



Volunteer management in Viaporin Kekri event 2021

Ha Quach

Haaga-Helia University of Applied Sciences

Bachelor's Thesis in Tourism and Event Management

2021

Abstract

Author(s) Ha Quach
Degree Tourism and Event Management
Report/thesis title Volunteer management in Viaporin Kekri event 2021
Number of pages and appendix pages 55 + 5
<p>This product-based thesis concentrates on establishing a standard volunteer management plan for an event called Viaporin Kekri. In fact, the existent amount of volunteers recruited from the first-year Haaga-Helia students were not adequate due to the growth in the number of people attending the event between the years 2015 and 2019. In realisation of the urgent need for supplemental human resources, a volunteer management plan is generated to fulfill the lack of workforce.</p> <p>The literature review about the event industry, human resource management, and volunteer management would be used as fundamental theories to support the product creation progress. Recruitment, orientation, motivation, and safety development phases are conducted in the pre-event phase. Two primary responsibilities as volunteers' coordination and supervision proceed during the event. For the purpose of assembling feedbacks for the improvement of the volunteer management model in the future, a qualitative survey was conducted among volunteers, wherein constructive feedback, ideas, and recommendations are taken into account.</p> <p>The outcome of this thesis attempts to emphasize the significant role of the volunteer management model in the Viaporin Kekri event. With an intention of passing on this product to the upcoming volunteer manager, where it would be implemented for the sake of consolidating the success for the next editions of the Viaporin Kekri event, the volunteer management plan has been cautiously developed and executed.</p> <p>Regardless of unpredictable difficulties contained in the management phase, the product has attested its utility through the remarkable growth in the number of visitors, as well as the positive feedbacks appraised by the core event members from the Viaporin Kekri organisation. Even though there is modification and development needed in the orientation and motivation stages based on the qualitative feedback; nevertheless, the volunteers simultaneously manifested satisfaction toward the product in the view of the fact that they were compensated in terms of skills, social networks extension, and opportunity to approach Finnish culture.</p> <p>In fact, volunteer management planning is rather challenging and time-consuming. Even so, the skills adopted while creating the product are countless, which can be utilised in the HR field.</p>
Keywords Human resource planning, Volunteer management, Viaporin Kekri event

Table of contents

1	Introduction	1
1.1	Thesis aims and objectives	2
1.2	Thesis problems.....	4
2	Suomenlinna and Viaporin Kekri event.....	6
3	Event Management	10
3.1	Event industry	10
3.2	Management.....	11
4	Human Resource Management.....	13
4.1	Recruitment and placement	14
4.2	Candidate selection.....	16
4.2.1	Testing candidates	16
4.2.2	Interview candidates	17
4.3	Orientation	18
4.4	Volunteer management.....	20
4.4.1	The role of volunteerism in event	21
4.4.2	Developing volunteer motivation	22
4.4.3	Safety and well-being.....	23
5	Volunteer management plan in Viaporin Kekri event 2021	25
5.1	Prior to the event.....	27
5.1.1	Job description.....	29
5.1.2	Target audience	30
5.1.3	Marketing channel.....	31
5.1.4	Recruitment processes.....	33
5.1.5	Selection process.....	34
5.1.6	Orientation	37
5.1.7	Safety management.....	39
5.1.8	Motivation development	40
5.2	During the Viaporin Kekri event.....	41
5.3	Post-event.....	42
5.3.1	Feedback collection	43
5.3.2	Evaluation of the product.....	45
5.3.3	Suggestions for future development	46
6	Learning outcome	48
7	Conclusion	50
	Appendix 1. Information packages	56
	Appendix 2. Feedback questionnaires.....	58

1 Introduction

A volunteering term has become more recognisable in the event industry nowadays due to its significant contribution to the success of non-profit events. The perception of utilising volunteerism in events has become extremely popular, especially in large-scale events, in which the amount of work labours that are desired in an event is inversely proportional to the event's limited budget. On top of that, volunteering is considered a mutually beneficial operation for both parties. Apart from supporting the organisation in terms of lowering costs, the volunteers also contribute their time, efforts, knowledge, and positive energies to enhance the experiences in the event. In return, the volunteers themselves are gifted precious opportunities to develop their skills, enhance self-esteem and widen social networks. Overall, volunteering has successfully promoted solidarity within the society as well as has enhanced human morality. (Heptagonevents 2018.)

Viaporin Kekri event was originally formulated for the purpose of promoting Suomenlinna fortress as an all-year-round tourism destination. The Viaporin Kekri event is a spectacular product that marks the collaboration between the Governing body of Suomenlinna and Haaga-Helia University of Applied Sciences, wherein the Governing body of Suomenlinna has played the role as a commissioner and the second-year students from Haaga-Helia UAS, Haaga campus contribute to the project as the event core organisers. Furthermore, the first-year Haaga-Helia students are also obligated to take part in the event as a part of their "Scripting and performing experiences" course, however, instead of being involved in the production team, they were only assigned to work during the event as volunteers. The volunteer roles entail guide, customer service, info point, photographing, burning ceremony. In fact, the event itself was preliminarily sketched out in 2014, nevertheless, it was only put in the actual production in 2015. At first, the Viaporin Kekri 2015 event aimed to humbly attract approximately 500 visitors to Suomenlinna. However, it had surprisingly attracted up to 1530 visitors in 2015, which leverages the continuity of the annual series of Viaporin Kekri events. In brief, the existence of the Viaporin Kekri event has not only boosted the Suomenlinna sea fortress visibility and marked the name of Suomenlinna in the tourism map, but also has created favourable conditions for both Suomenlinna's enterprises and businesses in whole Finland generally.

According to the statistic reported on Viaporin main website, approximately 1530 visitors had attended the very first Viaporin Kekri event edition, nevertheless, the number of visitors has been recorded increasing over years. By 2019, it had spectacularly hit the number of

7000 visitors, together with 64 other enterprises taking part, both from the Suomenlinna sea fortress and Finnish inland. (Viaporinkekri 2021.) The year 2020 was an exceptional year for many industries, especially the tourism, hospitality, and event industry due to the severe affection caused by the Covid pandemic. Without the assistance of Haaga-Helia's students, the Governing body of Suomenlinna still managed to attract approximately 3000-4000 visitors to the event in 2021 regardless of the endless hassles and challenges caused by the restrictions during the Covid period.

1.1 Thesis aims and objectives

The main objective of this thesis is to both establish and develop a volunteer management plan for the Viaporin Kekri event. Since the event has grown bigger and more successful according to the statistic stated in the previous paragraph, the need for additional labour is undeniable. Besides the major contribution of the core team members and approximately 50 more volunteers recruited from the first-year students in Haaga-Helia UAS working at the event day itself, there is apparently additional help needed during the event day to guarantee smooth event operation as well as maximise the visitors' experiences. In a different context, 50 people can be seen as a small quantity of volunteers at the big scale event as Viaporin Kekri. In addition, since the first year Haaga-Helia students were not given choices but to participate in the event as the main fraction of their school course; therefore, every individual was not necessarily keen on being involved in the event. The unwillingness of event attendance can possibly lead to poor customer service, which directly affect both parties' reputations as well as the future of Viaporin Kekri events. Therefore, the author of this thesis was voluntarily appointed herself to the mission of recruiting additional volunteers for the Viaporin Kekri event, who are fully passionate about the event, and also to generating a proper volunteer management plan. This thesis idea was approved by the main coordinator of the Viaporin Kekri project, Violeta Salonen as well as commissioned by both Haaga-Helia University of Applied Sciences & the Governing Body of Suomenlinna.

In the Marriage of HR and Volunteer Management: the old couple article, the history of human resource management witnesses the involvement of volunteer management as a major branch of it. Over time, it has become more challenging to define the volunteer management's role in the organisation structure, where a volunteer management department has been segregated itself from another part of the organisation, or integrate into the human resource departments, program services departments as a sub-unit. The pioneers working in volunteer organisations or programs have arguably proven that a specific set of skills and

competencies are required to strengthen the success of managing volunteers (Engage journal 2010). Even though volunteers are taken into account as human resources, nevertheless the management of volunteers is dissimilar to the paid-employees management; besides, the volunteers' motivation is also measured and developed in a completely different way compared to the regular workers. Thus, only the essential parts of the human resource management shall be distinctly defined and applied to the Viaporin Kekri 2021 event for instance job description, recruitment, selection, and training. The other subsist factor of human resource management as motivation measurement and development will be substituted by the perspectives comprised in the volunteer management. More importantly, this product-based thesis is intentionally developed only for the Viaporin Kekri event in terms of recruiting and managing additional volunteers. Moreover, all phases conducted in this thesis do not entirely analyse essential stages in the overall volunteer management, rather apply compatible elements to the Viaporin Kekri event, thus, it cannot ideally be applied to another case of events.

For the sake of creating this thesis product successfully, specific skills are required from the author. As seven qualities have been justified in the article taken from the canal & river trust site, strong leadership, and great communication skills are the first two prioritised conditions, which must be demonstrated by the author. Intuition, respect, commitment, organisation, and appreciation are the subsequent aspects also required from a volunteer manager. (Canal & River trust 2020.)

In reality, the thesis author has been nominated as the project manager several times throughout her studies at Haaga-Helia, where her leadership skills have been explored, utilised, and developed. In addition, the author was given opportunities to collaborate with various types of people in the school projects, where her communication and listening skills were especially noticed. She comprehends the difficulty of working with stubborn individuals, nevertheless, she evaluates the power of effective communication, where 2 parties can find the compromising points as long as the statement and decision are backed up by facts. One of the most crucial factors that are emphasised prior to the project production is to analyse teammates' talents and weaknesses in order to allocate people to the fitting positions, which is often prosecuted by the thesis author. Beyond that, the author often spends time listening to her teammates' needs, as well as putting a lot of effort into fulfilling their requests as long as the requests are appropriately stated for the sake of the project improvement. Judgment and criticism are eliminated from the author's working style, and she will not hastily judge the situation without viewing all sides of the story. Ultimately, the author

understands the importance of expressing appreciation towards the common contribution in order to enhance their work productivity and even their working attitude, hence, she often says " thank you ", " your idea is appreciated by us nonetheless ", " I highly appreciate your effort and time in this project ". All in all, after the author conduct self-evaluation based on past experiences in work, school, and life, she definitely has sufficient skills to generate this product.

As a Viaporin Kekri event project's main coordinator from the Haaga-Helia UAS side, Violeta is determined as not only an expert coordinator, who has been working with all editions of Viaporin Kekri event, and who is also capable of conveying all essential information and necessary materials from the past events to the author so she can conduct her thesis at the fullest. In addition, she also plays the role of a consultant during the whole of the product implementation phase, who proactively suggests different perspectives to generally contribute to the author's work without interfering with her final decisions. As a part of the commissioners, the Governing body of Suomenlinna representative approves the thesis topic by fully covering the food course and other necessary equipment for the volunteers during the event day as well as agreeing to sign the volunteers' certificates by the end of the event. Nonetheless, the travel cost is not unfortunately included in this campaign.

1.2 Thesis problems

The aspect of involving volunteers in Viaporin Kekri has already been taken advantage of since the first version of the Viaporin Kekri event, which takes place in 2015; however, according to the author's primary research, there was neither existence of proper volunteer management of Viaporin Kekri nor the concept of human resource management recorded in between the year 2015-2020. Therefore, the situation of lacking essential information may occur during the thesis writing process. Moreover, the allowance of adding additional volunteers to the event suspends at the number of 20. Since this is the first edition where the volunteer management plan is applied, thus, the prediction of the applicants' number may not be accurate, meaning that there can be too many or too few people keen on volunteering in Viaporin Kekri, which either way will possibly cause complication in the potential volunteer selection round. Lastly, a possible issue foreseen by the author is the last-minute cancellation by the volunteers, which will not only directly affect the progress of the management plan but also affect the entire event's program. Hence, the author must be fully aware of maintaining volunteers' motivation until the end period of the event.

This thesis topic is not exclusively generated for the edition of the Viaporin Kekri event in 2021; however, the author of this thesis yearns to also have it applied in the future version of Viaporin Kekri by the next year's organisers. Moreover, by being the pioneer in generating the volunteer management plan for this event, the author aims to emphasise the importance of developing structural volunteer management in order to guarantee the success of the event and contribute to its future possible growth and development. Thus, this thesis author hereby consents to grant the user rights for the next year's volunteer manager at the Viaporin Kekri event, as well as for the people who want to use this thesis as a consulting material to develop their volunteer management at certain events.

2 Suomenlinna and Viaporin Kekri event

According to the slhk.fi (2021), the Governing Body of Suomenlinna was instituted in 1973 and was known as a government agency that administers, maintains and provides essential information about the Suomenlinna sea fortress. Besides the main responsibilities that mentioned above, their core missions also include renting out apartments, venues, business facilities, as well as restoring and maintaining the Suomenlinna sea fortress. A diversity in professions is found in the Governing Body organisation structure such as architects, carpenters, cleaners, electricians, gardeners and so forth. Moreover, additional employees are hired during the high season for tourism to preserve Suomenlinna, a UNESCO World Heritage Site and prevent possible damages caused by tourists. (Slhk 2021.)

Based on a discussion between Violeta Salonen, Paula Lappalainen and the thesis author that was conducted in the early phase of thesis writing, the Governing Body of Suomenlinna is seen as a passive commissioner for this thesis, who neither proactively contribute to the product creating processes nor provide consultation about the Viaporin Kekri event; however, every decision is made while developing a product must be approved by the Governing Body of Suomenlinna's representatives before actualising it. For instance, the number of additional volunteers is recruited for the Viaporin Kekri event 2021 is restricted to between 15-20 individuals. Moreover, in order to avoid matters that relate to working insurance, the volunteers must also be Haaga-Helia's students. The relevant documents about the past Viaporin Kekri events, which support the author in terms of gathering enough data for creating the product, are given by Violeta Salonen.

In the upcoming sub-chapter, the definition of the Viaporin and the Kekri term will be clarified to determine the origin of the name Viaporin Kekri. In addition, the author is obligated to specify the main reasons behind the Viaporin Kekri event creation along with its evolution between the year 2015-2020.

The word Viapori refers to a Finnish maritime fortress, which colonised by Sweden during the 1748-1808 era and subsequently occupied by the Russian Imperial Government as a military base between 1808-1918. In 1917, Finland had finally put a stop to regime colonisation and officially claimed its independence. Besides that, Finland also gained back the ownership of Viapori and renamed it Suomenlinna. (Suomenlinna 2021.)

Kekri is known as an ancient Finnish festival, where farmers celebrated the end of a crop and toasted for a rich harvest season. The word Kekri originates from an immemorial fenno-ugrian word kekra, kekraj which manifests cycle (Finland Naturally 2021). Unlike now, Kekri used to be organised separately by individuals as soon as their harvest time ended, however, the celebration day was changed closer to All Saint's day starting from the 19th century and slowly transferred itself over time into a smaller scale of the festival, where the traditional festival as Kekri only maintained in some cities or parishes (Finnish Traditions 2013).

The symbolic image associated with the celebration is the man dressed in a goat-like costume, which replicated a figure of Kekripukki (figure 3) and believed to be the one who walked around the village at night and bestowed blessing, promised of fertility for lands and a successful harvest for the next year in return of requesting offerings from farmers. The arrival of Christianity marked the transformation of Kekri and evolved it into the festival of life and death. During that day, people prepared food to serve their ancestors because they believed the appearance of spirits would oversee and bless their lands. (Viaporin Kekri 2021).



Figure 1. Kekripukki (Eralp Kahyaoglu 2019)

The unexpected success of it premises the continuation of the annual Viaporin Kekri event arrangement and even allows it to be further developed.

The Viaporin Kekri event was originally formulated for the purpose of promoting Suomenlinna fortress as an all-year-round tourism destination. The first Viaporin Kekri event

arranged on 31st of October 2015 has marked the collaboration between the Governing body of Suomenlinna and Haaga-Helia University of Applied Sciences, in which the Governing body of Suomenlinna has played the role as a commissioning party and the second-year students from Haaga-Helia UAS, Haaga campus has contributed to the project as the event core organisers (Viaporin Kekri 2021). Furthermore, the first-year Haaga-Helia students were also required to volunteering in the event as a part of their "Scripting and performing experiences" course. Nevertheless, their volunteering performance is only preferred during the event itself without interfering with the main event operating procedures. In the Viaporin Kekri event, the volunteer roles entail guide, customer service, info point, photographing, burning ceremony.

In fact, the event was preliminarily sketched out in 2014, however, it was only placed in an actual event production starting from the year 2015. In the beginning, the Viaporin Kekri event in 2015 had humbly aimed to attract approximately 500 visitors to Suomenlinna. Contrary to original conjecture, the event had surprisingly attracted up to 1530 visitors in 2015, which leverages the continuity of the annual series of Viaporin Kekri events. In brief, the existence of the Viaporin Kekri event has not only boosted the Suomenlinna sea fortress visibility and marked the name of Suomenlinna in the tourism map, but also has created favourable conditions for both Suomenlinna's enterprises and businesses in whole Finland generally.

According to the statistic reported on Viaporin Kekri (2021) main website, approximately 1530 visitors had attended the very first Viaporin Kekri event edition, nevertheless, the number of visitors has been recorded increasing over years. By 2019, it had spectacularly hit the number of 7000 visitors, together with 64 other enterprises taking part, both from the Suomenlinna sea fortress and Finnish inland (Viaporinkekri 2021). The year 2020 was an exceptional year for many industries, especially the tourism, hospitality and the event industry due to the severe affection caused by the Covid pandemic. Without the assistance of Haaga-Helia's students, the Governing body of Suomenlinna still managed to attract approximately 3000-4000 visitors to the event in 2021 regardless of the endless hassles and challenges caused by the restrictions during the Covid period.

The Viaporin Kekri event wasn't only generated to resurrect a long-forgotten Finnish tradition but also to introduce completely new perspectives of Kekri to the audience by adding a taste of modernity to its characteristic (Viaporin Kekri 2021). In fact, Viaporin Kekri even has

partly contributed to the tourism industry by attracting a massive amount of visitors to Suomenlinna during the event day and the number of attendance was increasing exponentially year after year. On top of that, a well- thought event program including various activities for different age range, exhibitions, spectacular music and light performances, unique food, and beverage concept emphasize the worth of visiting Suomenlinna even in the supposed-to-be most dull and dark season of the year.

3 Event Management

It is undoubtedly challenging to summarise the event management term because the word itself comprises various branches and each branch can be analysed further. In order to define it thoroughly, this thesis author will divide the term event management into 2 major fractions: event industry and management. Firstly, the definition of the event typology will be investigated deeper in order to generalise its vast and diversified event categories. Secondly, a concept of management will be looked deeper into, which overall provides a better understanding of different levels of management and how it is accomplished.

3.1 Event industry

There were 2 major typologies of events listed in the Management of Event Operation including Shone and Parry typology (figure 1) of events and Getz's typology (figure 2) of events. Dissimilarity in both typologies are insignificant, except in Getz's typology, categorisation was established more in detail, for instance in business, trade, educational and scientific sectors, political and entertainment, and so forth, whereas the two authors, Shone and Parry, only summarise event typology within 4 major branches including leisure events, culture events, organisational events and personal events. (Tum, Norton & Nevan 2006, 34-35.)

Each event demonstrates a distinctive purpose and characteristic, as well as not all of them, was arranged to guarantee revenue improvement, instead of creating and enhancing unique experiences, social interaction and to ensure the core objectives and expectations set in the preliminary event plan are achieved. Thus, distinctiveness and uniqueness in all types of events automatically cause a predicament for event planners. Nevertheless, it is possible to minimise potential risks contained in the event planning as long as event managers carefully consider the following factors: event scale, the volume of output, diversification of services and products offered to the consumers within a particular event and its complicated operation, the variability in the number of attendees and the capriciousness in expenses, schedule and technicality and at last the quality of interaction with consumers. (Tum, Norton & Nevan 2006, 35-35.)

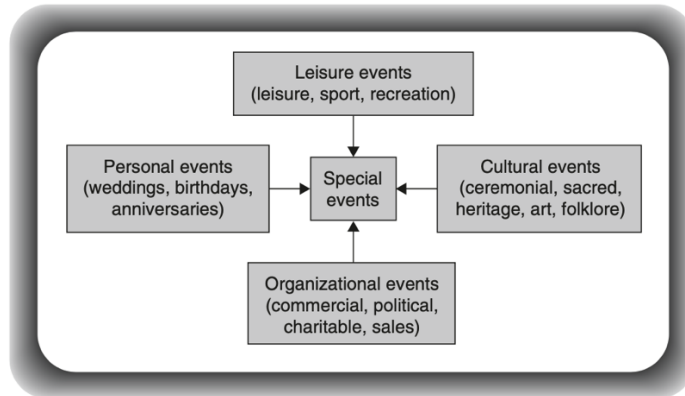


Figure 2. Shone and Parry typology of events (Tum, Norton & Nevan 2006, 10)

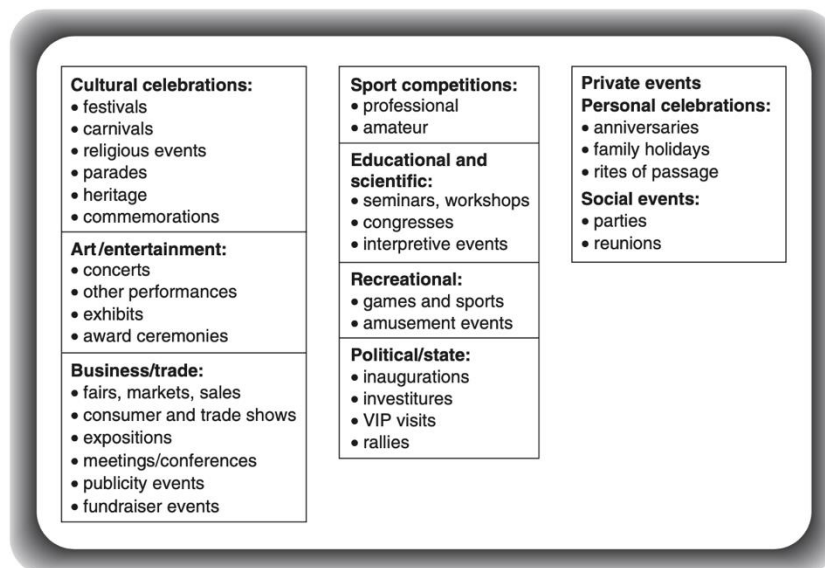


Figure 3. Getz's (1997) typology of events (Tum, Norton & Nevan 2006, 11)

3.2 Management

In the subsegment " different levels of management and decision-making " extracted from the similar book, there are 3 different levels arranged in a triangle form with the order from bottom to the top including operational level, business level, and strategic level. These 3 levels are differentiated from each other in terms of focus, the level in the organisation, scope, time horizon, degree of certainty or uncertainty as well as complexity. Within the strategic level decisions, senior managers are often assigned to create and evaluate de-

signed strategies in terms of assisting the company to achieve its stated long-term objectives. Business level decisions reach the medium-term in the time horizon and are often made based on the market volatility and its prompt needs. Even though it depends on the strategic decisions; however, it only affects parts of the organisation. Lastly, event managers are given the power to generate operational-level decisions, which are often conducted daily. At the operational level, the event managers are required to decide what, where, when, and how to execute the event according to the original plan. More importantly, the decisions must be strictly effectuated based on the following aspects as organisation's objectives, resource availability, the structure of the system as well as internal and external influences consideration. (Tum, Norton & Nevan 2006, 15-16.)

In another source, management arguably demonstrates the coordination of tasks to achieve a company's long-term or short-term goal by generating and developing suitable strategies. The management is performed by the higher hierarchy in an organisation as manager, administrator, director. With the purpose of managing human resources and effectively supervising their performances, a manager must master essential skills such as organisation, communication, planning, and leadership. (Indeed 2021.)

Event management is summarised as a synthesis of endless responsibilities like planning, budgeting, selecting, moderating delegates and speakers, contacting stakeholders, partners, or vendors, planning the catering, generating emergency plans, managing event staff, decorating, cleaning. In short, an event manager is fully in charge of planning, developing, handling logistics as well as executing the event accordingly. On top of that, the event manager must ensure a smooth operation throughout the 3 phases of an event: pre, during, and after the event. Perfection is the non-existent term in event management since any incidents can occur during the entire event planning process, nevertheless, the event manager must be able to contrive backup plans for unforeseeable situations (Exlinkeventsblog 2014). Moreover, in the sudden cases, where an instant decision is needed, the manager is also required to ascertain the wisest alternatives, which either solve the problem comprehensively or minimise possible damages.

4 Human Resource Management

As briefly mentioned in the book *Human resources management: a contemporary approach* written by Julie Beardwell and Amanda Thompson (2017), the term HRM, which was abbreviated from human resource management, was generally defined as a purposeful act of managing work and the people who were assigned to perform the work. Unlike other traditional methods of managing workforces, HRM policies were claimed firstly as coherency of using human resources strategy and business strategies to support an organisation in term of achieving its final goal as well as adapting changes from the competitive market. Secondly, HRM policies were designed to create a comfortable working atmosphere, which will logically maximise employees' contribution towards the common goal as well as enhance their productivities. Moreover, development in cooperation and relationship between workers and managers is considered as highlighted aspect in an efficient HRM plan. (Julie & Amanda 2017, 5.)

In order to consolidate the human resource management theory, the author is obligated to explore various sources, where human resource management theories were interpreted, as well as to conduct a proper comparison between sources in order to select the most relevant one, which its theory will be directly applied to the event production. There are similarities in the HRM theoretical framework from both sources, nevertheless, Gary Dessler (2020), as an author of the *Human Resource Management* book, has mostly concentrated on exploiting and analysing the practical phases in the HRM plan, whereas Julie Beardwell and Amanda Thompson (2017) chose to approach the theoretical aspects of strategic human resource management as well as to clarify the correlation and complementary between HRM and the business strategies within organisation.

As stated in figure 4 below, the human resource practices are formulated from the following phases as recruitment, placement is also known as the selection, training, and development, compensation, motivation, strategic and legal environment, which will overall equip the potential employees with necessary competencies and behaviour to assist the enterprise achieving its objectives. Wherein, each phase comprises certain tasks and responsibilities, which an HR department or an HR manager within the organisation is required to comply. (Gary 2020, 131.)

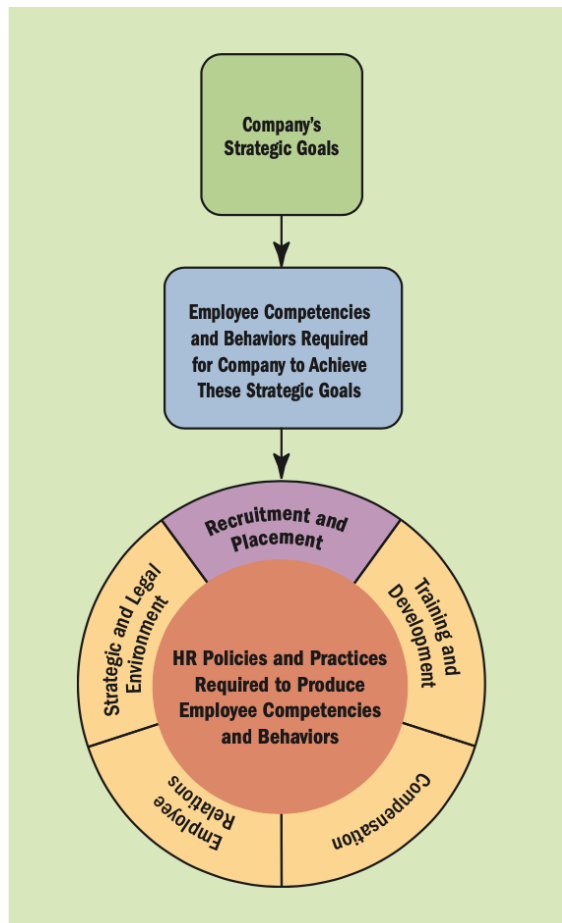


Figure 4. HR Strategy Model (Gary 2020, 131)

4.1 Recruitment and placement

In the early stage of the recruitment, the job description and specification must be formulated to determine the capabilities and requisite skills required from the candidates, which potentially fulfill the needs of the company. Besides stating the criteria, the possible perks, benefits, or compensations towards employees' contribution are also emphasised in the job description to attract more applicants. The job analysis is agreed as a crucial stage, where information of the jobs is collected by various methods such as interviewing employees, sending questionnaires internally. Subsequently, the job description will be designed according to the collected data. A standard job description can be reused if the characteristics of work remain unchanged, nevertheless, modification is definitely needed whenever there are changes in the company's vision. (Gary 2020, 101-103.)

During the recruiting stage, the estimation of the possible applicants is also defined. Thus, if the number of applicants does not meet the original expectation by the deadline, it will possibly cause 2 possibilities:

- 1) all applicants will be recruited regardless of inadequate working capacities
- 2) the recruitment process is repeated until the ideal applicants are found

In contrast, if the second recruitment cannot be arranged due to the urgent needs of labour in the organisation, in that case, applying an effective recruiting strategy to reach the essential quota of applicants is definitely a must. One of the persuasive ways to outreach the most ideal candidates is to run internal recruitment, where the capacities, strengths, and weaknesses of the employees were already explored and utilised. Even though it may sound like a perfect solution, nevertheless, an HR department is still being responsible for patching up the employees' skill gaps by generating an orientation prior to the job. On the other hand, outside sources are considered as ideal elements in terms of contributing new and creative ideas to the organisation, which current staff may not fulfill. The outside sources recruitment is often established via various online employment agencies, public and non-profit agencies, private agencies as partners as well as alternative staffing methods. In order to guarantee the amount of appropriate applicants, the HR manager is obligated to identify the most suitable places to post the job advertisement (Gary 2020, 141-154). For instance, LinkedIn is listed as an ideal job ad placement, where the potential employees with high educational attainment are often found. Apart from LinkedIn, email recruiting is also considered as an effective recruiting method, which enables the recruiters to keep better track of the recruiting processes and its result via the open rates, conversions and click-throughs. Moreover, the concept of utilising images, videos, links, or call to action tools in email recruitment can truly tempt the readers. (Avature 2021.)

In addition, the matter of using application forms as a method to collect applicants' indispensable background information was also introduced briefly in chapter 5. In the application form, besides the explanation of the job and its main responsibilities, the recruiter was simultaneously enabled to request essential info from the applicants, as general background information, education level, language skills, applicants' major motivation for applying to the role, etc. Moreover, applicants are also given the option to attach their curricula vitae as well as cover letters. (Gary 2020, 158.)

4.2 Candidate selection

Candidate selection is the next substantial phase, which must be conducted carefully in order to appoint the right people for the right jobs. The methods of screening out the best candidates are often known as tests, structured interviews, background and reference checks. The recruiter is obligated for sorting out the appropriate testing way for the candidates. In some cases, 2 or more tests are needed due to either the massive quantity of applicants or the job itself requires certain expertise or qualification, which can barely determine in only 1 test. (Gary 2020, 171.)

The important role of the selection phase is justified by the 3 following facts mentioned in Gary's book. To begin, a selected candidate must be able to fulfill the enterprise's prerequisite criteria as clean personal background, hard skills, soft skills, abstemious working attitude. In reverse, the company will suffer if its newbies fail to achieve essential requirements. (Gary 2020, 171.)

Another reason that emphasize the importance of picking up the right person for the job is hiring an employee can be very costly. The enterprise might end up wasting its financial investment by paying for individuals who are poorly performing at their jobs. (Gary 2020, 171.)

In accordance with Gary, lastly, negligent hiring might cause legal consequences. Laborers with vague backgrounds cannot be taken into the recruiting consideration, because they can violate crimes or stealing in behalf of personal gain by abusing an employee's title of the company. Therefore, the HR department is fully responsible for the recruiting matter and its related issues. (Gary 2020, 171.)

4.2.1 Testing candidates

To summarise the testing methods, the recruiter is obligated to understand its basic concept, which disunites into various branches including reliability and validity, wherein the validity is divided into 3 distinct aspects: criterion validity, content validity, and construct validity. Reliability refers to the test's consistency, meaning that the test-takers must score similarly in 2 alike tests or in different testing periods. Whereas, criterion validity alludes to the psychological assumption of relating the employee's test score with his/her actual working capability. In a simpler explanation, if an individual scores excellently in his/her tests, it also

means that he or she is a good employee. Content validity demonstrates the performance of selecting one or more relevant tasks from the original job content and applying it to the tests. Finally, the construct validity displays a way of testing, where employees' virtuousness is the prime element being put to test. Nevertheless, this particular abstract dimension must be compatible with the job itself. For instance, in order to get the police job, an employee is required to successfully pass the integrity and courage test besides the physical test. (Gary 2020, 172-173.)

4.2.2 Interview candidates

Before determining the variety of interview structures, it is rather crucial to fathom what an interview is and its role in the overall selection phase. In the nutshell, the interview is briefly defined as an operation between a head-hunter as the company's representative and a jobseeker, where appropriate communication, interaction, and question takes place. The intention of using interviews as a hiring method is often justified as an effective way to segregate prominent individuals from the rest. The pros of the interviewing are to evaluate an individual's speaking skills, social behaviour, confidence level, body language, behaving ability, and response quality. On top of that, information about the job requirement and additional matters as salary, occupational health, and safety service can also be clarified during the interview. (Chitra 2021.)

In chapter 7 "interviewing candidates" withdrawn from Gary's book, there are countless different types of interviews such as structured, unstructured, semi-structured interviews, situational or behaviour interviews, job-related interviews, stress interviews, structure and unstructured sequential interviews, panel and mass interviews (Gary 2020, 207-211). Instead of analysing all types of interviews' definitions, the author opts to inquire deeply into the types, which are taken into consideration of applying to the Viaporin Kekri event case.

The structured or the unstructured interview is the first two possibilities, which can be prioritised due to its practicality and flexibility. In the structured interview, the questions and the possible alternative answers for each question must be formulated in advance by an interviewer. A printed sheet of paper with a series of questions is often being seen in the structured interview, where the interviewee is required to respond to the questions randomly picked by the recruiter. By using the structured interview, the interview is fully capable of leading the interview progress in the correct direction and possibly avoiding unnecessary rambling. While on the contrary, an unstructured interview provides more freedom to the interviewer, meaning no questions were planned beforehand. The continuity of the question

series depends on the interviewee's contingent responses. This freestyle interviewing can create an intimate connection between two parties and abate the formality of the interview process (Gary 2020, 207). A semi-structured interview was not mentioned in Gary's book, yet its importance is inevitable. By synthesizing the characteristics between structured and unstructured interviews, the semi-structured interview method was generated for the purpose of creating certain flexibility in the interview but still ensuring needed aspects of interviewees are thoroughly explored.

The Job-related interview is a fourth possible option that functions slightly differently compared to other types of interviews, which in it, the interviewees are questioned about past experiences that are relevant for the current position (Gary 2020, 209). The questions in the job-related interview are not formed to test interviewees' expertise by placing them in a hypothetical circumstance and requesting them to solve it.

In the author's personal perspective, group interview has been commonly used in certain jobs, where specific expertise is not requested, rather than candidates' willingness to learn and commitment towards the organisation. The group interview is simply explained as a type of interview, where more than one person will be interviewed simultaneously. Similar to any type of interview, it also comprises certain advantages and disadvantages. Besides the fact that the interviewer consumes less time in the group interview compared to various interview types as well as the talented candidates are easily spotted out during the group interview. On the other hand, the individual is not provided enough spaces and times to truly express their opinions, ideas, thoughts, and perhaps hidden skills (Talenlyft 2021). Overall, it still depends on the recruiter to handpick most interview method, which is relevant according to the job's description and the company's objective.

4.3 Orientation

The notion of orienting and onboarding the selected candidates has been acknowledged as a crucial phase that cannot be neglected. A most talented employee does not necessarily guarantee his best contribution without being provided needed information about the jobs and how to operate it (Gary 220, 238). Thus, a proper training program will not only support the newbies in terms of providing the essential tools to efficiently proceed with their jobs but also create an attachment between new employees and the organisation, which automatically enhance their commitments towards the company and its future vision.

The four most crucial factors in the employee orientation were defined in Gary's book as the orienteers must be given the best hospitality from the staff. Isolation and disunion must be eliminated in order to generate a companionable working environment. Second, ensuring newbies gain full access to administrative materials, policies, benefits, and essential software. Thirdly, a presentation about the company, its functionality, its developmental strategies, and directions is rather a wise idea to synchronise the vision of employees and the company. Finally, involving new employees in the internal program, where the employees are able to socialise, widen networks and familiarise themselves with the company operational principles. (Gary 220, 238.)

The significant role of building a proper onboarding program has been demonstrated in successful companies' cases such as Netflix, Quora, LinkedIn, Twitter, Square, etc. A personal opinion announced by Poorna Udipi, who is working at Netflix as an engineer, that he was provided a proper introduction to the company's technology stack as well as to his co-workers, who have been assisting during his working time at Netflix. Moreover, a meeting with other departments' officers has supported him in terms of familiarising himself with the company's working manners and its ambitious vision. Lastly, he was assigned to important missions of the company to help him showcase his strengths and talents. Similar to Netflix, Quora perceived the advantages entailed in the onboarding program, thus, the company has not hesitantly invested in the orientation program, where the fundamental for success was majorly introduced and discussed via their 10 onboarding talks program. On top of that, they value the new hires' contributions by pushing them to tackle meaningful projects by the first week (Jen 2021). In summary, the meaning of orientation or employees' onboarding cannot only be justified as an act of introducing newbies to their co-workers. In order to construct a decent training program, an HR manager must analyse the training's essential needs, develop it as well as implement the training content carefully. There are certain training methods on-the-job training, apprenticeship training, informal learning, and dozen other training styles, lectures, computer-based training, etc., from which the most relevant training program will be selected in order to equip the new hires with enough tools that they need to perform their best.

After reviewing the various type of training structures suggested in Gary's book, both the lectures and on-the-job training types are most likely the preferable ones compared to others due to their hands-on characteristics which are compatible with the Viaporin Kekri event project. In the lectures training type, it is defined as a simple tool to disseminate knowledge of new products' features to a large quantity of trainees. The presenters are advised to avoid

the rigidity and formality of the lectures training by placing appropriate jokes every now and then, maintaining eyes contacts, avoiding reading directly from the script, utilise the story-telling as a powerful way to deliver wanted messages, applying interactive gamification in the lectures to increase interaction with the audience. On the other hand, as the title has been explained by itself, on-the-job training is a type of training, where the trainees are enabled to learn the job by actually doing it. In addition, the training supervisor is delegated to senior workers or experts, who are professionally capable of instructing the new workers bit by bit. (Gary 2020, 248-251.)

4.4 Volunteer management

A volunteer terminology is narrated in the volunteer management handbook leadership strategies for success (2012) based on the synthesis definition sourced from various books' authors as Park, Smith, Safrit, King, and Burscu, volunteerism is an act of individuals who contribute their time and energies to support organisations or enterprises in all ways they were requested to, without expecting financial compensation in return. All in all, a proper definition of volunteerism entails the following aspects such as active involvement performed in an absolute voluntarily manner, volunteerism does not drive by tangible benefits or finance and ultimately, volunteerism contributes nobly to the common good. (Connors 2012, 46.)

An aspect of volunteer management was also defined as a systematic performance of supervising and managing human resources, in which volunteers are seen as core working forces to assist organisations in fulfilling their missions without involving an aspect of remuneration. An individual, who is assigned to recruiting and managing volunteers in relation to assisting the organisation to achieve its objectives, is often known as a volunteer manager or volunteer resource manager. As presented in a similar chapter, a volunteer manager can be categorised into either paid or unpaid staff members. In addition, an individual can likewise be called a volunteer administrator if he/she is also assigned to develop and implement volunteering policies such as orientation process and motivation maintenance. (Connors 2012, 47.)

In the manner of statistics documented in the European parliamentary research service webpage, approximately 22-23% of Europeans starting with the age of 15 and above recorded as active participators in the volunteering activities. On top of that, the idea of trans-boundary volunteering remains rather too little, with only 7% of volunteering activities expanding to various EU countries, and 11% spread to the rest of the world. Regardless of

the fact that the amount of volunteers have been increased in the EU for over 10 years; however, the mass of active volunteering activities still remains inland. According to the Eurobarometer survey mentioned on the site, 54 percentages of youngsters who proactively performed in the non-profit organisations as volunteers did not need to cover additional expenses by themselves. In converse, up to 28% of volunteers suffer incurred costs without receiving necessary compensation afterward, and 16% of volunteers were recorded receiving adequate compensation. (Katsarova 2016.)

4.4.1 The role of volunteerism in event

It is not an exaggeration to state that the volunteers are the backbones of an event, who are not only capable of consolidating the event's success but also enormously impact its future it. As volunteers are not necessarily contributing to the event planning sceneries; however, they are often assigned as front-line workers, who directly work with the customers, hence, they are considered as the event's brand ambassadors. Furthermore, by sharing the volunteers' working moments on social media, the event itself will automatically gain more visibility as well as enhance the event's value to the next level. In addition to that, the volunteer campaign can only be continuously proceeding and growing for the next edition of events when the volunteers experience a good time at the event. The more positive experiences they gain from the event, the higher likelihood that they will attend again. Besides, there are higher chances that the volunteers will recommend the event to their friends and acquaintances, which helps increase the number of volunteers for the next year's show. (InitLive 2019.)

A chapter retrieved from the key concepts of the event management book written by Bernadette Quinn (2013) has concentrated on exploiting the meaning of volunteering in event planning. Many types of research on volunteers have been conducted in sports events, where the statistic stated that up to 80% of volunteers are likely to re-volunteering in a similar event due to the high level of their satisfaction toward the overall volunteering experiences. A significant role of volunteers has already been proven through many event cases, yet, prioritising volunteers as the primary workforce, according to Bernadette, is unproblematic. However, a greater effort must be placed into volunteer management to maximising the volunteers' productivity. Besides an individual can proactively seek volunteering opportunities from the organisation or the event that they are interested in cooperating with, a voluntary association can introduce the volunteering work to the citizen as chance to create differences by promoting it through their own websites and through media. It

does not matter where the volunteering either begin from an individual or from the organisation, the main purpose of volunteering is to enhance the valuation of the society, develop solidarity within mankind as well as enhance the human perception of how volunteering has significantly impacted their morality and their understanding about the world. (Quinn 2013, 155-158.)

4.4.2 Developing volunteer motivation

In this subchapter, the concept of developing motivation in volunteer management is intensively exploited, in which its theory will be based on and practically applied to enhance the volunteers' motivation in the Viaporin Kekri event. Moreover, the methods used to enhance volunteers' motivations dissimilar to the paid staff's motivations, hence their differences will also be clarified through theories in this particular chapter.

The motivation measurement in volunteerism has always been a complex equation. The term VFI is abbreviated from Volunteer Functions Inventory was briefly summarised in the research "Understanding volunteer motivations: recruiting and retaining youth and young adults published by Ileshia. The VFI was developed by Clary et al. in 1998 in terms of measuring the 6 motivational functions including values, understanding, enhancement, social, career, and protective. (West 2020.)

As also explained in the article "Meeting youth volunteer motivation head-on ", the volunteering act is psychologically defined as a satisfaction expressed by the volunteers whenever their volunteering experiences match their personal needs regardless of social factors as background, age, culture, and so forth (Volunteer Pro 2021).

In order to properly enhance the volunteers' motivation at the event, the author is obligated to seek into the main motives that drive people to volunteer. The volunteers highly value the act of helping the less fortunate which helps showcase their humanitarianism. In another word, this entire performance displays the values function in the VFI (Volunteer Functions Inventory). The understanding factor is the next function, wherein the volunteers are provided a deeper understanding of the world as well as offering opportunities to practice their unused skills. The enhancement function justifies the volunteer's wish in the matter of developing the personal-psychological aspect through volunteering. In the career function, the main motive, which drives people to volunteer on certain occasions, is to gain career-related experiences, which massively assist them in their future career paths. In some cases, a volunteer may run into his/her future potential employers while conducting the volunteering

job. The notion of social function is mentioned after the career aspect, wherein, the volunteers are often rewarded with an opportunity to widen their social networks. Lastly, volunteering is addressed as an effective method for releasing negative feelings and alleviating their personal pains. In a wider context, the best way to forget personal problems is to help others solve their problems. (Clary & Snyder 1999.)

Intrinsic and extrinsic motivation are 2 recognisable terms often stated in the motivation theory. An intrinsic motivation is clarified in a circumstance, where an individual enjoys performing an activity for its own sake without paying attention to its recognition or reward. In opposition to intrinsic is extrinsic motivation, where rewards are considered as the main reason driving an individual to do things. Additionally, punishment avoidance is also seen as a powerful force to ensure that people complete what they are assigned. (Cherry 2020.)

According to an article written by Otis and Katrina, both intrinsic and extrinsic motivation models can be utilised to motivate paid employees and volunteers. However, money or promotion are the main aspects of extrinsic motivation that often play the main roles in motivating the paid employees. On the contrary, physical reward displays a smaller role in volunteer motivation development. Due to the fact that volunteers often enjoy working for the sake of the event as well as they are fully aware of their contributions are highly valued in the society, thus, the excellence in their performances are more guaranteed compared to the paid employees (Fulton & Vanhuss 2015). All in all, a volunteer manager is simultaneously responsible for boosting volunteers' motivation during the event operation besides the main tasks of recruiting and training them.

4.4.3 Safety and well-being

The national report – Finland (2021) establishes the insurance and safety of volunteers, in which the majority of Finnish organisations do offer insurance for every individual dealing with its operation including official staff, customers, or volunteers. In most cases, the volunteer insurance system is easily accessible and well developed, where volunteers can avoid concerns regarding personal safety issues, which may occur during their duties. (National report - Finland 2021.)

It is paramount to familiarise the volunteers with organisation's safety and well-being legislation prior to their work because they are often unaware of the working environment as well as lack of experiences compared to senior staff. In fact, a contract of employment is not formed between employers and volunteers, which technically means that the volunteers are

not furnished with the rights as employees. In another hand, volunteers are provided a common agreement, where the level of support, training, health and wealth-being related matters, as well as expenses compensation, will be informed to the volunteers in advance in order to emphasise amount of things that can be expected from the organisation. On top of that, an organisation is tied with an obligation of generating a written form of safety policy as well as clarifying its execution procedures. In purpose of minimise risks and possible hazards occurring at the event, the volunteers must receive enough training relating to safety and security, familiarise themselves with safety equipment lies around the event venue, practice the first aid skills if necessary and go through the risk assessment with the organisation, where a list of possible risks are analysed and its suitable solutions. Finally, the organisation must state emergency contact numbers, where the volunteers can contact for help in case of incidents or hazards. (People safe 2020.)

5 Volunteer management plan in Viaporin Kekri event 2021

The concept of applying volunteer management in events is not recently discovered but has been utilised in various big-scale types of events for a long time. In the modern world, volunteering is not simply considered as a one-sided benefit, where the organisations are often gainers, but mutually beneficial for both parties. From the organisation's point of view, volunteers are often open-minded and energetic types of individuals, who desire to contribute their best efforts to create unforgettable experiences for the visitors in the events. In order to do that, they must be given enough information, materials, and training to ensure that they comprehend what they are supposed to do. Besides the fact that volunteers are eager to help out the communities they commit to or support the events they are keen on to see how the entire event production was implemented, it is considered as a common thing when volunteers aim to gain certain benefits provided by the event organisations. (Galaxydigital 2021.)

In pursuance of justifying the statement above, the author will list 2 practical examples of events, where the structure of volunteer management has been applied and executed. As a volunteer herself at Slush, the author was able to observe how the large quantity of volunteers was directed from the planning to the implementation phases. Roles and responsibilities were preliminarily defined in the Slush webpage, where volunteers are provided better understandings of which tasks they are requested to perform during the event. For instance, partner chambers, stages, photography, cloakroom, content production, construction, and so on (Slush 2021). Once the role is selected, an individual must fill out the volunteer application, where they give out relevant information as personal background, contact detail, their major motivation to apply to Slush, and what makes them the best candidates for the positions. Subsequently, they will be contacted by the Head of Volunteer team's representatives inviting them to the interviews, which are mainly conducted by the group leader of the positions they apply for. Prior to the major event, selected candidates are offered several training sessions to familiarise them with Slush's volunteering operational structure and acquaint them with their team leaders and teammates. Moreover, the main purpose of the training is to maximise the volunteers' motivations to perform better at the event days. Ultimately, a free ticket to the event, free food & drinks as well as an afterparty are offered to the volunteers as benefits they deserve.

Similar to Slush, volunteers are seriously taken as professional experience providers in customer service operations at the Nordic Business Forum seminar. Annually, 200 students

from Universities of Applied Sciences are advised to volunteer in the event in exchange for receiving precious experiences in high-business class services (Salla 2016). Even though the author did not volunteer in the event, nevertheless, feedbacks from her schoolmates, who participated in the event, are often positive. According to the author's schoolmates, efficient and professional training was also planned out carefully by the Nordic Business Forum organising team, where volunteers are granted proper skills training and superior spirit to perform their roles excellently. Beyond that, they were also offered meals, adequacy of breaks during the event, and an amusing after-party.

Based on the author's personal experience at Slush and observance at Nordic Business Forum, a similar volunteer management plan will be also implemented and executed in Viaporin Kekri event 2021. Since this product-based thesis concentrates on developing the volunteer management stages at the event, hence all those stages will be segregated into 3 main phases of the event including pre-event, during, and after the event. A timeline of the volunteer management plan (see figure 5) will be introduced and analysed further by the author in the upcoming paragraphs.

In the pre-event period, the author is obligated to identify volunteers' roles that are needed in the event as well as to determine the audience sector and specify social media channels for distributing the recruitment ads. Subsequently, the author will perform the steps in the following order as recruiting → interviewing → selecting → onboarding → training.

During the event, the author's main obligation is to assist the volunteers reaching the excellency of their volunteering performances. Aside from assistance, the author is fully responsible to listen to the volunteers' needs, especially whenever they struggle with their jobs or are feeling unwell suddenly. More importantly, it is also the author's crucial mission to keep the volunteers energetic for the long event day.

In the post-event phase, a thank-you letter will be sent via email to all the volunteers in order to express their appreciation for their valuable contributions to the event. A volunteer certificate signed by Violeta and Paula Lappalainen will be simultaneously attached in the email, which the volunteers enable to store in their future resumes. As a final way of rewarding volunteers' effort, they will be sincerely invited to the after-party, where food, beverage and fun activities are specially arranged for them.



Pre-event

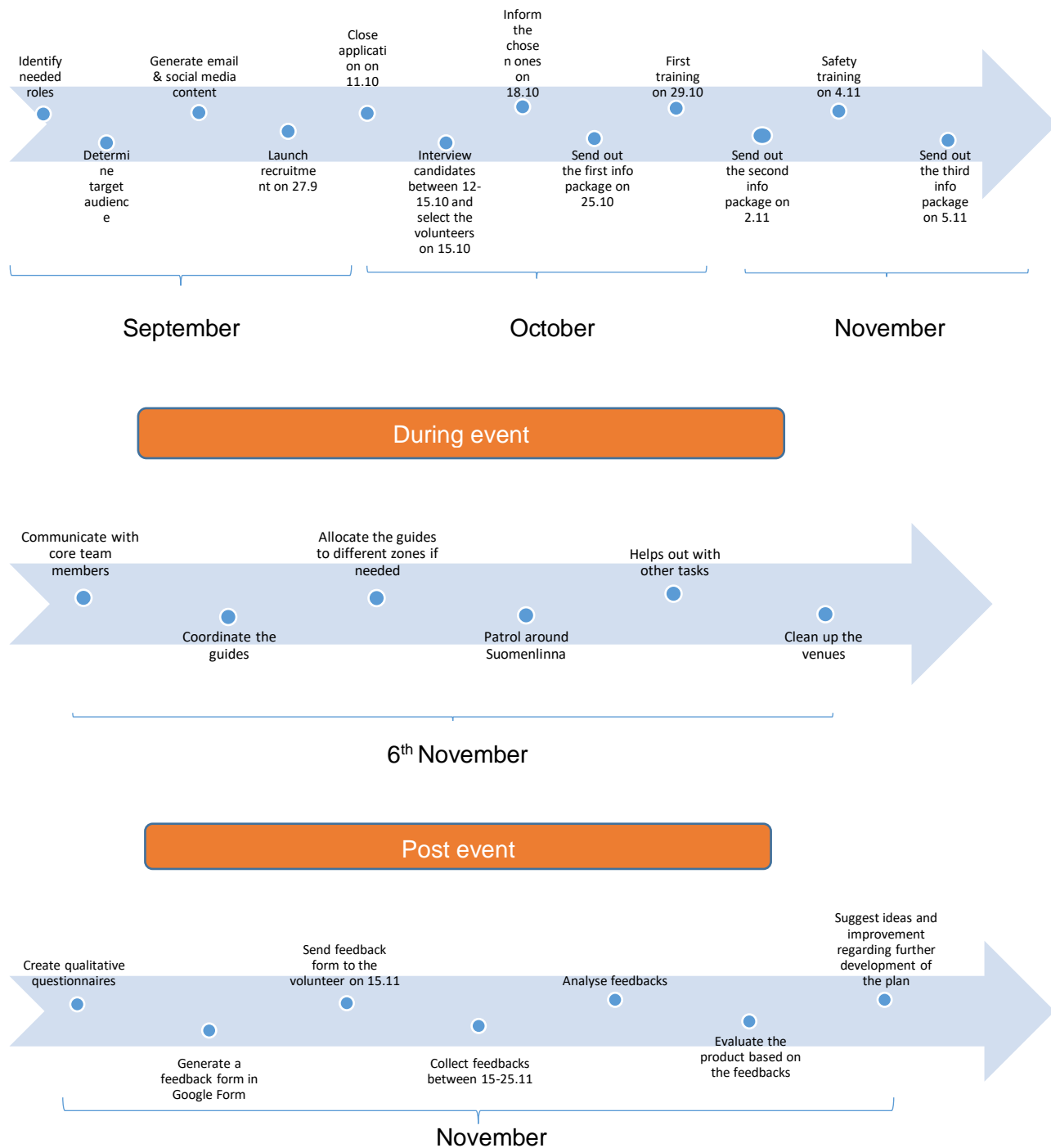


Figure 5. A timeline of volunteer management plan

5.1 Prior to the event

As mentioned in Cadmium (2018), all three aspects of an event as pre, during, and after event plays equally important roles in the entire event arrangement. However, pre-event

planning definitely contributes most to the success of an event due to the fact that the majority of the event's tasks are delivered prior to an actual event taking place.

In order to zoning specific required responsibilities without violating team members' positions, the author is obligated to participate in all group meetings as a core member and study Viaporin Kekri events from previous years. Since the volunteer planning process will be driven only by the author hence the work progress will apparently not be dependent on others.

The essential volunteer roles for the event were idealistically formulated by the author as follows: guide, info, service, burning ceremony, and photographing. The roles were manifested as indispensable components in previous Viaporin Kekri events hence they will be automatically replicated this year. Subsequently, the author must be able to identify the target audience sector in order to generate a suitable marketing plan and link appropriate distribution channels to attract enough volunteers to the Viaporin Kekri event. Marketing channels were preliminarily selected as email, Facebook, and Instagram. Therein, email marketing will be used as a first method to approach Haaga-Helia students from all 5 campuses, whereas Facebook and Instagram are considered as effective methods to both enhance interest amongst students as well as to boost the number of applicants in case the ideal number of volunteers are not fulfilled in the first volunteer recruitment round.

Lyyti was considered as the author's prioritised option for generating registration forms because firstly, the author is rather familiar with Lyyti's functionality, and secondly, she herself has often used Lyyti to customise registration forms in the majority of events. In short, Lyyti is a powerful event platform that enables organisers to generate online, offline, and even hybrid events. Besides, event organisers are also allowed to tailor-make registration, thank you page, and even send scheduled invitations, reminders emails to participants (Lyyti, 2021). The event's registration form will also be added to the recruiting email and other social media channels, where students can sign up immediately to be a volunteer if interested. By using Lyyti, the author is fully capable of controlling the number of applicants, meaning that the registration will be immediately closed by the author once the ideal number of applicants is reached. Since there are only 15-20 volunteers allowed at the event hence receiving a vast number of applications will definitely cause unnecessary struggle and difficulty in the candidate screening and selection process. An expected quantity of applications is 50, where the author can then generate criteria to handpick the most potential candidates.

Once the volunteers are selected by the author and event coordinator, they will be informed personally via email, where more information about the event will be provided such as general info of Viaporin Kekri and its origin, individual responsibilities, training dates, important contact numbers. Besides that, the author is also obligated to show appreciation to the unchosen ones for their interests in Kekri as well as encourage them to apply to other future editions of Viaporin Kekri. The remained volunteers will be automatically added to 2 separate communication channels including Teams and WhatsApp, in which WhatsApp is considered as an informal place for all kinds of questions and ideas, whereas Teams will be used for storing crucial documents.

Prior to the event, volunteers are obligated to actively take part in 2 different training days on 29.10 and on 4.11. In order to guarantee volunteers' participation, there will be 3 reminder emails in total sent out to the volunteers prior to the event. The training program will be directed by the thesis author, Violeta Salonen, and the governing body of Suomenlinna representative, Paula Lappalainen. Moreover, casual meetings with volunteers will also be randomly conducted in order to enhance team spirit and motivation as well as to provide opportunities for open questions.

Each course of action within the volunteer management processes as mentioned above will be divided into subheadings and be explained thoroughly by the thesis author.

5.1.1 Job description

Dissimilar to what has been preliminarily displayed in the prior to event chapter, the roles available for volunteers are diminished to 3 instead of 5. These roles are indicated as a guide, info, and burning ceremony helpers. The major reason that led to this specific change is mostly caused by uncertainty in the need for volunteer resources. For instance, in-service volunteers would be allocated to different enterprises' services around Suomenlinna to assist with whatever they need; however, there was no information provided from those enterprises whether they would need help in operating their services during the event day, hence this role will not be mentioned to the volunteers in order to avoid confusion during the actual event day. Apart from service, photographing will be also eliminated due to the fact that there are already professionals employed to photo or video capture stunning moments from the event, hence additional volunteering photographers would not be needed, especially the volunteers will not be paid for this job. In the sequence paragraph, each role of the event will be segregated into bullet points and be defined in detail by the author.

- **Guide:** The people who are assigned as guides are majorly responsible for guiding visitors to different locations marked in the event brochure, as well as advising them on various appealing event activities according to visitors' preferences. With the attention of creating an excellent guiding service, the guides are required to study the brochure as well as memorise its programs as much as they can. Volunteers will be divided into pairs in the sake of supporting the guiding job. Each pair contains 1 English and 1 Finnish speaker, from which they can complement each other in terms of language skill and the knowledge of brochure memorising.
- **Info:** A pair of volunteers will be assigned to the info desk, which is situated near the Suomenlinna's main quay. They are in charge of providing essential information relating only to the Viaporin Kekri event.
- **Assistant at the burning ceremony:** The volunteers assigned to this role, together with Paula Lappalainen as the Governing body of Suomenlinna's representative, will strictly supervise the entire area, where the burning ceremony takes place. The assistants must be fully aware of possible situations as well as be in charge of preventing unpredicted incidents caused by visitors. Each volunteer will receive a safety vest before the burning ceremony

As discussed with the event coordinator Violeta Salonen previously, specific roles will not be revealed until the first training day on 29th October, due to the possible changes in the volunteers' responsibilities. An early disclosure can possibly cause unnecessary confusion and frustration.

5.1.2 Target audience

Due to the regulation of human safety insurance, the volunteer recruitment process is limited to only 5 campuses of Haaga-Helia University of Applied Sciences. Personal insurance is mandatory when it comes to hiring volunteers, which technically means that all parties involved in the event project are required to guarantee safety for each volunteer as well as capable of covering for their insurances in case of sudden incidents. Thus, the selection of only students from 5 campuses Of Haaga-Helia will eliminate the risk since all students are under relentless supervision by both University of Applied Sciences and the Suomenlinna organisation. This particular decision was done based on the agreement between the Governing body of Suomenlinna and Haaga-Helia, Haaga campus.

In addition to that, several meetings were scheduled between thesis author and Violeta Salonen, senior lecture in experience management and design at Haaga-Helia as well as the Viaporin Kekri event main coordinator, in order to ascertain the quantity of volunteers needed in the event. The response received was approximately 15-20 volunteers from 4 other campuses beside Haaga campus. The main reasons for selecting the only a small quantity of volunteers include:

1) Due to the fact that this will be the first time an orthodox volunteer management plan is constructed, hence the smaller the number of volunteers, the easier it is for the thesis author to supervise the progress and adjust the management plan according to certain situations.

2) There are up to 20 students as core team members and approximately 50 additional first-year of Tourism, Hospitality, and Experience Management students will be recruited to take part in the event planning processes as assistants. Thus, the massive number of students, despite their roles at the event, will definitely cause confusion in distinguishing individual tasks and responsibilities prior to and during the event. Moreover, an over-recruiting action may possibly lead to complexity of internal communication and perhaps even productivity reduction in the operational progress.

3) Since the volunteers are promised to receive warm meals during their working shifts hence the large number of volunteers attending will definitely affect the limited budget of Suomenlinna's organisation.

5.1.3 Marketing channel

As reported by an email and marketing automation specialist at Firefish, Laura Imrie, it is indeed crucial to select appropriate marketing channels to distribute the recruitment content. She simultaneously stated that these following marketing channels as social media, google for jobs, recruiting media, email and even job boards will be considered as recruiters' most favourite tools in 2021. (Laura 2021.)

After a cautious analysis of the target audience sector and short consultation with the event coordinator, the author has finally decided to select email as the main marketing channel for placing the job advertisement. Moreover, email marketing is stated as a more effective method for acquiring potential candidates than both Facebook and Twitter. Besides, there is likely a higher chance for a click-through from an email campaign compared to job ads listed in other common social media channels. (Avature 2021.) Therefore, in order to attract

the students as fast and effective as possible, the author is required to firstly generate proper content for the email and secondly to contact the people who are responsible for distributing information to the entire campus and submit the recruiting email content to them on time.

Since email is chosen as the main approaching method hence the recruiting content written in the email must comprise adequate information as the aim of the email, event brief, and its meaning, sign up method, certain benefits along with the position, and additional links to the event websites, social media channels, etc. More importantly, the author must also be able to emphasize the reasons why individuals must join the event by highlighting its uniqueness and exclusiveness as well as briefly refer to certain benefits gaining as volunteers at Viaporin Kekri. In addition, it is also important to pay closely attention to the length and the formality of the email because an over or poorly written emails may potentially cause discouragement for readers.

Other social media channels as Facebook and Instagram will also be taken into consideration as efficient supplements to boost the number of applicants. Thus, the social media contents will be engendered and launched simultaneously. In contrast to email recruiting, a continuation of recruiting posts will be maintained on both Facebook and Instagram until the ideal number of applicants is reached. Even though each campus obtains its own social media channels, which is hypothesized as time-consuming for the author to reach out to all, nevertheless the process will be simplified once the author contacts social channels' directors in advance and agree upon the ads publishing days. These listed following channels will be part of the social media campaign:

Pasila campus

- Facebook: Haaga-Helia University of Applied Sciences
- Instagram: haagahelia

Haaga campus

- Facebook: Haaga Campus of Haaga-Helia, University of Applied Sciences
- Instagram: Haaganrestonomikampus

Porvoo campus

- Facebook: Haaga-Helia Porvoo campus
- Instagram: Haagaheliaporvoo

Eventsbyhh concept

- Facebook: Events by Haaga-Helia
- Instagram: Eventsbyhh

The student union of Haaga-Helia- Helga

- Facebook: Haaga-Helian opiskelijakunta Helga
- Instagram: Helga_hki

Nevertheless, both Haaga-Helia Malmi and Vierumäki campuses are not listed in the social media recruiting campaign due to the unavailability of both Facebook and Instagram accounts. Therefore, the students from both campuses will then only be approached via email.

5.1.4 Recruitment processes

After viewing the email, potential volunteers were enabled to register for the event by clicking the registration link attached to the email. The link will then direct them to a separate registration form in Lyyti, where information about volunteering in Viaporin, important dates, and times that volunteers cannot afford to miss out. More importantly, the limited number of volunteer slots and the deadline for applying was also announced in the form in order to prevent the registrants' hesitance.

In addition to the registrant's personal information as the first name, last name, email address, or mobile phone number, other relevant information was requested as to which Haaga-Helia campus the volunteer is studying, and what the study major is. Besides, the registrant was asked to describe his/her language skills and lastly to justify the major motivation which drives them to volunteer in Viaporin Kekri 2021. The prime purpose of these questions supports the conception of understanding volunteers' capabilities in order for the author to allocate them to suitable roles. For instance, fluency in Finnish speaking skills is highly appreciated in this event since the large quantity of the Viaporin Kekri event's visitors are Finns. The English language is considered as the second language, which can also be used in the event, nevertheless, it would not be taken into serious account as the best language for customer service, especially in Viaporin Kekri event. Consequently, the Finnish-speaking volunteers will definitely have bigger advantages in the selection round.

During the application period, 3 social media posts on 30.9, 9.10, and 11.10 respectively about Viaporin Kekri event were distributed by the author to the marketing channels, which

were mentioned in the 5.1.3 chapter. The main purpose of social media posts was first to increase excitement towards the event and secondly to encourage people to apply.

As the registration closes on the 11th of October at 23:59 o'clock after approximately 2 weeks of operating, the result displays only 20 registrants in Lyyti. Even though the idea of attracting 50 applicants was not actualised, however, due to the restricted time, the author decided to not extend the application period. According to data shown in Lyyti, there are 7 registrants from Pasila campus, 6 from Haaga, 6 from Porvoo, 1 from Malmi and none from Vierumäki campus. Its statistic is presented in the below chart.

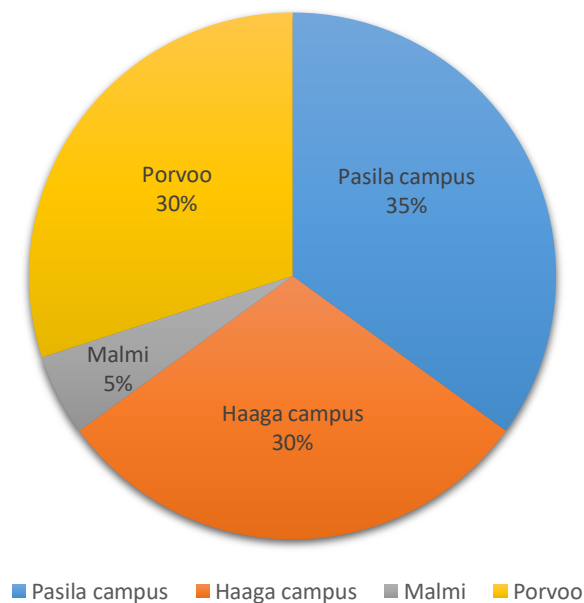


Figure 6. Applicants from 5 Haaga-Helia's campuses

Prior to the selection stage, all the registration forms were observed by the author as well as were copied and pasted in a separate Excel file, where info is systematically categorised.

5.1.5 Selection process

As distinctly expressed in the theoretical framework, there are several methods that can be utilised in the selection round as testing, interview, background, and reference check. The decision of selecting the most relevant method depends on many elements such as the company's criteria, job characteristics.

As the author fully perceives that this is the first-ever volunteer campaign is organised in the Viaporin Kekri event, thus, the entire selection phase must be proceeding carefully, because

complexity in selecting round will possibly cause emotional frustration and mental discouragement. In the worst case, no responses or even volunteering cancellations from the potential volunteers is absolutely possible.

The author's original idea initiates with selecting the candidates only by viewing their applications and analysing thoroughly the part, where they reply to the question that why they are interested in being volunteers at Viaporin Kekri event 2021. As the author had set a strict deadline for herself to complete the selection phase by 15.10, hence, time consumption is the prime element that drives the author to consider the mentioned method. Regardless of its convenience, negligent selection compasses certain risks. For instance, an individual might perform unprofessionally at the event or cause problems for the organising team. In a wider context, irresponsible acts caused by the volunteers will directly affect both Haaga-Helia UAS and Suomenlinna's images. After considering the risk possibilities, the thesis author had come to the decision of eliminating this method.

An alternative option selected by the author is a semi-structured interview. Besides the diversification and language skills, enthusiasm and commitment of the volunteers to the event are two major aspects, which the author yields to explore from the volunteers. Furthermore, in a semi-structured interview, the interviewees are enabled to freely liberate their emotions and opinions towards the unpredictable questions. Likewise, the interviewer is also offered an opportunity to enhance the intimate connection with the interviewee, which can visibly increase their excitement towards the whole volunteering experience. Thus, it makes nothing else but the semi-structured interview a wise option for this case. In addition, lack of time is taken as a blemish factor in this volunteer recruitment, meaning if interviewing each individual, then the entire selection phase will possibly prolong up to 1 to 2 weeks, due to the divergence in individual's time management. Consequently, after careful consideration, the thesis author decides to cohere 2 interviewing methods as semi-structured and mass interviews together in order to both save time and gain expected benefit from the interviews.

Once suitable interview types were scheduled, the author proceed with the interview by scheduling various group interview time slots in Calendly, wherein the applicants are allowed to select the most appropriate time for themselves. As generally defined in the Calendly website, it is effective software that enables its user to professionally schedule either one-on-one or group meetings without abusing email usage (Calendly 2021). There

are in total 7 slots scheduled in each interview, and the availability of slots is also displayed in Calendly.

Prior to the first interview, the author drafts out the question list, from which crucial information of the volunteers shall be exposed. The questions are generated as follows:

- 1) Tell me briefly about yourself as who you are, your study background, and the degree program you are pursuing.
- 2) What motivates you to apply to be a volunteer at the Viaporin Kekri event 2021?
- 3) Have you volunteered in similar events or any other type of events? If yes, what are they?
- 4) What do you expect to gain from this particular event?
- 5) What are the most important skills, competencies when it comes to volunteering?
- 6) Are you okay with using WhatsApp as an internal communication channel? If not, what is your alternative suggestion?
- 7) Are there any other questions?

In addition to the questions determined above, many improvised and random questions were simultaneously generated for the purpose of diminishing the formality of the interviews and creating a pleasant interview atmosphere. Besides the author herself the main interviewer, 2 project managers from the event organising team were invited to join the interview. The purpose of their presence was not only to tell the story of the Viaporin Kekri event but also to answer questions relating to it, which the author is sometimes incapable of answering.

By the deadline set on 15th of October, there were 13 people in total scheduled for the interview, wherein 1 person did not show up at all, 1 declined to participate afterward due to her workdays, unfortunately, overlapped both training days. The rest of the 7 people from the registration list remained silent, thus, they are considered as not participating to the event at all.

The decision was formed based on an agreement between the author and 2 other project managers on October 15th. In the view of fact that all interviewees showcased their initiatives and enthusiasm towards the event, thus, they are all accepted to the volunteer team. Even though the expectation of attracting 20 volunteers is not fulfilled, however, the massive

quantity was never a prioritised factor in this campaign, rather the quality of chosen candidates is more appreciated. In addition to this evoked point of view, the more volunteers accepted to the event, the bigger responsibility required from the author herself since she is the volunteers' core supervisor. Hence, 11 is a good number to start with. On the 18th of October, the congratulation emails have been sent separately to the chosen ones. Apart from congratulating the volunteers and appreciating their energies and efforts that they presented at the interviews, WhatsApp usage as an internal communication tool was also repeated.

5.1.6 Orientation

The orientation program consists of 3 info package emails and 2 training days, which are provided to each volunteer prior to the actual event day. The author comprehends that it is critical to provide a sufficient amount of information to the volunteers in order to either prevent them from getting confused or make them feel overwhelmed with the massive quantity of unnecessary information.

In the first email sent out on October 25th (appendix 1), information about the first and second training dates such as time, meeting location, detailed content of the training programs, was emphasised in order to highlight the necessity of participating in them. Furthermore, the volunteers are advised to visit the Viaporin Kekri active website, which will eventually help them memorising the event's main programs. At last, the volunteers are requested to fill in the food preferences form, where they can specify their food preferences, possible diets, or allergies. A piece of information about the food quantity is necessary for a term of avoidance of exceeding the budget and food waste.

The 1st training day on October 29th has proceeded as a subsequent stage in the orientation program. The training takes place at Ballast room in Suomenlinna sea fortress and extends to approximately 4 hours, between 12-16 o'clock, wherein Violeta Salonen will conduct her presentation about Viaporin Kekri event in detail for 2 hours. The main purpose of the presentation is to educate the volunteers about the origin of the Viaporin Kekri event, the story behind its name and creation, how it has been arranged between 2015-2019, and how it will be implemented in 2021. From 14:00 o'clock onwards, 10 additional volunteers plus 64 first-year students from Haaga campus were joining the guide and customer service training, which is presented by 2 project managers from the event organising team: Tia Lehtinen and Dominika Dabrowska.

The first training officially concludes after the working schedule draft was being released to the volunteers. The volunteers' responsibilities at the event day are maintained as stated in the job description chapter, except for a minor addition to the guide position that the guiding volunteers will be categorised within 4 zones: A, B, C, and D (figure 5). Its purpose is to simplify the core team's coordination task, as well as to easily allocate guides to different zones whenever assistance is required.



Figure 5. Guide zone (Tia Lehtinen 2021)

Instead of assigning them a single task throughout the event, which might possibly cause boredom and disinterest, a mutual decision was proceeded between the core team members that the volunteers will be allocated to different roles at 3 stages: before their breaks, after their breaks and post- burning ceremony. For instance, a volunteer effectively works as a guide between 14-17 o'clock, after his break is done at 17:30, his/her task will shift to working at the info point. Lastly, once the burning ceremony concludes at 19:15, he/she may be requested to direct visitors to the harbour if they prefer to go home or advise them to attend the remained programs in Suomenlinna as a wine bar, beer fest, or private concerts, which extend up to 23:00 o'clock. Moreover, they can also be assigned to help clean the event halls, where the main event programs would take place.

In fact, one of the author's obligations in the volunteer management plan is to generate a working timetable for the additional volunteers, nevertheless, there are other 64 first-year students joining as volunteers, thus, the event main coordinator, Violeta Salonen, suggested assigning 2 students from the core organising team to only concentrate on producing a schedule for entire 74 volunteers (10 additional + 64 first-year students) as well as ensuring that they would be given timely assistance and acquired a sufficient time of the break. The necessity of assisting was not requested from the author, because involving too many people in the schedule creating process may cause unnecessary complexity and inconsistency.

In order to ensure volunteers' attendance in the second training on the 4th of November, the second reminder email (appendix 1) was sent to the volunteers 2 days prior to the training. The content of the email concentrates on a briefing about the 2nd training program in detail as well as emphasise the participation is mandatory. The PowerPoint presentations from the 1st training, digital even brochure, zone map (figure 5), and the draft of the work shift were also attached in the email, which is required the volunteers to view before the second training day.

5.1.7 Safety management

On the 4th of November, 10 additional volunteers gather at the market square harbour and take the ferry to Suomenlinna at 15:20 o'clock together with the author. Between 16-17 o'clock, the safety training was arranged by one of the Governing Body of Suomenlinna's representatives in Ballast room, in which all crucial matters are distributed to all volunteers to ensure that they comprehend what to do when incidents occur or whom to contact in case of emergency. By emphasizing the fact that the fortress of Suomenlinna is listed in the UNESCO World Heritage Site since 1991, which must be carefully preserved at all times, especially during public events or private occasions (UNESCO 2021). The entire event crew plus volunteers are requested to be fully aware of each step of action they perform, meaning that they must perceive what they are allowed to do or not to do. Before concluding the safety training, each volunteer is advised to download an emergency app named 112 Suomi as well as to use it in case of severe hazard, which requires intervention from experts. Starting from 17:15 o'clock, the volunteers are commanded to gather outside of the Ballast room to proceed with the walking tour led by both Violeta Salonen and Paula Lappalainen. The major purpose of the tour is to firstly familiarise the volunteers with the brochure's functionality and secondly to educate them on all the numbered places on the brochure and the

program each place comprises. The tour officially concludes at 19:30; however, the volunteers are given 2 options of either to go home or stay to test out the event concept prototypes as well as give constructive feedback for the concept-creating team.

Prior 1 day to the actual event, the third email written by Violeta Salonen herself is distributed to all the volunteers. In the email, all the practical information was reminded as gathering location and time, event base for the entire event day is situated in Piirtämö, wear a black dress code (apply for both clothes, outerwear, and shoes), bring other necessary items as umbrella or raincoat in case of bad weather, bringing extra snacks and drink if needed, coffees and teas are provided throughout the day, join the common WhatsApp group and check the final version of the schedule, review the safety presentation and lastly to carry positive attitude regardless the tough situations.

5.1.8 Motivation development

It has not been easy to find a suitable solution for the question of how to enhance volunteers' motivation when they are not financially compensated nor receive any rewards in recognition of their time and effort contribution. Compared to official employees, who are often compensated with bonuses, salary increases, promotion, rewards, and so forth, the methods used to enlarge volunteers' motivations vary from the ones which are used for regular staff.

By reviewing the Volunteer Functions Inventory model as mentioned in the literature review to the Viaporin Kekri event, the author is able to handpick the most relevant factors from 6 functions to apply it to the volunteers. The principal mission, in this case, is to maintain volunteers' motivation throughout the full-length event as well as evade possible cancellations or absences from the volunteers in the worst scenario.

The value function will not be deeply noticed and emphasized in the VK (Viaporin Kekri) event case because the volunteers have already expressed their interests and desires to be involved in the event as joy givers, during the group interview. More surprisingly, they stated that satisfaction is the main driving factor for them to volunteer without expecting worthy compensation. Moreover, the aspect of protection will not also be taken into account because it requires additional time for everyone to intimately share their personal feelings about their lives as well as open themselves to others. Hence, it is challenging to predict

whether people wish to wipe out their sorrows through volunteering works or they simply choose to volunteer because they truly enjoy it.

In the purpose of motivating volunteers by using the social, career, understanding, and enhancement functions, the author will continuously emphasizing the valuable benefits that volunteers will earn in return for their contributions, for instance: receive precious chances to widen networks, social relationships, make more friends, make use of hidden skills and develop strengths, collect up-to-date skills and competences from the event industry's perspectives. Beyond that, the author plans to remind them throughout the entire volunteering period about the fact that beside volunteering and creating valuable differences, they should never forget to have fun in their own ways.

In addition to applying the VFI model, the author also arrange an informal meeting before the first training, where volunteers are genuinely given enough time and space to get acquainted. Besides the main idea to build team spirit, the volunteers were enabled to state out questions and possible concerns in their minds, from which the answers and relevant solutions were provided by the author. According to an article written in Markel Direct (2021), one of the most crucial missions required from the team leader is to be actively approachable to the volunteers, whom they can always communicate with. In that sense, the likelihood of their stays at the event is higher. Furthermore, as long as the volunteers feel comfortable with their volunteering experiences, the percentage of their participation in the next year's event will automatically increase (Markel Direct 2021).

5.2 During the Viaporin Kekri event

The responsibilities of the main event organisers are not maintained as in the pre-event phase; however, the roles were redesigned based on individuals' preferences. The author has voluntarily assigned herself as the guide coordinator together with 2 other peers. The author's major responsibilities include supervising the guides, ensuring the flow of information is delivered promptly to the volunteers as well as to re-allocate the guides to various zones whenever is needed. On top of that, the author is obligated to flexibly assist with whatever tasks are given during the event. The author's working base situates in Piirtämö, even though her job does not require much movement around Suomenlinna, nevertheless, she has agreed with 2 of her peers to take a turn walking around Suomenlinna fortress to firstly check the situation and secondly to provide urgent help.

Based on the feedback received from the volunteers during the event, the author decided to send a message in the WhatsApp common group reminding the guides to enhance consciousness in terms of improving the professional behaviour, comprehending the importance of brochure studying, as well as leaving partners unsupervised during the event is strictly prohibited.

Once the burning ceremony ends, the volunteers were sent to different guide zones to assist visitors in finding their ways to Suomenlinna's harbour. As an additional task, they were also requested to ensure visitors' safety during their queueing period. Even though the length of the event extends to 11 pm; however, the volunteers were already permitted to leave as soon as they completed their assigned tasks and returned the event black cape, which was lent to them before the event starts.

5.3 Post-event

Even though the post-event does not majorly contribute to the entire event planning progress, yet its importance is inevitable. In the after-event phase, a proper evaluation must be generated for the purpose of measuring the success of an event. Furthermore, an efficient evaluation provides enough data, from which the event organisers are enabled to utilise in the strategies and logistics' development. (Eventpro Strategies 2021.) The quantity of visitor increase does not fully generalise all essential reasons behind a successful event, thereby in most cases, feedback or a survey form is created and sent out to all the visitors by the event manager.

In addition to that, self and peer-assessment are also considered an advantageous method, where the people from the core team can evaluate each other's work and contribution toward the event's goals and objectives. On top of that, giving constructive feedback has never been an easy mission because a feedback receiver might take it personally and feel offensive. Therefore, both positive and negative points must be equally highlighted to balance the integrity in the feedback. In another word, constructive feedbacks are significant in the sense of improving skills, enhancing productivity, enabling personal growth. (Kritik 2021.)

In order to properly conclude the event process, the author is responsible to send out a thoughtfully written email, where the appreciation to the volunteers for their contributions is shown. Furthermore, a feedback form will also be attached in the email, where volunteers

are asked about their general volunteering experiences at the Viaporin Kekri event. Simultaneously, they are given opportunities to state out positive experiences and propose improvements, where the next year's event's organising team can develop the event concept planning based on suggestions. These referred aspects are clarified thoroughly in the next sub-headings by the author.

5.3.1 Feedback collection

By sending a well-written email thanking the volunteers for their willingness to donate their free time and services, the likelihood they would come back volunteering for the next edition of the event is higher. Moreover, the volunteers are considered perfect people for spreading good words about the event, which will inspire their acquaintances and others to join the event as volunteers in 2022. Therefore, showing an appreciation is definitely necessary for the manner of displaying gratitude of the entire Viaporin Kekri event's organising team to the volunteers. Without them, the success of the VK event might not have been maintained.

In addition to the thank you email; a feedback form is also attached to collect volunteers' general opinions of what went well and what should be improved regarding the next Viaporin Kekri event in 2022. A google form is selected as a feedback survey, where the author is enabled to generate a qualitative questionnaire, which is intimately related to both the volunteer managing processes and the overall experiences at the event. As defined in the google forms webpage, besides the fact that the survey maker can customise the question types, fonts adjustment, image inserting, and colour changes are also additional functionalities, which assist the survey maker in polishing the survey form before sending it out. (Google forms 2021.)

In the feedback questionnaires constructed in Google Form (appendix 2), the question series manifest the essential stages of the volunteer management model such as recruiting, training and motivation measurement. The data that collected from the survey is highly substantial and beneficial for the thesis writer in terms of developing the volunteer management plan to a higher standard. Moreover, a result of feedback is also crucial for the thesis readers, who are keen on using this thesis topic as one of their researches' study case. The feedback questions are listed as below:

1. On a scale of 1-5, how would you describe your experience at the Viaporin Kekri event 2021 as a volunteer?

In this question, a respondent is given a 5-point rating scale from 1-5, where they are asked to address their personal opinions regarding the general volunteering experience in the Viaporin Kekri event as 1 point means not satisfied at all and 5 points demonstrate the highest of satisfaction.

2. According to you, in what areas of the group interview, that you attended, could have been improved?

Since the interview and selection phase were completed in such short period, hence, preparation for the semi-structured interview was not prudently assembled. Thus, this question is generated for the purpose of viewing volunteers' perspectives on group interview development.

3. Have you received enough training to carry out your volunteer assignments?
4. If you answered no to the previous question, can you explain what could have been done better?

Since this is the first time this training has been conducted, the shortcomings in orientation phase are apparently unavoidable. This question was created by the author to indicate whether the volunteers have obtained an efficient amount of information and skills from the training. An answer to the third question was laid out as a multiple-choice form, therein a respondent is required to select either yes or no. In case the respondent chooses to answer NO to the previous question, they are then provided a chance to suggest developmental ideas for the training in the fourth answer, from which the reasonable suggestions shall be considered in the next edition of the event.

5. What level of appreciation is expressed for what you do as a volunteer?

It is indeed a paramount aspect in the volunteer management plan to examine whether the volunteers have felt appreciated throughout their volunteering performances. Therefore, the fifth question was asked to address that particular aspect.

6. Do you feel that you are rewarded fairly for the work that you do?

In fact, the majority of volunteers decide to help out in the event with a set mind that they do not volunteer in return for receiving worthwhile compensation. Nevertheless, this question was generated to seek out answers from the volunteers that whether the reward they received during and after the event was enough to compensate for the massive amount of working hours they have voluntarily spent. Instead of creating a yes and no type of question, a long-answer text form was constructed in the purpose of enabling volunteers to liberate their truthful thoughts and opinions.

7. What are the main factors which can potentially enhance volunteers' motivation during the entire volunteering period?

In this last open question, the author tends to seek out for the solution to possibly solve the common issue of how to overall enhance volunteers' experiences. The respondents are also provided a long answer text, where the more comments and ideas suggested, the better plan for the volunteer management can be arranged.

5.3.2 Evaluation of the product

Amongst 9 feedbacks that were collected from the volunteers, 2 people are fully satisfied with the events with the proof for giving the highest number on the scale. 5 people selected number 4 from the scale to express their positive feelings, whereas 1 person graded his/her experience as neutral and 1 individual felt unsatisfied with his/her volunteering experience.

The majority of the feedback givers have highly appreciated the semi-structured interview. In detail, the group interview was neatly organised according to them, wherein the volunteers were generously provided space and time to conduct introductions about themselves. Furthermore, many of them agreed that they were given an adequate amount of information about the event. On the contrary, 1 respondent stated that the information about the event was still very vague during the interview.

In the third and fourth questions, 77,8% of volunteers are fully agreed that 2 training sessions were effective in terms of supporting them to carry out their assignments, whereas 22,2% desired more training. Dissatisfaction stated by 2 volunteers has been justified so that they were not provided enough information about the story of the event, its origin, and its meaning, hence they were rather uncertain with the answers they offer for the visitors. Furthermore, the training for the guides was poorly planned, because the volunteers could not manage to memorise all the numbers on the map, therefore, the training should have

focused more on training people within their own zones, which can possibly help to avoid unnecessary confusion.

In the next question, where the volunteers are requested to evaluate whether they feel appreciated for their contributions at the event. 44, 4 % of the respondents felt that they were highly appreciated, whereas the rest of the people experienced some level of appreciation.

Reward and compensation have always been the biggest issue in the volunteer management plan since in most cases, the compensation is unfairly distributed compared to the required amount of work. Similar to this Viaporin Kekri event case, 4 out of 9 volunteers desire additional compensation such as discount tickets to some of the paid programs, transportation tickets, school credits. On the other hand, the other 5 volunteers expressed their enjoyment with the experiences gained from the event. According to them, the rewards turned out rather nice since they did not intentionally volunteer in return for gaining benefits or expecting certain compensations.

Lastly, the volunteers were assigned to dig deeper into the motivation aspect by sharing their thoughts on how to enhance volunteers' motivation during the event period. All 9 responses have reflected diverse methods such as better communication and team building, clearer tasks and responsibilities, more training, more food, and snacks are necessary to keep the volunteers motivated.

5.3.3 Suggestions for future development

The suggestions regarding future maintenance and development of the volunteer management plan are pursued based on the results shown in the feedbacks. First, the average hiring process should be prolonged by more than 2 weeks, or alternatively, it can be conducted several times before entering the candidate selection phase in order to prevent a shortage of volunteers.

Besides using email to advertise the volunteering opportunity, the idea of using social media marketing to boost the number of applicants should have been taken more seriously into account. Instead of advertising the volunteering randomly on both social media channels as Facebook and Instagram, a social media plan must be strategized to engage more traffic and more engagement. In addition, every post or ad on social media corresponds to an opportunity to enhance the interaction with potential customers, which generally increases the percentage of applicants as well as the event visibility. (Lyfemarketing 2019.)

The comments about the semi-structured group interview are mostly positive; however, a minor improvement in the accuracy of information is needed. In case the information cannot be provided to the volunteers during the interview due to inconsistency of the information flow in the event production, the HR manager is obligated to find out the correct answers and provide it to the volunteers afterward after the interview.

The amount of training is sufficient; nevertheless, the volunteers were not well prepared to answer tricky questions from the visitors. Thus, more practical training is definitely needed, where the volunteers are provided better improvising strategies. For instance, a list of FAQ (frequently asked questions) enables the volunteers to deal with certain queries that are often asked in the event. On top of that, the importance of studying the event brochure beforehand must be strictly highlighted because a lack of knowledge in the event program will directly impact the visitors' experiences.

On top of this, transportation tickets as additional compensation should be added to the next Viaporin Kekri event to encourage the volunteers' mentalities. Regardless of the unpredictable obstacles occurring during the event, fortunately, the volunteers have trained to overcome them without causing any severe issues. Besides the essential information about the event that was provided during the training, the volunteers have always been timely assisted by the core team members whenever they ran into trouble, which was really appreciated. Therefore, assistance by the core team members is really important and should be maintained in the upcoming Viaporin Kekri event.

6 Learning outcome

After observing several event cases as well as viewing relevant information about them, the author has come to a decision of selecting the Viaporin Kekri event as a case study to conduct her thesis. Besides the fact that the Viaporin Kekri event has exponentially grown and attracted more visitors annually, wherein a proper overall human resource management is extremely necessary, the author herself was exceptionally keen on the event concept of Viaporin Kekri. Furthermore, the Finnish cultural aspects have been significantly highlighted via the event. In the effort to revive an ancient Finnish festival by adding modern twists instead of transforming it into a completely contemporary event, the event's organising team has reached the level of excellence in terms of creating unforgettable experiences for the visitors as well as inspiring them to come back in the following years. Since the number of people attending the event will be proportional to the growth of the workload, hence, additional volunteers are urgently needed in order to fulfill the gaps in human resources.

Besides justifying the major reasons for selecting the Viaporin Kekri event, the author will also reflect on her personal learning journey in this chapter. Frankly admitting, the literature review has been the most challenging section for the author because it consists of 3 various aspects as the event industry, human resource management, and volunteer management, from which the author is required to conduct a more in-depth analysis of them.

Since volunteers are also considered as human resources, the author tended to assume that the entire HRM theoretical framework can be applied to the event case to managing the volunteers. In opposite to that preliminary assumption, the volunteers themselves are not rewarded with salaries, promotions, or incentive gifts as paid staff. Thus, the volunteers must be motivated in a completely different way compared to the official employees. The author has found this part of the mission extremely challenging because the promised compensations seem not enough to enhance the volunteers' motivations and improve their productivity throughout the entire event. Resignment from the volunteering jobs was the most common issue that happened during the training phase. Moreover, the length of the training was also the main factor that downgraded the volunteers' moods. Due to a large quantity of information delivered in such a short period, the volunteers might have also felt extremely overwhelmed and unmotivated.

Based on the author's observation and practical experiences assembled in this event, the most problematic stage lies between recruitment and selection phases. An ideal amount of

applicants could not be reached, which apparently led to a shortage in volunteer resources afterward. According to that justification, the recruiting time should have been extended longer, where the author was given enough time to attract more applicants. Moreover, a boost in social media should have been taken seriously into account instead of concentrating only on email marketing. In fact, several random posts on Instagram or Facebook were not efficient enough to encourage people to apply. Consequently, there were only 20 applications shown by the end of the recruitment phase, and the number of volunteers was decreased to 10 people after the selection and training phases.

Regardless of obstacles and challenges in the volunteer management processes, the author has not only managed successfully to overcome them, but also to accumulate knowledge on HRM theories and how to actualise them in practical cases to manage the workforces more productively. Simultaneously, she has obtained valuable skills as leadership quality, communication skills, problem-solving, relationship-building from this mission. Beyond that, she has also learned to express sympathy towards other human beings as well as to stay calm even under the most nerve-wracking circumstances. These skills and virtues are extremely essential keys, which support the author's idea of becoming a good HR manager in the future.

7 Conclusion

This product-based thesis aimed to fulfilling the needs for additional human resources within the Viaporin Kekri event's organisation. By successfully recruiting more talents and training them for the sake of improving visitors' experiences at Viaporin Kekri, the author has spectacularly demonstrated how a proper volunteer management plan could indirectly affect the success of the event. Besides the impressive result that up to 8000 visitors were attracted to Viaporin Kekri this year, the visitors' positive feedbacks about the services has strengthened the arguments that volunteers are indispensable elements in the Viaporin Kekri event.

The stated objectives in the beginning phase of the thesis writing have been sufficiently accomplished. The additional volunteers, regardless of the small amount, have been methodically recruited, interviewed, and handpicked by the author. Subsequently, a customised training plan was organised by the author and Violeta Salonen to ensure their best performances at the event. Based on the anonymous feedbacks responded by the volunteers, the majority agreed that they were provided enough training to carry out their responsibilities. Thus, the author can confidently conclude that the training program was actually reasonable and efficient. Moreover, one of the top prioritised aspects in this thesis was the volunteers' motivation development, which has been taken deeply into account by the author. By listening, showing empathy, and proactively assisting them throughout the entire volunteering stages, the author has successfully consolidated the volunteers' commitment toward the event organisation.

In addition, to highlight the significant role of volunteer management, this thesis was purposefully generated to trigger the reconsideration of the correlation between paid employees and volunteers in the HR plan. In comparison to official employees, the volunteers' contributions are noticed as either equal or more in some cases, yet, they are neglected in terms of reward and recognition. Thus, in the attention of encouraging the volunteers' re-participation in the next edition of the events, the motivation factor in the volunteer management plan must also be noticed and carefully developed.

Lastly, this thesis viewing is highly recommended for the next organisers of the Viaporin Kekri event, who desire to carry on with the volunteer recruitment campaign in the next years. However, social media marketing should be invested in besides email marketing to guarantee a safer number of applicants and decrease the risk of having cancellations. The creation and development of this thesis are also recommended for the potential readers,

who are either keen on applying this volunteer management model in their upcoming events or utilising this thesis as an example for their research works.

References

Avature, 2021. Why email marketing is important to recruiters. URL: <https://www.avature.net/blogs/email-marketing-matters-recruiters/>. Accessed: 11 September 2021.

Calendly, 2021. Easy scheduling ahead. URL: <https://calendly.com/>. Accessed: 13 November 2021.

Canal & river trust, 2020. Seven qualities of a great volunteer manager. URL: <https://canalrivertrust.org.uk/volunteer/volunteering-features-and-articles/seven-qualities-of-a-great-volunteer-manager>. Accessed: 21 November 2021.

Cherry, K. 2020. Differences of extrinsic and intrinsic motivation. URL: <https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384>. Accessed: 22 November 2021.

Chitra, R.2021. Why interviews are important in recruitment process. URL: <https://content.wisestep.com/interviews-important-recruitment-process/>. Accessed: 12 November 2021.

Connors, T. 2012. The volunteer management handbook: Leadership strategies for success. 2nd ed. John Wiley & Sons. New Jersey.

Engage journal, 2010. The marriage of HR and volunteer management: the odd couple? URL: <https://engagejournal.org/volume-xi-issue-1-october-2010/points-view/813>. Accessed: 21 September 2021.

Exlinkeventtsblog, 2014. 5 definitions of event management/ event management Philippines. URL: <https://www.exlinkeventsblog.com/2014/11/5-definitions-of-event-management.html>. Accessed: 22 November 2021.

Finnishtraditions, 2013. Kekri. URL: <http://finnishtraditions.blogspot.com/2013/10/kekri.html>. Accessed: 3 September 2021.

Fulton, O & Vanhuss, K, 2015. Are employees and volunteers motivated the same way? URL: <https://www.nonprofitpro.com/post/employees-volunteers-motivated-way/>. Accessed: 22 November 2021.

Galaxy digital, 2021. How to get volunteers for an event in 8 steps. URL: <https://www.galaxydigital.com/blog/how-to-get-volunteers-for-an-event/>. Accessed: 19 November 2021.

Gary, D. 2020. Human Resource Management. 16th ed. Florida International University. New York: Pearson.

Glary, G & Snyder, M, 1999. https://generosityresearch.nd.edu/assets/13636/clary_snyder_volunteer_function_inventory_scale.pdf. Accessed: 22 November 2021.

Google Forms, 2021. Get insights quickly, with google forms. URL: <https://www.google.com/forms/about/>. Accessed: 26 November 2021.

Heptagonevents, 2018. Benefits of volunteering in events. URL: <https://heptagonevents.com/benefits-of-volunteering-in-events/>. Accessed: 13 November 2021.

Indeed, 2021. What is management? Definitions and functions. URL: <https://www.indeed.com/career-advice/career-development/what-is-management>. Accessed: 22 November 2021.

InitLive, 2019. 5 ways volunteers have a direct impact in your event's reputation. URL: <https://www.initlive.com/blog/5-ways-volunteers-have-a-direct-impact-on-your-events-reputation>. Accessed: 22 November 2021.

Jen, D. 2021. Top employee onboarding programs. URL: <https://www.saplinghr.com/top-employee-onboarding-programs>. Accessed: 15 November 2021.

Julie, B & Amanda, T, 2017. Human Resource Management: A contemporary approach. 8th ed. De Montfort University. Harlow, United Kingdom.

Katsarova, I. 2016. Volunteering in the EU. <https://epthinktank.eu/2016/10/20/volunteering-in-the-eu-plenary-podcast/>. Accessed: 21 November 2021.

Kritik, 2021. Value of peer feedback beyond the classroom. URL: <https://www.kritik.io/resources/value-of-peer-feedback-beyond-the-classroom>. Accessed: 24 November 2021.

Laura, I. 2021. 9 of the best marketing channels for recruiting in 2021. URL: <https://blog.firefishsoftware.com/best-recruitment-marketing-channels>. Accessed: 11 September 2021.

LocalHop, 2020. A brief history of event management: Event Planning Then and Now. URL: <https://getlocalhop.com/a-brief-history-of-event-management-event-planning-then-and-now/>. Accessed: 30 August 2021.

Lyfemarketing, 2019. Why an Effective Social Media Marketing Strategy is Important. URL: <https://www.lyfemarketing.com/blog/effective-social-media-marketing-strategy/>. Accessed: 7 December 2021.

Lyyti, 2021. Create smarter events. URL: <https://www.lyyti.com/en/>. Accessed: 16 September 2021.

Markel direct, 2021. 8 tips to motivate volunteers. URL: <https://www.markeluk.com/articles/8-tips-to-motivate-volunteers>. Accessed: 24 November 2021.

Morgan, C. 2018. Historical evolution and trends of events management industry. Urbanevent. URL: <https://urbanevent.wordpress.com/2018/09/17/events-management-industry-trends-and-evolution/>. Accessed: 26 August 2021.

National report – Finland, 2021. Study on Volunteering in the European Union Country Report Finland. URL: https://ec.europa.eu/citizenship/pdf/national_report_fi_en.pdf. Accessed: 23 November 2021.

Peoplesafe, 2020. How to protect the safety of volunteers. URL: <https://peoplesafe.co.uk/resources/blogs/how-to-protect-the-safety-of-volunteers/>. Accessed: 23 November 2021.

Salla, S. 2016. Building leaders through volunteering. URL: <https://www.nbforum.com/newsroom/blog/building-leaders-volunteering/>. Accessed: 20 November 2021.

Slhk, 2021. The Governing Body of Suomenlinna. URL: <https://www.slhk.fi/en/agency/tasks/>. Accessed: 5 December 2021.

Slush, 2021. Volunteer at Slush 2021. URL: <https://www.slush.org/events/helsinki/volunteers/>. Accessed: 20 November 2021.

Talentlyft, 2021. What is group interview? URL: <https://www.talentlyft.com/en/resources/what-is-group-interview>. Accessed: 14 November 2021.

Tum.J, Norton.P & Nevan Wright.J, 2006. Management of Even Operations. 1st ed. Oxford: Elsevier Butterworth-Heineman.

Viaporinkekri, 2021. Kekri's history. URL: <http://www.viaporinkekri.fi/en/kekris-history/>. Accessed: 7 September 2021.

Volunteer Pro, 2021. Meeting youth volunteer motivation head on. URL: <https://volpro.net/meeting-youth-volunteer-motivation-head-on/>. Accessed: 22 November 2021.

Quinn, B. 2013. Key concepts in Event Management. 1st ed. SAGE Publications Ltd.

UNESCO, 2021. Fortress of Suomenlinna. URL: <https://whc.unesco.org/en/list/583/>. Accessed: 23 November 2021.

West, I. 2020. Understanding volunteer motivations: recruiting and retaining youth and young adults. URL: https://www.methodist.edu/wp-content/uploads/2020/05/mr2020_west.pdf. Accessed: 22 November 2021.

Appendices

Appendix 1. Information packages

VIAPORIN KEKRI EVENT



Information package 1

TRAINING 1

Time: 2 9th October 2021 between 12:00- 16:00 o' clock
Location: Ballast room, Suomenlinna.
Programme:
 12:00-14:00 Presentation about Viaporin Kekri event by Violeta Salonen
 14:00-16:00 Guide & customer service training

Since the ferry will leave at 11:20 am, lets' gather in the harbour at 11:10. You will be provided general information about the Viaporin Kekri event by Violeta Salonen from 12:00-14:00. Then, we will join the Haaga's first-year students on the practical training programme about the guide, customer service and other roles.

Since you will receive a lot of information about the event itself and your responsibilities during the event day, hence please join this training unless you have proper reasons for skipping it. Moreover, you will also get to meet the first-year students, so I bet you do not want to miss this chance.

TRAINING 2

Time: 4th November 2021 between 16:00- 19:00 o'clock
Location: Ballast room, Suomenlinna
Programme:
 16:00-17:00 Safety training by the Suomalinn organisation's representative
 17:00-18:30 Walking around Suomenlinna in the dark
 18:30-19:00 Possibility of testing different event concepts (optional)

Attendance at the second training is required for all volunteers. In the training, volunteers will be guided around Suomenlinna in the evening to familiarise themselves with the island. Additionally, the physical brochure of the event which includes map, activities and their timetable will be also provided on the 2nd training day.

N.b. Until the training date, please spend some time to read the Viaporin Kekri program because it will provide you general information on what will actually happen during the event day.
<https://www.viaporinkekri.fi/en/program/>

VIAPORIN KEKRI EVENT



Information package 2

Thank you for joining the first training on Friday, I hope that you were provided enough information about the origin of Viaporin Kekri event, its vision and development throughout the years. Furthermore, you were also provided a detail customer training session by 2 project managers Dominika Dabrowska a.k.a Klara and Tia Lehtinen. The presentations will be listed in the attachment, please review them so you are even more well equipped for the event coming this Saturday ((especially the people who missed the first training, please read "the Guides" slide from the customer training PP carefully since it's specifically indicated for us).

TRAINING 2

Time: 4th November 2021 between 16:00- 19:00 o'clock

Location: Ballast room, Suomenlinna

Programme:

16:00-17:00 Safety training by the Suomenlinna organisation's representative

17:00-18:30 Walking around Suomenlinna in the dark

18:30-19:00 Possibility of testing different event concepts (optional)

Attendance at the second training is required for all volunteers. In the training, volunteers will be guided around Suomenlinna in the evening to familiarise themselves with the island. Additionally, the physical brochure of the event which includes map, activities and their timetable will be also provided on the 2nd training day.

N.b. Until the training date, please spend some time to read the Viaporin Kekri program because it will provide you general information on what will actually happen during the event day.
<https://www.viaporinkekri.fi/en/program/>

Attendance at the second training is mandatory for all volunteers!

In the training, volunteers will be firstly provided a safety training by one of the Governing body of Suomenlinna's presentative and then be guided around Suomenlinna in the late evening to familiarise themselves with the island. Subsequently, all volunteers will be given opportunities to test out various event concepts, however this is optional so you can decide whether to attend or not.

Additionally, the physical brochure of the event which includes map, activities and their timetable will be also provided on the 2nd training day. In the attachment, you will also find the digital version of the brochures so you can start study those numbers listed in the zones that assigned to you.

Appendix 2. Feedback questionnaires

29/11/2021, 20:25

Viaporin Kekri 2021 feedback

Viaporin Kekri 2021 feedback

The constructive feedback about your experience at the Viaporin Kekri event 2021 as a volunteer will be conducted for Ha Quach's thesis

*** Required**

1. On a scale of 1-5, how would you describe your experience at the Viaporin Kekri event 2021 as a volunteer? *

Mark only one oval.

	1	2	3	4	5	
Not satisfied at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very satisfied

2. According to you, in what areas of the group interview ,that you attended, could have been improved? *

3. 1) Have you received enough training to carry out your volunteer assignment(s)? *

Mark only one oval.

- Yes
 No

4. If you answered no to the previous question, can you explain what could have been done better? *

5. What level of appreciation is expressed for what you do as a volunteer? *

Mark only one oval.

- A high level of appreciation
- Some appreciation
- No appreciation

6. 1. Do you feel that you are rewarded fairly for the work that you do? *

7. What are the main factors which can potentially enhance volunteers' motivation during the entire volunteering period? *

29/11/2021, 20:25

Viaporin Kekri 2021 feedback

8. Overall feedback for the organising team

This content is neither created nor endorsed by Google.

Google Forms