



PROJECT MANAGEMENT IN AN INTERNATIONAL PROJECT

Case Study Based on the Project of Coop-
eration between Russia and the Nordic
Countries in the Field of Intellectual Prop-
erty Rights

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Bachelor's thesis
June 2014
Environmental Engineering

ABSTRACT

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Project Management in an International Project

Case Study Based on the Project of Cooperation between Russia and the Nordic Countries in the Field of Intellectual Property Rights

Bachelor's thesis 49 pages, appendices 1 page

June 2014

This thesis was written during my practical training at the Baltic Institute of Finland. The aim of this bachelor's thesis was to analyze project management in international projects, describing the main stages of running a project, analyzing IPR in Russia and in the Nordic countries, using real case studies from the project "Cooperation between Russia and the Nordic countries in the field of Intellectual Property Rights". The project was initiated for collaboration of the countries in reinforcement of legislation and protection of IPR for economic growth of the innovation-based society and increase in competitiveness and stability on IPR enforcement in the countries of the Baltic Sea Region. Certainly, each project is unique in its structure and ideas, but still there are some common procedures that can be taken into account when initiating a project, implementing it and bringing it to a successful close.

The theory section of the thesis is based on literature research, and the practical part relates to project initiation, implementation and completion. The theoretical part of the thesis contains definitions of intellectual property rights (hereinafter IPR), project functions and the main stages of a project. The practical part includes some case studies based on the IPR project organized by the Baltic Institute of Finland and financed by The Nordic Council of Ministers.

In the practical part of the thesis I describe the main points of project management, as applied to the IPR project: project initiation, event organization, organization of a final seminar based on IPR enforcement in the Nordic countries, budget estimate and project completion. At the completion stage, a book was published, showing the results of the project and implementation of the proposed activities, and recommendations for follow-up activities.

This thesis is based on qualitative research method of interview as well as analysis of

Key words: IPR, project management, trademarks, patents

secondary data, such as internet sources, project documentations and participant presentations. Informal interviews have been conducted within the project with project participants, managers and head of the institution.

Appendices include a feedback sample on the IPR final conference and the whole project.

This thesis is for everyone who may be interested in main features of the project management. It may also be interesting for those who are planning to publish a book as a final activity for some project. Projects are important for the development of the world, for people's lives and for the environment. When project stakeholders finance a project they would like to see that all activities are implemented in accordance with the schedule and budget estimates. That is why it is very important to publish a book listing all the activities, analyzing the goals and achievements of the project, including participants' presentations, their opinion about the project and recommendations for the future.

FOREWORD

I would like to express my deepest gratitude to Eeva-Liisa Viskari who has encouraged me to write my thesis on the project management topic and provided valuable support during my research.

I am also very thankful to Seija Haapamäki who was my thesis supervisor assisting me with her advice and constant feedback which helped me to improve the quality of my thesis significantly. Her support and encouragement during the whole process of the thesis writing was irreplaceable asset for development of my work.

I am also very grateful to Esa Kokkonen, the director of the Baltic Institute of Finland, who encouraged my thesis writing and valued my work in the organization.

Moreover, I would like to express my gratitude to Irina Sarno, project manager and Russian Team leader at the Baltic Institute of Finland, who encouraged me to write my thesis on IPR topic and provided me with all materials based on the project. Irina Sarno's valuable knowledge, experience and support provided favourable environment and increased my motivation during the thesis writing process.

Finally, I would like to thank Julia Lihhatsjova, project manager at the Baltic Institute of Finland, for her advice, suggestions and constant support during my practical training and my thesis writing.

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ABBREVIATIONS AND TERMS

IPR	Intellectual Property Rights
SMEs	Small and Medium sized Enterprises

1 INTRODUCTION

The aim of this bachelor's thesis was to analyze the project management in an international project, describing the main stages of running a project, using real case studies from the IPR project. It focuses on making project implementation smoother, easier, less time-consuming and avoiding possible mistakes in the future. Certainly, each project is unique in its structure and ideas, but still there are some common procedures that can be taken into account when initiating a project, its implementation and successful conclusion.

This thesis was written during the practical training at the Baltic Institute of Finland (Suomen Itämeri-instituutti) on the basis of the materials, on existing collaboration of the institute with European partners and Russian partners, as well as documentation of different events related to the project implemented by the staff of the Baltic Institute of Finland with some assistance of the author of the thesis.

International Projects are very important for the development of economy, education, environment both of European countries and countries all over the world. By combining joint efforts of the most meaningful players in one specific area of business, projects increase their efficiency and knowledge by creating opportunities for partnership and joint collaboration.

For successful international projects partners from different countries should be involved in planning and later implementation the project and development of innovative ideas for its successful conduction. Thus, partners should share their ideas, perspectives, knowledge and experience already at the planning stage. They have to discuss and then create a reasonable plan and schedule of what should be done during the project's lifecycle. Many details should be taken into account before the application form is written successfully for less mistakes and saving time and energy.

Due to the rapid growth of information technologies research and innovation are increasingly developing all over the world. Thus, the amount of international publications and joint research works are steadily increasing. The main factors impacting scientific research and innovation are global changes. Prevention of environmental pollution and

efforts for environmental protection are the leading key aspects of research and innovation of modern time (Communication from the Commission 2012, 8).

1.1 Main constraints of projects

There are many various definitions of a project. One of them states that "a project is a temporary and one-time endeavour undertaken to create a unique product or service that brings about beneficial change or added value" (Patel 2008, 6). Although the project is one-time occurring process with shorter or longer lifecycle, project products and services as outcomes of a project may create and maintain an impact for a long time. Thus, project includes different techniques and operations needed for its implementation. In other words, project consists of different activities aimed at achieving some goals by using such resources as time, money, materials, staff, energy, etc. The project can be successful only if it is envisaged from the beginning till the end and the implementation of the project is realistic. In addition, it is imperative that the whole team working on the project oversees its implementation and understands it clearly (Patel 2008, 9).

Traditionally there are three main constraints of the project: scope, time and budget. All of these factors have a magnificent impact on the implementation of a project. The quality and quantity of project activities can be changed in accordance with the changes in one of these factors. Thus, such factor as time relates to the time of project needed for planning, organization and implementation of the project. Another factor such as budget refers to the money available for planning, organization and implementation of all required and scheduled project activities. Finally, the scope defines activities required for the production of the project's desired end results. These constraints influence each other greatly. Therefore, limit in time may lead to the increased budget and reduced scope of the project while reduction in budget may decrease scope and increase required time. In addition, increase in scope may require increase in time and expenses (Patel 2008, 10).

1.2 Project lifecycle

Set of main phases of the project which are divided into initiation, control, monitoring and management of the endeavour properly is called project lifecycle (The University of Akron, 2014). They may differ depending on the project and main organization, but still

their main feature is to combine all activities of the project to get the most effective results from the beginning up to the end. Hence, each project has the beginning level, when all activities are based on environment research and requirements. During this initial stage budget, resources and costs of the events are estimated. Additionally, future participants and main sponsors of the project are searched for and invited to join. The next stage is middle or intermediate stage when all activities are implemented and controlled. They are controlled in accordance with their quality, costs and timing. Finally, last period is the final period, when all deliverables of the project combined, reviewed and presented to the main participants of the project and main shareholders (Boyle 2003, 140).

1.3 Main activities of the project

There are different kinds of activities that the project may usually consist of. If these activities are carried out in a correct manner, it may lead to smooth project implementation, easy and successful conclusion of a project. According to Patel (2008) the main activities of the project usually include planning the main aims and objectives of the project and planning the main activities for their achievement by analysis of the target and considering potential risks and ways of their control. Project activities also consist of available resource estimation and later successful usage of resources. Project management also involves organization of work through personnel, material and other resources acquisition, tasks defining and appointment, controlling and monitoring of the project and reporting. At the end of the project as well as during the project implementation the activities include evaluating the achieved results together with evaluating the projects products. In addition prediction of the future project activities and trends, evaluating quality of the project, control of problems derived from the project and their management and problems solving are the basis of every project management, because it helps to prevent possible drawbacks and mistakes that may arise during the project lifecycle. But for every project one of the main activities is successful project termination which emphasizes the main findings of the project, ideas for the future project follow-ups and informs everybody about the project ending. That activity is important, especially for the projects' main shareholders so that they can see the results of the project, ways of money allocation for the project's activities implementation and for their control and satisfaction at the project management and implementation.

1.4 Project Team

Many people participate in different stages of the project lifecycle. They are responsible for implementation of different tasks and dealing with various issues that arise during the whole project lifecycle. Such group of people who plan and then implement the project is called “the project team” (Patel 2008, 97). The most important of them are:

- Project Manager who is responsible for the whole project from the beginning till the end. Together with the project team s/he creates a project plan, monitors and controls timely realization of tasks. This person is also responsible for achievements of all outputs and integration of changes approved by the main stakeholders and shareholders of the project.
- Project Team Members who are responsible for implementation of tasks stated in the project schedule and plan (Patel 2008). The tasks are usually given by the project manager and their implementation is controlled and evaluated by him or her. The project team is also responsible for all changes and issues stemming from the project implementation and plan.
- Project Sponsor is the group of people, institution and organization who provide the resources for the project and usually this is the agent who initiates the project. Project Sponsor is a party who should be interested in the results of the upcoming project most of all. Besides, Project Sponsor is the main decision-maker of the project and signs all the agreements about allocation of the resources in each phase of the project.
- Performing Organization Management (POM) is the committee that includes all members of the organization’s management and that can be affected by the development and implementation of the project. Usually they pick projects that should be implemented by the organization (Patel 2008).
- Project Proposal Team is a group of people who are responsible for developing and formulating project proposal at the initial phase of the project. They formulate the main aims of the project, stating the most significant activities and their purposes. They analyze all available resources and financial assets for the project implementation, estimate and plan how to allocate them.

- Customers are people who will use and benefit from the products and services produced by the project and who usually represent different companies and organizations involved in the project. Those can be the whole companies or just their representatives who are making decisions about purchasing and using goods and services obtained as the result of project implementation (Patel, 2008). In the case of the IPR project authorities of the different countries such as Denmark, Sweden, Finland and Russia, also representatives of different organizations, representatives of trademark and patent offices of different countries have been major customers of the project.

2 MAIN STAGES OF RUNNING INTERNATIONAL PROJECTS

As it can be seen from figure1 there are 5 main stages of the project. They are: project initiating, followed by planning. The further stage is the project execution or implementation which finally leads to project closing. Monitoring and controlling is carried out through out the whole project lifecycle, adjusting to the changes that occur once in a while during the project run.

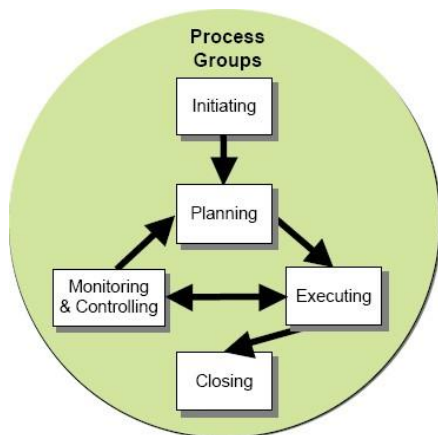


FIGURE 1 Project lifecycle. Source: (Project Management Guide 2005).

2.1 Project initiation

Preparing an application form for the International Project is always a challenging and difficult task. There are many things that should be taken into account such as idea of the project, its suitability and necessity, well chosen partners, meeting the deadlines of the project, application submission, etc. Besides, there are few main stages in preparation of an application form (Lihhatsjova 2014).

The first one is coming up with the idea and identifying the relevant program for the possible and planned activities. These programs can be valid from 3 up to 7 years depending on the type and purpose of the project, its activities. When determining the project three main issues should be taken into account. First of all, innovativeness and value should be defined. Secondly, there should be partners that can exchange their ideas, technologies and innovations with each other and achieve their goals within this project. These partners should be ready to sign an agreement about their cooperation work within certain International Project. One of the main challenges is that the project can be

applied only within one program. That is why it is important to find the right program that suits the project in the best way (Lihhatsjova 2014).

Thus, the most important thing before starting a new project and writing an application for this project is to find the idea, which should be creative, necessary and worthy of funding. It should be innovative enough and reasonable for its development and financing. Since there are a lot of organizations applying for funds it is important that the idea is competitive and has its advantages over the others. When evaluating the idea, such criteria as project's potential impact and opportunities are should be considered targeting to answer such questions whether there is logic in the goals and it is possible to conduct such project within certain areas (Lihhatsjova 2014).

2.2 Planning the main activities

The next step after identification of the project idea and finding the relevant program is to prepare right documents for application. Those documents include: guide for applicants, where the main rules and criteria for the participants of the project are formulized, additional information, like the deadlines, types of reports or peer reviews, if any, are stated. The application form that is used should be in accordance with the application form provided in the program. Besides among the main documents submitted for sponsor's consideration should be also the budget appendix (in Excel format), where all the estimated expenses and income of the project are provided. All main activities should be planned and scheduled in advance. There should be also the project's coordinator's contact information and details of bank account. In addition there is always the checklist included in all application form to make it easier to check the file and see if there are some documents still missing (Lihhatsjova 2014).

2.3 Project implementation and control

If project sponsor or sponsors accept and agree on the proposed International Project and accept the application form, the project can be launched. However, while the project exists, there should be some activities held according to the estimated schedule. After each activity reports should be written and expenses together with invoices collected and counted. Several intermediary reports should be sent to the project sponsors (e.g. In the case of IPR project, these forms were sent to the Nordic Council of Ministers since

that was the main sponsor of the IPR project) during the project, stating all the activities that took place. These reports can contain pictures, some narrative reports, some peer reviews and action plans or implementation plans, relating to the project activities. At the end of the project there should be final report, including some recommendations, comments, implementations that had been made during the project. It should also include all advantages, successful events and successful results of the project, together with some difficulties or problems arise during the project period (Lihhatsjova 2014).

2.4 Project closeout

At the end of the project also the financial report should be submitted. It shows real expenses of the project against estimated ones that were determined in the application form. Moreover, some intermediary financial reports covering expenditures of the events during the first, second and other periods of the project should be submitted in accordance with agreed deadlines. These financial reports should contain tables with all expenditures (in Excel format) and also all invoices, such as ticket prices, accommodation, catering, translation services and even paid salaries of the personnel involved in that project (Lihhatsjova 2014).

It is important that all these invoices are ready and checked before they are submitted in the financial report by a qualified bookkeeper and an auditor. In case of occurring flaws and mistakes project payments will not be installed. Thus, avoidance of mistakes is imperative. Sometimes even the boarding pass and tickets should be included in the final financial report, depending on the requirements of the project sponsor (for IPR project it was the Nordic Council of Ministers). These details are necessary to be taken into account, so that the project sponsor should have an opportunity to see that this particular event took place and this certain participant had come to the event. All the expenses should be logical and really necessary. Money should not be wasted without any reasonable circumstances (Lihhatsjova 2014).

3 CASE STUDY

The aim of this bachelor's thesis was to analyze project management in international projects, describing the main stages of running the project, analyzing IPR in Russia and in the Nordic countries, using real case studies from the project "Cooperation between Russia and Nordic countries in the field of Intellectual Property Rights", which was initiated for collaboration of the countries in reinforcement and protection of IPR legislation for economic growth of the innovation-based society and increase in competitiveness and stability on IPR enforcement in the countries of the Baltic Sea Region. Certainly, each project is unique in its structure and ideas, but still there are some common procedures that can be taken into account when initiating a project, implementing it and bringing it to a successful close.

3.1 Organizing partners

Since this project has a long history many partners were participating in this project. Each of them had their own contribution to the project. Here the main ones are listed.

3.1.1 The Baltic Institute of Finland

The Baltic Institute of Finland (Suomen Itämeri-instituutti) established in 1994, is a non-profit foundation-based organization which establishes and promotes different contacts, cooperation and partnerships in the Baltic Sea Region (BSR) and all over the Europe. The Institute develops and runs different commercial, administrative, educational and cultural development projects. It provides efficient management of the project's lifecycle starting from the beginning by planning and writing an application form up to the end of the project by communicating, organizing different project activities and final reporting (Kokkonen 2014). It organizes conferences, exhibitions, business trips in search of new business partners and establishing new business relations for the further cooperation. Since 1995 The Baltic Institute of Finland has prepared and implemented about 70 BSR projects based on e-Government and information society, environmental issues such as Air Quality Control, creating maritime clusters, exploring policies in innovations, supporting culture and education, contributing in export promotion, etc. It has implemented a lot of projects, such as Baltic Bird, Smart Europe, e-citizen, BSR InnoShip, IPR and others, but majority of them are ending this year, 2014. The Baltic Institute of Finland has been cooperating with Saint-Petersburg since 2000. It has run

different projects between Tampere and Saint-Petersburg in the field of innovation and development of business, such as Saint-Petersburg-Tampere Knowledge Society Partnership, Saint-Petersburg InnoReg, air quality protection projects, Klub Tampere, etc. Moreover, it has established a base for creating innovative clusters between Saint-Petersburg- Tampere and other European cities (Baltic Institute of Finland, 2014). Thus cluster collaboration in BioLifeScience and ecological medical instrumentation is one of the possible projects for the next few years. Naturally most of these projects will have follow-up activities, such as meeting with experts of the projects and writing recommendations for the further development, or may be these projects will lead to emergence of new projects, because during cooperation with the partners some new ideas appeared, or some things became evident for the future improvement or for their future implementation.

3.1.2 The Nordic Council of Ministers

The Nordic Council of Ministers was the financier of the project “Cooperation between Russia and the Nordic countries in the field of Intellectual Property Rights” (IPR) 2012-2014. Information office of the Nordic Council of Ministers supported the project financially and controlled all the financial reports provided by the Baltic Institute of Finland.

The Nordic Council of Ministers is the organization for the joint cooperation of the governments of the Nordic countries. It was established in 1971. Prime-minister of each Nordic country is in charge of this cooperation and activities between the countries. Collaboration takes place among the following countries: Denmark, Sweden, Finland, Norway, Iceland, Aland Islands, Greenland, and Faroe Islands. Environmental research and educational issues, freedom of movement, training and innovations are the basic issues of their cooperation. As a result competitive advantage of the countries increases; meanwhile their position on the global market stabilizes (Nordic Council of Ministers, 2014).

According to Yana Bocharova (2013) one of the key issues of the Nordic countries cooperation is environmental protection. Their main projects are based on renewable energy and energy supply to achieve European Union (EU) goals on climate protection. Efficient ways of saving and using energy are one of the ways of cooperation among the Nordic countries. Other important issues of the Nordic countries cooperation is sustain-

able development, investigation of possible ways of emissions reduction and economic growth (Bocharova 2013).

3.1.3 Countries - participants of the project

Participants from several countries were participating in the project. According to the files on the project provided by the Baltic Institute of Finland, (application form 2011) those countries were: Denmark, Sweden, Finland and Russia (Saint-Petersburg, Leningrad region, the Republic of Karelia and Kaliningrad Oblast). The Baltic Institute of Finland; the National Board of Patents and Registration of Finland; Measurepolis Development Oy; law firms: Papula Nevinpat Finland, Borenium Group Finland, Hannes Snellman Helsinki were the companies and organizations that represented Finnish side in the IPR Project.

Danish Patent and Trademark Office, Administration of City of Aarhus; Otello law firm represented Denmark in the IPR Project. Swedish Patent and registration office; Administration of Region Skåne were participating in the IPR Project, too. They represented Sweden in the IPR Project. Moscow was represented by Federal Service for Intellectual Property–Rospatent. The Committee for law, order and security of St. Petersburg; Committee for External Relations of St. Petersburg; the St. Petersburg Centre for Quality Control; the St. Petersburg Board of Patent Attorneys; the Association of Patent Agents of St. Petersburg; St. Petersburg State University of Economy and Finance; the Regional Press Institute in St. Petersburg; law firms: Gorodisskij and Partners Ltd, Borenium Group Russia, Hannes Snellman St Petersburg were participating in the IPR Project. Administration of Gatchina represented Leningrad Region in the IPR Project. From the Republic of Karelia there were Government of the Republic of Karelia, together with Ministry of Economic Development of the Republic of Karelia and Petrozavodsk State University. Kaliningrad Oblast was represented by Kaliningrad Chamber of Commerce and Industry (BIF files 2012).

3.2 Main functions of the project

Running projects is important task, because for many partners from different countries it is a tremendous opportunity to share their knowledge, experience and ideas. It is difficult sometimes to gather altogether for exchange of information, due to lack of time,

space, funds and other issues. Sometimes it is vital that people have an opportunity to present their findings in presence of officials, or company members that can implement interesting and perspective ideas and innovations immediately. Most of the time researchers focus mostly on their research rather than finding producers, promotion, patents and legal affairs. Sometimes it is also difficult for them to find the right partners for implementation of their ideas. That is why different meetings, conferences, workshops, plenary session are the best tools for establishment of business relations with potential partners. Such events provide optimal conditions for the successful collaboration in the future. For instance, Nordic Council of Ministers funding finances most of the events organized during the project for providing better conditions for successful business meetings, networking tours, conferences, etc (Lihhatsjova, 2014).

Since the Baltic Institute of Finland is a famous organization, known for its involvement and leading various successful international projects, it has a wide network of partners all over the world especially in Europe. Some ideas for new projects arise from the collaboration work of partners from different countries on the projects (Lihhatsjova, 2014).

3.2.1 Idea of the project: IPR - Intellectual Property Rights

Intellectual Property – inventions and creations made by people, such as symbols, names, products or images that can be used in commerce. There are two basic categories of intellectual property: industrial property and copyright. Industrial property consists of patents for inventions, industrial designs, trademark, and geographical indications. Copyright includes works of literature, artistic works, paintings and drawings, architectural monuments, performances of artists, etc (WIPO, 2014).

Intellectual Property Rights are used for the protection of the innovative outcomes of research and any type of other invents. Different types of protection such as patents, copyrights, trademarks, etc. enable companies and researchers to have an opportunity to compete on the market using their competitive advantage. This protection provides favourable environment for the companies to gain profits by using their new technologies and innovations. Owing to the strong IPR legislation countries are provided with the effective tools for innovations and research encouragement, for the development of new products and services. Strong IPR legislation increases imports and exports by protecting companies copyrights. Well-established IPR legislation controls

the market and attracts new investments from foreign companies. IPR enforcement is an important tool for supporting innovation systems and for the economic growth all over the world, especially in the Baltic Sea region, since this project is based on the Nordic countries cooperation on IPR. But there is a huge difference in the IPR enforcement among the countries in the Baltic Sea region especially for the small and medium-sized enterprises. That is why there should be new ways of IPR support for improvement of the existing legislation and adding value for IPR making innovations competitive on the market. Public awareness and support for IPR should be increased in all countries, especially among the countries of the Baltic Sea region (BIF files 2014).

According to Sipilä (2013) intellectual property is the key asset of any organization. Intellectual property may consist of results of research obtained by the research institutes or companies, some secrets of manufacturing and production, or some management and financial secrets, some management know-how. The main objective of any invention is commercialization of the invention. Sometimes it may be successful, but sometimes it may fail. For the inventor to start an entrepreneurship only based on one invention is difficult and not profitable. It is better to establish network, because sharing costs, expertise and knowledge provides favourable environment for competition on the market with rivals.

New technologies and human activities that represent intellectual capital of any organization increase competitiveness and value of any company. It is related to all types of companies: large, small and medium-sized enterprises. Despite of all difficulties at all stages of inventions utilization there is a great impact of IP on business development, success and effectiveness. In addition it raises the employment level of the company and competitiveness. With the development of international cooperation importance of sharing and utilization of information is increasing (Sipilä 2013).

According to senior advisor of Innovation Department of Ministry of Economic Affairs in Finland Pallander (2013) collaboration among the countries in the Baltic Sea Region requires equal legislation and basic knowledge in IPR. In 2009 Finnish strategy related to IPR was established. The main goal of this strategy is to protect national innovations in Finland. This strategy is related to trademarks, patents, design, etc. Since knowledge and innovations are the basic tools for the economic development of countries the

strategy of the Finnish government is aimed at protection of IPR in innovations and research. Strategy is targeted on results of research and development obtained by universities, different research institutions and educational establishments.

Pallander (2013) also stated that investments should be made in talents and knowledge of humans. Their abilities and knowledge are the basic tools for the development of society's economy and prosperity. In Nordic societies economies are based on competition and research. Thus, by combining investments in training and research countries benefit on the global market.

According to Dobrynin (2013) IPR has a great importance for the development of Russia in the era of globalization. Russian government is trying to regulate and encourage innovative and research activities of all companies especially small and medium-sized enterprises adapting them to the mechanisms of modern market. Besides, because of entering Russia into World Trade Organization the quality of local goods and services should increase. As a result exported products should be able to compete on the global market. By law enforcement of Intellectual Property Rights companies and organizations that are turning innovative ideas into production of goods and services can be protected on the global market against counterfeit and rivals.

Strategy of Innovative Development of Russia till 2020 was approved by Russian government. The main aim of the strategy is to transform Russian economy into innovative using natural resources, results of research and technologies and human capital of high quality. For better results creation of new technologies and their utilization should be guided by well-established legislative system on IP protection. The main focus of the strategy of Innovative Development of Russia is patent and innovations. Commercialization of main innovations are of the main issues of the Strategy (Dobrynin 2013).

IPRs are vital for innovations protection. The strategy of a company can be defined by IPRs, since these rights determine the competitive advantage of the company and establish company's position on the market. But in Finland most of SMEs do not have enough resources for struggling on the market alone, so they join larger companies by licensing. Sometimes larger companies buy IPRs of SME. IPRs help companies to gain their profits or to increase their value on the market. In addition IPRs serve as insurance

for the company in case of a bankruptcy. Thus IPR is a legislative base for innovations and creations support (Ilmarinen 2013).

Nowadays IP plays an important part in different spheres of life such as agriculture, medicine, culture, etc. Governments of different countries aware of the necessity of protection of IP and the importance of innovations for economic growth. But at the same time there is a possibility of abuse and overprotection of IPR. Many countries are transferring from agrarian and industrial forms of development into innovative-based societies. In knowledge-based countries Intellectual Property is a key asset for economic development. That is why it is vital to establish international standards for IP equal for all countries (Yu 2009, 9-13).

According to Communication Specialist of National Board of Patents and Registration (NBPR) Ilmarinen (2013) more attention should be put on IP system, since it encourages development of creations, innovations and inventions. IP systems provide exclusive rights to those who want to share their ideas and at the same time protect their inventions and innovations. The biggest advantage of this system is that it encourages development of new solutions and demonstrates results of humans' creations that are essential for the modern environment. That is why it is vital for companies, especially for SMEs, entering new international market to obtain information about already existing patents to avoid inventions of goods and services that already present on the market.

According to Railas (2013) in 1886 on the Berne Convention the Protection of Literary and Artistic Works were adopted. That was the beginning of the protection of copyright on the international level. In 1928 Finland joined the Berne Convention. Nowadays copyright on Internet is well protected by legislation of European Union and by Finnish legislation as well. In addition right owners are also trying to protect them. But unfortunately, some organizations such as libraries are against the protection of copyrighted works for such a long time. Lots of work should be done for public awareness in the field of IPR.

IPR legislation in Russia and in other countries mostly protects interests of huge companies. At the same time a lot of small companies and individuals who are active in online and Internet creations are lacking protection of their rights. It means that more work should be done for improvement of legislation of IP for online copyright. For ex-

ample, libraries should be provided with e-copies of scientific works for educational purposes, but e-versions should be provided with author's name. At the same time authors of printed versions should have an opportunity to get some kind of licensing for their works (Intellectual Property Sub-Committee 2012, 144-146).

Maskus (2009) states, that the impact of IP and patents on environmentally-sound technologies (ESTs) is still not analyzed well. There are some claims that patents may reduce innovations and provide barriers for implementation of new technologies. It is still not clear how multiple patents and licensing can interact on the market if for example, there are hundreds of patents for solar panels and solar technologies. One possibility is that increase in number of patents may reduce innovations and increase imitations. Thus one of the solutions may be the global public funds for providing research and development especially in climate change and analysis of cost and benefits of legislation regulations of IPR.

3.2.2 Background of the project

The project "Cooperation between Russia and Nordic countries in the field of Intellectual Property Rights" is based on the deliverables of three projects. The first one—the Nordic-Russian cooperation originated by the project "Promoting Intellectual Property Protection and Related Awareness Raising in SPb-Joint Cooperation Project between Finland, Denmark and the city of St-Petersburg, Russia (2005-2006) was followed by the project "Enhancing Intellectual Property Rights Competence and cooperation in Saint-Petersburg, Finland, Denmark and Sweden" (2007-2009). The third project was the project initiated and coordinated by BIF "IPR Customs. Cooperation between customs and stakeholders in the fight against counterfeit traffic between Russia and the Nordic countries" (2010 – 2011) (BIF files 2014).

The project "Cooperation between Russia and Nordic countries in the field of Intellectual Property Rights" (2012-2014) was initiated for collaboration of the countries in reinforcement of IPR legislation and its protection for economic growth of the innovation-based society, increase in competitiveness and stability on IPR enforcement in the countries of the Baltic Sea Region. Partners of the project were strongly encouraged to utilize both principle of the EU Lisbon/Gothenburg strategies and their strategies based on innovations to increase economic growth, sustainability and competitive advantage

of the Baltic Sea Region countries. This project also encouraged IPR authorities and companies to support innovations by strengthening IP protection, to analyze the current situation and IPR systems for their future development and improvement based on the skills, knowledge and expertise in the area of IP (BIF files 2014).

Since there are so many findings in different spheres of engineering IPR protection is important for protection of new inventions, designs, symbols, etc. Environmental engineering often deals with outcomes and innovations based on creation of sustainability and green economy in all spheres of everyday life. All these inventions should be protected and supported by IPR system to encourage and increase their appearance on the market and reinforce companies-producers to have a competitive advantage on the global market (BIF files 2014). That is why such project as “Cooperation between Russia and Nordic countries in the field of Intellectual Property Rights” is important for Environmental Engineering, too.

4 PLANNING MAIN ACTIVITIES OF THE PROJECT

Project planning is based on the activities performed at the earlier stages of the project, the initiation of the project. This is the stage when budget, project activities and schedule should be discussed with the stockholders and decision-makers of the project. Thus in this stage the initial plan is made, then it is estimated considering all the possible risks that can occur during the project run and then a definite schedule or the passport of the project is formed. This process can reveal all the activities or unsolved issues that can damage the project. This stage includes starting the project passport planning. This stage includes informing the key participants of the project and shareholders about the project planning process, analyzing and checking all the documentation, ideas and proposals related to this project. After that estimation of the cost and timetable of the main activities should be made. It is important that relevant information about partners and project is gathered, evaluated and included into the application form for the project sponsor. During the project planning also the assessment of the risks, the possibility of their occurrence and magnitude should be taken into consideration and all possibilities of their elimination should be checked. As a result of this stage all new documentation and information related to the project activities for the final version is compiled and it will be used for the control of the project implementation (Patel 2008, 76).

4.1 Participants of the planning stage

The main participants of this stage are project manager and his team, main key players and shareholders of the project. During this project planning stage the goals, targets and future achievements of the project should be defined. In addition responsibilities and tasks of each project member are discussed. The risk factors are considered. Background of the project and its present condition are analyzed. All issues and negotiations about the value of the project, its implementation, all possible activities and future results should be discussed by all key members of the project and minutes of each meeting should be presented to them so that they can check some issues afterwards (Patel 2008, 123).

During the planning process additional information and experience is used for updating the schedule and consequences of activities, their possible costs, resources and risks related to the project, technologies, etc. Updating of the planning process may take

place many times during the lifecycle of the project. Depending on the type of project and planning process the changes of project activities and costs differ (Patel 2008, 130).

4.2 Project Passport

Planning of the project passport includes determining the scope of the project through discussions and negotiations with the main participants of the project. If the scope is well-defined and realistic it leads to the success of the project. Otherwise if activities and achievements are not realistic or not related and combined thoroughly they can decrease the productivity of the project and project team (Patel 2008, 82).

In addition it consists of determining activities of the project, their relevance, duration and costs, determining consequences of the activities, defining WBS or work breakdown structure that subdivides all activities into smaller group depending on their goals and expected results, determining quality of the activities by defining their quality standards and ways of their achievements, determining roles and responsibilities of the key members of the project, defining communication channels and information that should be presented to the main stakeholders, defining and estimating potential risks, their magnitude, possibility of their occurrence and their amount for creation of a plan on training of the staff and eliminating potential risks. Planning also includes determining and estimating required acquisitions and purchases needed for the project and determining ways and methods of reporting of achievements, implementations and finances. For example some projects include peer reviews on potential developments and their achievements (Patel 2008, 145).

Based on this project plan or passport of the project, the application form is written and submitted to project sponsor for approval. Since the competition is tough it is important to state the relevance, necessity and USP (unique selling proposal of the project) in the application form. All partners and their responsibilities should be stated there. If there are some other ways of financing they should be stated in the application form, too. The exact amount of the additional capital and how it will be used should be written there (Patel 2008, 146).

5 PLANNING THE PROJECT'S BUDGET

Planning a budget is a very important task, because it provides information about possible expenses and when they will occur within the project (Horine 2013, 65). When planning a budget all possible expenses, such as labor costs, organizational and operational costs, costs of the materials, risk estimation, etc. should be included. Well-planned project provides almost precise information about possible expenses. Planned budget enables to control all project activities on all stages carefully and easily. According to Horine (2013) it is easier to schedule a budget if all activities are planned carefully and logically. With well-planned budget controlling cash flow and achieving the required expectations are much easier. The budget is considered well-planned if it is within a certain time frame, includes all project expenses at the different project stages and is done for the whole project lifecycle. Project plan, risk evaluation, project implementation and resources acquisition are included in well planned budget.

6 IMPLEMENTATION AND CONTROL OF THE PROJECT

At this stage the project's goals are implemented and deliverables of the project are controlled. In fact this is the longest stage of the project lifecycle. All events are organized according to the schedules and plans involving estimated resources for them. However, some unexpected things and expenses may happen. The role of the project manager and project team is to recognize those unanticipated issues and deal with them as soon as possible minimizing their impacts on the project outcomes. During this stage it is important to keep records of all activities, costs and results for analyzing and submitting them during closeout of the project, the last stage of the project lifecycle (Patel 2008, 89).

According to Patel (2008) there are certain activities involved in this stage. During initiating project implementation and its control project manager organizes a formal meeting where the beginning of the project is announced. All required documents are checked and project team members are informed about current situation of the project and their further activities and tasks. This stage is important since it leads to the transition from the planning phase to the beginning of the project implementation.

During managing project implementation project manager controls the situation, expenses and estimated budget. Resources and budget should be spent according to the schedule, how they were planned to be spent. All unexpected changes should be recognized and managed by the project manager and project team. Quality standards should be established and used for the assessment of the project deliverables quality (Patel 2008, 96).

When observing and regulating risks project manager and project team should recognize all risks and deal with them using prepared risk management plan. Unexpected risks and situations should be solved by applying new resolutions and new strategies. Organizing project implementation project manager and project team should make sure that all activities are run according to the schedule and time. As an acknowledgement of the project. Project manager, main decision-makers and main stockholders approve the results of the project. They also check and agree that all activities were organized as scheduled (Patel 2008, 98).

6.1 Organizing a conference

During project implementation such events, like conference or seminars for the participants of the project are organized. Usually partners eagerly share their expectations and findings on such huge events. During these conferences and seminars officials and representatives of different companies present information about their main strategies and perspectives. Such events should be organized carefully and in advance, especially if there are some participants not only from Europe, but from other countries where they need visa to come to Europe, for example, Russia. The earlier the participants will learn about the date and the venue of the event the better.

Depending on the budget of the event it should be decided when, where and how many people should be invited for the event. It also should be determined whether there are other organizations that would like to sponsor the event, by providing premises, catering, transportation, etc. If it is an international conference with people from other countries it is better to know in advance, if there is an interpreter needed. For example, usually in the events with Russian participants there is an interpreter needed that can translate from Russian into English, if there are some representatives of the other English speaking countries. If only participants from Russia and Finland are present, then there are more opportunities that the working languages will be Russian and Finnish. It should be determined also, if the interpretation will be synchronized or consecutive. All this information should be known to the participants of the event in advance and it should be written in the seminar's or conference's programme. It should be also determined according to the budget, whether there will be study tour organized. Usually it is important to agree with some domestic companies and organize some study tour to these companies, so that participants of the event will be able to learn more about the company, and see in what ways they can collaborate. It is also important to determine who is covering travel costs and accommodation fees in advance in accordance with the budget. It is important to write the program of the event in advance and send them to the participants of the event.

6.1.1 Staff meetings

For the preparation of any successful activity it is important to have regular staff meetings. They may be held 2-3 times a week or may be oftener depending on the situation.

During the preparation for the final conference "IPR Enforcement in Russia and the Nordic countries- Myths and Facts" there was one staff meeting per week at the beginning, and then the closer the date was the more meetings we had and more topics were discussed. It is useful to have an agenda of the meeting before the meeting starts. If there is a need to find out some information or do some printings, it should be done in advance to save time during the meeting. On the staff meeting it is necessary to delegate activities among the staff, appoint the person who will be responsible for certain task and determine the deadlines. There should be an agreement on assistance and the date of the next staff meeting.

Thus during these staff meetings we were discussing the title of the final conference. Then the venue of the event was picked. It was important to find out if there was enough space for all participants of the conference. In addition some organizational issues like catering; lunch breaks, etc. were discussed. For example, in our seminar during lunch there was steering committee meeting. That is why it was important to make a list of all experts that were planning to come to the conference and check that all of them had a special expert badge. It was done so that they would know that they had to be present at this steering committee meeting.

One of the most important tasks for the final conference was to make a list of participants. It was necessary to send them invitations for the final conference in advance. Later all of the participants were contacted by e-mail or by phone to confirm their attendance. Sometimes there were cases when even presenters informed us that they could not participate in the final conference. It was necessary to find other presenters instead of them and check the title of their presentations. Only then the program drafts were written.

It was also important to send some official invitations for getting visa for some of the Russian participants. Since these procedures take a long time it was required to send them in advance. Making a visa for coming to Finland may take for several weeks. It is important to start this procedure beforehand.

6.1.2 Program of the event

Before the actual study tour to Hermia in the frame of IPR final conference "IPR Enforcement in Russia and the Nordic countries-Myths and Facts" the program of the trip

was written and handed to all participants of the trip. Such programs are important because they include all information about timetable and places of destination or places to be visited. Thus participants may decide by themselves whether they would like to join the group in some places or would like to spend this time differently.

This program also included the time and the names of the companies that we were going to visit. It was arranged according to the participants' wish. Such company's site visits are important because they provide information about the company, its premises, its operations, etc. Some contacts can be established and new ideas about collaboration can arise during such visits. At the same time personnel and manager of the company has a chance to learn more about companies-visitors and check in what way they can collaborate in the future. That is why it is important to arrange such meetings and make sure that managers of the companies are able to be there and have time for discussions and presentations of the visitors. In such discussion some issues concerning future collaboration may be discussed.

6.1.3 Narrative reports

One of the most important things is to write narrative reports based on the events organized by the company. Those events can be seminars, fact finding business trips with future partners of the project, etc. These narrative reports include information about event, date, goal, main participants. Some photos can be also included in the narrative reports. These reports give an impression of what activity took place and why, the main topics of the presentations and discussions, etc. If something is unclear or should be reviewed afterwards it is always possible to check all vital information in the narrative reports.

6.2 Organizing a web conference with the companies' representatives

It is difficult to collect all data and discuss main issues just by using e-mail. That is why on a certain day (agreed with partners earlier) a web conference with our partners was organized. It was a web conference since not all the representatives could come for a face-to-face meeting because of the distance and time. In addition web conferences decrease the carbon footprint since there is no need for all partners to use cars for coming to a meeting. Web conferences are convenient because participants can stay at their working places or at home by their computers and still all needed information can be

collected and required knowledge can be shared. It is important to share ideas and knowledge for the future cooperation because the goal can be achieved in shorter time by gathering all resources and experience of the experts, by getting information about requests of the partners and their interests.

6.2.1 Agenda of the web conference

Before the web conference was held the agenda of the conference was prepared. Having agenda is important to save time and remember all issues that should be discussed during the web conference. Agenda includes the main parts of the conference, topics of the presentation or presentations if there are many, issues to be discussed, discussion topics and maybe some “home task” for partners. When preparing agenda it becomes clear what things should be included into the presentations, what handouts and the amount of handouts that should be printed and provided in advance. During the web conference the date of the next meeting for the future collaboration may be agreed.

6.2.2 Organizational issues of the web conference

It is important to arrange the date of the conference by checking with the partners the time which is more convenient for them. Since for organizing the common event it is better if all partners are present on the web conference, the most suitable time and date should be picked in accordance with partners and our schedule. After time and date is agreed it is essential to send an e-mail to all partners to confirm an agreement about web conference.

The second most important thing is to arrange the place of the web conference and check the availability of the equipment and if it is working properly. It is also important to have a test before the web conference and check if the partners’ equipment is working properly, if they can hear and see all other participants of the conference and that web conference can be run successfully.

Even if all these things are considered still some problems may occur. For example, when we had our web conference at the beginning all partners checked their equipment (cameras, headphones, microphones, etc.). But in the middle of the conference some of our partners complained that it was impossible for her to hear and she wanted to call back later because of seeing no point in the continuation of the web conference for her.

We made several attempts to establish good connection. Finally we succeeded and the connection was working successfully again.

Sometimes web conferences may last longer than it was expected. It is important to agree about the catering (some fruits, sandwiches, etc) in the meeting room for the participants of the web conference. Usually the company that is organizes the web conference or the company that provides premises cover these expenses. But it should be discussed in advance to avoid any misunderstandings or problems. If the premises are rented the price and what it includes should be discussed in advance.

6.2.3 Writing minutes

During the web conference it is important to write minutes of the web conference. One person should be responsible for taking minutes. Minutes are needed to check the information that has been discussed during the conference. In case some of the participants of the event would like to remember some things from the conference it is possible to check that information from the minutes. That is why after each web conference all participants get minutes of the event. During the web conference it is important to write down all participants that took part in the conference. In addition all the main issues that are presented during the conference should be noted. Later when the discussion starts it is important to note down all important questions and answers. If there are some problems recovered and the certain person is appointed to solve them it is necessary to write it down: the task and who is responsible for it. Thus for example, during this web conference it was decided that the representatives of the companies apply for visa. But the accommodation in the hotel, tickets and local transportation expenses will be paid by BIF.

6.3 Organizing a final conference "IPR Enforcement in Russia and the Nordic countries - Myths and Facts"

Seminars and conferences help to gather lots of people at the same time. These events can last for one day or for a few days. Seminars and conferences may be local and international. If people from other countries are participating in the event such conferences or seminars are called international. If people just from one city or one country are participating in the event, then it is a local conference or seminar. On such events people can present their firms, share their knowledge and experience. During the

seminars new contacts are established, some ideas for the new projects arise and some results and recommendations from the previous projects can be revealed. To run the seminar or the conference successfully many things should be taken into consideration while preparing and organizing the event.

There is no specific regulations how often seminars and conferences should be organized. Mostly it depends on the budget of the project or on the budget of the company–organizer. But the main thing of the seminar or the conference is that it has to be dedicated to one topic. According to the topic of the event and the its goal participants are chosen, speakers make their speeches, and program is written.

6.3.1 Logo

Writing a program can be a challenging and time-consuming task. First of all, it is clear that evidently there will be more than just one draft. Secondly, it is important to place the logos of the companies-organizers of the event on the cover page of the event document. It can be either one logo or several logos depending on the number of the companies organizers. Besides, all brochures, catalogues, badges, invitations, etc should contain these logos.

6.3.2 Venue

When organizing a seminar or a conference the venue of the event should be found. Venue should be chosen according to the space capacity so that all participants of the event will fit there without any discomfort. The premises should be available during the required time. All technical equipment, such as projector or beamer, headphones, microphones, etc. should be checked and available. In addition nowadays it can be important if the premises have free Wi-Fi or at least participants of the event have an access to the Internet. The venue should be written in the program.

6.3.3 Invitations

The list of invitees should be prepared in advance. It is important to check their contacts before the invitations are sent. Otherwise the person may not get any invitations. All experts of the project as well as shareholders should be included and may be have special invitations. If visas are required for some of the participants, for example, if the event is in Russia or if there are Russian participants it is necessary that they get invitations for the event and invitations for making visas in advance. Otherwise they

will not be able to participate in the event. It is also important to confirm who exactly is coming to know more or less exact number of the participants.

6.3.4 Gifts

Gifts should be prepared in advance. The cost of the gifts depends on the budget. Besides some gifts for VIPs and experts can be bought separately. It also depends on the budget of the event. It is good if the thank letter is also provided with the gift. All gifts are usually presented at the end of the event to all guests. These gifts can be presented in the bags containing the logo of the company-organizer.

6.3.5 Participants list

Before the conference it is important to print out the participants list with the names of the participants that have confirmed that they would come to the conference. The list should include participants names and surnames, companies or organizations where they are working, and their signatures. This is needed for the report to show that the event definitely took place. Participants signatures confirm that those people were present during the event.

6.3.6 Presentations

When writing a program it is important to know who is going to make a presentation and the topic of their presentation. Sometimes it is useful to communicate with key stakeholders that somebody from their company or organization will give a presentation based on the activities and legislation that their company deals with. It is also important to find out who else is going to make a presentation by contacting participants of the conference or seminar by phone or by e-mail. When presenters agree to make a presentation and write a topic of their presentation it should be included into the program. Moreover, it is necessary to decide if there is going to be only plenary session or plenary session and round tables for the discussion, or work in the expert groups. Certain time should be given for all activities that are planned during the seminar or the conference. In addition, depending on the number of presenters and number of activities during the seminar time should be evenly divided for all presenters, so that each of them may have at least 10-15 minutes. There may be some discussion after that so some time should be considered for the following discussions or for questions that may arise during or after the presentation. When all presentations are included into the program it

is important to send it to all presenters and participants of the event so that presenters will improve it and participants of the seminar or conference will know what is included in the event.

6.3.7 Translation and interpretation

If the event is international it is important to know what working languages of the event will be. For example, if there are russian and english-speaking participants it is important to provide interpretation in the both languages, because some of Russian participants do not know English and some participants may not know Russian. For the seminar or conference it is better if the proper simultaneous interpretation is provided. In this way there is no waste of time on the interpretation as it may be in case of consecutive interpretation. All equipment should be checked in advance to avoid all possible malfunctions.

7 PROJECT CLOSURE

Project closure is the set of activities to formally show the end of the project (Sanghera, 2009). Project close-out is important for getting feedback from the project implementation and learning what can be improved or may be implemented later. It provides the platform for some new projects or some follow-up activities related to the project and that can be planned in the future. According to Patel (2008) close out of the project includes getting feedback from all main participants of the project, such as project experts, main shareholders, companies involved in the project, etc and providing administrative close-out, when project is officially closed and all project information is gathered and achieved.

Project may be considered successful if all goals were achieved within the project's activities and main stakeholders are satisfied at the project's results. At this stage project manager's task is to evaluate how closely the project requirements were met which activities ran well and what mistakes could have been avoided. All information should be gathered and presented by the project manager to key participants of the project in post implementation report (Patel 2008, 186).

During closure of the project the first step is verifying scope. Project manager verifies whether outcomes of the project meet the planned ones. It means that all deliverables of the project are finished in accordance with the project plan. It is also important that deliverables are completed in accordance with the criteria stated in the project plan. Depending on the organization and terminology used activities in verifying scope stage can be called audit, inspection, etc. Accepted outcomes of the project will be presented to the customers and project sponsors (Sanghera 2009, 330).

The second step is project closure. It includes 3 main elements: end of all project activities, sponsor's or customers' acceptance of the project deliverables and storage of all documents related to the project (Sanghera 2009, 334). During this step it is also important to check what went correct and what went wrong during the project lifecycle. Their analysis and lessons learned during the project lifecycle help the project management team get benefits from it during implementation of other projects.

Next step is procurement closure. During this stage all project-related contracts should be verified and closed. There should be documentation that all project deliverables are

accepted and approved in accordance with criteria stated at the project plan (Sanghera, 2009, 336). All failures and success of the project should be recorded. The whole project should be analyzed and lessons learned should be recorded for the project team so that they could benefit from them in their future projects.

And the last step is organizational process assets. During this step all resources are checked and allocated if possible. The project team is informed about project termination. Their responsibilities and efforts are analyzed and lessons learned for gaining benefits in the future projects and implement work more efficiently (Sanghera 2009, 340).

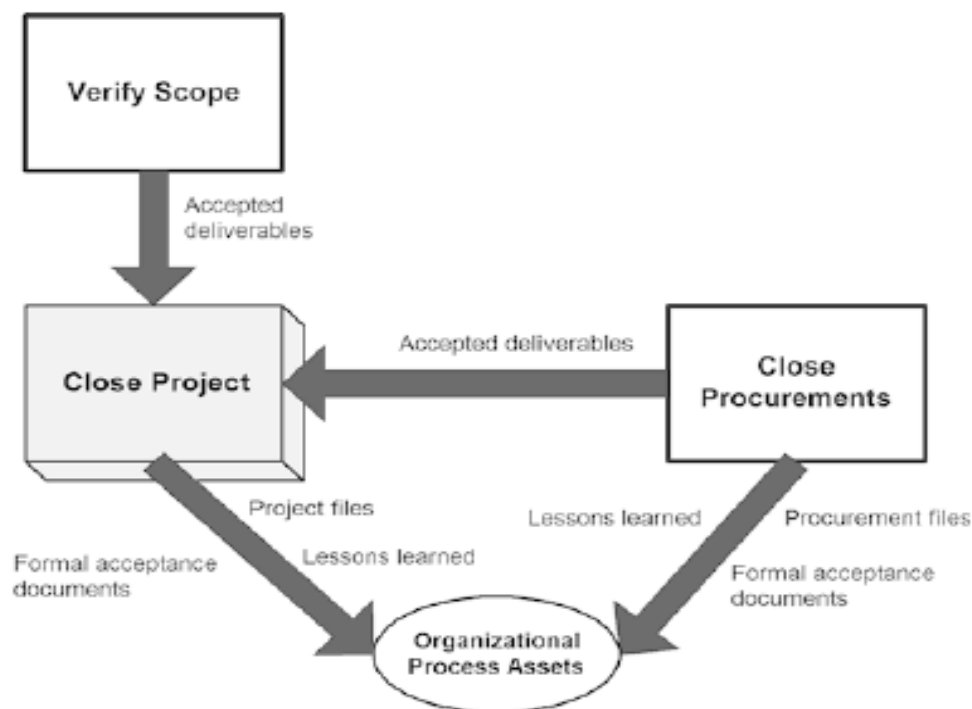


FIGURE 2. Closing a project. Source: (Sanghera 2009).

7.1 Feedback collection

One of the important things in events organization is getting feedback from the participants of the event. Feedback is “helpful information or criticism that is given to someone to say what can be done to improve a performance, product, etc.” (Merriam-Webster dictionary 2009). It is important to learn what went wrong during the event organization and how it can be improved. At the same time it is useful to know what was positive in the event organization for the future events’ organization. Thus feedback was created to check the opinion of the participants about topics of presentations and

organization of the final conference ”IPR Enforcement in Russia and the Nordic countries-Myths and Facts”. In addition this feedback included questions about participants’ opinion on project “Cooperation between Russia and Nordic countries in the field of IPR” in the whole (See appendix 1 for the sample of a feedback). Participants were asked to grade conference and project on a scale from 1 to 5. In addition participants were asked to leave their comments on the most successful points or the weakest points both of conference and the project.

Conference participants filled these feedback papers at the end of the event. Then feedback was analyzed. The table below shows the data obtained from the feedback. Thus according to the table 75% of conference participants were satisfied at content of lectures. All participants were satisfied at facilities and practical arrangements. In addition, conference materials were provided and distributed accordingly. That is why in the table there is 100% for materials. Although the percentage is rather high, in the future content of presentations should be considered more thoroughly.

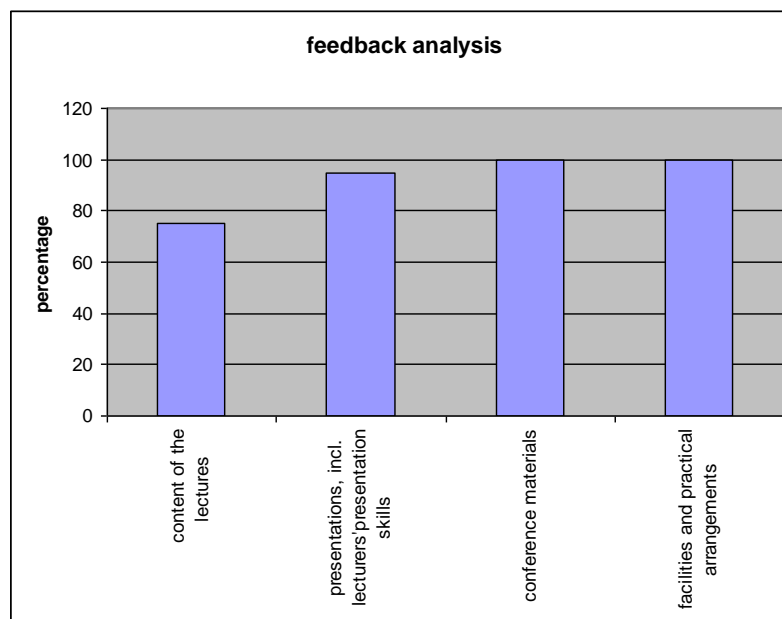


Table 1 Feedback analysis of the final conference. Helsinki 14.11.2013

Second table shows the results of participants’ feedback on the final conference and on the project ”Cooperation between Russia and Nordic countries in the field of IPR” in the whole. As it seen from the table only 85 % of project’s expectations were met. This means that not all requirements were fulfilled during the project implementation.

According to the comments project can be improved by adding more case studies during the presentations and more study trips should be organized.

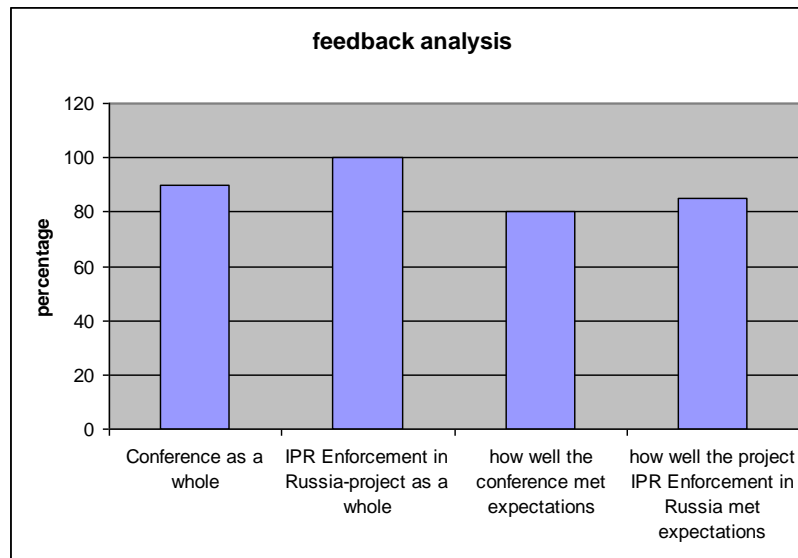


Table 2 Feedback analysis of the project and conference. Helsinki, 14.11.2014

7.2 Publication

During the project close-out stage it was decided to publish a book on project “Cooperation between Russia and Nordic countries in the field of IPR”. It was agreed that this book should include narrative reports from all project activities that took place during the project implementation. In addition the most important presentations from each activity should be published in the book. It was agreed that all presentations should contain maximum 10 slides. Some articles written by project experts should be published in the book. Those articles contain information about project deliverables and main achievements. But the most important part of the book contains recommendations for the key shareholders of the project and recommendations for the future projects. Based on these recommendations it is easier to recognize what should be done and in what context.

7.2.1 Content of the book

During the staff meeting there were discussions about content of the book and how the book should be planned. It was agreed that first there will be an introduction, providing information about the project and its background. Introduction includes information

about project ideas, functions and goals. It was also decided that chapters of the book will include all activities implemented during the project in accordance with their occurrence. Narrative reports were placed at the beginning of each chapter to describe the event and then articles by one of the experts providing information about deliverables of the project.

7.2.2 Selection of the list of presentations

During staff meetings it was decided what presentations should be included into the book. Among all presentations only 5-7 presentations were agreed to be published in each activity, because of the limitation of the budget. But those were the most important presentations that provided information related to IPR achievements during the project implementation.

7.2.3 Presentation's permission

According to the approved list of presentations permission was asked from the presenters for publishing their presentations in the book. There was also a limitation to have no more than 10 slides from each presentation. Presenters were contacted by e-mails and by phone. All presenters were provided with deadlines of their presentations to be received if they agreed to have their presentations published.

Some problems appeared when some of the participants were not available or have changed their working places. Then some of the presenters preferred that their former companies would provide permission for the presentation publication. While others preferred to correct their presentations by themselves and provide information about their present working places.

7.2.4 Translation of introduction, recommendations and conclusion

The most important chapters of the book like introduction, conclusion and recommendations were approved to be published in both languages: in English and in Russian. Recommendations are necessary for future projects and future cooperation by IPR experts. That is why it is essential to have them in both languages for understanding by all experts, since not all experts can speak Russian.

8 DISCUSSION AND CONCLUSIONS

The aim of this bachelor's thesis was to analyze the project management in an international project, describing the main stages of running the project, using the real case studies from the IPR project making it easier, less time-consuming and avoiding some possible mistakes in the future. Thus the main stages of an international project are initiation, planning, implementation, control and closure. Besides, some common risks which need to be taken into account when planning a project. Risks prediction and prevention result in achievement of goals and objectives of the effective project.

8.1 Possible risks in project planning and monitoring

According to Roberts (2007) most common risks occur because there is neither clear urgent idea, nor clear objectives of the project, there are no proper goals for each activity stated in the project. As a result there is nothing to achieve or control and the project can be disapproved or fail to achieve its goals during its implementation. Sometimes it may happen that there is no clear plan of the project. The plan should include all activities essential for the development of the project. Also poor communication between project participants may lead to misunderstanding during the project implementation. As a result no common goal can be achieved. If there is no clear and effective guidance of the project, no effective evaluation or monitoring project it harms the project implementation. That is why it is vital that there are proper standards for the quality control of the project activities. During project implementation changes occur. They should be welcomed. The main position of the organizers is to stick to the already existing rules and standards even if they do not work properly. If the project is ended earlier than its logic ending no proper results are achieved and no follow-up activities or even the extension of the project are possible.

8.2 How to make project more effective

If the investors see the positive outcomes of the project and its benefits it will increase their interest in the project. Roberts (2007) states that effective project management team tries to determine the advantages of the project and make it more effective by attracting right participants to provide better decision-making and the most effective resource allocation. They also are attracting end-users and suppliers into participation so

that the project deliverables will be beneficial for everyone. In addition they are considering more precisely the main stages or milestones of the project so that the outcomes of each stage are clearly understandable and visualized by all participants of the project. By decreasing risks of bad investments and by evaluating thoroughly all initiatives and their consequences project management team reduces the risks of inefficient project implementation. By presenting the most efficient resource allocation and their most successful usage within the project implementation and by recognizing different types of risks in endeavor and the possible ways of their termination or avoiding, determining the optimal quality of the outcomes of the project and thus decreasing the risks of poor quality of the end product or services, reducing the occurrence of unpredictable and uncontrollable change and delegating tasks among the endeavor participants clearly so that everyone understands own responsibilities and has an authority on dealing with some issues related to their tasks and by solving unexpected issues effectively and reasonably the goals of the project are achieved effectively.

8.3 Problems faced during the final conference "IPR Enforcement in Russia and the Nordic countries - Myths and Facts"

Even if everything is well-planned and well-organized there are still some problems that are unpredictable and unavoidable. For example, during the organization of the final conference "IPR Enforcement in Russia and the Nordic countries-Myths and Facts," that took place in Helsinki and Tampere 14-15.11.2013 , it was impossible to predict the threat of an airlines strike that occurred during those days. Even if all airplane tickets were bought by the Baltic Institute of Finland in advance and sent to the participants of the event still there were some unpredictable expenses and cancellations because of the possibility of the strike.

This threat of airlines' strike had an unpredictable impact on the participants' involvement into the conference. Some of the participants refused to come and some participants refused to participate in Tampere event because they wanted to leave before strike. It brought extra expenses because of accommodation cancellation and tickets changing.

Such unpredictable situations may happen in any project and Project Team should be aware of those risks. The right way is to be ready for the changes and find right solu-

tions for the efficient project running. In such situations attracting right participants into the project team and making effective decisions may save the project, save time and reduce unavoidable expenses.

8.4 Deliverables of the project

The efficiency of any project is represented by its outcomes. The project “Cooperation between Russia and Nordic countries in the field of Intellectual Property Rights” (2012-2014) also had some deliverables. Public awareness of Intellectual Property Rights has increased significantly during the last 5-6 years in Karelia. Nowadays special legal companies and business-incubators provide assistance in information and support in the field of IPR for engineering and scientific firms (Barhatov 2013).

According to Chief specialist of the Ministry of economic development of the Republic of Karelia Barhatov (2013) a lot of problems arise with acquiring patents by Russian inventors in EU countries. There are problems with providing correct applications, forms, etc. More assistance and information is required when making business in EU countries and utilizing inventions. Luckily Rospatent-Federal Service for Intellectual Property-provides significant help with patents in CIS countries.

According to Head of Department for innovative and productive activity of Petrozavodsk State University Derbeneva (2013) an Innovation Park on the base of Petrozavodsk University was built in Karelia as an outcome of the project. There are more than 50 innovative subdivisions that are included into the Innovative complex based on the University. The main aim of the Karelia Region strategy is to encourage development of the region through innovations and support of new ideas and technologies provided by research institutes and university. Well-established organization helps to prepare necessary documentations for patent applications and provide financial support. Electronic accounting is done with the help of Information and analytical Integrated System (IAIS) of the Petrozavodsk State University.

Twenty innovative centres or small enterprises are developed on the base of PetrusU(Petrozavodsk State University) to utilize results of research of the university. Thus Intellectual Property is commercialized by these enterprises. The special course “Management of Intellectual Property“ was introduced in PetrusU, because experts and

specialists of the university understand the importance of Intellectual Property and protection of IPR. The project “Nordic-Russian Cooperation on IPR enforcement” helped to obtain knowledge of similarities and differences in IPR legislation systems and get acquainted with the main procedures of legalization of know-how in Nordic countries (Derbeneva 2013).

At the end of the project a book will be published. All main activities of the project and the most important presentations from all activities will be provided in the book. In addition, articles by the IPR experts describing the main findings of the project will be included into the book. Moreover, at the end of the book experts’ recommendations will be provided. These recommendations are required for future projects based on IPR.

The main idea of organizing a project is that it will be successful and all deliverables of the project will be implemented and approved according to the schedule. Well –planned project management provides favorable environment for the project lifecycle, motivation and well-established work of the project team. Even if everything is usually planned in advance still there are some possibilities of occurrences of changes. To limit their negative influence on the project and its deliverables it is important to be able to predict those risks and be able to deal with them rapidly and effectively.

But anyway projects are very important for the development of our everyday life, for the improvement of society’s living standards and for the implementation of new technologies and innovations.

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10 APPENDICES

Appendix 1 Feedback sample



SEMINAR/ PROJECT FEEDBACK FORM

IPR Enforcement in Russia Final Conference 14.11.2013 / Helsinki, Finland

Please evaluate on a scale of **1 (poor) - 5 (excellent)** how satisfied you were with:

- | | | | | | |
|---|---|---|---|---|---|
| 1. Content of the lectures | 1 | 2 | 3 | 4 | 5 |
| 2. Presentations (incl. lecturers' presentation skills) | 1 | 2 | 3 | 4 | 5 |
| 3. Seminar materials | 1 | 2 | 3 | 4 | 5 |
| 4. Facilities and practical arrangements | 1 | 2 | 3 | 4 | 5 |
| 5. Seminar as a whole | 1 | 2 | 3 | 4 | 5 |
| 6. IPR Enforcement in Russia –project as a whole | 1 | 2 | 3 | 4 | 5 |

We would also like to receive your feedback on the following issues:

7. What was good in the seminar / IPR Enforcement in Russia –project? What did you like best?

8. Was there anything missing, or something that you did not like - if yes, what?

9. Any additional comments / remarks:

10. How well did the seminar meet your expectations? 1 2 3 4 5
(1 = very poorly - 5 = very well)

11. How well did the IPR Enforcement in Russia –project meet your expectations? 1 2 3 4 5
(1 = very poorly - 5 = very well)

12. What are your recommendations for a) a Nordic SME entering the Russian market, b) for a Russian SME entering the Nordic market, c) for the Russian IPR authorities (like the Courts, Customs, Rospatent, etc)? What are the urgent tasks?

Name (optional) _____

Thank you for your feedback! (You may continue on the other side)