

Planning Human Resources in Event Production

Flow Festival 2012

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1. Introduction

This project thesis concerns the human resource management of the infrastructure production in the Flow Festival 2012 (Flow). Flow is urban music festival held annually in Helsinki, Finland since 2004. Human resource management is a vital part of functional event production. In this study the focus was set on the planning and managing of human resources, especially from the aspects of the infrastructure production team and the volunteers. The planning and managing subcontractors or other personnel of the festival production are less observed. The aim of this project was to concentrate on the problems and challenges that appear within a festival production timeline, identify development needs and provide improvements that could be applied in the future production of Flow Festival.

The author of this project worked in the Flow 2012 and 2011 production teams as a production assistant. The responsibilities of the work consisted of supervising volunteers, planning the job on the spot in order to keep the predefined production schedule. The idea to carry out this project thesis rose from the author's experiences and discussions with colleagues. This project thesis starts with a literature review building the knowledge basis for the topic. Furthermore it describes the nature of the production process of Flow, distinguishing the challenges and problems of the production and later on providing the outcomes, as well as recommendations for developments and improvements.

2. Literature review

2.1 History and development of special events

Events are phenomena that occur in a certain place at a certain time. Each event has a beginning and an ending. Events or festivals are carried out by a local community, and they have a premeditated plan and aspect (Allen, Harris, McDonnell, O'Toole, 2008, 30). Events and festival have not always been organized in order to gain financial benefit. Immigrants, who ended in the same regions and shared the same culture, same language, same political views and cultural identifiers, very often continued to celebrate their national festivals (Allen et al. 2008, 30). Developments following from people migrating all over the world have enabled people to travel and experience events and celebrations between different cultures. Same kind of events and festivals can be detected all over the world as a result of sharing and adapting various cultural identifications between people. During time events and festivals have begun to develop into more professionally organized phenomena. This has also required a new set of skills in organizing those (Allen et al. 2008).

Special events as a term describe events that are consciously planned and organized (Choudhury, S). Therefore, they have been targeted at a certain demographic group in order to achieve social, cultural or corporate goals. Nevertheless, special event of similar nature may also occur as national days, a World Cup football game or a major store opening. Special events offer people something different from their normal life. They offer a unique experience.

Events can be divided in four main categories (Allen et al. 2008,). The smallest ones are called local or community events. These events are not seeking for international or even national publicity. These kinds of events may be organized by a school, sport club or local shop. The next category is defined by Allen et al. as major events. These events are able to raise interest in media and also produce recognizable economic benefits, for example, events such as Neste Oil Rally Finland. The third group is called hallmark events. These events have gained worldwide interest and attract globally to the extent that people affiliate the event with a certain country or city. The fourth group is called mega- events. They have a major effect on economics, tourism, employment rate and politics.

According to the IFEA (International festival and events association) industry surveys about festivals and special events there are at least four million annual festivals and events (Allen et al. 2008, 32). Included in this calculation are events that require coordinating and services on the national level. Multiple different actors benefit today from the impact that festival and special events create. On a national level festivals and special events are powerful tools for increasing tourism, creating new brands, enhancing economic development and bringing people together and giving a positive impact on their lives (Allen et al. 2008, 32). The impact that this industry has been able to create is also recognized in education. Demands, within the festival and event industry requires more and more professional skills and today there are hundreds of certification and professional education programs globally producing festival and special event producers and managers.

2.2 Human resource management

Human resource management (HRM) is a process that oversees an organization's human resource functions, such as; planning, organizing, staffing, leading and controlling. These basic functions should be taken into account in any organization in order to achieve a functional standard of activity (Dessler, 2005, 4). HRM cooperates with an organization's strategy to achieve its mission and goals. HRM's key functions are identifying the required personnel, recruiting suitable personnel, creating a desired work culture, educating personnel towards managerial positions, researching and developing communication. HRM tries to find an efficient balance between an organization's employees and strategic goals (Mehndiratta, 2008). These key functions are vital in a constantly changing environment such as event production, where pressures on the employees are growing.

Strategic HRM is part of an organization's strategic management process. It links together the organization's HRM and strategic goals and objectives (Dessler 2005, 80). In order to have a solid base for a strategic plan, one efficient method is to use the SWOT- analysis (strengths, weaknesses, opportunities, threats). It is used to evaluate how a company sees its internal strengths and weaknesses as opposed to external opportunities and threats. Evaluating an organization's strengths gives an insight to what they are doing correctly. A possible strength of an organization could be the possibility to recruit competent staff and use those resources to fill new positions (Farnham, 2010, 169). As an opposite of strengths, weaknesses outline the organization's disadvantages. This part of the analysis shows what they are doing wrong and what they need to improve. When evaluating opportunities, an organization should exploit their strengths.

Organizations may face various kinds of threats. For example, as threats can be seen competing companies or changing the supply of professional staff. PEST (political, economic, social and technological) analysis is alongside SWOT a helpful tool for organizations to evaluate their strategies. PEST-analyses offer an external context for evaluating an organization's environment and its variables (Farnham, 2010, 33). It is not a primary tool for human resource planning. Nevertheless, it is a vital tool for strategic planning, and that way it is an important method to considerate for utilizing.

Political stands for government rules and regulations. In human resources it may effect through changes in minimum wages or working hours. Economic influences are employee costs or government taxation. As social factors can be included possible changes in customer behavior. Technological influences may appear in the form of technological innovations or lack of technological resources (Farnham, 2010).

2.3 Human resource management in event industry

In order to implement any kind of successful event, human resource planning and management acts as a high priority. Events have a timeline extending from planning to the actual event and the time after the event. As an event date approaches, the need for human resources needed increases and reaches its peak during the implementation. This varied process in event production sets a number of potential challenges (Allen et al. 2008, 233). Challenges can be in acquiring paid staff given the short-term nature of employment. The short-term and hasty production might also cause challenges in staff training and maintaining staff well-being. The closer the event date comes, the more of the work load is usually done by volunteers. The human nature factor cannot be left unnoticed by the management in any types of events.

Figure 1 defines the planning process for human resources for events introduced by Allen et al. (2008, 234).

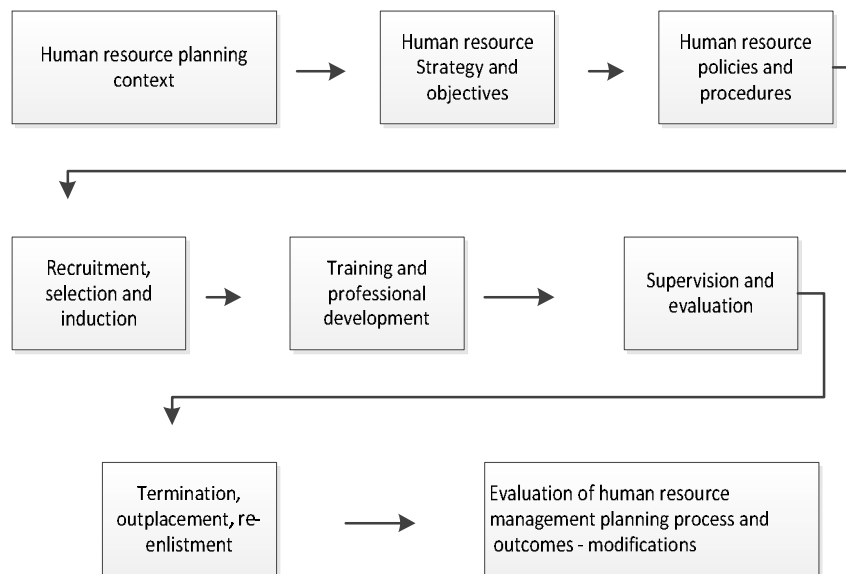


FIGURE 1: The human resource planning process for events

Adapted from Allen, O'Toole, Harris and McDonnell (2008, 234)

When planning human resources for events, the key point is to study the event's vision and mission, objectives and strategy (Mehndiratta, 2008). Human resource planning for events should take into consideration issues such as; the processes and means of work. Especially in case of growing events HRM has a high value. The need for an increased number of staff, both paid and volunteers, needs to be assessed thoroughly. One of the key issues to avoid for event organization is to avoid high turn-over of staff.

The discipline of project management is about providing the tools and techniques that enable the project team (not just the project manager) to organize their work to meet these constraints (Mehndiratta, 2008).

An event human resource strategy contains a number of tasks that an organization needs to implement in order to reach a desirable end result. Allen et al. (2008) introduces several actions to consider for an event's human resource strategy and objectives. Staffing is the main strategic approach for an

event when approaching HRM. Important factors that managers have to take into account are; the number of staff needed (paid and volunteers), the skill requirements for the staff, experience that staff members need to have and availability of time necessary. In addition, when recruiting volunteer staff, the positions and numbers of supervising staff have to be conceived.

In order to achieve an operational number of volunteer and paid staff, recorded information from past events should be exploited. Information such as; location, possible changes of event site or the number of venues should be considered. If the organizer does not possess relevant information from the event's own viewpoint, information about similar events should be studied.

When staffing is considered, more detailed job analyses should be executed. In order to reach reliable results, the manager should define tasks and responsibilities based on the staff's abilities and special skills. According to Allen et al. (2008), job analysis is followed by a job description. It points out what the reasons are for a specific job to exist and what details are related to it. A job description contains: a title, salary, a summary of responsibilities, relationship with other tasks, performance standards, skill requirement and authority. Information with such details concentrates on the tasks of the paid staff. The job description concerning volunteer workers is less detailed and informative.

Event organizers have recognize the limitations in which they execute their human resource planning. These limitations are called policies and procedures. In defining the application of policies and practices, Allen et al. (2008) refer to Stone (2007). He describes that policies and procedures ease the manager's work by giving guidelines which can be followed when making

decisions concerning the employees' rights. These questions can comprehend issues such as the fair treatment of employees' or the determination of employment. Once these policies are defined thoroughly, it is not necessary to renew them yearly.

Recruitment of employees is vital for an organization so that it chooses the right people for the right job. Meticulousness in the previous phases enables best outcomes from recruitment. The extent of recruiting volunteer and paid employees may vary in different cases. In cases of the recruitment of volunteers there are fewer specifications in employee requirements of employee when compared to the recruitment of paid staff.

2.4 Project approach to leadership

A project is a set of activities directed toward commonly agreed-upon objectives to be accomplished in a certain time frame which is not endless. The direction of a project is given by its objectives. It is a unique endeavor. (Juli, T, 2011)

In order to execute a successful project one of the key factors is project management. Nevertheless, project success is not primarily evaluated by its management but by its end result. Project management is a vital instrument in each phase of the project in planning, controlling and overseeing the ongoing activities and in closing the project (Juli 2011, 5). Project management refers to the number of people who form a project team. Every project comprises at least slightly different phases and hence requires a case by case plan. Conscientious planning is crucial. Still, every project faces surprises and unpredictable twists. When creating a project plan, managers can utilize a useful tool for thorough planning, namely contingency planning. This enables proactive planning that helps managers prepare for changes. A benefit of

proactive planning is that a manager is able to anticipate possible problems which, if problems occur, makes the plan more adjustable (Brody 2005, 70).

Effective project management is an outcome of project management skills combined with leadership principles. Juli (2011, 18) states that there are five principles of effective project leadership. The first one is building a vision. Sharing a coherent vision and ensuring that each project team member understands the vision is a key factor for the success. The second principle is collaboration within the project team. When project is facing difficulties, team spirit and synergy will help the project team's performance and coping with the challenges. Thirdly, project leadership is a matter of creating an environment for the project team and for its individuals, where high level of performing is achieved. The fourth principle introduces the importance of learning from mistakes. In a hectic project production it is more than likely that people will make mistakes. It is important to accept them, process them and learn from them. The fifth and last principle according to Juli (2011) is ensuring the results. Effective project leadership helps individuals to work as a team and achieve their goal. By taking into account the first four principles, the project leader can achieve the desired end result (Juli, 2011, 18).

Other authors have also presented their insights on the matter of project leadership. Cameron (2008) presents four leadership strategies that help an organization to reach success. These four strategies are a positive climate, positive relationship, positive communication and positive meaning. An organization's wellbeing is achieved by establishing a positive climate between the individual team members. Obtaining a positive climate enables individual team members to extend their personal resources and reach a higher level of productivity. Positive relationships among the project team are

proven to enhance the emotional carrying capacity of the individuals (Cameron, 2008, 39). When the project is facing challenges and difficult times, positive relationships help the individuals to adapt and recover.

Communication between the team members should be positive and yet truthful. A balance between positive and negative feedback is essential in order to maintain motivation and high level of performance. Jessen (1998, 85) states that projects are more than just their end product. A project process impacts widely on different factors, such as human relationships which have a definite impact on the end result.

2.5 Flow Festival

The Flow Festival is an urban culture-, music- and arts festival held in Helsinki. The Festival is an annual event organized by Flow Festival Ltd. (formerly Nuspirit Helsinki) and it has taken place since 2004. In the first two years the Flow Festival was organized in Makasiinit, in the center of Helsinki. In 2006 it was held in four different locations around the center of Helsinki (www.flowfestival.fi). In 2007 the Festival settled in its current location in Suvilahti, an old power plant area built in 1909 where the production of electricity ended in 1976. In the beginning of the 1980's the former power plant facilities were renovated and restructured for cultural projects and activities (www.suvilahti.fi).

On the last six occasions Flow Festival has been organized in Suvilahti, and the festival site has extended every year. In 2012 Flow Festival arranged an opening concert held on 8 August 2012. The actual festival weekend took place on 10-12. August 2012. During the four-day-event Flow Festival gathered all in all approximately 63 000 visitors. (www.flowfestival.com)

3. Research problem

The most recognizable factor causing the greatest challenges in the production of Flow is the overlapping tasks and responsibilities of the production team members. This is a result of the growth of the festival site and annual changes regarding it. The year 2007, when Flow was held in Suvilahti for the first time, started a new era for the event and required a more professional and demanding approach from the organizers. Despite the fact that the festival has stayed in Suvilahti after the year 2007, the festival site has not stayed the same for two consecutive years. Different internal and external factors such as the time sensitive production schedule, a relatively short construction time, the festival location and human nature added additional challenges to the research problem.

Along with the vast growth and changes of the festival site the challenges have become more detailed and demanding with regard to infrastructure production. The building time of Flow was two and a half weeks including the opening concert two days prior to the actual festival (see appendix H). In such a short time, challenges set by weather or problems with machinery may cause critical problems in infrastructure production. Moreover, volunteer work is vital for an event of this size. A lack of consistence of the volunteer groups and human nature are additional factors that cause challenges. These factors set an unplanned workload for the production team members, which causes long working days and creates a possibility for critical errors. With Flow all of these factors became reality, and it set a need for this study. All in all, the workdays and responsibilities of the infrastructure production team members at Flow should be rationalized and more focused. In forming an

extensive picture of the challenges, the following questions should be examined.

1. What were the challenges on day-to-day tasks at the festival production site?
2. What different factors influenced the challenges?
3. How to improve these issues and what should be taken into account when planning next year's event?

4. Method

The initial idea for the topic rose from experience and discussion amongst the production team, based on this, the author found it appropriate to conduct a qualitative research method approach. Intention of this study was to illuminate the vulnerabilities and problems in human resource planning and management in festival production.

In qualitative research the researcher gathers information, analyses it focusing on the meaning behind the words and then describes the process (Cresswell, 1998).

In order to gain primary research information empirical research method was conducted by interviewing the production team members of Flow. The interviews were carried out as a theme interview. Specified questions were asked in each interview yet free discussion was not inhibited. The intention was to carry out four individual face-to-face interviews with the Flow production team members, including Managing Director Suvi Kallio, Infrastructure Producer Emilia Mikkola, Production Assistant Lauri Talja and Production Assistant Jussi-Pekka Roine. The interview with Emilia Mikkola was conducted via email due to Mikkola being abroad at the time of the interviews. The interviewees were selected in order to receive information and experiences of different phases of the production period of Flow. The purpose of the interviews was explained for the interviewees. In the beginning of the interview each interviewee explained their role and responsibility area in the production of Flow. The interview questions were set to focus on human resource planning, managing and leading of production phases and volunteers and day-to-day challenges of the production. In addition the question of development needs for next year's festival was asked from each interviewee. Interview findings were the primary material of the study.

The first phase of the study was to aggregate theoretical sources and to explore topics; event industry, HRM, projects approach to leadership as well as planning of festival production. The second phase of the study was to execute interviews. Selected interviewees were Flow production team members. With the help of the interview results the goal was to have a picture of day-to-day HRM in production and to gain information about challenges that had risen during the infrastructure production period. In the third phase of the study the plan was to compare the interviews, examine how the interviews differed from each other and to what extent they were similar. Combined with comparing the interview results together the idea was also to compare the results against the theoretical sources.

5. Findings of interviews

5.1 Interview details

The following interviews were conducted in following order. In addition to these the key questions were sent to Emilia Jaakkola via email, on which she replied on (5 November 2012.) (See appendix D)

Interview 1

Interviewee: Suvi Kallio (Managing Director)

Interview date: 12 October 2012

Responsibilities in Flow 2012:

- Managing organizational structure and development
- Human resource management development
- Planning and executing human resource management
- Worked at Flow from 2004

Interview 2

Interviewee: Jussi-Pekka Roine (Production Assistant)

Interview date: 12 October 2012

Responsibilities in Flow 2012:

- Supervising the construction activities and conducting volunteer work
- Team leader for volunteer work groups
- Constructing the festival site
- 2nd year as a Production Assistant in Flow

Interview 3

Interviewee: Lauri Talja (Production Assistant)

Interview date: 12 October 2012

Responsibilities in Flow 2012:

- Supervising and planning volunteer resources
- Updating the production schedule for infrastructure
- Updating volunteer work task schedule
- Contacting subcontractors
- Worked at Flow earlier in 2010 and 2011

Interview 4 (email inquiry)

Interviewee: Emilia Mikkola (Infrastructure Producer)

Responsibilities in Flow 2012:

- Planning and implementation of infrastructure production

- Planning and updating production schedule

- Safety and legal permits

- Subcontractor inquiries and planning

- First year at Flow

Starting point for the interviews and selecting the interviewees resulted from the researcher's own experiences and interviewees responsibility areas. All of the interviewees acted in different roles. Nevertheless their tasks and activities were towards common goals. Due to the fact that each of the interviewees, except Mikkola, had previous experiences of working at the Flow Festival, added information base to their answers and enabled them to compare executed changes compared to year 2011. All of the interviewees took part in the planning phase of human resources. Roine was not part of the planning during spring 2012. Nevertheless, he was included in feedback meetings, concerning Flow 2011.

The turning point in the production in Flow Festival's history was the year 2007, when it was organized in Suvilahti for the first time. Until that, Flow had been organized almost entirely with volunteer work and its organizational structure was more non-existent. Kallio stated that the approach to a more professional style of event production had to be achieved in order to continue organizing the event. Flow festival's growth from 2004 has been vast.

5.2 Human resource planning

Planning of the resources for the next year is started already in post-production phase of the previous one. Kallio stated that feedback meetings, which are held quite soon after dismantling of the festival site is over, starts the planning for the next year. First step is to define the most important responsibility areas and hire employees to those positions. Compared to last year's festival few changes were done. This year Flow had three production managers, one for every main productions; infrastructure (Emilia Mikkola), stage production (Piia Lääveri) and visual production (Tomi Mutanen). Kallio stated that this arrangement was satisfying compared to year 2011 when there was only one production manager. Another change compared to year 2011 was construction equipment supervising and resource planning. This covered important detail that affects construction team members positively by diminishing loss of equipment during infrastructure production. Kallio raised the importance of the documentation of production related information as well as production process documentation. Detailed information saves time and it makes production team members work more efficient. It is a vital issue which is being developed constantly mentioned Kallio.

Kallio stated that another important objective is to share responsibilities of the production as early as possible in order to achieve untroubled responsibilities among the production team and to make organizational structure even more clear. Nevertheless, due to the fact that the actual event and its on-site production concentrate on such a short period of time, it is not possible to hire employees in too early phases for multiple tasks. Kallio mentioned that it would be useful and nice to do but business wise impossible. Kallio mentioned obscurity that is a common phenomenon in event production

industry and which Flow is trying to avoid. An Important tool for this is documentation of employee's responsibilities so that same mistakes are not made twice. Nevertheless, when dividing responsibilities into several sections, Kallio mentioned that there is a risk of overlapping tasks. That could cause situations where more than one person is concentrating on the same issues or it might even cause development of tasks that are not anyone's responsibility.

5.3 Day-to-day challenges on the festival site

Kallio stated that expanding of the festival area causes new challenges every year. It creates more tasks to conduct by volunteer workers and subcontractors and makes it more challenging for production team members to supervise those activities. Roine mentioned that he experienced the construction period to be too short. There are many simultaneously ongoing processes and mostly with only two workers, that are supposed to be supervising volunteer work, which was really challenging to achieve. Unplanned factors such as, reconstruction of various parts of the infrastructure or delayed performance by subcontractor caused immediate setbacks in his tasks. That inevitably led to longer and harder working days. Talja mentioned that from time to time his responsibility area spread over the planned boundaries which partially caused lack of concentration to his original responsibilities. He mentioned that when something unpredictable happened he had to leave his actual supervising area. As an example Talja mentioned an incident when the crane was broken and no one else had time to replace it, so he had to organize this. Talja mentioned that it was understandable but caused a situation where he was not able to supervise team leaders and volunteer tasks. Roine also mentioned that he was frustrated that he was not able to concentrate on his primary tasks when he had to replace a missing fork lift driver. He mentioned that he lost a lot time as a

team leader and felt it effected a great deal on construction performances by volunteer workers. Regardless of planned factors he stated, the nature of the outdoor festival production causes those kinds of situations.

Kallio mentioned that even though a few changes were implemented compared to last year's festival she felt that there still were not enough workers to carry the load of responsibilities. From her perspective she did recognize that on festival site workload causes extra hours for the production team. She mentioned that it exposes employees to making mistakes and reduces efficiency. Fortunately, no such events took place. Roine and Talja both stated the same and mentioned that more people working on the festival site would be a good idea. Talja emphasized that it is not merely the number of people but they should be people that have the knowledge and experience about festival infrastructure production. This way working hours could be made more efficient and too long days could be avoided. He mentioned that two workers that know what they are doing are always better than ten inexperienced workers.

Roine brought up the importance of an even more detailed production schedule. He pointed out that when something unpredictable happened there should have been more options on how to carry on or a plan b. He mentioned that more frequent meetings among the production team would help his job on site. He pointed out the possibility for production team meetings to be held every night on the festival site. On this matter, Kallio notified that there are plans that will make one person responsible for the whole production. That person would also be responsible for updating and overseeing the whole schedule. Talja addressed the same issue from a different direction. He mentioned that the initial idea for internal information sharing was well

planned but was not executed as well as it should have been. He recalled situations where changes concerning production schedule had taken place but were not updated nor informed to everyone.

Roine recalled at least two incidents that occurred when asked about internal communication. He mentioned difficulties to putting banners in place in certain areas of the festival site. Instructions were to decorate a relatively large area with one particular colored banner but the problem was that they had run out of that banner. He stated that it took a long time to finish that area because they had to dismantle other parts of the area to continue with the new one. Lots of effort was put in to that and he felt that if the information inside the production team members had been more precise they could have saved a lot of time. The other incident he recalled was a similar problem with one meter fences. He suspected that the issues were caused by changes in the festival area from the last year when number of banners and fences were calculated to be adequate. He saw this as a not surprising turn in festival production when there is no preliminary construction time and end result can be seen for the first time during actual construction period.

Talja recalled there had been discussions about executing the same formula for production team members. He thought it would not work because it would be difficult to carry out due to the nature of the production. He also mentioned that it would cause even more challenges in internal information. If one of the volunteer work supervisors would leave the festival site before others, it would be really difficult to know how things have progressed and it would not make work any more efficient. Roine pointed out the same issue mentioning, it would be a tempting idea but it would not work. He stated that for volunteer groups it is operational progress but was sure it could not be

carried out amongst the production team members. Roine made clear that in this line of work tasks just keep coming and it would be really difficult to leave during the day when things are hectic. It is the team spirit that would make you stay in any case. Roine also pointed out that maybe by making his tasks a bit less physical it would help him to be as efficient as possible. After previous discussion it was immediately pointed out that team spirit is one of the phenomena's that fed the problem of long and exhausting work days. Roine pointed out that maybe the production team members spent too much time in the festival site in the evening doing minor tasks that could have been done next morning. He raised the question should someone have responsibility to say when work will be stopped and continued the next day.

5.4 Volunteer work

Roine and Talja both pointed out effective makeover of volunteer work resourcing. They shared a comment that using volunteers on morning and also on evening shifts was a successful experiment. Roine stated that it definitely made usage of volunteer work more efficient. He also recalled that in 2011 he had to work physically more himself and pointed out that volunteers working on two shifts made his work less exhausting. Roine and Talja both commented on the discussed issue whether individual volunteer workers should be given more responsibilities. Talja suspected that it would be extremely difficult to find experienced people that were capable and ready to do it for free. He stated, that more important would be people who have the skills and experience, to work longer periods. He mentioned guys called Ilari and Jyri who acted as a stand by- team over the festival weekend period. They had knowledge and experience and they were really efficient. These kind of workers would be needed more he ended. Roine declared that he would be

happy to try giving more responsibilities to individual volunteers. He pointed out that it would be helpful but most likely would not work. All the interviewees pointed out that, volunteers not showing up, was one of the biggest challenges. They all admitted that that cannot really be addressed any other way than just by being prepared for it. Kallio pointed out that some of the volunteers show up every year so it would be useful if more detailed records are kept about quality and skills of volunteers.

5.5 Development needs for the future

Kallio emphasized that developing the human resource structure is an ongoing responsibility and process. She pointed out that the biggest challenge for Flow Festival is that the festival has got bigger every year because of the demand. That makes the planning process extremely challenging and different every year. If multiple parts concerning production change it causes the situation, where last years' experiences cannot be fully exploited. Kallio also mentioned the importance of having the same members in the production team as in previous years is highly important. In the same context she added the importance of record keeping and documentation of tasks and information. Roine also stated that information flow should be even more efficient in order to avoid extra trouble.

Roine mentioned that it would be useful for a person in his role to attend meetings and planning of the production earlier in order to have uncluttered vision of the production. Talja also pointed out the same issue and mentioned that it would be important to have production team members participating in meetings earlier than before. In addition he mentioned the possibility of production assistants' participation in planning and other office type of work.

He added that if they started this for example at beginning of summer it would enable them to become more familiar with the production schedule and would provide preparing information of the job on the festival site. Talja emphasized importance of production assistances' production meeting participation early enough in production planning phase. This also concerns other parties related to festival production. He gave an example about main stage production. It is important that all people who remotely are related to infrastructure production should attend that meeting. They don't need to know how it is built but when it is built. Everything interacts with everything. He also mentioned the importance of using interns as effectively as possible. He pointed out that there are plenty of tasks that can be executed by interns. In addition he mentioned that by using interns effectively it could serve the festival's future employee needs.

6. Discussion

The Flow Festival 2012 was held 8 – 12 August. This section describes and examines the interview findings; contrasting the differences and similarities of the interview results. Findings from the interviews were also compared to theoretical background. The interview questions were set to illuminate challenges during the infrastructure production of Flow from the production team members' point of view. The issues behind employees' long workdays were raised and discussed. Each interview raised essential issues and was able to establish key points for the study.

Infrastructure production tasks of Flow comprised bordering the festival site perimeter (*see appendix E*) and multiple sections of the inner festival site with fences. On the fences, banners were used to decorate the festival sites and separate different venues and areas from each other (*see appendices F and G*). Flow had a total of 13 separate venues. Inside the venues, carpet was used for covering surfaces and also as a component of decoration. These tasks were implemented and supervised by members of the infrastructure production team. In addition, multiple simultaneously executed productions took place on the festival site and interacted with each other.

Thorough planning and understanding the nature of the project management can bring benefits to the organization and serve as a backbone for further HRM planning. Comprehensive planning is a key factor for successful event (Young, 2006, 95). Compared to Flow 2011 a few changes had been implemented concerning staffing. Previously the tasks of one production manager were divided in three different job descriptions. In addition, notable

changes were made concerning the volunteer work. Greater numbers of volunteers were recruited and morning and evening shifts were implemented. Nevertheless, the infrastructure production team members' workload was still beyond the desirable levels (*see appendix I*).

The interview results promoted mutual issues concerning the research problem and quite clearly stated the main challenges for the infrastructure production of Flow. By conducting the interviews the author was able to define the key factors and form a scope of desired improvements. Also author's personal experiences of the topic reinforced the results and helped in addressing the study. Due to the fact that the topic was studying a specific event production, interview results acted as a main source of information. Research questions were set to approach the study from a perspective of everyday events and challenges. As the interview findings pointed out, the research questions resulted in an outcome, which was essential and enabled to form a conclusion.

Theoretical background supported the results of the interviews. Issues emphasized by the theoretical background research were identifiable in day-to-day challenges during the production of Flow. Internal, as well as external factors are apparent during production. The internal factors are often more predictable and proactive actions are easier to carry out. Nevertheless, even the small changes in time sensitive production schedule can effect widely to the overall actions. Even though turnover of volunteers was predicted, at times this caused notable problems for the production schedule.

Unfortunately that is an unavoidable issue that might exist in event production. As the theoretical research pointed out PEST analysis would be an important tool in event production.

Mikkola stated that the information exchange between Rakennuvirasto and Kiinteistövirasto complicated the production schedule and caused problems for the infrastructure production. Importance of strategic human resource planning was also raised by the interviewees. Emphasis on job descriptions and the analysis is highly important. Nevertheless, the problem was not planning for them but following them. Internal as well as external factors caused unpredictable issues to which the schedule was not prepared. Team spirit, as a one of the most important features for the successful project management, proved to be one of the factors that increase the research problem. Level of dedication amongst the infrastructure production team was partly causing the long hours spent on the festival site. When aiming for a mutual goal, the employees are too easily caught in the nature of the festival and are not able work reasonable hours. Even though, in the interview results this was seen as an important quality for team members in reaching their goal. This indicates that even if the theoretical base and knowledge for human resource planning occurs the nature of the festival production produce challenges and problems.

Most of the problems that were emphasized by the interview results are already identified by the Flow Festival organization. Even though infrastructure production team meeting is held quite soon after the production phase in August and feedback is aggregated, findings of the study were able to emphasize issues that interviewees thought as most vital. Based on the author's subjective opinion, a reasonable time between the work on the festival site and the interviews availed interviewees to point out the most significant remarks. The study states the issues in the Flow Festival's current form. Therefore, if the personality of the festival will undergo voluminous changes, the study might not be as prominent as it is now. If the author would

have started implementing the study early enough, more comprehensive notes and observations for the study could have been gathered. In addition, with greater number of interviews the author could have collected more detailed remarks.

7. Conclusion

This chapter gathers the findings of the study based on the interview outcomes, author's own observations as well as theoretical basis and states the considerations for the improvement of human resource planning for the future production of the Flow Festival. Due to the nature of festival event and uncertainty of content of the Flow Festival for becoming years, developing a perfectly functional and adaptable human resource plan is not fully achievable. Even though the information and experiences are shared, each year brings new challenges and different surroundings. The planning and renewing of HRM at the Flow Festival is an ongoing challenge. Organizational structure of the employees has undergone great changes during the festival's history yet being challenged over again every year. Outcomes of the interviews were more or less in-line and offered a broad aspect of the challenges on the festival site.

Each of the interviewees stated that a more accurate and detailed infrastructure production plan is needed. In addition, more accurate job descriptions of the employees are desirable in order to prevent an overlapping responsibilities and securing that all areas of the production responsibilities are covered. A lack of human resource in general was raised from the interviews. To be more specific, demand for employees that are qualified and experienced enough and who are able to carry the responsibility that comes with the work. Communicative and detailed real time information sharing was pointed out as a required development. In order to achieve a more efficient and manageable production plan for the infrastructure, information sharing also with subcontractors should be improved. Development of the information flow is also to be associated with documentation of job and task

analysis in a more detailed and accurate way. Another aspect relating to information sharing that was mentioned to be improved was infrastructure production staff meeting on a daily basis on the festival site. In addition, meetings on preproduction phase, prior to actual production on the festival site, should include attendance of all members of production team.

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Appendices

Appendix A: Interview with Suvi Kallio (audio CD)

Appendix B: Interview with Jussi Roine (audio CD)

Appendix C: Interview with Lauri Talja (audio CD)

Appendix D: Email inquiry with Emilia Mikkola

1. Mitkä olivat suurimpia haasteita Flow 2012 tuotannossa / sen suunnittelussa sinun näkökulmastasi?

- Aikataulutus ja siinä pysyminen
- Ennalta-arvaamattomat esteet ja ongelmat, jotka ilmentyivät rakennusaikana, kuten ongelmat kevyenliikenteenväylän ilmestyttyä keskelle tapahtuma-aluetta.
- Tuotannon laajuus ja se, että olin ensikertalainen tässä tuotannossa.
- Henkilöressurssien riittämättömyys
- Ongelmat alihankkijoiden kanssa (huono kaluston laatu, ei-tyyydyttävä lopputulos, henkilökunnan motivaation puute tai koko henkilökunnan puuttuminen)

2. Kuinka nämä haasteet / ongelmakohdat näkyivät tuotantotiimin jokapäiväisessä tekemisessä?

- Aikataulussa viivästyttiin monista ulkopuolisistakin syistä johtuen. Myöhästyminen levisi kuin ketjureaktio kaikkiin osa-alueisiin.
- Henkilöressurssien riittämättömyys näkyi niin, että kaikki joutuivat tekemään pitkää päivää, mahdollisuutta työvuoroihin ei lopulta ollut.

3. Mitkä eri tekijät näihin yllä mainittuihin ilmiöihin vaikuttivat

- Ennakkosuunnittelu aikataulun osalta oli ehkä hieman liian väljää. Odottelua oli liiankin paljon.

– Ulkopuoliset ongelmatekijät, kuten tiedonkulkuongelma Rakennusviraston ja Kiinteistöviraston välillä koskien kevyen liikenteen väylän remontin viivästymistä.

- Budjettisyys

4. Mitä asioita tulisi ottaa huomioon / parantaa seuraavaa vuotta ajatellen?

– Rakennusaikataulun suunnitteluun tulee panostaa enemmän

– Aluesuunnittelulle tulee asettaa deadline, jotta viime hetken muutoksia ei enää tulisi niin paljoa kuin 2012.

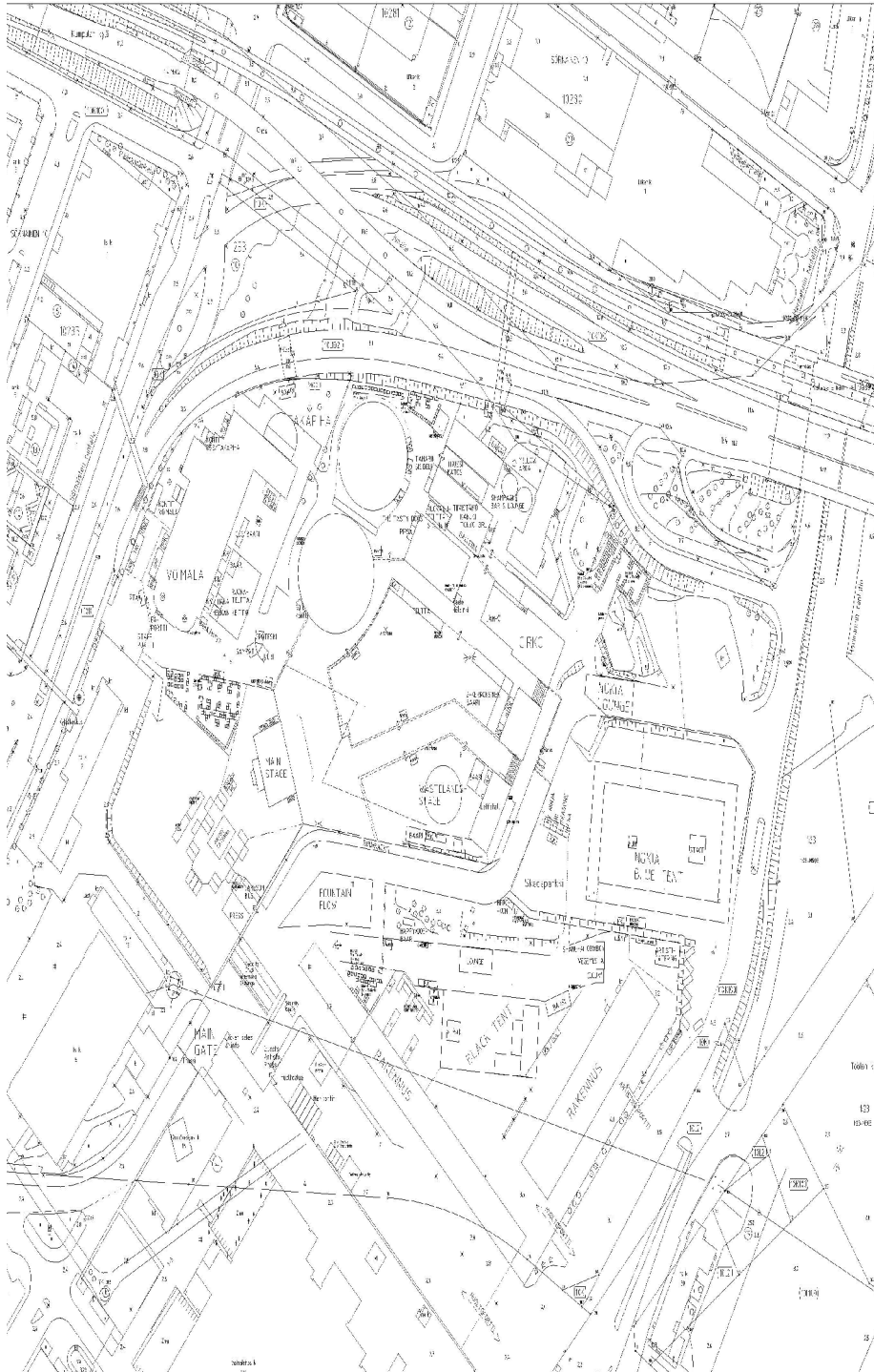
– Turvallisuuspäällikkö rakennusajaksi jo töihin, jotta turvallisuus-, liikenne- ja viraomaisasiat eivät veisi kaikkea aikaa tuotannon henkilökunnalta (lähinnä siis minulta)

– Jokaiselta alihankkijalta tulee olla paikalla 1 vastuhenkilö koko ajan ja sitoutuneena projektin onnistumiseen

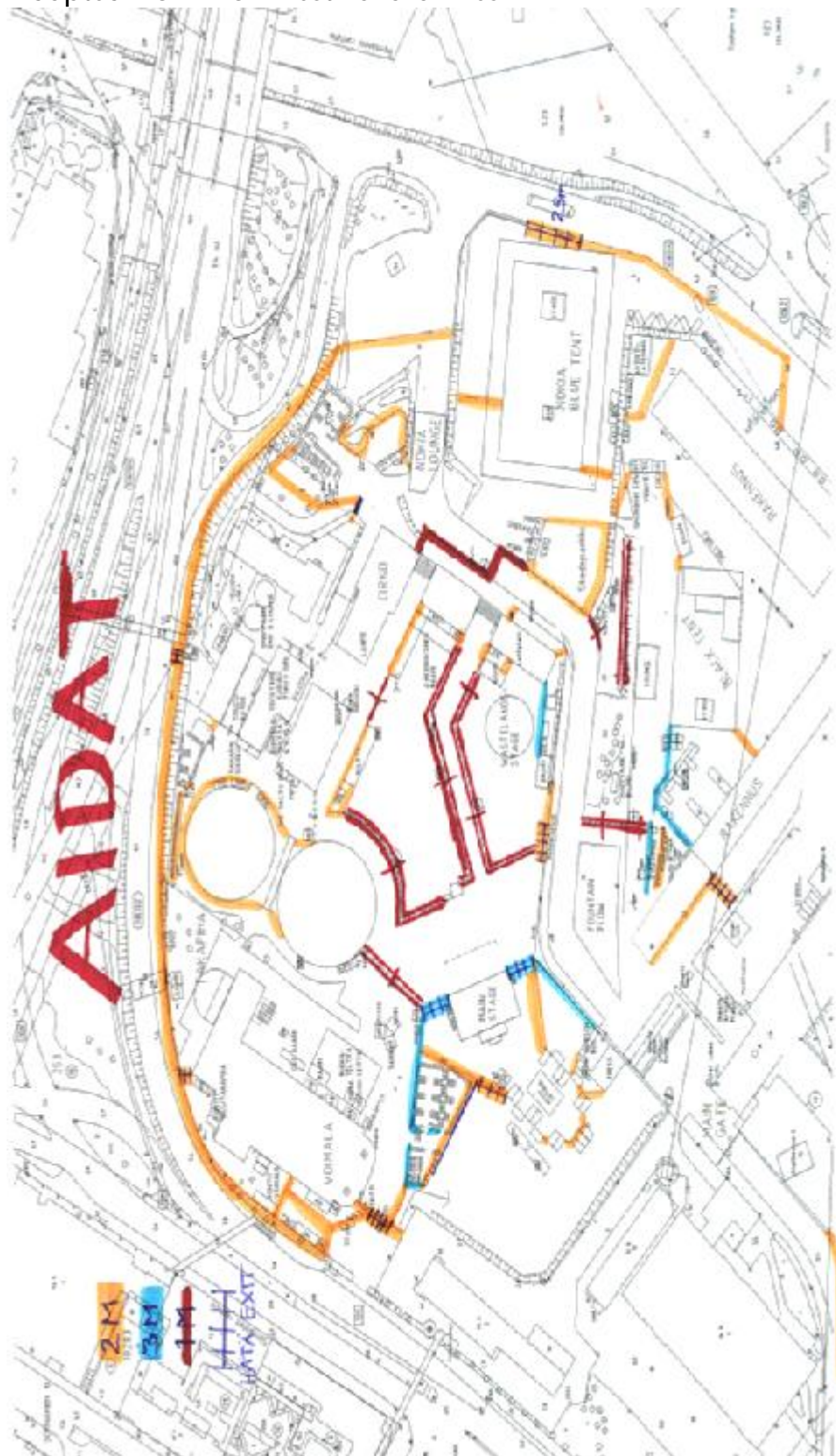
- Tuotantopalaverit kaikkien alihankkijoiden kanssa etukäteen

Appendix E: Flow Festival 2012 site map

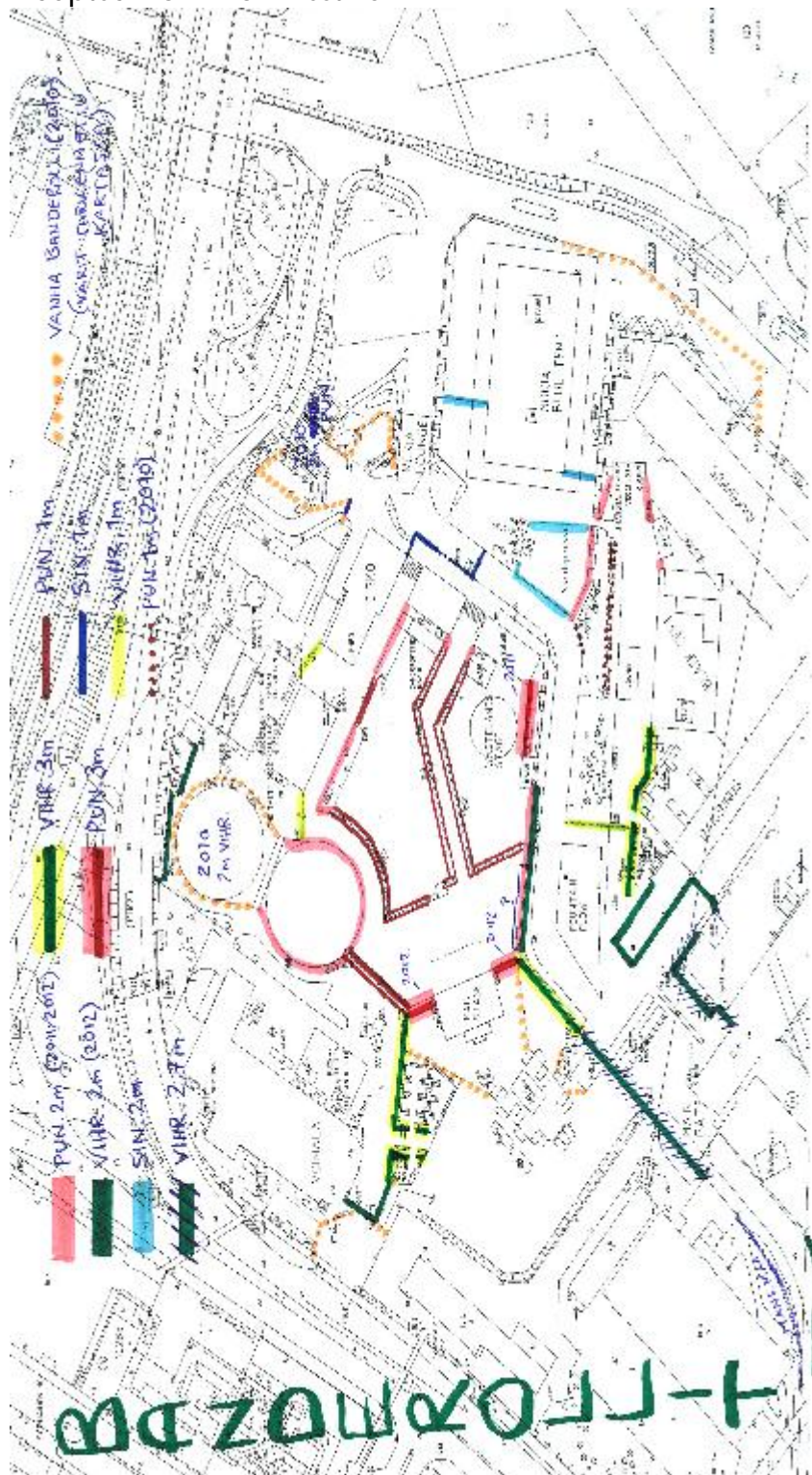
Adapted from Flow Festival archives



Appendix F: Flow Festival 2012 construction map for fences
Adapted from Flow Festival archives



Appendix G: Flow Festival 2012 construction map for banners
Adapted from Flow Festival



Appendix H: Flow Festival 2012 construction and dismantling schedule
 Sheets adapted from the original infrastructure production schedule, created
 with Microsoft Office Excel.

VKO 31	Ma 30.7	Ti 31.7	Ke 1.8	To 2.8	Pe 3.8	La 4.8	Su 5.8.
2-KRS-BAARI / I-Baari Telttä							Rakennus: * L-baari (360events)
AUTOPESULA / GALLERIA			* Matthewin käytössä	* Matthewin käytössä	* Matthewin käytössä * Kyprokkilevyjen maalauksen galleriassa	* Matthewin käytössä	* Matthewin käytössä
BACKSTAGE-ALUEET							
BLACK TENT / ALUE			* Black Tentin bakkanikonitit alueelle * Italo- telttä (Roudaamo)		* Black Tent rakennus (StopTelat) * Sähköt pois autotojista	* Black Tent rakennus (StopTelat) * Autotolppien purku (Jarmo)	* Ripustus
BLUE TENT / ALUE		* Nokia Lounge Truss frame	* Blue Tentin bakkanikonitit alueelle * Blue Tent rakennus * Nokia Lounge Truss Frame / Rimat nousto / Sukitus	* Blue Tent rakennus * Nokia Lounge Rimoitus	* Blue Tent rakennus * Nokia Lounge Rimoitus	* Bluetentin groundsupport + Bluetentin ulkovallo * Blue Tentin FOH(roudaamo) * Blue Tentin RGB FOH screen * Nokia Lounge kate / tiskit / sokkelit	* Blue Tentin lavavalo * Nokia Lounge varepaiva/tek.pak kaus
CARRERA KUJA							

VKO 31	Ma 30.7	Ti 31.7	Ke 1.8	To 2.8	Pe 3.8	La 4.8	Su 5.8.
CIRKO							
FOUNTAIN FLOW	<ul style="list-style-type: none"> * Huom! Maan tasoitus edellisellä viikolla valmiiksi * Trussit(kuorotaja) * Painotankit täytettynä 	Rakennus: <ul style="list-style-type: none"> * Fountain Flow (henkilönostin) * Vesitoteutus * Toteutuscheck valot/kotelointi jne. 	Rakennus: <ul style="list-style-type: none"> * Fountain Flow (henkilönostin) (talkoolaisiset / aidan rakennus) 	Rakennus: <ul style="list-style-type: none"> * Fountain Flow (talkoolaisiset) 	Rakennus: <ul style="list-style-type: none"> * Fountain Flow (talkoolaisiset) 	Rakennus: <ul style="list-style-type: none"> * Fountain Flow 	
HUOLTOALUEET	<ul style="list-style-type: none"> * Omat konnit alueelle 	<ul style="list-style-type: none"> * Omien konttien purku 					
KAASUPIIHA/SÄHKÖPIIHA							
LEFFATALI							
LÄMPÖ							

VKO 31	Ma 30.7	Ti 31.7	Ke 1.8	To 2.8	Pe 3.8	La 4.8	Su 5.8.
MAGITO							
PORTTIALUEET					* Porttialueen kontit * Rannekkevaihtotiski (Matthew)		
PÄÄLAVA-ALUE				* Päälavan bakkarikontit			Rakennus: * Päälavan rakennus, (aukio tyhjäksi että tavarat ja autot mahtuu)
RUOKAMAAILMA / OSS		* OSS-Kontit lava sekä baari tistaina nosturilla kello 12.00 / Tarvittavat trukkilavat paikalle klo 09.00	* Ruokamaailman lattiaelementtejen korjaus (Matthew + talkoolaiset)	* Ruokamaailman lattiaelementtejen korjaus (Matthew + talkoolaiset)	Rakennus: * Ruokamaailman pikkutellat 3 KPL, 5 x 5M (StopTellat) * Ruokamaailman lattia (Titu)	Rakennus: * Ruokamaailman teltta * Ruokamaailman lattia(Titu) VALMIIKSI! * Vieressä olevien ruokakelltojen	Rakennus: * Valot telttaan (Jykylä) * Semat ja tiskit telttaan (Matthew)
SHAMPANJA-BAARI					Rakennus: * Shampanja-baarin teltat, (360 Events)	Rakennus: * Shampanja-baarin teltat, (360 Events)	Rakennus: * Shampanja-baarin lattia (Titu)
TAKAPIHA					Rakennus: * Takapihan anniskeluteltte, 2 KPL, 5 x 5M (StopTellat) * Kontit	* Takapihan teltta, BELL END * Baaritiskit (Matthew)	

VKO 31	Ma 30.7	Ti 31.7	Ke 1.8	To 2.8	Pe 3.8	La 4.8	Su 5.8.
TIIVISTÄMÖ							
VIP							
VOIMALA							
WASTELANDS					Rakennus: <ul style="list-style-type: none"> * Wastelands / lava rakennus * Wastelands anniskelutelta 6 x 12M (StopTeltat) * Kontit 	* Katsomot	* Katsomot
MUUTA	<ul style="list-style-type: none"> * Tony hakee kaikkikärnytt heti saamista * Alueen merkkaus kaikkikärnyllä ???? 	<ul style="list-style-type: none"> * Staff ruokailutila / matotus / kalustus * Tuotantotoimisto kuntoon * Aidot paikalle * Tony Staralle * Työkälyt alueille 	<ul style="list-style-type: none"> * 2 Metrinen-aita/banderolli/pr essut? * Aidot paikalle * Omat tavarat varastolta alueelle * Matot alueelle * Valotavara alueelle 	<ul style="list-style-type: none"> * 2 Metrinen-aita/banderolli/pr essut? 	<ul style="list-style-type: none"> * 2 Metrinen-aita/banderolli/pr essut? * Ulkovaiaistus alkaa / Valokontti tyhjäksi ja valoryhman käyttöön 	<ul style="list-style-type: none"> * 2 Metrinen-aita/banderolli/pre essut? * Matotus, (mitä valmiina) 	<ul style="list-style-type: none"> * 2 Metrinen-aita/banderolli/pr essut? * Matotus, (mitä valmiina)

VKO 32	Ma 6.8	Ti 7.8	Ke 8.8	To 9.8	Pe 10.8	La 11.8	Su 12.8
2-KRS-BAARI / I-Baari Te	<ul style="list-style-type: none"> L-baan (360events) 	<ul style="list-style-type: none"> I-baan, Teltta (StopTeltat) = 2-krs-baarin alkukerran tiskit (Matthew) 					
AUTOPESULA / GALLERIA	<ul style="list-style-type: none"> Matthewin käytössä 	<ul style="list-style-type: none"> Matthewin käytössä Autotallin ja Tiivistamon baarilta, 6 x 15M (StopTeltat) 	<ul style="list-style-type: none"> Matthewin käytössä Gallerian seinät autopesulan (Matthew) 	<ul style="list-style-type: none"> Tilan rakennus ja tekniikan laittaminen paikalleen galleriassa RGB rakennus aamulla 	<ul style="list-style-type: none"> Tilan rakennus ja tekniikan laittaminen paikalleen galleriassa RGB rakennus aamulla 		<ul style="list-style-type: none"> RGB Purku yöllä
BACKSTAGE-ALUEET		<ul style="list-style-type: none"> Backstagen laattia/alustat/polut 					
BLACK TENT / ALUE	<ul style="list-style-type: none"> Black Tentin ruokateilat 2 KPL, 5 x 5 M (StopTeltat) Baariteilta Black Tent alueella Black Tent ruokateilta (koko 2Maakissa) 		<ul style="list-style-type: none"> Baardekki (360Events) 	<ul style="list-style-type: none"> Baardekin maalaus Black Tentin seinä ja baari (Matthew) 			
BLUE TENT / ALUE	<ul style="list-style-type: none"> Rakennus: Blue tentin ruokateilat 4 KPL, 4 x 4 M (StopTeltat) Blue Tent Lavadekki(Roudaamo) Baaritiskit jne. (Nokia-loungen rakennustilimi) Artist Catering Nokia Lounge Blue Tent Ruokateilta-catering tiskit (Matthew) Anders ja Ville / Blue Tent = Nokia Lounge Telkkipöytä / 	<ul style="list-style-type: none"> Video Aani Verhollu Soneran kamerat Oranssin katolle, screen lalon vieressä, portaiden yläpää Sivuscreenit, itäpäivä (tarvitaan trukki) Blue Tent artist catering tiskit (Matthew) Nokia Lounge Natotus-kalusteet 	<ul style="list-style-type: none"> Bon Iver lauteilla 	<ul style="list-style-type: none"> Blue Tent lavan festival setupin vaihto 			
CARRERA KUJA	<ul style="list-style-type: none"> Trussit (Broadway) Katteet (Broadway) 	<ul style="list-style-type: none"> Katteet/Valkokate (Broadway) 	<ul style="list-style-type: none"> Carrera Deko Nokia Lounge / Blue tent / Varalla 	<ul style="list-style-type: none"> Carrera deko 			

VKO 32	Ma 6.8	Ti 7.8	Ke 8.8	To 9.8	Pe 10.8	La 11.8	Su 12.8
CIRKO			* Matotus (Vilhelmsanders)	* Tekniikka setup * Vuokra alkaa virallisesti / matotus jos ei onnistu keskiviikkona * Circon baari ja este rapusille (Matthew)			
FOUNTAIN FLOW	* Nurmikot, heinät, koivut, kasvit jne.						
HUOLTOALUE							
KAASUPIIHA/SÄHKÖPIIHA /		* Kulkukapas * Soneran kaksi kameraa 6-rakennuksen yläkerta * Yksi kamera Kaasukellon etällä kaveytysanteille, (Ukkovaloryhmä suudtaa)	* HS NYT-kontti Kaasukellon kylkeen & Aulis auto rakennus 6:n eteen * Sonera Screenit 1-baarin vierteen ja Kaasukellon juureen (äämusta)				
LEFFATALLI				* Leffatalin vuokra alkaa. * Matotus aamulla * Tekniikka illalla * RGB rakennus			* RGB Purku klo 23:00
LÄMPÖ				* RGB rakennus, ilta * Lämpö baari (Matthew)			* RGB Purku klo 19:30

VKO 32	Ma 6.8	Ti 7.8	Ke 8.8	To 9.8	Pe 10.8	La 11.8	Su 12.8
MAGITO				* Veliot			
PORTTIALUEET	* Lupaunmyynti-, turvatarkastus-, narkkikatetta 10m x 10m (StopTeltat) * Nettityötyöiden testaus * Portit (Pääportti & vip/press) 2 kpl * Ensimmäinen opaste-työkalu, 10.00	* Porttialueen rannikkovaihtotiskit valmiina ja portille vietyinä (Matthew) * Pressitelto	* Paalavan äämi ja valo * Artist Catering * Artist Catering tiskit (Matthew)	* Paalavan äämi ja video * Barrikaadi (roudsarvo) * Lattia/lavan edusta yleisön puolelle	* Lattia/lavan edusta yleisön puolelle		
PÄÄLAVA-ALUE	* Paalavan rakennus, (aukio tyhjäksi että lavarat ja autot mahtuu) * FOH * Ripustus	Rakennus: * Paalavan rakennus, (aukio tyhjäksi että lavarat ja autot mahtuu) * Sähkö * Ripustus * Paalavan FOH Matotus	* OSS FOH telto	* Asinikalusto kontille			* Alueen sulkeuduttua 1m etoien purku/siirto niin että päälavareikat mahtuvat aukulle * Etu-barrikaadi puretaan heti Björkin jälkeen, samoin bändierä
RUOKAMAAILMA OSS		* Ruokakujan teltat, 4 kpl, 6M x 3M * OSS Heineken varjat paikalle klo 10.00 ja niiden pystytys.					
SHAMPANJA-BAARI	Rakennus: * Shampanjaanin teltta (Itu)	Rakennus: * Shampanjaanin teltta (Itu)					
TAKAPIHA			* RGB rakennus				* RGB purku yöllä

VKO 32	Ma 6.8	Ti 7.8	Ke 8.8	To 9.8	Pe 10.8	La 11.8	Su 12.8
TIIVISTÄMÖ	<ul style="list-style-type: none"> * Nostin tiivistämöön 	Rakennus: <ul style="list-style-type: none"> * Autopesulan ja tiivistämön asenteilla, 6 x 15M 	<ul style="list-style-type: none"> * Tiivistämön asenteiksi sekä tiivistämön takapihan pieni asenteiksi (Matthew) 				
VIP		Rakennus: <ul style="list-style-type: none"> * Yöpiin teltat 2 KPL, 5 x 5M 		<ul style="list-style-type: none"> * Voimelan baari (Matthew) 			
VOIMALA	<ul style="list-style-type: none"> * Ripustus 	<ul style="list-style-type: none"> * Alustoseinä (paalit) 	<ul style="list-style-type: none"> * Valo & video * Seinä * RGB rakennus klo 15 	<ul style="list-style-type: none"> * Valo & video * Ääni * Paalit (2 talkoo hlo) 			<ul style="list-style-type: none"> * Tuolien ja peselin purku klo 18:30
WASTELANDS	<ul style="list-style-type: none"> * Katsomot 	<ul style="list-style-type: none"> * Katsomot 	<ul style="list-style-type: none"> * Pello 	<ul style="list-style-type: none"> * Tekniikka 	<ul style="list-style-type: none"> * Tekniikka 		
MUUTA	<ul style="list-style-type: none"> * 2 Metrimen-aita/banderolli/pressut * 1 Metrimen-aita/banderolli/pressut * Bejamatat * alucelle * March-kontti paikalleen ja alueen siistimistä, hyllyjen maalaus * Stupido-telta paikalleen / 5m x 5m 	<ul style="list-style-type: none"> * 2 Metrimen-aita/banderolli/pressut? * 1 Metrimen-aita/banderolli/pressut? * Kyylit (Esa) * Valot * Yleisön bajamatat, ensi * Matotus, (mitä valmiina) * Kulkukatos * March-kontin asarakenus (myös valaisus ja sähkö) 	<ul style="list-style-type: none"> * 2 Metrimen-aita/banderolli/pressut * 1 Metrimen-aita/banderolli/pressut * Kyylit (Esa) * Valot * Yleisön WC:t, "bajamatotus" * Matotus, (mitä valmiina) * Kulkukatos * March-kontin tuoteistus * Radio Helsinki Aulis auto 	<ul style="list-style-type: none"> * 2 Metrimen-aita/banderolli/pressut? * 1 Metrimen-aita/banderolli/pressut? * Kyylit (Esa) * Valot * Matotus, (mitä valmiina) * March-kontin lounge ja myymälätoiminnat + some viimeistelyt 	<ul style="list-style-type: none"> * Valot * 1 Metrimen-aita/banderolli/pressu * Loput aulat * Kyylit * March-kontin airtat merch vastaanotto 		

VKO 33	Ma 13.8.	Ti 14.8.	Ke 15.8.	To 16.8.
2-KRS-BAARI / I-Baari Teltta		* 2-krs-baarin purku		
AUTOPEsula / GALLERIA	* Gallenian purku			
BACKSTAGE-ALUEET				
BLACK TENT / ALUE	* Baaridekki * 3-metrinen aita	* Italo-teltan purku suoraan konttiin (Roudaamo) * Black Tentin voi purkaa tiistaina	* Autotolpat takaisin	* Sähkötkä takaisin autotolppiin
BLUE TENT / ALUE		* Kayamin purku alkaa		
CARRERA KUJA	* Katos aamupäivä, Loput iltpäivä / Katto Framilla * Kalusteet > Valo > Kate	* Carrera lounge purku / Trussit (Broadway)		

VKO 33	Ma 13.8.	Ti 14.8.	Ke 15.8.
CIRKO			
FOUNTAIN FLOW	* Aamu: valot, kalusteet, jne irtokama * IP: vesiputkisto / katto	* Aamu: lattia * IP: trussikehikko + painot	
HUOLTOALUE	* Flow kontit siirtyy alueelle		
KAASUKELLOJEN ALUE		* Kulkukatos	
LEFFATALLI			
LÄMPÖ			

VKO 33	Ma 13.8.	Ti 14.8.	Ke 15.8.
MAGITO			
PORTTIALUEET	<ul style="list-style-type: none"> * Porttien purku klo 14 alkaen. Valot ensin pois. 	<ul style="list-style-type: none"> * Pääporttialueen ensimmäisen opaste-trussin purku (Broadway) 	
PÄÄLAVA-ALUE	<ul style="list-style-type: none"> * Päälavan edestä variofloorin purku ennen klo 15.00!!!!!! * 70tonnin saksalainen nosturi riehuu päälavan läjään klo 15.00 alkaen * Panittiteltat * Valon purku noin klo 07.00 (Jykylä) * Kalusteiden purkun (Malja) * Ruokamaailman lattia 		
RUOKAMAAILMA / OSS		<ul style="list-style-type: none"> * OSS Konttien nouto * FOH:n purku * Ruokamaailma telttä 	
SHAMPANJA-BAARI		<ul style="list-style-type: none"> * Purku 	
TAKAPIHA		<ul style="list-style-type: none"> * Bell Endin voin purkaa 	

VKO 33	Ma 13.8.	Ti 14.8.	Ke 15.8.
TIIVISTÄMÖ			
VIP			
VOIMALA	<ul style="list-style-type: none"> * purku klo 18.15 * Akustoseinä 		
WASTELANDS	<ul style="list-style-type: none"> * Roudaamo purkaa / 6 talkoolaista avuksi 	<ul style="list-style-type: none"> * Purku tähän mennessä 	
MUUTA	<ul style="list-style-type: none"> * Purku / Teitlat * Radio Helsinki Aulis auto lähtee * Konttien nouto klo 15.00 / 3 lipunmyyntikonttia, 4 wc:tä ja yksi suihkukontti * Banderollien ja pressujen irroitus 3-metrin aidoista / Jyri & Ilari * Raiserien nouto 	<ul style="list-style-type: none"> * Purku / Teitlat * Valokontti tyhjä * Kaikki tekniikka purettu tiistai iltaan mennessä * AITOJEN PURKU / KORSON VETO * Materiaalivaraston purku / Niko&Taneli * 1. Tilauskujetus rajamäelle (Nicholas & Mikael mukaan) * Lämmittimien nouto 	<ul style="list-style-type: none"> * Purku / Aitojen nouto illalla * Yksi Stoptelttojen telttä keskipihalta pois jossa somistuksen kamaa

Appendix I: Record of Jussi-Pekka Roine's work hours

	Flow Tunnit 2012	
	30.heinä	12
	31.heinä	15
	1.elo	15
	2.elo	15
	3.elo	14
	4.elo	14
	5.elo	16
	6.elo	17
	7.elo	16
	8.elo	16
	9.elo	17
	10.elo	18
	11.elo	17
	12.elo	9
	13.elo	17
	14.elo	15
	15.elo	15
	16.elo	6
Varastoinventaario	4.heinä	13
Rakennuspalaveri	26.heinä	4
Varastoinventaario	20.elo	11