contributions will each person make and how will conflicts be resolved (Newstrom & Scannel 1998.) As a team building activity these questions may be answered together. Gray and Larson suggest that focal values and ways the organization’s culture is brought to practice, starts from the top management and people in higher positions, to whom others look up to as sorts of role models (Gray & Larson 2006, 93.) In Viaporin Kekri core team these role models would likely be the project leader and the core team members who have been into the project the longest and gained most experience. These people in the role model positions should act accordingly to the core values of the organization, for new members to be able to join the team seamlessly. The actions of these role models shape the image the new members may gain of the present culture and what is truly important to the organization (Gray & Larson 2006, 93.)

In his book about managing teams, author Nicky Hayes presents four approaches to the topic of team building. He has studied the field thoroughly from multiple angles and has concluded his research to the following four approaches: firstly, the interpersonal approach, where focus is on social matters and personal and social awareness. Here the goal is for team members to understand each other and their personalities and creating a sense of “us”. This approach brings the team members psychologically and emotionally close to each other (Hayes 2002, 60.) Secondly, an approach focusing on roles and norms is presented. In this approach it is focal to define roles and their expectations, the team’s norms and the different responsibilities each team member has. This creates a clear image of the team and its functions for its members, and enables everyone to be efficient, since they know what they are supposed to do – and what others are supposed to do. Thirdly, the values approach, similarly to the roles and norms approach, creates a certain understanding between team members, but differs in a sense that here the emphasis on the attitude and values the team shares, not the people and the tasks. This approach helps to guarantee that team members are holding onto same values and can work towards common goals efficiently. The fourth and final approach presented by Hayes is the task-based approach. Here the point of focus is the task of the team and how its members

can contribute to achieving the task. The focus is not on the traits of people but rather their skills. The team's resources, skills and practical steps can be easily measured in this approach (Hayes 2002, 60-61.) Author is intrigued by the value approach and is eager to apply it to for example the recruitment method of new core team members. This is due to the fact that it has proven most efficient when people with same work ethics and values work together in the core team: flexibility, ambition and will to learn have all pushed author and many other core team members forward together. This aspect of shared values can be taken into consideration when building the team but also in recruitment, which is the topic of the next subchapter.

2.1.5 Successful recruitment

In the preface of her book about the Burning Man festival, Chen mentions topics that many organizations struggle with: how to integrate different perspectives on organizing, how to recruit, retain and motivate members, and how to deal with external entities (Chen 2009, X.) These organizational structure related topics are at least partly relevant issues for Viaporin Kekri core team as well. New members for the 2020 Viaporin Kekri core team need to be recruited, and methods for that should be sought for. In the previous years, the core team has formed in a rather natural and spontaneous way, by some old members from previous years re-elected for their position, and some new members volunteering to join the core team. Often these new members are first year students, who join the core team at a somewhat late state, since their studies in Haaga-Helia only start in August and the event is already in the beginning of November. It takes time for the new first year students to familiarize themselves with Viaporin Kekri event enough to want to volunteer for its core team. There has so far not been any lack of students volunteering to work in the core team, but what the core team members of multiple years have noticed is some lack in skills. Even though the project is a learning process and welcomes students to learn new skills, it has now become more and more important to recruit members who have at least somewhat a skillset for specific tasks, such as website management. This is due to the growing complexity and professionalism of the event project itself: more and more partners are involved and there is more program at the event. Importance of social media marketing and website management has grown, and new tasks with for example visuality and aesthetics have appeared.

For the first two years of its existence, Viaporin Kekri had not used any specific recruitment methods for choosing members for the core team. It had not been necessary for two main reasons, firstly because of the volunteer and extracurricular basis of the project,

which in practice means that focus is more on attitude than skills, and the project was promoted more as a chance to learn and acquire new skills. The second reason was the fact that there was no specific recruitment system or timeframe planned: the construction of the group mainly happened rather quickly by people reaching out and volunteering, and project leader Violeta Salonen making the recruitment decisions. In the last three years, though, there has been more structure to the recruitment: students were asked for short interviews by Salonen, after they sent emails to her about which roles they would most likely be interested in and why. This only applied to some of the core team members, because some were also directly asked to join by Salonen: these were usually students who had already previously worked in the core team, such as the author herself for example. Some core team members would also be found in the first-year students later into the project: the ones who would get very intrigued and excited about the project and wanted to contribute more than what was planned in their curricula. Once a set team had been established, a kick-off meeting was assembled, and the teambuilding started. This means there had developed a certain method and timeframe for the recruitment process, although members of core team would still come from a few different paths, and not one specific method was applied. In her interviews with some applicants Salonen has sought for matching values and attitudes and has made clear what the project and its culture is like. Since the Viaporin Kekri has grown to a more complex event with more and more partnerships and program, the core team has also grown from less than 10 members to 12. Also, this shift in size has proven to develop a need for more structure and a thought-out plan for recruiting members. The team needs committed, flexible and passionate members, who can take responsibility and work in teams. Also, some tasks require more specific skills, and although the learning possibilities are emphasized, it is becoming more and more important in for example roles like website management, to have some sense of tasks related to that. It would be beneficial, if these values and skills could be measured in applicants who want to join the core team. This is why a proper recruitment plan is important.

Juhász István from the Institute of Economic science in Hungary writes that generally, when companies and organizations hire people, they need to first decide on a suitable recruitment method (István 2010,110). In this process of choosing the right recruitment technique, organizations can compare them on their validity, impartiality, scope of usage and cost (István 2010,111.) Validity refers to the correlation between an employee's test score (results from testing their potential for a task) and their performance. Impartiality is an important aspect in order for the recruitment process to be fair and equal for each candidate. It means the level of objectivity in the recruitment process: can the organization evaluate the candidates without any biases? These biases can be, for example, sex, religion and

ethnicity. (István 2010, 111.) In order to stay objective, some companies may not want applicants to mention, for example, their sex in the applications. Scope of usage, on the other hand, measures how widely a certain recruitment method can be used: is it only suitable for one specific task or field, or can it be applied more widely. Lastly, cost logically refers to the amount of money certain recruitment methods may require. The more complex and the more stages there are to a recruitment process, the more it is going to cost. (István 2010, 111)

Table 3. Methods of recruitment in relation to validity, impartiality, scope of usage and cost (István 2010, 111).

| Method | Validity | Impartiality | Scope of usage | Cost |
|---------------------------|----------|--------------|----------------|----------|
| Intelligence test | moderate | moderate | high | low |
| Ability test | moderate | high | moderate | low |
| Personality questionnaire | moderate | high | low | moderate |
| Interview | low | moderate | high | moderate |
| Work probation test | high | high | low | high |
| Situation practice | moderate | unknown | low | moderate |
| Biodata questionnaire | high | moderate | high | low |
| Mutual evaluation | high | moderate | low | low |
| Self-evaluation | low | high | moderate | low |
| Appraisal centres | high | high | low | high |
| Reference letter | low | unknown | high | low |

Table 3 presents different methods for recruitment in relation to the four abovementioned aspects. For example, self-evaluation, reference letter and interview are rather low in validity since they are all mainly based on the applicant's own description of themselves. Work probation test, where employees are put on a "test run" during which the employer can estimate whether or not the employee really matches the job, is high in validity and impartiality, but does not reach a large usage scope and is also expensive. From analyzing table 3 it is evident, that for organizations, performing an intelligence test or biodata questionnaire on applicants is the most beneficial method: they are both low in cost but rather high on the other aspects.

István mentions in his texts, that when recruiting employees, companies should always study their own situation and needs first, and then decide on a combination of recruitment methods in order to reach best results and goals. (István 2010, 113.) He sites Hungarian authors Bauer and Mitev who have listed some key rules for selecting sales force:

- using only one criterion in the hiring process is usually not enough for selecting the right person for the right position

- before starting the selection process, the position to be filled should be analyzed on the basis of job description, the hiring process and company trainings; the key tasks, knowledge, skills and abilities should be determined to avoid dropouts
- the basic abilities of successful salespeople and the techniques to identify them should be determined
- selection methods should be tested on the best and the worst performing salespersons in order to detect the personality traits, skills and abilities that can possibly lead to success or failure
- companies should use more than one selection technique at the same time, and define the qualities to be measured during the analysis of the given position (Bauer & Mitev 2008, 163.)

What these rules conclude to, is the fact that recruitment processes should include more than one selection technique and these techniques and methods should be tested on other employees beforehand. Also, in order to have the right basis for the recruitment process, the open position and its tasks and skills needed for it should be clearly defined – this could be, according to author, one of the main development points for Viaporin Kekri; to outline the tasks of a position as clearly as possible. This way it might be easier to find the matching person, and the person selected would have a clear image of what is coming and what is expected of them – and also, what they can learn in the position.

In conclusion to these subchapters about organizational structure so far, author has found many useful frameworks and theories to apply to the main product. Insight has been given to what are the notions to pay attention to when recruiting, and how to understand the hierarchy and structure behind the rather unique project setting. In the next subchapters some relevant topics of communication will be discussed. The flow of information within the core team, and for example how to establish successful meetings, will be discovered by author. Connections between organizational structure and communication can be found throughout the following subchapters, for example a strong link between communication and organizational culture is evident: a big part of culture is the way it is being expressed and communicated among the organization, and similarly the way the team communicates, can be considered part of the culture, which again is an important insight to the structure of the whole organization. The connection between organizational culture and communication can be understood through the symbolic convergence theory, where “group members develop a group consciousness and identity through the sharing of fantasies or stories, which are often chained together and have a common theme” (Beebe & Masterson 2014, 47). This and some other theories will be discussed more in the following subchapters.

2.2 Communication

“Early humans coordinated their actions and attention based on common ground. But coordinating in more complex ways – for example, in planning our specific roles in a collaboration under various contingencies, or in planning a series of joint actions – required a new type of cooperative communication” (Tomasello 2014, 49). Humans have started communicating through basic pantomiming and pointing, and developed further to languages, written form of communicating and over the last century to virtual communication mechanisms. The Oxford Dictionary defines communication as the *activity or process of expressing ideas and feelings or of giving people information* (Oxford Learner’s Dictionaries 2020). This is the general basis for what will be looked into deeper in the following subchapters. In order to narrow the topic down enough, emphasis and focus will be on project and team communication and internal communication. Authors William Dow and Bruce Taylor emphasize the importance of a communications plan in projects in their book *Project Management Communications Bible* (Dow & Taylor 2008, 3). A communication plan is needed for the case study Viaporin Kekri core team as well, and through the following subchapters author will explore what all aspects this kind of plan may include.

Internal communication refers to the communication happening inside a team or organization and is described as “the full range of ways that people communicate with each other within the organization (Orsini 2000, 31). This is the opposite of external communication, which on the other hand refers to the flow of information going out of the organization, into for example media outlets or news or the internet.

Verbal and non-verbal communication must both be taken into consideration when planning the communication of an organization or team. Beebe and Masterson present the common issue faced with verbal communication, which is the difference in ways people interpret certain words, topics and concepts. This phenomenon of the sender and the recipient of a message having a different interpretation for a word is referred to as *bypassing*, and as a solution for this the problem the authors recommend listeners to always give “feedback” to the person communicating something. This feedback can be any form of response through which the listeners express whether or not they have understood the communicated message. (Beebe & Masterson 2012, 143-144).

Author has chosen to focus also on meetings and feedback as parts of communication. Successful meetings require good planning and structure, and giving feedback inside the team can further develop the internal communication as well. Author sees that focusing on these topics would be of great benefit to the Viaporin Kekri core team.

2.2.1 Project communication management

Managing project communication is a focal, if not the most important part of project management, and as Dow and Taylor express it “A project that communicates poorly is going to perform poorly” (Dow & Taylor 2008, XXI). In Viaporin Kekri project communication is based on physical weekly meetings, online platforms such as Trello and Google Docs as well as instant messaging and smaller meetings. So far, no official communication plan has been established, but due to the growth of the event and more members joining the core team, a need for a structure has developed. Authors Steven Beebe and John Masterson present how complexity in team communication increases dramatically with only a few new members (Beebe & Masterson 2012,40). This creates more and more relationships between the team members and besides this kind of complexity, also the amount of different beliefs and interpretations increases, creating another sense of complexity (Beebe & Masterson 2012, 39.)

Michael Campbell presents the three universal steps for project communication (Figure 5), which are analyzing the target, planning the approach and delivering the message (Campbell 2009, 59.) First step, *Analyzing the target*, means first determining and identifying who is the recipient of a message. This can be any of the project’s stakeholders, meaning anyone involved in the project in one way or the other. This understanding of who is the recipient and target of a message is the basis of building a communication plan. At this state a stakeholder analysis can be made, where different stakeholders and their relation to the project are analyzed. Another important part of targeting is also to define the purpose of the communication and what is being reached through it. The purpose of the communication can be categorized into four groups: instruction (giving instructions, informing or teaching something), inspiration (motivating on encouraging), advocating (selling or convincing a point of view) and stimulation (creating a discussion or debate). Second step, *Planning the approach*, means selecting a right strategy for communicating and achieving the purpose(s) defined in the previous step. There are multiple strategies to choose from, including *most critical to least critical* (moving from most critical elements to less critical elements), *problem/solution* or *question/answer* where certain problems or questions and their solutions are communicated, *big picture/small picture* which is a way of presenting issues by referring to either big or small pictures or both, and comparing them, and finally the *compare/contrast* strategy where communicating similarities or differences is focal. At this second step of planning the approach, also factors like level of formality and the pos-

sible political context should be taken into consideration. Finally, possible barriers of communication should be taken into consideration. These barriers can be for example time zones and language barriers.

The third and final step, *delivering the message*, includes selecting the right tools and technology for communication, which could be anything from email to direct messaging, a conference call or a regular meeting. (Campbell 2009, 59-69.)



Figure 3. Visualization of the Three Universal steps to Project Communications according to Campbell, M. 2009 59-69.

Besides these three steps Campbell also presents the Four Rules for Communication, which are the following:

- Rule of Frequency
- Rule of Primacy
- Rule of Recency
- Rule of Emotion

(Campbell 2002, 22).

All of these rules refer to the way people remember information communicated to them. Frequency, as in how often a person hears some information, correlates with them remembering it, whereas rule of primary means that we tend to remember what has been told to us first. Rule of recency stresses the importance of conclusion, and how listeners remember endings and conclusions very well. Finally, the rule of Emotion means listeners will most likely remember information that has touched them on an emotional level (Campbell 2002, 22.)

While a lot of sources concentrate on rather big organizational communication systems, author found useful knowledge on smaller teams' communication in Steven Beebe's and John Masterson's book "Communicating in small groups, principles and practices" (Beebe

& Masterson 2012). In this book multiple theories about small groups' dynamics and communication are presented. Some theoretical perspectives the authors present are for example the social exchange theory and symbolic convergence theory. Social exchange theory explains that groups or teams stay appealing and pleasant to their members as long as the "positives outweigh the negatives", meaning the effort put into the group is exceeded by the reward it gives: the members need to enjoy being in the group for it to remain attractive to them. Symbolic convergence theory on the other hand reminds a lot the organizational culture mentioned in a previous subchapter. This theory explains the development of a shared identity within the group through communications. The types of communication methods and types used shape the collective consciousness. (Beebe & Masterson 2012, 43.)

What author finds focal in Viaporin Kekri project is conflict management and feedback within the group; how to proceed when conflicts or problems arise, and how to work on giving feedback to each other. Essentially, conflict means disagreement (Beebe & Masterson 2012, 174), and is defined by Joyce Hocker and William Wilmot as "an expressed struggle between at least two interdependent people who perceive incompatible goals, scarce resources, and interference from others, to achieve specific goals" (Hocker & Wilmot 2007, 8.) Three dimensions are presented where conflicts are harmful to a group or team, firstly, if it prevents the team from achieving its goal and completing the necessary tasks, secondly, if it negatively affects the quality of the work and thirdly, if it becomes a threat to the perseverance and existence of the group (Beebe & Masterson 2012, 174). In small projects, author has noticed, that conflicts between just a few members may affect the whole team and make the processes suffer. When communication of the team is overtaken by conflicts and issues, focus moves onto negative topics rather than positive. This leads to a thought of avoiding conflicts. But, as Beebe and Masterson explain, conflicts are inevitable and the myth of conflicts only being bad should be unlearned. A vicious cycle starts when members who believe conflicts to be negative, get frustrated when conflicts arise, which leads to dealing with conflicts to being rather difficult. The reason conflicts are inevitable, is because it most certainly is impossible that all team members share exactly the same values and beliefs (Beebe & Masterson 2012, 175.) Another mistake that may easily take place when considering conflicts, is the belief that all conflicts could be resolved, because in fact not all can. This only means that a team should concentrate on the conflicts that can be solved, and not use all their energy in ones that cannot (Beebe & Masterson 2012, 176). The approach different people have to conflicts strongly depends on the culture they are used to. People from cultures with high individualistic values are more prone to approach conflicts directly and confrontationally with facts, whereas people

from more collectivist cultures tend to use more indirect and non-confrontational methods of resolving conflicts and issues (Ting-Toomey 1988.)

Research by Duncan Cramer shows that the main factors as to why people find conflicts uncomfortable are that either a clear solution is somehow not found, conflicts are poorly managed, or the people involved avoid resolving or discussing the core issues and sources of a conflict (Cramer 2002, 425-232). This research clearly shows that proper approaches to conflict management need to be taken. Conflict management can be categorized to styles of *avoidance*, *accommodation*, *competition*, *compromise* and *collaboration*. These all have their benefits as well as disadvantages. For example, there may be multiple reasons for avoiding a conflict, either it comes from a place of fear of uncomfortable situations, or fear of standing up for something. Although generally avoiding conflicts only leads to them growing and getting worse, sometimes, for example trivial and minor conflicts should be avoided in order to focus on bigger and more important things. Accommodation is a style of dealing with conflicts where a person or persons give in to the opponent's argument; they so to say give up the fight. As in avoidance, sometimes also accommodation is beneficial, for example in a situation where clinging on to a certain opinion does not develop the situation or makes trivial topics bigger than they are. The major disadvantage of accommodation is when the team avoids all conflicts by accommodating, because this prevents the team from resolving or realizing possible bigger, underlying issues and may lead to making wrong decisions as a group. Thirdly, competition is a style often executed by people who are competitive in general and may want more power or show off their power. The conflicts that take place in the competitive style rarely end in a conclusion that would benefit the whole team or majority of it, but rather in one that pleases one person and gives them more power and control. This is why competitive arguing is only beneficial if the main aim is not to control and win others, but to bring across a point one is absolute sure about while still being respectful and sensible about others and their feelings. Now, compromising, a democratic and often valued way of trying to find common ground, can also be harmful when used too often or just because it is handy: it does not guarantee the best solution and may even result in everyone involved being disappointed and unhappy with the solution. Almost as a better version of compromising is collaboration. This style of conflict management has proven to be most beneficial in teams, and it essentially means that group members approach conflicts as issues that need to be solved, rather than a disagreement that someone has to win. What separates collaboration method from compromising, is the fact that the goal is not to win some and lose some, but to find a solution that everyone can be happy with, and everyone works together for. All personal and emotional matters are set to side and facts are analyzed. The collaborative conflict management takes time and patience but is also very rewarding

(Beebe & Masterson 2012, 181-5.) From this we can conclude that when managing conflicts, it is important to select the right style first, depending on the situation and what is at stake.

Besides being able to work on conflicts and resolve them, it is also vital for team members to be able to give and receive feedback from each other. Importance of feedback is even bigger in a project like Viaporin Kekri because of the student aspect: the team members' main goals are to learn and develop their skills in the events field. Feedback can help team members reach these goals and notice their strengths and weaknesses. Doctors Prayson and Rowe present seven characteristics of effective feedback in their article "Effective feedback in the Workplace", and they are the following: detailed and specific, based on good observation, balanced, actionable, timely, professionally delivered and constructive and purposed (Prayson & Rowe 2017, 26). In order to give detailed and specific feedback, also tasks and roles should be clearly established: what is required and expected in a certain role and what tasks need to be executed. This needs to be taken into consideration already in the recruitment process. Also, as stated, feedback needs to be based on good observation: team members or leaders need to observe carefully the actions of their peers in order to be able to analyze and give feedback on it. The aspect of focusing on well executed feedback needs to be applied to Viaporin Kekri core team.

All communication in a project can be based in a communication plan. According to William Dow and Bruce Taylor in their book Project Management Communications Bible, it is the key purpose of a communication plan to determine, document and plan the information needs of a project (Dow & Taylor 2008, 311). Main components to any communication plan are the following:

- 1. Identifying the various stakeholders of the project*
- 2. Identifying the format and type of media for sending project communication*
- 3. Identify who receives the information*

(Dow & Taylor 2008, 314.)

This can be directly brought to the setting of Viaporin Kekri core team and may be used as the basis of the communication plan. Having experience in using various different medias and formats for communication, author has a sense of what may work well: a platform where information is gathered collectively, but where each member can quickly find information relevant to them. This is why it is important to have the team members' point of views when making the communication plan: everyone has their needs and these needs

should be satisfied by making an effective communication plan. Authors Dow & Taylor remind in their book that communication plans should not be made by a project manager alone, but rather together with the project team (Dow & Taylor 2008, 315). The making of an efficient communication plan also refers to planning and structuring meetings, which will be discussed in the next subchapter.

When choosing tools for communication in a project team, all the selected tools should be chosen with attention to aspects like who is going to use it, when, for what, how, what decisions will be made using this tool, what information does it provide or is used for and how often it will be used. (Dow & Taylor 2008, 320). These tools may be e-mail, different platforms like WhatsApp, Trello, Google Docs or Slack, for example. When usage of different tools is well justified and explained, they will most likely be used in a beneficial and understandable way, which prevents communication becoming unclear or there being too much information of which some may be irrelevant and confusing. One issue with Viaporin Kekri core team's communication may have been the fact that communication channels have been used for free time and unrelated topics, and the actual important, project-related information may have gone unnoticed. This is also why proper definitions and sorts of guidelines for communication are important in the case of the core team.

Main aims within the Viaporin Kekri core team, communication wise, are the following: to keep other team members up to date on what is happening in each department of the project, for the project leader to announce bigger strategical details or plans to all members and to discuss options together and make decisions. For these needs a communication plan may be established in the final product. Table 4 presents an example of what a communication plan may look like, according to aspects mentioned by Dow & Taylor

Table 4. Example of a communications plan

| Communication type | Frequency: | Method of communication | Audience: Who will receive the communication | Owner: Who is responsible |
|----------------------------------|--------------------------------------|--------------------------------|---|----------------------------------|
| Team meeting | Twice a week | -Face to Face -IT-tools | Whole project team | Project Manager |
| Weekly check-up meeting | Once a week | -Face to Face I-T-tools | Whole project team | Rotates in turns |
| Contribution to shared platforms | Whenever there is an update | Written form | Depending on information | Whole team |
| Kick-off meeting | Once in the beginning of the project | Face to Face | Whole project team | Project Manager |

As the example table also presents, a communication plan is strongly linked to the planning of meetings. Author finds that meeting management is relevant for the core team and its needs for development, and thus the next subchapter will be looking closer to just that.

2.2.2 Successful meetings

When it comes to meetings, two important factors raise to authors attention: ground rules and meeting structure. Beebe and Masterson refer to ground rules as agreed and acceptable behaviors that all team members bind to, and in order for the rules to be efficient, it would be better if the team sets the rules together, rather than them coming from above from one leader (Beebe & Masterson 2012, 105.) Each organization has its own ground rules from how to dress to how to greet people, and these rules also concern meetings. Meeting rules may be for example that everyone will attend the meetings, meetings will start on time, they never last longer than planned and that each team member will prepare for each meeting (Beebe & Masterson 2012, 105.) What may also have an effect on the behavior of team members in their activities, such as meetings, can be status differences. Who has the power to talk the most or lead the meeting? These status differences often are quickly strengthened and determined through ground rules (Beebe & Masterson 2012, 107.) Thus, as mentioned by author previously in discussion about organizational structure, setting some ground rules and principles for the team would be beneficial and needs to be applied in Viaporin Kekri as well.

The difficulties the core team of Viaporin Kekri has faced with meetings are often to do with time management: meetings may last much longer than planned, because topics discussed are complicated, and the further the project goes on, the more there is to discuss on behalf of every department in each meeting. Because the amount of information grows exponentially as the project goes on, it would be important to focus on the structure and planning of meetings. Some good practices for efficient meetings are presented by community and organizational development specialist Marlene K. Rebori from University of Nevada. She points out the following key measures for a successful meeting:

- *Begin and end on time*
- *Use the Agenda*
- *Use an Ideas Bin*
- *Establish and use Ground Rules*
- *Control dominating individuals*
- *Bring Food*

- *Summarize*
(Rebori 2010, 3–5)

According to Rebori, *beginning and ending meetings on time* is vital in order to create a sense of importance and a controlled structure. It helps when rules are clear, and it is a given that meetings start on time – this way also members will make an effort to join meetings on time. Ending meetings on time, on the other hand brings clarity and helps members focus and work efficiently through the meeting, knowing that there is only limited time to discuss different topics. This all of course requires that someone is responsible for time management and reminds meeting's members where they are in the schedule. Secondly, *using an agenda* is crucial because without a prepared schedule and topic list, the meeting might go in all sorts of directions and also some topics may be ignored and left untouched, and spontaneous topics may pop up – which may not be relevant at the moment. And this is where the *use of an ideas bin* comes in: this is, for example, a piece of paper that is set on the table or wall during the meeting and where all the ad hoc ideas and topics will be written down in order to remember and discuss them later. This keeps the meetings sticking to a certain agenda but does not reject ideas that pop up. *Establishing ground rules* is something author has already discussed previously, but essentially it is important that common ground rules, which are decided on together, apply in meetings as well and that there are rules for meetings. Rebori also suggests that these ground rules may be written down and set on a visible spot for the whole team to see and be literally reminded of the rules. These rules can also be edited along the way, depending on the team's needs. As discussed earlier, the topic of conflict and conflict management is also relevant in meetings: if a disagreement occurs, methods for solving them should be known to all members and the ground rules should also have notions on how to act when conflicts arises. Now, *controlling dominating individuals* essentially refers to making sure that everyone has equal chance of expressing their opinion. Rebori suggests that this may even sometimes be done by the group leader asking directly the quieter ones in the team to say their opinion on discussed topics. Something that energizes and motivated people and makes them feel comfortable, is obviously food: *bringing some small snacks* for everyone to share during the meeting (Rebori 2010, 4.) This is also something Viaporin Kekri core team has taken action during the 2019 event project, and author has personally recognized it to be an uplifting and team-building element. Commensality, the act of eating and drinking together at the same table, is a corner stone in human social interactions, and it creates and strengthens relationships (Kerner et al. 2015, 1). It lightens up the team members' spirit when some small snacks are available – and an easy way to plan this activity is to have changing turns on who brings something to the table. Lastly, Rebori men-

tions *summarizing*. This means concluding everything that has been decided and discussed about, delegated, set a deadline for or that needs to be taken action on. This summary could be shared then with everyone, and also those not present at the meeting could update themselves on what is happening. Also any new meeting times or other follow-up meetings should be decided on while summarizing the previous one, suggests Rebori (Rebori 2010, 5.)

The Project Management Institute (PMI) suggests in their project management body of knowledge mostly the same measures of meeting management. Their list includes the following, which may be for the most part compared directly with Rebori's: preparation and distribution of an agenda, ensuring that meetings start and finish at the published time, ensuring that appropriate participants are invited and attend, staying on topic (can be compared to Rebori's Idea Bin), managing expectations and conflicts (Rebori's Establishing ground rules), and finally recording all actions (summarizing) (PMI 2017, 386.) These widely suggested notions for meeting management shall be taken into use in Viaporin Kekri core team as well and will be implemented further by author in the final product.

In conclusion to the communication aspect of authors work, it is evident that having ground rules and other set and determined directions for the team are necessary for efficient communication. As author mentioned previously, needs in the Viaporin Kekri core team seem to be focusing on a communications plan, a meeting plan and conflict management and feedback. These have been covered in this theoretical framework, from where author will further develop the analyzed subjects into helpful guidelines and suggestions for the coming core teams of Viaporin Kekri.

2.3 Author's Framework

Table 5. Author's own framwork

| Author | Theory / Subject | Dimension | Usage |
|---------------|---|--------------------------------|---|
| István 2010 | Methods of recruitment in relation to validity, impartiality, scope of usage and cost | Mutual evaluation Interview | Application in recruitment process of Viaporin Kekri Core team in the future |

| | | | |
|-----------------------|---|---|---|
| Clifford & Larson | Project Management Structures | Functional Structure Network Structure | Application of elements from these two structures |
| Kenton (Investopedia) | Types of Organizational Structure | Flattarchy | Application of hierarchical and structural matters |
| Mintzberg | Configurations | Innovative and entrepreneurial configurations | Application of elements of decentralization and key parts of organization |
| Chen | Underorganizing | Hazards of underorganizing | Using as an example |
| Moscovici | Social representations theory | | Creating a list of shared beliefs |
| Gray & Larson | Organizational Culture | | Establishing objectives, visions and values of the team |
| Rohrbaugh & Quinn | Competing Values Framework | Adhocracy and Clan | Applying elements of these |
| Campbell | Three universal steps for project communication | All steps | Applying the steps to core team's communication plan |
| Dow & Taylor | Main Components of Communication | | Implementation in the communication plan for core team |
| Dow & Taylor | Communication Plan Template (Table 4). | | Making a communication plan based partly on this template |
| Beebe & Masterson | Conflict Management Styles | All Styles | Guidelines for conflict management |
| Prayson & Rowe | Feedback | 7 Characteristics of effective feedback | Applying the seven characteristics to structure of feedback sessions |

| | | | |
|----------------|--------------------|----------------------------------|--|
| Rebori | Meeting management | Measures for successful meetings | Creating meeting rules and meeting plan |
| Rebori and PMI | Meeting Management | Ground Rules | Creating Viaporin Kekri core team's own ground rules |

3 Planning and implementation of the project

The original need for the core team guidelines came initially from the core team members themselves – and author being one of them, for multiple years, it was a rather straightforward and logical process to start the planning and implementation phase of the guidelines. Narrowing the focus for the product and finding the suitable solutions for the core team and its nature were essential tasks when planning the product. The following subchapters will further clarify and unfold the different stages and aspects of the implementation of the and the aforementioned theories and frameworks and explain more thoroughly the background of the whole product.

3.1 Viaporin Kekri event project background

As expressed on the event's website in 2019, "Viaporin Kekri is an educational experiment for Haaga-Helia, learning opportunity and networking exercise for its students, and a carefully crafted event for Suomenlinna visitors built up of fine storytelling, lively performances, immersive experiences, art, food, music and unique atmosphere" (Viaporin Kekri 2019).

The event is produced annually on All Saints' Day in Suomenlinna sea fortress, in collaboration and cooperation between Haaga-Helia University of Applied Sciences and the Governing Body of Suomenlinna. Two project leaders, one from each cooperating side, function as the head of the whole event project.

The theme of Viaporin Kekri is to bring back old kekri traditions: this is an old Finnish pagan tradition, celebrated at the end of the harvest season. It includes indulging on food, some old rituals like the Kekri Buck, which is a buck figure made out of hay, and it gets burned at the end of the Kekri celebration. This is also the highlight of the Viaporin Kekri event: the buck is burnt on the shores of the fortress at the end of the evening, and all visitors gather around to see the celebrational burning ceremony with music and fire dance, and finally, the burning itself.

The aim of the event is not only to bring back old traditions and celebrations, it is also to promote Suomenlinna as a year-round destination. The fortress, being a UNESCO site and referred to as the Gibraltar of the North, has struggled with lack of visitors during the winter season. The fortress islands are mainly seen as a summer picnic destination, and though services on the island run all throughout the year, in the winter it may be very quiet on these picturesque fortress islands. Thus, Viaporin Kekri has been an excellent example on the fact that the fortress may also be visited during the winter season. The original idea for the event came from Suomenlinna Governing Body back in 2015, when they decided an event in the offseason was needed to promote the destination's year-round functions

and to increase visitor amounts and suggested the idea to Haaga-Helia. In addition to being a promotion for the island's winter season, the event has become a valuable source of income for the local entrepreneurs on the fortress islands: for some cafés and bars on the island the event is one of the most revenue generating days of the year.

The event has gathered more or less 5000 visitors each year in the last couple of years, and there was a major expand in the event's program and partnerships in 2019: 63 companies, both Suomenlinna based as well as outside companies from around Helsinki and Finland, were cooperating in partnerships for the event. These companies included, for example, breweries, theater groups, fire performers, restaurants and cafés. Besides the program and services provided by these companies, also students would produce a great deal of the event's program. Approximately 100 first year students conceptualized and executed different kinds of events in some of the "hidden" venues in Suomenlinna: part of the charm of Viaporin Kekri event is that visitors get to see and experience places in the fortress that usually are not open for public. So, as part of their course "Experience economy in hospitality and tourism", these first-year students crafted different kinds of experiences for the event visitors, as well as took care of most of the operational tasks regarding the event like distributing brochures, working as event guides, prepping and cleaning venues and so on.

Next up in the hierarchy levels of the event's organization is the core team, which consists of a handful of second- and third-year students, who together with, mainly the Haaga-Helia's side's project leader, take care of matters such as website management, marketing, partnerships management and communication with the first-year students. This is the core team, including Haaga-Helia's side's project leader, on which author is focusing on in the product and the whole project. Needless to say, the highest level of this rather three-layered hierarchy is the level of the two project leaders (one from Haaga-Helia's side and one from Suomenlinna Governing Body), who, in collaboration and cooperation make all the strategical and financial decisions regarding the event. The organizational structure of the whole event will be described in more detail in the next subchapter about the background of Viaporin Kekri and its core team.

The funding of the event comes from Suomenlinna Governing Body's event budget. The event's budget has been rather small considering the size of the event; roughly 10 000 euros in 2018 and 2019, which means that creative approaches are needed to meet the desired quality of the event. The event does not make money through entrance tickets and partnering companies do not pay fees for the venues they use. This means the event can be considered a non-profit. Although, of course, the visitor amounts, the money they

spend during the event and the promotional function of the event (resulting in more visitors in the winter season) may be considered as an indirect profit from the event for Suomenlinna. What this also means, is that since the budget is coming from Suomenlinna's side, there is no budget for the Haaga-Helia's core team to use on things like team-building or other relevant matters regarding the core team organization. This has been also mentioned in the interviews author conducted on some of the core team members and the project leader. When there is no money for motivational or uplifting program for the core team, also here creative solutions need to be sought for. This was also a narrowing and defining aspect when planning and creating the product.

3.2 Background on the Viaporin Kekri core team

Within the organization of the whole Viaporin Kekri event there are multiple segments and groups of people involved. As the event is produced in cooperation and collaboration between Haaga-Helia University of Applied Sciences and Suomenlinna Governing Body, the main project leaders of the event consist of one representative from each side. Haaga-Helia's side's representative is also the leader of the whole Haaga-Helia's side's core team: lecturer Violeta Salonen has, since the beginning of the event in 2015, taken this role and acted as the strategical leader of the event, as mentioned, in cooperation and collaboration with a respective representative and project leader from Suomenlinna Governing Body.

On Haaga-Helia's side, a core team on Salonen's lead has executed the planning and accomplishing of the event. Though it must be noted that this, rather small (approximately 10 people) core team does not cover all the tasks related to the realization of the event: around 100 first-year students in the Hospitality, Tourism and Experience management (HOTEM) program work on the event as well, but not on an extracurricular basis as the core team members: Viaporin Kekri is a case study on their course about experiences, taught by Salonen herself. This means, that in addition to the core team there are the roughly 100 first-year students working on the event from Haaga-Helia's side as well. These first-year students' tasks mainly involve creating new experience-based concepts in venues usually closed to public in Suomenlinna, scheduling and executing the event on the event day(s) and taking care of technicalities and other operational tasks.

The core team Salonen has led, has consisted mainly of second- and third-year students in the HOTEM program. These students have been divided into smaller departments within the core team, such as the website and marketing team, scheduling team and partnerships management team. In 2019 the core team consisted of altogether 11 students, but the actual size of the core team grew by a few members as some first-year students

joined the core team's activities more actively and started taking on more responsibilities. That is also one factor, in addition to the quickly changing nature of event projects, why it is hard to determine anything beforehand. That is why creating guidelines for such a unique and somewhat unstable core team may appear a difficult task. But, after some final meetings with the core team after the 2019 edition of the event project, it was clear to author as well as the rest of the core team, that some structure and guidelines were needed. What seemed to be everyone's wish and realization was that the organizational structure of the core team needed development and planning. Another main object, that at least stroke author herself as very relevant an important matter, was the internal communications of the team: this is a topic that would be strongly supported and constructed on the basis of the organizational structure of the core team.

3.3 Project process

The beginning of the whole project itself dates back to 2017, when author began her studies in Haaga-Helia. She was introduced to Viaporin Kekri in one of her first courses; "Experience economy in hospitality and tourism", for which the case study was the very event of Viaporin Kekri. From the very beginning author was interested in the event and wanted to participate as much as possible, starting with tasks like scheduling and making her way to more demanding tasks through the following two years, which ended up in her participating in the project for three years (2017-19). In late 2017 she also applied for a job in Suomenlinna Governing Body: for the next two years she would work as a tourist advisor in the fortress, and this relationship with the Suomenlinna Governing Body ended up greatly influencing her relationship to the event and this whole project.

In 2018, the event broke a record in visitor numbers: officially 6500 visitors came to Suomenlinna for the event, and the program was even better than the previous year. Author's official role in 2018 was a concept developer, which included multiple tasks from partnership management to a large variety of ad hoc tasks and cooperation with Suomenlinna Governing Body. Author worked closely with the two project leaders Violeta Salonen (project leader from Haaga-Helia's side) and Paula Lappalainen (event coordinator and Viaporin Kekri project leader from Suomenlinna Governing Body). In 2018 the event's core team already faced some structural and communicational issues, but these were mostly left undiscussed and unaddressed, mainly due to the tight schedule and hectic process of the event. After the event all core team members and the project leaders were all busy with other tasks and projects, and there was not enough, or at least no organized time for reflection on issues and development points concerning the core team itself – program and event concept were considered more relevant and important aspects to re-

flect on and develop. Some issues of the core team, already in 2018, according to author's own perception, were the unfair and unstructured division of tasks and responsibilities and unclear flow of information.

The latest version of Viaporin Kekri in 2019 was a year full of developments and expanding for the event. The goal was to develop the quality and program of the event, not the size of it, since it now had already so many visitors in 2018, and the capacity of the fortress and its services is limited. Instead, an idea of expanding Viaporin Kekri to multiple days was presented, and this was supported by the fact that this year also students from another degree program was joining in organizing the event: the 3rd year restaurant management degree students from Haaga-Helia joined the event project by collaborating with some Suomenlinna based restaurants and a light art exhibition in an attempt to widen the food supply of the event: this year no outside food trucks or other food services would be needed in addition to the local restaurants, like it used to be in the previous years. The cooperation between the restaurant management students and the local restaurants was rather separate from the other functions and organizing parts of the event: the core team operated still on its own and the food students operated for the most part independently with the local restaurants. Some collaboration between the core team and the restaurant management students was still happening on tasks like website and social media management, for example on behalf of the Kekri Sauna project, which was an idea of implementing a traditional sauna into the event. This required some organization also from the core team's side and can also be considered a great factor in the development of the whole event and its program. The core team's structure was also rather new in 2019: for example, for the first time a designated partnerships management team was established.

However, in 2019 the communicational and structural issues of the core team rose into everyone's notice: the event had become more complex and laborious than ever before, and a certain backbone seemed to be missing. Core team members were at times confused about communication and which tasks were who's responsibility. Conflicts arose from some members being less devoted to the project than others. This all is also evident from author's core team meeting notes from late 2019, where concerns and suggestions regarding task definitions, meetings, communication and communication channels were expressed. This is also the focal point where author came up with the idea of a physical guideline booklet for future core teams: a compact gathering of useful instructions and suggestions that may create a stronger structure for the team and help its communicational matters, which then will further smoothen and develop the whole event project itself.

3.4 Project plan

As referred to in the previous chapter, the final push and actual inspiration for author to make the product came after the 2019 Viaporin Kekri event. When reflecting on the event project in a post-event meeting, many core team members expressed their concerns and feedback on both structural as well as communication related matters within the core team.

A month or so after this, the project outline started to clarify, and the concept of the project became apparent to the author. However, there were multiple areas within the scope of focus that were still rather unfamiliar to the author, and there was a lot of research and studying to be done. Topics like organizational culture, decentralization of power, communication plans and other specific topics were to be examined and studied carefully by author – and finding the relevant and fitting material was essential, since there is an endless amount of sources when it comes to, for example, communication.

After successfully completing the theoretical part, author was ready to conclude and construct her own framework from the studied materials. In this framework all of the most essential and relevant models and theories would be included and were ready to be implemented into the product. At this point the qualitative interviews took place as well: six members of the core team, including project leader Violeta Salonen, were interviewed in a semi-structured qualitative interview. This represents half of the 2019 Viaporin Kekri core team, and author selected interviewees in such way that included as much of diversity as possible when it comes to experience with events, background and tasks in the project. Besides the interviews, also secondary analysis was performed on some of authors meeting notes from late 2019. After these steps it was possible to start the designing of the product.

When compiling the prior research, theory and learnt models of the framework into the product itself, it was also important to choose the right format and layout. Author decided to embrace a rather visual form with a lot of images and other visual elements, in order to make the guidebook pleasant to read. Also, it was important for author to include images from previous years' Viaporin Kekri event and its core team members. This creates a concrete and established sense of an actual team, which is not only discussed from distance in theory, but rather makes the reader feel the actual connection between the guidelines and the core team.

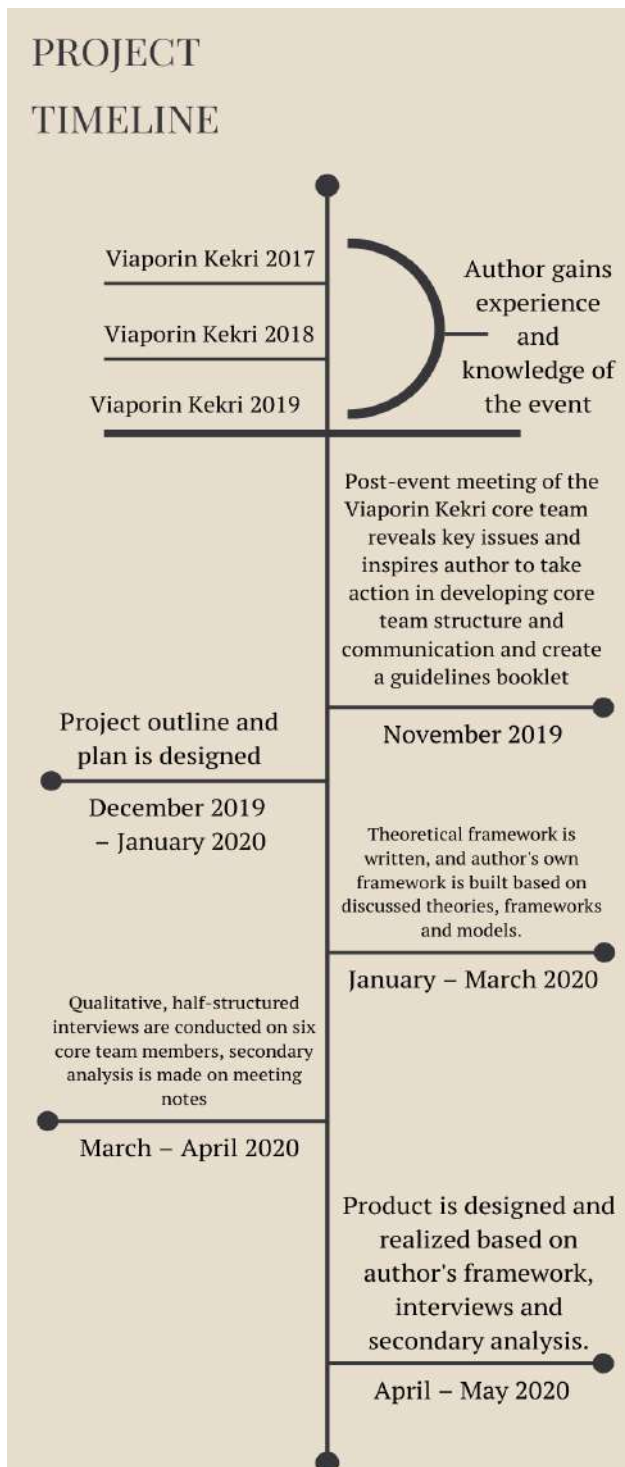


Figure 4. Project timeline

3.5 Methodology

As was briefly touched on in chapter 1.2 already, author chose to conduct qualitative, semi-structured interviews on six of the 2019 Viaporin Kekri core team members. This means half of the core team members were interviewed, and author selected these six persons with an aim of having diversity and a range of people with different levels of experience with events, different core team tasks and different backgrounds in general. Of

course, it was also necessary for author to include the project leader Violeta Salonen in the scope of interviewee's as well, since she has the longest experience with the project and has a wider picture on all aspects of the event project and core team's functions. The decision to proceed with semi-structured interviews came from the need to have the possibility to ask elaborative questions on the go, while still being able to compare different interviewee's answers due to the general, shared structure in them all.

Semi-structured interviews appeared the best option for this specific project, due to their suitability in exploring opinions and perceptions of interviewees, especially when it comes to complex and even difficult matters (Barriball & While 1993, 330). This was essential as the nature of the event is rather complex, and because matters discussed in interviews were partly difficult and may have risen some negative emotions in respondents.

There was no question whether a qualitative or quantitative approach should be taken with the research, since the scope of focus was either way rather small: the core team of Viaporin Kekri consisted of 12 people in 2019, and as the project and product is directly aimed at this small audience, it was evident that information, opinions and views needed to be drawn from these people exactly, not on a larger scope on for example the 100 first year students, as their tasks and experience in the event have a rather minor effect on the structure and communications of the core team itself.

The semi-structured interviews were conducted through phone calls and recorded for further examination and note taking. The interviews would have been conducted in a face to face situation, but due to the COVID-19 it was unfortunately not possible. Most interviews lasted approximately 40 minutes, and a good variety of answers were collected. The questions of the interviews can be found in Appendix 1.

The results of the interviews were surprisingly harmonious, meaning that in most questions the responses supported each other and created a shared vision on the different topics. For example, when discussing hierarchy in the core team, the vision of all respondents was very similar: rather flat structure, where anyone can talk to anyone and everyone is on the same level, but project leader has the final decision-making power and the overall guidance on the project and the core team teams. This seemed very clear to all, though a couple respondents additionally expressed their vision of a somewhat three-layered hierarchy where each team within the core team had one "leader" and these leaders would represent the second level of hierarchy, and the project leader would be on the top, rest of the members being the lowest of the three levels. Another question that generated very harmonious responses was on the shared values of the core team. Clearly, although not

stated anywhere, there had been some strong shared values among the core team members. These included values such as trust, honesty, open-mindedness, passion, growth and good communication. However, with some questions answers did vary more. For example, when asked if core team members felt like they could easily express and communicate their ideas to the rest of the team, some answered a direct yes, but some expressed their struggle of dealing with conflicts or practicing critical thinking.

All in all, the interviews became the most valuable source of information when establishing the product: the direct needs and improvement ideas expressed in some of the responses gave a good direction for the execution of the product.

Secondary analysis, meaning re-use of pre-existing data derived from previous research studies (Heaton 2008, 1), was performed on the meeting notes author had made in late 2019 from a post-event meeting with the core team. These notes strongly supported the project, since exactly the issues that author finds solutions for in her project and product, are mentioned in these notes. Core team members have expressed dissatisfaction with use of communication channels, division of work and tasks and overall organizational structure of the core team. Members were exhausted and irritated of all the excess stress caused by unclear situations that could not be solved due to the hectic environment of the event and felt like issues needed to be addressed and some changes made. These meeting notes, however, served more as a support and backup for the actual interviews, which gave a wider view on the core team members' thoughts. Also, more sensitive and specific answers were derived through interviews rather than from these meeting notes.

The outcome of this research affected authors decisions in many ways when constructing the product. After all, this product is very clearly targeted to this specific project's core team, and thus it was crucial to create the product primarily based on the outcome of interviews and meeting notes, and secondly on the analyzed theories and own framework. For example, both the interviews and the notes prove that the core team wanted some structure and clearer levels of hierarchy, but also mentioned how the previous, very flat structure enables creativity and builds an overall laid-back atmosphere, and seemed to cherish this as one of the highlights and advantages of the project. This was problematic for author when deciding on the hierarchical structures that needed to be established: how to keep this relaxed atmosphere and feeling of low hierarchy, while still implementing enough structure so that tasks and responsibilities are clear. What author chose as a solution was to introduce a new role inside the core team: an assistant project leader. This role would divide the hierarchy levels into three; project leader, assistant leader and the dedicated teams inside the core team. This sort of middleman role would help to balance the division of responsibilities and making communication clearer.

From author's own framework all the planned aspects did end up being used in the product in one way or another, and the measures of implementation largely depended on the results of the interviews and secondary analysis, again because these needed to be primarily targeted to this specific project team and by following the path the interviewees had pointed to author through the interviews.

3.6 Limitations and risks

Within the project the main limitations were more or less same as within the whole Viaporin Kekri event itself: time and money. Time-related limitations include the fact that there was not enough time to test the examined methods and theories in practice and see what could work, before establishing the product. Budget, on the other hand, plays a big role – or rather, the lack of it. Since there is no budget for the event coming from Haaga-Helia's side, this means there is no money to support, for example the teambuilding or recruitment processes of the event project. Here also the time issue applies: there is only a limited amount of time within the whole project, to focus on matters like teambuilding. The event project in itself is so time-consuming and hectic, that often the supportive elements simply cannot be paid the attention and time they need. This is also a reason why the product is designed to be easy and quick to use: information is expressed in a simple and quick way, with easy and fast fill-in elements to ensure the accessibility and usability of the different methods presented.

Some limitations concern – hand in hand with time – the resources. Since the core team is relatively small and every member has a significant responsibility and tasks, there is a question of who is going to implement the guidelines to the whole core team's use. This is where the assistant project leader, a new established role, steps in. This role should take care of managing the implementation of the guidelines and is in a key role in many topics mentioned in them. Thus, issues with resources and implementation of guidelines should be battled with this new designated role.

The main risk for why the product could potentially not be carried out or used, would be that either the event is not organized, at least in 2020 (due to COVID-19), or the organization of the event is organized in some completely different way, for example fully virtually. This would mean that new kinds of resources are needed, and tasks would be drastically different. Another risk is simply the lack of time to implement the guidelines into use: if there is a rush for the event project to kick off, it may be impossible to first acknowledge and then implement all the elements of the product. However, even if in 2020 the event would suffer due to COVID-19, there should be use for the product in future. Suomenlinna Governing Body still has the demand and need for this event, not only because of the high

visitor numbers, but also because this event has become a crucial source of for the service providers and entrepreneurs of the fortress.

3.7 Product Evaluation

The final outcome of the product itself was a success in many ways: author felt that all of the main issues brought up by the core team members were finally addressed and a solution for each has been presented in the product. Also, the outlook and visuals of the product came out better than expected and it was surprisingly manageable to express ideas and theories through different visualizations and short texts. It was a relief and certainly very helpful that the product could be done in free form and creativity could be used.

The actual usefulness and implementation of the product can only be evaluated later, through future core teams' testing, and thus it is not yet possible to decide whether or not the product is successful in reality and in fulfilling its task and purpose.

Evaluating in retrospective, one aspect author would change in the product, and whole project itself is the scope: since the event project is carried out in collaboration and cooperation with Suomenlinna Governing Body, it would have been useful – yet almost impossible – to include that side's structure and culture in the project as well. This would have enlarged the scope too much though and it would have been too large of an entity to examine and work on only in one thesis. This is mainly due to the fact that the Suomenlinna Governing Body is in itself a large organization, and information would have needed to be gathered from a large field and combining it with the rest of the research could have been a challenge. Nevertheless, this could be taken into consideration in any future and further research on the topic, especially if any issues occur with the cooperation between Haaga-Helia and the Governing Body. An overall established structure and communication plan for the whole event, that is shared with both organizing sides, could help develop the collaboration in general and the whole event.

Another topic that could be analyzed in further research and taken into consideration is the fact that the guidelines might need to be updated after some years, especially if big changes in the organizational structure or the event itself occur.

4 Discussion

While having functioned without a certain, established organizational structure or communication plan, the event project Viaporin Kekri has been a successful event in many ways: exceeding its past visitor numbers and partnerships and being an unforgettable learning experience to those taking part in organizing it, it has ended up in a situation where a certain backbone and structure is needed. Through her project author had to rewind back to late 2019 multiple times, and recollect the thoughts, feelings and notions running through her mind back then. After working with the event for its three editions, author had compiled a strong image on what was needed and where the development points were within the core team as an organization, and in its communication. This final chapter of the thesis explores the successes, challenges and learning outcomes of the thesis.

4.1 The Thesis process

The whole thesis process and implementing of the product went mainly without major complications or obstacles and ended up giving the author some unforgettable lessons in many topics. Also, author would consider the thesis and writing it a great success, as she feels that an important problem – or problems – have been addressed by it and solutions have been found and suggested.

Some, though pre-expected, challenges appeared within the theoretical part, as the main topics of the thesis – organizational structure and communication – both proved rather complex entities and are widely discussed and written about. This meant that selecting suitable sources, finding the most relevant ones and understanding the bigger picture on the topics took some time, and in retrospective author can confirm that the most difficult task was exactly the very beginning of the thesis process: to establish a solid and concise theoretical framework to support and lay a foundation for the process and the product. After it was finished, a clear understanding on both main topics had formed in author's mind together with a clear structure of subheadings necessary for the product, such as recruitment, organizational culture, communication plans and so forth.

Another obstacle was faced when collecting information through the qualitative semi structured interviews, which for the most part turned out rather long, and thus it was somewhat laborious to gather and pinpoint certain outcomes of them. This, however, was a very rewarding process and gave insight and perspective on what the product should be like, and what the real problems were for which author tried to seek solutions for. Another aspect that can be considered a success within the whole project is the well-planned interviews

that generated a more than sufficient range of answers and led to fruitful discussions between author and the interviewees. This all helped to construct the product in a way that was actually useful and true to its core audience: the actual core team members.

Besides these issues, the rest of the phases of the process went more or less in a straightforward and easy manner: for example, the visualization of the product was a positive addition of creative work in contrast to the factual and academic writing of the thesis itself. Also, the time management aspect of the thesis process can be considered a success: though not fully sticking to her own pre-made schedule, all the steps of the thesis were completed in time and cooperation with thesis supervisor went smoothly.

When it comes to the content and actual ideas in the suggestions author presented in the product, there were certain topics that required deep consideration and judgement. For example, how to keep the laid-back, low hierarchy of the core team while still giving it some structure it so desperately needs. No matter how attractive and tempting a completely flat structure in hierarchy may be, in an event like Viaporin Kekri this model ends up being a heavy burden for the project leader, who has simply too many things on their hands. This kind of flatarchy is not the most suitable model for a hectic event like this, though it has been an essential element for the innovative and learning aspect of the event project for the students. Through this realization and some research, author chose to add a second key figure into the core team: the assistant project leader. This character divides hierarchy levels into three and helps dividing some of the responsibility and occurring tasks of the project leader. In addition, it became evident that through the elements organizational culture, even in this kind of three-layered hierarchy, the old flatarchy-like atmosphere and sense of shared power can remain.

4.2 Learning outcomes

This thesis can only be described as a major learning experience and accomplishment from the author's perspective. Since the main topics of the thesis were not that relevant for the author beforehand, it was a major learning curve to fully immerse into the related literature of both organizational structure and communications. What author could most relate with within the whole scope of theoretical framework, were the examples from event projects and their management: this is a very familiar world for author from previous experience as well as her studies, but a new perspective and level of event management and event projects was opened through the multiple sources on topics like organizational culture, importance of shared values and visuals and communication plans, which in general author has been aware of but never understood the importance and true meaning of.

Thus, the knowledge on these topics will most certainly be useful in the future for the author, who aspires to work in the event industry. In this sense, too, the thesis has given a lot of context and understanding to the author and can be considered a valuable learning experience. In a way, a knowledge on what goes on behind an event's façade is becoming clearer and clearer to author, and also now she fully understands the importance of a well-managed and well-operating organization.

One main learning outcome that author would like to pinpoint is the understanding author created towards the whole Viaporin Kekri event project and its core team functions. The more author studied literature on organizational structure, the more evident it became how rare and unique the structure behind the core team has been, and what a special connection and sense of flat hierarchy there has been among the core team members. When interviewing core team members author also realized how, without it being separately implemented, all the interviewees held the same vision on the shared values of the core team and had a rather common opinion on what are the focal characteristics and skills needed in the core team tasks.

All in all, this project has successfully reached a closure, and is waiting for its outcome to be implemented in future Viaporin Kekri event core teams. Author waits with excitement and curiosity what kind of future value the guidelines hold for Viaporin Kekri – a unique event with endless learning and development possibilities.

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Appendix 1. Semi-structured interview questions

GENERAL

1. Can you briefly describe your role in the Viaporin Kekri project
2. What made you want to participate in this event?
3. Can you briefly tell about your general feelings on working within the core team of Viaporin Kekri?

ORGANIZATIONAL STRUCTURE and recruitment/team building:

4. How would you describe the working environment of the team?
5. What would you consider to be the main values of the core team?
6. How would you describe the structure of hierarchy in the core team, and where in the hierarchical levels would you set yourself?
7. What would you say are focal characteristics needed in the core team?
8. What do you think should be taken into consideration when recruiting new members to the core team in 2020?

COMMUNICATION

9. Generally, how well do you think the communication within the core team was executed?
10. Did you feel like you could easily express and communicate your ideas to the rest of the team?
11. What kind of communicational issues, if any, have you faced while working in the core team? +What do you think could have solved these issues?
12. Were you happy with the communication channels used (e.g. WhatsApp, Trello)?
13. Do you think meetings with core team were successful? Yes/ no → why
depending on answer, (14) what would be the developing points in the meetings and their structure?

IN OTHER EVENT PROJECTS

15. Have you participated in some other event projects?
If yes:
 1. Can you briefly explain how the organization behind the event was built and what were the different departments?
 2. How would you describe hierarchy in this/these event project(s)?

3. How were team members motivated, and what motivated you?
4. Was there a communications map used?
5. How would you describe the internal communications of the team?
6. What elements from this experience would you like to apply in Viaporin Kekri core team's functions?

Appendix 2. The product

VIAPORIN KEKRI PROJECT GUIDELINES

A guide to structural and communicational matters
within the core team



CONTENTS

Core team Structure - 2
Core team Culture - 8
Recruitment - 15
Communication - 21
Recap - 31

**SOLUTIONS FOR AN EVENT
PROJECT CORE TEAM WITH
STRONG COMMUNICATION AND
ORGANIZATIONAL STRUCTURE**

Taru Granholm



READ BEFORE USE

How to apply these guidelines in future Viaporin Kekri core team



“We started off trying to set up a small anarchist community, but people wouldn't obey the rules.” -Alan Bennett

This booklet may be considered as an advisory, referential and suggestive guidebook, in which the frameworks and descriptions are more of suggestions than direct instructions and orders - for example when it comes to roles and responsibilities, the guidelines only set a base for them and the actual responsibilities must be decided on more definitely once the new core team is formed. Also, part of the guidelines leave space for filling in what the new core team recognizes important and true to them.

The need for these guidelines originates from previous years' experiences with lack of established structure and definitions of communication within the core team. There has certainly been a need for some sort of guidelines, and this is where this very booklet steps in to help.

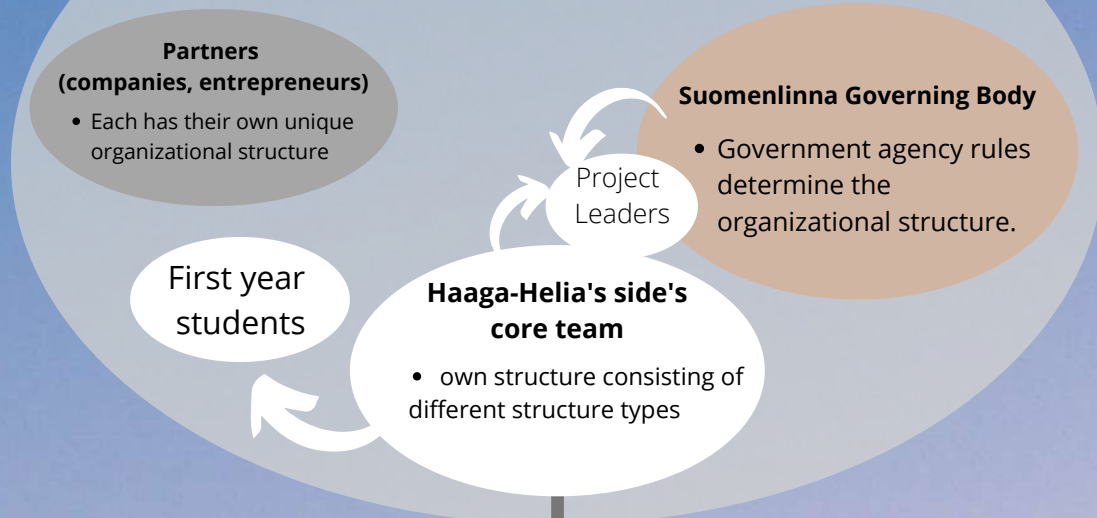
Due to the nature of event projects, it is hard to set a strict, non-negotiable plan beforehand about how each task will be executed - purely because all the tasks can simply not be known before the actual planning of the event starts. However, under-organizing and under-estimating the need for a structure can be brutal and this is why guidelines are established.

Core team structure

Viaporin Kekri

Organizational Structure

The whole event



The grand scheme of structure in the whole Viaporin Kekri project

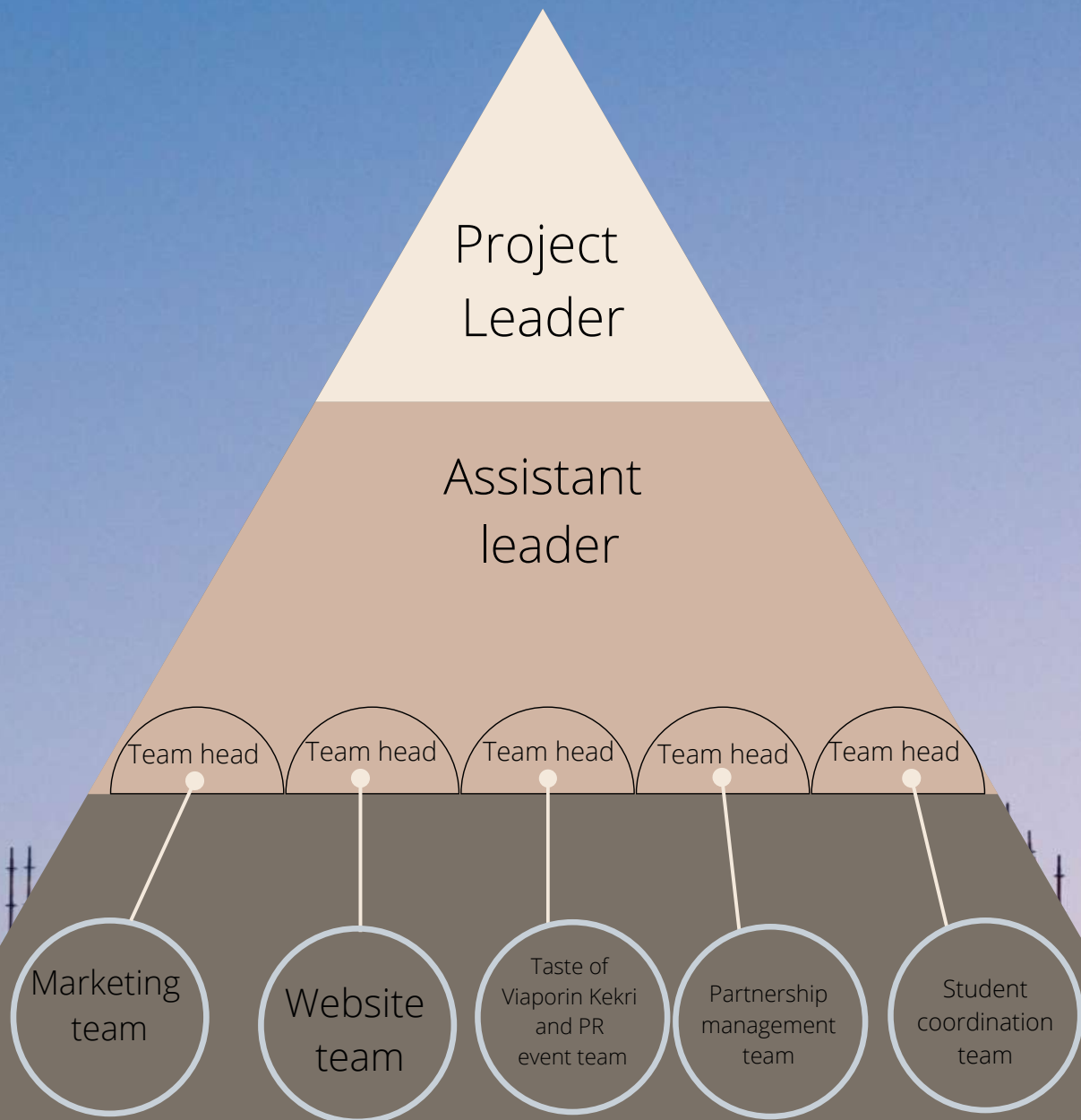
Core team structure



Visuals & Branding

Viaporin Kekri

Organizational Structure



This pyramid represents the decentralization of decision making and power within the whole core team and how suggestions are communicated. Each team has a representative or team head, and this person gathers the ideas and suggestions of the team and brings them forward to the assistant leader, who takes care of further communication to project leader and rest of the core team.



CORE TEAM STRUCTURE

Roles and tasks

Description of responsibilities and tasks

Project Leader

- Strategic leadership over the whole project from Haaga-Helia's side.
- Managing the teams and handling the big-scale decisions and budget in cooperation with Suomenlinna representative.
- Designing the overall experience of the event.
- Managing the recruitment process and building of the core team.
- The ultimate decision-making power and vision of the event itself (Together with Suomenlinna representative): mentor and advisor of the core team.
- Managing the project schedule and grand scheme of tasks of the core team.

Assistant leader

- Organizing, preparing and managing meetings
- Receiving tasks on the go from the project leader
- Managing communication between project manager and the different designated teams within the core team
- Joining meetings between Suomenlinna Governing body representative and the Project leader and communicating the information to the rest of the team.
- Managing conflicts within the core team and organizing feedback sessions.
- Managing the teams and supervising that they are going to the right direction.

Marketing Team

- Creating a marketing plan for the event
- Planning, producing and publishing content to all social media channels of the event
- Managing the social media channels of the event and answering to any visitor questions





- Analyzing previous years' do's and don't's of marketing
- Managing visual branding and creating a media package for all event partners
- Cooperating with event photo and videographers
- Reporting "do's and don't's" of current year's marketing

Website team

- Creating and managing the website of the event
- Gathering information about partners and program in cooperation with other core team's teams, as well as agreeing on the visual branding and guidelines for that together with the marketing team.
- Producing texts both in Finnish and in English
- Cooperating with event photo and videographers

Partnerships management team

- Contacting potential new partners and agreeing on partnerships with outside partners (not Suomenlinna located ones), and managing and renewing old partnerships.
- Developing concept and event ideas and planning the event program
- Agreeing on practicalities with partners and
- Providing partnership info to rest of the team, especially website team, with a certain deadline and in a certain standard format.

Student coordination team

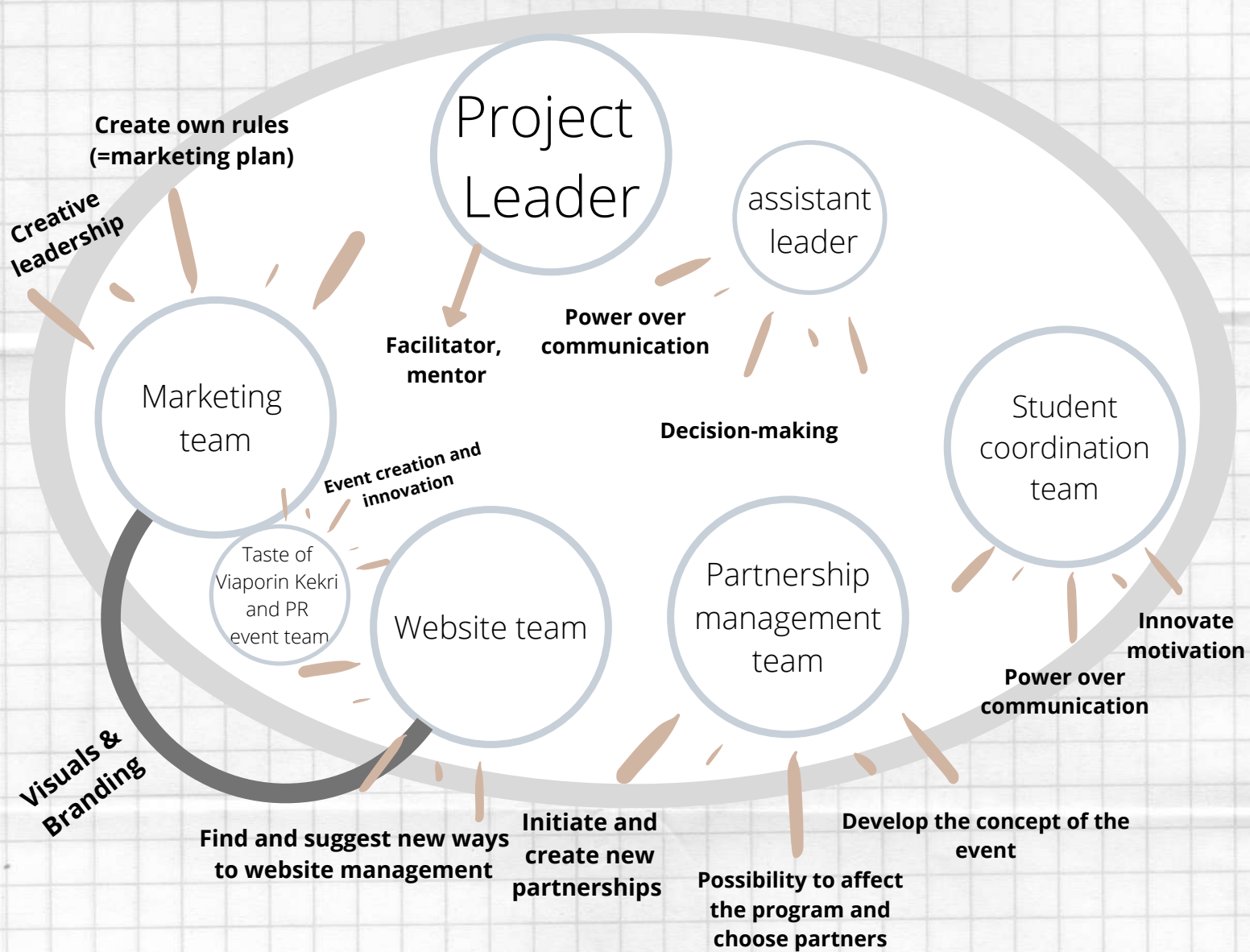
- Managing communication between the core team and the first year students.
- Gathering concept ideas and delivering them to the core team
- Planning, scheduling and organizing meetings with first year students
- Managing communication between partners and first year students (in cooperation with partnership team)
- Creating a weekly newsletter for the first year students.



Taste of Viaporin Kekri and PR event team

- Planning and organizing the media pre-event of Viaporin Kekri, the Taste of Viaporin Kekri, running the event and taking care of technicalities.
- Planning and organizing the PR stunt/event and running the event through and taking care of technicalities together with 1st year students
- Writing invitations and contacting media

The innovative aspect and adhocracy factors of the core team roles



Core team Culture

“Culture is simply a shared way of doing something with a passion.”

– Brian Chesky, Co-Founder, CEO, Airbnb

Viaporin Kekri

Organizational Culture

The whole event

- Storyworld
- Event idea and theme
- Traditions

Partners (companies, entrepreneurs)

- Each has their own unique culture

Suomenlinna Governing Body

- Government agency rules, organizational structure and culture

First year students

Haaga-Helia's side's core team

- own culture driven by core team members

The grand scheme of culture in the whole Viaporin Kekri project

Core Team Culture

Shared values and beliefs

Ground Rules

Common Goals

Rituals and Symbols

Cornerstones of the Core Team Culture

What makes up the Kekri core team culture?

Common Goals

- These goals represent the shared aims and objectives of the team, give motivation, strengthen the work drive and give clarity to the questions: why are we here, and what for?

Ground Rules

- Ground rules will be set by the newly formed core team at the beginning of the project.
- These rules need to be approved and agreed to by all core team members and they must reflect the shared values and common goals of the core team.
- The ground rules must be shared with all and if possible, placed somewhere visible during meetings.

Shared Values

- This list of shared values is set by the previous core team members and project leader.
- These values are the foundation of the team's determination and will lead to beneficial actions.
- Through these values the team will remain efficient and dynamic event rrough tougher times.

Rituals and Symbols

- Rituals may be any habits that the core team has, or events that occur periodically. An example of this is an afterwork gathering. Rituals will strengthen the team spirit and the social bonds of the group.
- Symbols may be small items or images that will remind team members of the project and its meaning to them. It strengthens unity and helps in branding the team, its members and the whole project.



Common Goals

To create an epic event

Learn new skills and develop existing ones

Gain experience in the event field



Ground Rules

1. Stay open-minded and innovate together
2. -----
3. -----
4. -----
5. -----
6. -----
7. -----
8. -----
9. -----
10. -----



Shared Values

Trust

We trust each other, our ideas and that things get done. We trust each other enough to feel free to express our ideas and speak our mind. Trust also means confidentiality and a supportive atmosphere where feelings can be safely discussed

Open-mindedness

We are open-minded towards each others' ideas and innovations, are ready to adapt and be flexible and open ourselves to this project. We welcome new ideas and people and don't exclude anything or anyone.

Growth & Learning

We want to learn and grow, develop ourselves and are willing to start from the basics in order to reach the more specific things. We are here to gain experience and learn new skills!

Passion

We are ready to go the extra mile and are devoted to the project. We do not give up and are truly passionate about events!



Rituals and Symbols

Kekri afterwork after every month's first Kekri meeting



A "How are you doing?" circle in the beginning of each core team meeting: a quick check on how everyone is doing.

Stickers and/or reflectors for core team members' laptops/to wear



Recruitment

You can dream, create, design and build the most wonderful place in the world...but it requires people to make the dream a reality.

- Walt Disney



RECRUITMENT

What to look for

Skills and characteristics needed in the positions and teams

While the project is a chance for students to develop new skills and gain experience (within multiple positions and during multiple years), there are still some skills that can be beneficial for future team members to acquire already beforehand. The skills mentioned in this section may also be considered as topics an applicant/candidate should be passionate about and interested to learn – regardless of whether they have the skillset or any previous experience yet.

Common, general characteristics proven relevant and important for core team members include the following:

Trustworthy

Good social and communicational skills

Good time management skills

Well adaptive and flexible

Well motivated and interested in the project

Respectful & Team player

Willpower

Devoted

What needs to be kept in mind during the recruitment process is that all the skills, characteristics and traits can not be found in one person, and that is why it is important to have a range of different kinds of people – diversity – within the team!





Assistant leader

- Preferably familiar with the event already/ has previous experience in the project or other event projects.
- Good time management skills and organized.
- Ability to follow given instructions but also work and make decisions independently.
- Good communication and social skills.
- Good leadership skills or experience in it
- Experience in conflict management
- People management skills

Marketing team

- Good visual skills
- Familiar with managing social media channels
- Experience with marketing plans or desire to make one
- Passion and interest in marketing
- Graphic design skills

Website Management Team

- Previous experience with website management platforms (Wix, Drupal, Wordpress or other)
- Flexibility and ability to be reached on flexible times
- Committed to the task through the whole project
- Good communication skills
- Both Finnish and English written and oral skills

Partnerships Management team

- Good social and communication skills
- Active take on cases and people
- Passion to develop the event
- Keeps cool under pressure and stress
- Customer service experience
- Basic sales skills

Student coordination team

- Good social and communication skills
- Leadership skills, experience in tutoring or leadership positions or facilitating.
- Writing skills

Taste of Viaporin Kekri and PR event team

- Experience in event planning and organizing
- Good organizational skills
- Some visual skills
- Good teamwork and cooperational skills

Recruitment methods

How will the right people be selected for the core team?

Two main methods for recruiting new members for the core team are interviews and mutual evaluation.

The main goals of **interviews** are to see if the candidate is passionate and curious when it comes to the project, and that they match with the shared values of the core team and its culture, and acquire the characteristics mentioned previously. Through an interview specific skills and previous experience will come to the interviewer's (project leader) knowledge and help to evaluate the capability of the applicant to join this project and fulfill a specific task. Though it should be kept in mind, that lack of previous experience or hard skills should not prevent the applicant from joining the team, and this is why ambition, willingness to learn and grow need to be measured as well, and have a huge impact on making the decision on recruiting.

Recruitment should be started promptly before spring semester ends – this ensures that the project can be kicked off in August when the new semester starts.

Pre-listed interview questions on the next page measure the overall fit for the project, but each candidate needs to be also interviewed and analyzed in regards of the specific skills listed previously.

Mutual evaluation will give the candidate the possibility to express what they want to develop in the event and bring to the table. It allows the candidate to share their visions for the project and its development, and possibly tell what may have been done wrong in the project before. This ofcourse requires some previous knowledge about the project, and thus mutual evaluation can only take place if the applicant already knows the project or has participated in it in some way before.



Interview Questions

| Question | Desired answer |
|--|---|
| Why are you interested in joining this project? | -Passionate about events or the task they are applying for -Want to gain experience and learn. Want to develop the event and its concept |
| How would you describe your team work skills? | -Open-minded, respectful, flexible, good communication skills. |
| Are you able to join meetings on at least a weekly basis? | -Yes! +Explanation of their general schedule (school, work) |
| What do you see is "in it for you" in this project? | -Possibility to grow, develop new skills, gain experience in the events field, take responsibility and work with passion. NB! NOT just credits |
| Can you work well under pressure and do you have any examples of this? Can you give an example of a difficult situation and how you worked through it? | -good time management skills and ability to work under pressure. Preferably experience of succeeding under pressure and managing difficulties.. |
| What do you think might be challenges for you in this project? | Good to get a concrete answer and a suggestion on how to overcome it. This should be something rational and manageable. |



Instructions for mutual evaluation

Mutual evaluation is executed in addition to interviewing, when the applicant/candidate is someone already familiar to the project, has been in the core team before or has in some other way contributed to the event in the previous year(s).

Key idea is for both the interviewee and the interviewer to perform the act of evaluation.

Interviewee has a chance to express what they would develop in the event project, or what they feel is lacking or is done poorly in the previous projects.

Criticism needs to be constructive and the interviewee should preferably have a suggestion on how to improve or develop mentioned aspects, and what their own role in that would be.

Interviewer on the other hand evaluates whether the candidate/interviewee is fitting to the role, both in regards of previous experience as well as ambition and motivation.

Mutual evaluation is done face-to-face and by talking, though any relevant materials may be used, such as event project documents from previous year(s).

Core Team Communication

“Communication works for those who work at
it.”

- John Powell

Establishing a communication plan

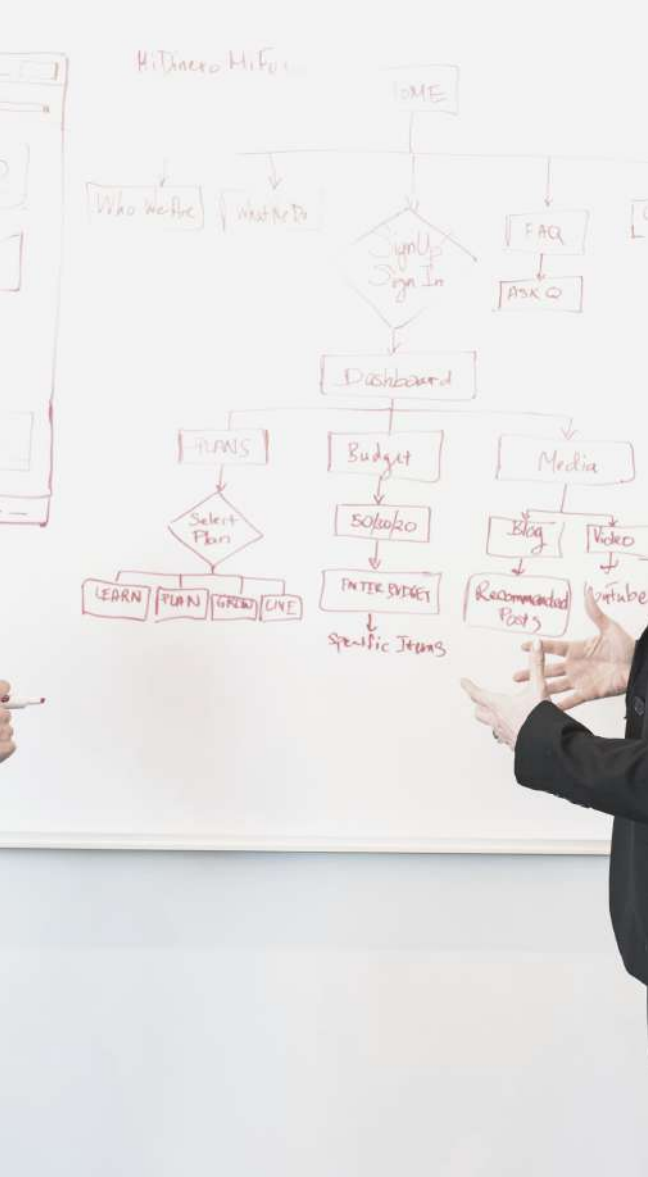
How is communication executed in the core team?

Clear communication is built on three steps

1. identifying who is the target of the information
2. Planning the approach and selecting the strategy and context of the message
3. Delivering the message through the right tools.

Communication plan is an essential part of the core team's strategy and helps it to operate smoothly. A suggestion for a communication plan will be presented in this part of the guidelines, but also topics like meetings, conflict management and feedback will be covered.

The materials in this section of the guidelines will include a base for a communication plan, an explanation of different online communication channels and their use, conflict management, feedback and meeting management,





Communication Plan

| Communication type | Frequency | For whom? | Organ-izer/Respon-sible person or group |
|--|--|--|--|
| Core team meet- ing | Once a week (more often closer to the event) | Whole project core team | Project Man- ager |
| Each team's own meetings | Can be chosen (more often closer to the event) | Each designated team within core team (separately) | Each team head |
| Contribution to shared platforms (Slack, Trello, Google docs) | Whenever there is an update | Depending on in- formation | Whole core team |
| | | | |
| | | | |
| | | | |
| | | | |



Communication Channels

Slack

All project-related discussion., and strictly only for that! Channels/groups within Slack may include:

- Each team's own channel
- Project leader's announcements channel
- Assistant leader's channel (meeting scheduling and notes, notes from meetings between Haaga-Helia project leader and Suomenlinna side's project leader)
- Channel for tasks or topics that involve all core team members, like event brochure, event technicalities etc.

Trello or Google Docs

Used as a "Kekri Library", where all materials can be stored and found easily. Also previous years' materials may be found here.

WhatsApp

Used strictly for informal communication of core team members, project leader does not need to be involved. All topics outside of project work should be discussed here.

Conflict management and Feedback

Conflict Management

Firstly, it may be useful for the core team to agree in the ground rules to address conflicts as they arise, and not let them affect the efficiency or overall working environment. Even if problems can not be quickly fixed, it may be helpful to address them so everyone is aware of them and can take small steps to fixing them, or at least acknowledge them and prevent future conflicts.

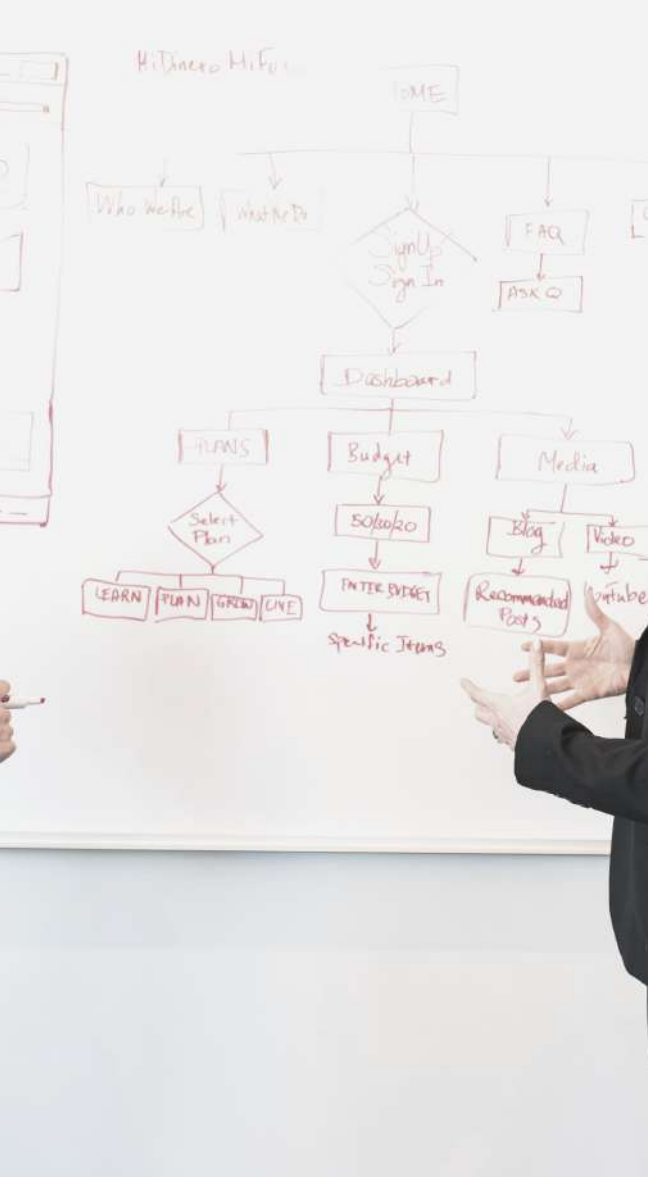
Also, the aim in conflict management should be finding the core of the conflict and sources for it. It should be the assistant project leader's task to organize time, for example within meetings, for possible conflict management, and facilitate this process. In order to manage conflicts properly, the team environment needs to be safe and shared values must be respected. It should be easy for core team members to express their worry over any conflicts – knowing they will be solved together.

Feedback

It is essential for the core team members to receive feedback on their work in the project – after all every member is there to learn, develop themselves and gain experience. Feedback should not only come from a person above (project leader) but also from peers, meaning other core team members. Feedback should be given at two times: **mid-project and post-project**. Mid-project feedback should be done on two layers: in each designated team (team members together) and as a whole core team. Forms for mid-project and post-project feedback will be found later in this chapter of the guidelines. Post-project feedback is done separately and anonymously for each core team member separately

A good way to assess post-project feedback would be in two segments: an anonymously filled feedback form for each team member, where all other core team members may express both constructive criticism and skills they have learnt from the person, and give a tip for the future.

A one-on-one feedback session with the project leader may be time-consuming, but is crucial and should be organized by the assistant leader. In these one-on-one sessions both the successes and missteps of the team member should be discussed, while ending the session on a positive note, much like in the anonymous feedback form – with a tip for the future.





Mid-project feedback: Instructions for a reflecting meeting

This feedback session should be done first in each designated team, and after that unitedly with the whole core team. Each team head may express what their team came up with and after that the whole core team may go through the three topics together and take a perspective on the whole project.

1. Successes

These are the tasks we have aced, and feel we have succeeded in as a team. Also, here we discuss how we think we ensured our success.

2. Failures

These are the tasks or topics we planned to execute but have not, at least successfully. Why is this and how bad is it for the project?

3. Let's do this better

These are the aspects we need to develop in – how will we do that?



Post-project feedback: Core team anonymous feedback form

What we have learnt from you

These are the skills, techniques and attitudes we have learnt from you
and applaude you for

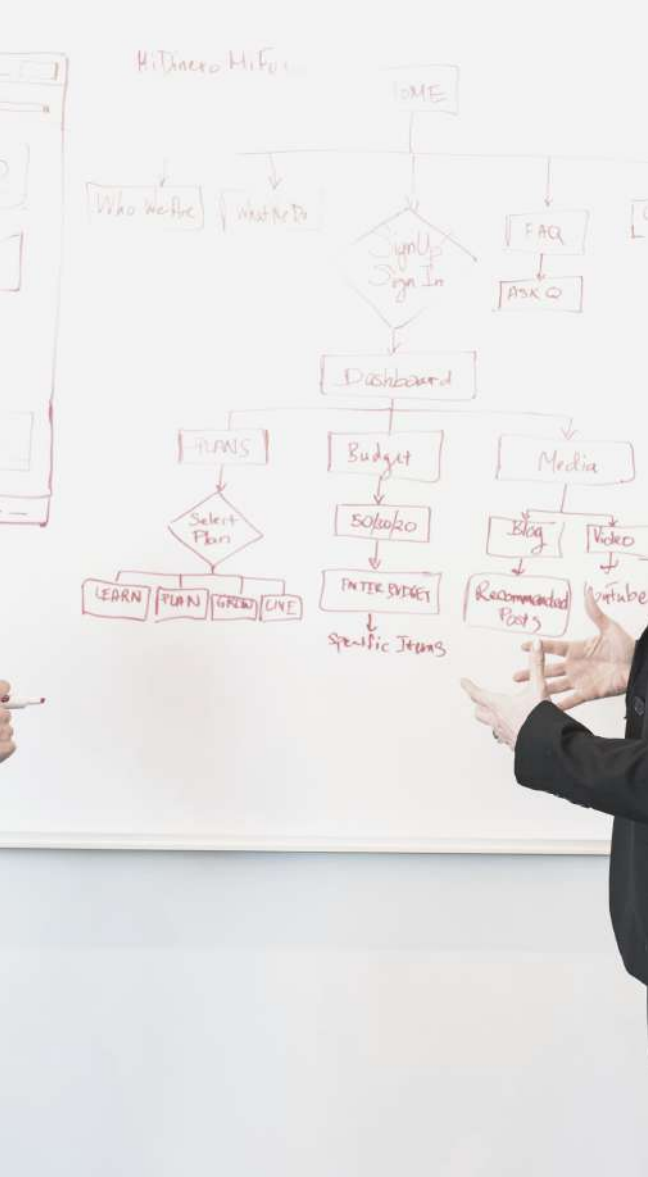
Constructive criticism

These are the topics we wish you have a chance to develop yourself in

A tip for the future

What we wish you to remember in future projects

Meetings



How will the team have successful meetings?

An essential part of the project's communication is done through meetings. The following instructions and meeting rules will ensure that meetings are enjoyable, efficient and successful. The responsibility of managing, organizing, preparing and summarizing meetings is purely the assistant leader's task.

The following elements should ensure a successful meeting:

- **Begin and end meetings always on time**
- **Use an agenda:** it should always be clear what will be discussed in each meeting and how much time there is for each topic.
- **Use an Ideas Bin:** whenever the discussion in the meeting gets off the rails of the pre-made agenda, these topics and ideas should be listed on a separate channel on Slack, the Ideas Bin, and looked into later. This way the ideas and topics won't be forgotten but will be discussed at a better time, and they won't take up the precious meeting time.
- **Bring food:** It has proven a pleasant tradition that in rotating turns someone in the core team always brings something little to snack on during the meeting.
- **Summarize:** at the end of the meeting always go through what has been decided on and discussed, and what will happen in the next meeting. The meeting summary should be gathered by the assistant leader and he/she will share the memo with the rest of the team on Slack.





Core team's Meeting rules

1. Meetings always start on time, even if not everyone is present yet.
2. Meetings always end on time.
3. Assistant leader will always gather and share the meeting agenda with the rest of the core team before the meeting takes place.
4. -----
5. -----
6. -----
7. -----
8. -----



Example of a meeting agenda

Kekri core team meeting on 1.10.2020

14:00 - 16:00 (+work time 16:00 -->)

14:00 - 14:10 Quick "what's up"-circle where everyone tells how they are doing.

14:10 - 14:30 *First topic on the agenda*

14:30 - 15:00 *Second topic on the agenda*

15:00 - 15:10 Short coffee break

15:10 - 15:30 Each team head presents their progress

15:30 - 15:45 Time for questions to project leader

15:45 - 16:00 Check Ideas Bin, Summarize the meeting and decide the follow-up actions and what should be discussed in the next meeting.

16:00 --> Work time: each team may stay and work on their tasks and project leader may stay for a while to observe and answer any additional questions. This is the unofficial part and voluntary.

when more topics are to be discussed, the length of the meetings needs to be adjusted accordingly, or multiple shorter meetings should be planned

A recap of the essential elements to take into consideration in the future Viaporin Kekri core team

1. A clear structure of hierarchy and decision making.
2. A culture based on shared values, common goals, ground rules and rituals and symbols
3. Recruitment methods and set standards and needs for specific teams and tasks.
4. Establishing a shared communication plan
5. Agreeing on and using certain online communication channels and tools.
6. Feedback sessions and conflict management
7. Meetings management

**2020
Taru Granholm**

Photography credentials:

**Eralp Kahyaogly
Unsplash**