

Kalle Airaksinen

ACTION PLAN FOR FERA RY IN FITFORHEALTH PROJECT

Degree in International Business & Marketing Logistics

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TOIMINTASUUNNITELMA FERA RY:LLE FITFORHEALTH PROJEKTIIN

Airaksinen, Kalle
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Tämä toimintasuunnitelma on tehty urheiluseura Feraan käyttöön EU - hankkeeseen nimeltä Fitforhealth, johon Fera osallistuu. Fera on suomalainen naisten pesäpalloiluun erikoistunut seura. Fitforhealth on projekti jonka tavoitteena on ehkäistä ja parantaa vammoja nuorilla urheilijoilla ja sillä on yhteistyökumppaneita viidestä eri maasta .

Työssä on tutkittu tietoa projektin suunnittelusta, tapahtumien hallinnasta, projektinhallinnasta ja toimintasuunnitelmista. Tutkimalla on tehty yleiskuva eri Fitforhealth – projektin työpaketeista. Työssä on tehty Feralle yksiselitteisen pohja työpaketeista, jota on helppoa pitää seurannassa.

Toimintasuunnitelma sisältää tutkimuksia, raportteja ja arviointeja, turnauksen järjestelmistä , kansainvälisiä ja paikallisia kokouksia , riskinarviointia, työpajoja ja tulosten hyödyntämistä.

Pohjatiedon perusteella on tehty toimintasuunnitelma Feralle. Toimintasuunnitelma sisältää kaksi kaaviota, joissa on kummassakin tarkemmat suunnitelmat. Fera voi muuttaasuunnitelmia helposti jos jotkin päivitykset tulevat Fitforhealth – projektin aikana. Teoksen tekijä ei tule toimimaan kyseisen projektin parissa.

Tämä toimintasuunnitelma on valmis työkalu Feraan käyttöön.

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Airaksinen, Kalle

Satakunta University of Applied Sciences

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This action plan is made for Fera to use in an EU-project called Fitforhealth that Fera is taking part in. Fera is a Finnish baseball club specialized in women's Finnish baseball. Fitforhealth is a project that tries to prevent and heal injuries of young athletes and it has partners from five different countries.

This thesis has research knowledge about project planning, event management, project management and action plans. After research a general overview has been made of the different work packages involved in the Fitforhealth-project. After the general overview a basis for Fera to follow in a big picture has been created.

The action plan has surveys, reports, evaluations, tournament arrangements, international and local meetings, risk assessments, workshops and exploitation of the results.

On the base of the knowledge researched and the basis made the thesis has an action plan for Fera. The action plan has two graphs of tasks to be completed. Fera can change the plans easily if some updates will come during the Fitforhealth-project. The author will not be involved in the work of the project.

In conclusion this action plan is a ready-made tool for the use of Fera.

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1 INTRODUCTION

This thesis is about an action plan for an EU-funded project called Fitforhealth. Fitforhealth is a project which has partners from a few different countries, some members are sports clubs and some are other kind of sports organizations. The main goal of Fitforhealth is to prevent and heal injuries of young athletes as well as possible.

This thesis will be done for a partner from Finland called Fera ry which is a Finnish baseball club for female juniors. Fera is a leading club in the U19 juniors of female Finnish baseball and it is important for them that players can enjoy the sport with good health.

As mentioned the actual thesis will be an action plan and specifically for Fera. The action plan will have all the necessary tools and information on how Fera can fulfill the tasks in the project from their part. There are several major parts that are opened up in this thesis. First of all about managing a project and being part of it, since there are plans, schedules and budgets that need to be made and followed. Secondly event managing, since Fera will be organizing a tournament and hosting a workshop.

The third major area discussed in this thesis is communication. There must be communication in so many different directions along this project so it needs a clear plan. Communication involves also marketing of the events. Fera will also be organizing a survey handout and analyzing the results. Questionnaires to young athletes will be part of the project and it is also discussed about in this thesis. The questionnaire survey has been conducted by Fitforhealth. Finally the roles and responsibilities will be discussed since they are crucial in projects.

In conclusion the main focus of this thesis is to create an action plan for the project Fera is involved in, with all the tools they need ready to be able to proceed with Fitforhealth as well as possible and to get the best possible outcome.

1.1 Objectives

- How to make clear responsibilities of tasks in an action plan?
- What are the tasks of the project manager?
- How much detail is needed to plan an effective action plan?
- What aspects do I need to take into consideration in order to make a good event management plan?
- How can I create tools for an action plan?

1.2 Schedule

1 st Seminar	10.01.2014
Information research	11.01.2014-13.03.2014
2 nd Seminar	14.03.2014
Planning the process / Empirical	14.03.2014-25.05.2014
3 rd Seminar	28.05.2014
Finalizing Thesis	28.05.2014-30.05.2014
Graduation	13.06.2014

1.3 Conceptual framework

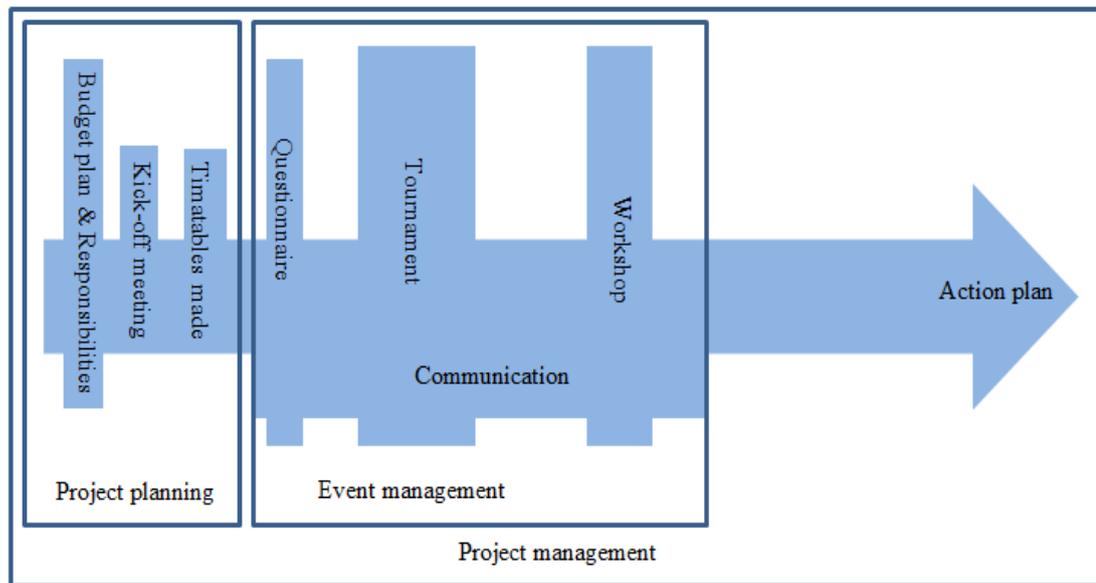


Figure 1. Conceptual framework of thesis.

The conceptual framework has one main focus area, project management. The project management has everything in a project involved in it. The project planning and event management are included in the project management. The project planning describes areas in the beginning of a project and the event management the areas during the projects main events.

Main focus areas in the project planning part in this thesis are roles and responsibilities, the importance of kick-off meeting, timetables and budget. The event management phases, that last longer, will be researched in a deeper manner. The use of a questionnaire which is involved in the project will be researched. A tournament will be included in the project also and so researched also. A workshop will be organized and so necessary to be researched. The last and most important part of research in the event management stage is the communication, since it will be all the time ongoing.

After the mentioned aspects have been researched it is possible to start making the outcome which will be an action plan.

1.4 Validity

In order to have a reliable thesis it needs to have necessary background information explained. A thesis must show independent thinking of the author. The progress of a thesis should be ongoing, analytical and logical. Knowledge when gathering data and choosing sources must be shown to reason the validity. (Hakala 2000, 19.) A qualitative research can have several different approaches. The approaches must be systematic, rational and approved. (Kananen, 2008, 55.)

1.5 Reliability

A good thesis must be possible to take advantage of. The productiveness of a thesis is necessary to make it a good and helpful one. By discussing topics in a thesis it will make it reliable. (Hakala 2000, 19.) This thesis can be used by all sports clubs and associations while working in a project.

2 PROJECT MANAGEMENT

2.1 Project

A project is an effort of work done in a timeframe to get a result (Pelin 2008, 25). Projects have four main phases which are establishment, planning, implementation and closing (Alhola & Lauslahti 2000, 103). Projects must be started and ended effectively. A project needs planning, guidance and efficient methods to help them. Only after using the methods described the work becomes a project. A project does not hold any unnecessary resources, but releases people when their work is completed, and project workers are aware of this beforehand. The knowledge of leaving to another job after a project can be considered as a minor setback for workers, but no job lasts forever. A project also gives more possibilities to get employees more enthusiastic about a project by having the feeling that it is their project. Project workers will move on to other assignments after a project is completed. The amount of people in a project varies during the project. (Pelin 2008, 26-65.)

There must always be goals, sometimes looser and sometimes more unambiguous (Pelin 2008, 31). When implementing the project it can be logically phased (Alhola & Lauslahti 2000, 103). Long research projects must always have phases with their own goals, which will be evaluated at the end of each phase. By having phases it is possible to change the original project plan if necessary. A project is successful when it reaches the goals set with the planned quality and is completed within the budget and schedule planned. If using a project quality system there will become more requirements. In a project quality system roles and responsibilities are more detailed, personnel has a quality guidance given, hands-on activities must link to instructions and everything must be retraceable. (Pelin 2008, 31-42.)

If a project expands following criteria of dimensions will change, more time and money will be spent, the schedule will be tightened, and compromises might be needed in quality. It is possible to cope with two dimensions for example with enough money and resources good quality can be made if the schedule is not strict. In customer projects all three dimensions need to succeed, since a contract will speci-

fy technical details, what is needed to be done and when. (Pelin 2008, 33.) In the closing stage acceptance for the implementation is sought (Alhola & Lauslahti 2000, 103).

2.2 Project planning

Planning stage in a project is crucial and this is why the time spent for the project plan is significant. The project manager makes a project plan. (Alhola & Lauslahti 2000, 103.) When the project organization has approved the project plan it becomes an assignment for the project manager. The project plan must define the aspects of what are going to be done and in what schedule. (Ruuska 2007, 22.) The schedule must have specific tasks and specific timetables of when tasks are completed. The beginning and the end of each task is generally expressed. (Cobb 2012, 30.) It also defines the budget, personnel and other resources that can be used (Ruuska 2007, 22). Other resources might be material, equipment and facilities. The budget should be used as tasks, so that the planned budget changes are separate tasks. (Cobb 2012, 301.) Finally the plan includes what communication and documentation methods will be used. All changes in the plan will be dealt with and approved by the project organization. (Ruuska 2007, 22.)

2.3 Project schedule

The Gantt bar chart is a simple tool in scheduling projects. On the left of the bar are tasks that are going to be completed. The tasks are horizontal bars in the chart that are put into a calendar. The longer the bar the longer the task will take. The bar will start at the point where it begins in the Gantt bar chart and will end when the bar ends. Some tasks might need another task to be completed before the starting is possible. There is an arrow between two tasks if they are dependent on each other. The Gantt chart is a visualizing chart to help schedule, understand the big picture and monitor. (Cobb 2012, 64.)



Figure 2. A simple Gantt chart (Gantt www-pages 2012).

The days or other timeframe is above the chart. The dates can be days, week's months or any other timeframe wanted. All weekdays including Saturday and Sunday are included in the bar chart. (Cobb 2012, 71.)

The timetable of a project comes from the project managers needs and the hardest part is to get the work effort at the needed time. An excellent help to get things done efficiently in a time needed is by using network planning, which has all details of work done. When having a project that lasts for more than a year a project organization where the main resources are with the project managers is advised. (Pelin 2008, 66.)

2.4 Budget

When establishing a project a rough budget is made which estimates costs and profits. A detailed budget is made when creating the project plan. Budget is based on work elements needed which have costs. There will always be costs in a project from use of resources, materials and services, unless the project frozen. When creating budgets costs from previous projects are used as base figures but they have to suit the project and can't be outdated. Long projects have to also consider inflation, currencies and tax policies. In the end the numbers must add up in the bookkeeping and internal accounting. Project expenses must be monitored accurately especially in the beginning of the project since there is a possibility to change future expenses in the early stages. Monitoring must be regular, up-to-date, predicting, guiding and all expenses including. Project monitoring can be executed by own project management

programs. Project cost control always includes follow-up schedule. (Alhola & Lauslahti 2000, 104-106.)

2.5 Kick-Off

When having a kick-off meeting the base for the project group's unity, information flow and the working methods used is created. In the beginning of a kick-off meeting necessary tasks are setting objectives, naming tasks, creating the work environment and starting to plan the project. Other tasks in a kick-off meeting are to educate the project group to the schedule and content, give out more tasks and get commitment to them, introduce everyone, give necessary information of planning and working methods and kick-off the project. Some problems in the kick-off might be that people don't know each other, motivations and objectives might be different and that the project manager will lose too much time in guidance and the start of the project will be delayed. (Pelin 2008, 77.)

2.6 Problems in a project

Possible failures of a project are mostly results of control and not enough resources. Project workers are mostly doing their tasks well but poor organizational skills and planning are not done well enough. Unrealistic objectives can make the project too difficult and almost impossible. Mistakes in the project plan and schedules can come out to be major problems. The project will be harder to execute if there are no clear milestones. Many projects are assessed too lightly and the level of commitment and support are not good enough. With a good project leadership many problems can be avoided. The scope of the project is often too loose or then it changes. If there are some mistakes in the project scope they must be fixed and taken into account in the schedule and also told to all parties about the changes and what they mean. (Ruuska 2007, 41-52.)

Project managers and personnel might have a different opinion and in an intense project work it will interfere in a major way. All people might not like to work with other project workers and the atmosphere might be intense. Some workers might be assessed wrong tasks and some personnel appointments might not work. If new assignments are taken into the project when the project has already started they must be thought of very deeply. One problem is usually not having enough resources in personnel especially full-time personnel. Project work is a different kind of work and adjusting to it takes some time, but when adjustment has happened many assignments are thought of projects and this is not always the best way. (Ruuska 2007, 41-52.)

3 ROLES & RESPONSIBILITIES

Volunteers can handle specific roles depending on their interest and possibilities to contribute. Volunteer work is more beneficial for organizations even though it creates a larger challenge for management. (Connolly 2013, 59.)

3.1 Project Manager

The key person in a project is the project manager who is responsible of all the success in a project. It is always useful to form a project group and name a project manager. Assigning a project manager is simply delegating work and securing resources. The project manager can be assigned without any necessary formalities and can also return to their own expertise after the project. (Pelin 2008 27-31.)

There are not many experienced and skilled project managers available so the best professional career for the tasks of a project manager must be considered. The project manager should not necessarily be the best designer but neither a person who has no knowledge of project managers' responsibilities. In a project management culture of work the project managers' professionalism is developed. In the project management culture of work the following aspects are highlighted: Projects' independence, project manager will be given sufficient powers and mandates for action, projects are based on strategic plans and will implement within the goals set, project management methods will be used, performance management has been taken to project level, project controlling has common operating actions, personnel is trained for project work, and the project manager has a planned career development. While educating project managers, possible future project managers might join and learn even though they might never become project managers it is important that the necessary know-how is exists when it is needed. An experienced project manager can work independently and has courage to make decisions, without the need of asking about every small detail. (Pelin 2008, 29-30.)

It is very helpful to have a database ready for the documents of project managers so that no time is been wasted on basic documents and the layouts. In line organization

work the project group learns each other's work and responsibilities and work together and towards a mutual goal. Since the responsibility of everyone grows the project managers' role and need reduces. A good project organization with enough resources and skills is needed in order to have a succeeding project manager. (Pelin 2008, 29, 66.)

As mentioned before a project has a manager. A project also needs an executive team. The executive team's role is to monitor the progress of the project and if necessary make decisions concerning them. Main emphasis' are on the schedule, budget and other resources. (Ruuska 2007. 144-146.)

3.2 Project Organization

A project organization is a group of people gathered for a single project for a specified period of time after which they will continue in other lines of work. first organizational task in a project is to name a small control group, which makes the main decisions, determines objectives and names the project manager. In the beginning of a project there are only a few key members but in the planning stage the amount exceeds and in the action stage the amount is the largest. Because projects are very different by size and nature also organizational aspects differ. In small projects the project manager is the main person and can also be the only supervisor of a project. The project manager must plan the co-operation and secure the time of all members for a project. (Pelin 2008, 65-66.)

4 QUESTIONNAIRE

Questionnaires are basic methods of gathering information. Questionnaires can be applied in many different ways and this is why it can be used to gather in-depth information. Interviewing is a method of what both sides usually feel comfortable with since it is mostly known of what to expect when asked to be interviewed, the researcher also has an idea of what research method to use and how to prepare for it. (Hirsijärvi & Hurme 2000, 11.)

The most used type of interview is a questionnaire survey. Survey questions and claims have a prescribed way of presentation. The assumption is that all questions have the same meaning to everyone. Questions must be in a standardized order so that differences and similarities between groups and individuals can be calculated. When giving out a survey for children it requires different planning than for adults. The largest problem in making a well-structured questionnaire is the phrasing of questions. Questionnaires are best suited when: testing hypothesis, the information is wanted to be quantified easily, testing previous qualitative results and when facts are wanted beforehand. The best tip of figuring out the number of recipients needed is to have as many questionnaires as the survey needs to get results. (Hirsijärvi & Hurme 2000, 44-59.)

The research plan must include what is researched, from whom and why this information is needed. A survey research is done for a group of specific people who can answer the survey. The group of people might be unknown for the researcher and the contact information can come from communities. When planning a questionnaire it is needed to decide the time, location, average duration and the equipment needed. (Hirsijärvi & Hurme 2000, 58-83.)

5 EVENT MANAGEMENT

The event and environment is planned in advance (Vallo & Häyriinen 2012, 19). The event planning model consists of 4 stages as the following graph indicates.

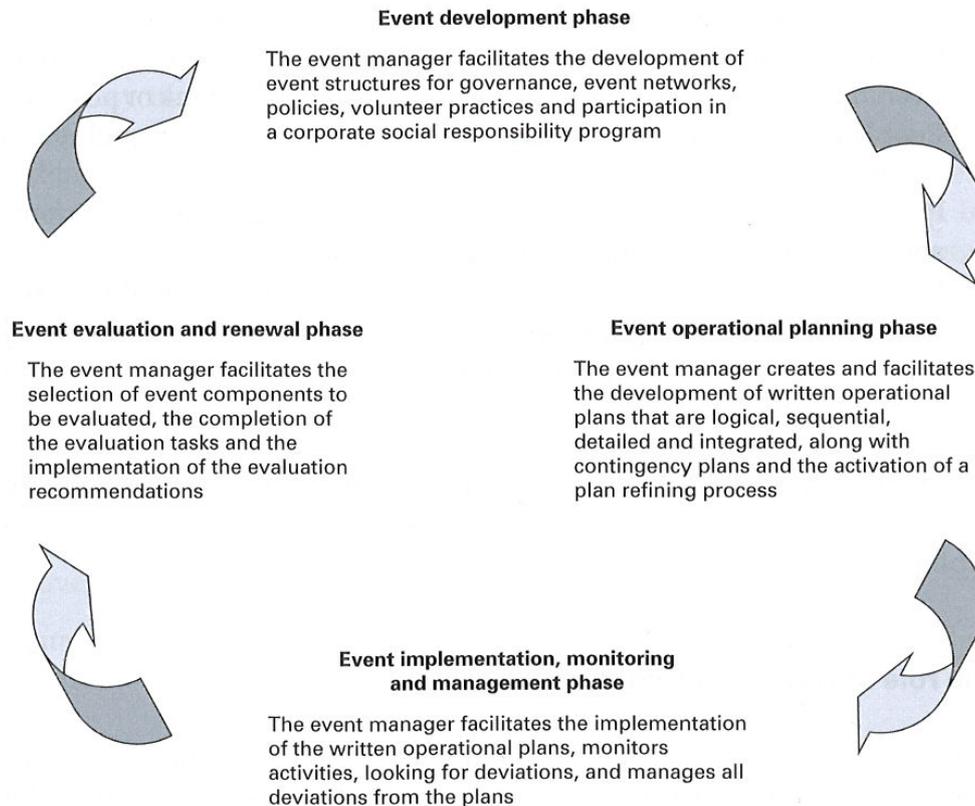


Figure 3. An event planning model (Cunningham & MacLean 2013, 27).

Following aspects are elements of sports events that need to be planned:

- accommodation
- ceremonies
- communications
- food and beverages
- hospitality services
- media management
- official management
- participant management
- results and awards

- spectator services
- transportation

(Cunningham & MacLean 2013, 35).

5.1 The event development phase

The event manager is considered to be the link to successful information flow and responsible of the processes in an event. The event management team needs to feel equal and this is why the tasks of the manager are important. The event manager is thought as a facilitator in all stages of an event. As a facilitator the manager must help with goals and objectives assist in decision-making considering, and understanding all members. Other tasks that the manager needs to guide with are to provide tools for efficiency and effective communication and creation of a positive work environment. (Cunningham & Maclean 2013, 26-30.) Social responsibility is part of the event manager's roles to realize the importance of showing appreciation towards the community (Connolly 2013, 64).

5.2 The event operational planning phase

The action plans for an event are created and written in this phase including instructions. Good results in this phase need network planning, detailed plans, including of action plans and starting of the plan process. In order to have a working network planning the event manager must help find the most suitable tasks for people. (Malen 2013, 69-70.) The event invitations must be sent (Vallo & Häyrinen 2012, 127).

5.3 The event implementation, monitoring and management phase

In this phase the event manager helps in the implementation of operational tasks since the manager is the only one with a clear picture of the whole event and the plans. Since the event has already started in this stage the event manager monitors happenings and how the operational plan is executed. All possible deviations must

try to be thought of beforehand so they won't become problems. (Adams 2013, 127-140.)

5.4 The event evaluation and renewal phase

In the last stage which is after the event the event is evaluated with the event managers' help. The ways of evaluation must be decided of. All the decided ways must be fulfilled. All recommendations from the evaluation methods must be implemented. (Forrester & Adams 2013, 145-158.)

5.5 Successful events

The atmosphere at a successful event can be felt. Strategic questions that need to be thought of are:

- Why is the event organized?
- For who is it organized?
- What is being organized?
- Where and when is the event organized?

Operative questions that need to be thought of are:

- How is the event organized?
- What is the program of the event?
- Who will be hosting the event?

(Vallo & Häyrynen 2012, 101-103.)

6 COMMUNICATION

6.1 Marketing communication

The goal of marketing communication is to get the desired action. By creating positive and wanted images the targets can be applicable. Marketing communication is based on wanted images, goals and values. Always when a marketing tool is used it shapes the images in a positive or negative way. Whether it is marketing, direct-marketing or an event the reputation will shape in people's opinions. Some other types of marketing that can be used are social media, advertising, promotion and handouts. The reputation is built by actions and event marketing is action. Events are only one way of marketing and it needs to be considered that which type of marketing suits a specific target group the best. All events are possible to be built to goal-oriented events. By using marketing communication a lot of feedback can be generated. Research can be made specifically when using social media and internet advertising by for example click counts. Feedback is easy to get from events and very useful too. Targets should be analyzed and thought if they were achieved after the event and what could possibly be done better. (Vallo & Häyrinen 2012, 32-33.)

6.2 Target group

The marketing communication must be planned by taking into consideration all groups and goals. The target groups of marketing communication can be current and potential customers. Other target groups can be: personnel, owners, stakeholders, partners and even the press. (Vallo & Häyrinen 2012, 32.)

6.3 Event marketing

Event marketing is interacting with target groups in a goal-oriented way. It is a strategic well-planned action where information flows in an experiential event. Event marketing is goal-oriented, builds or strengthens the organizations image and brand. The event and environment is planned in advance. Event marketing needs to be com-

bined with marketing communication, not a separate part. Event marketing is the most intense and personal tool of marketing communication compared to traditional marketing. The event and environment is planned in advance. (Vallo & Häyriinen 2012, 19-22.)

Interaction with the participants and organization is one of the strengths in event marketing. The possibilities to control events and communication, set goals and get immediate feedback are also strengths. organization has a chance to narrow the target group to their specific needs depending on the event s needs. Others strengths are the possibility to stand out positively, providing experiential experiences and producing unique memories. (Vallo & Häyriinen 2012, 21-22.)

The event marketing plan must always have a clear goal. Some goals are to gain visibility, strengthen relationships, introduce services, inquire new partners, train and educate own staff and convey vision and values. When an event is planned clearly the organizer's know to whom it is and why. The more specific the goal is the easier measuring it will be after the event. (Vallo & Häyriinen 2012, 22.)

6.4 Post-marketing

After the event the post-marketing stage begins. The post-marketing stage basically means delivering material to the recipients. This is how the event planners give appreciation to the participants. Also gathering feedback and analyzing it is part of the post-marketing stage. All people involved must be thanked and maybe give a small gift also. The gift can be something small and it doesn't need to be expensive. Making of a summary of the event is the last part of the post-marketing stage. (Vallo & Häyriinen 2012, 180-183.)

7 PROJECT GENERAL OVERVIEW

The project has several tasks that need to be completed in a specific order by Fera ry. This thesis will go through the plans of all tasks in a chronological order. There is management, financial and technological tasks, also referred in this thesis as work packages. The Fitforhealth –project has been planned for duration of 18 months including 8 work packages. Each work package has its own objectives, methodologies and expected results.

The project involves sport associations and sports clubs from five different EU countries: Italy, Bulgaria, United Kingdom, Finland and Croatia, and representatives from the same number of sports disciplines: volleyball, cricket, Finnish baseball, athletics and basketball. In Italy the sports associations involved are CONI e l'A.S. Ankon Volley (volleyball), for Bulgaria Dia-Sport Association and N&A Ltd (athletic), for UK European Healthy Stadia Network CIC and Lancashire County Cricket Club (cricket), for Finland Karier Oy e Fera Ry (Finnish baseball), and for Croatia Gradanski Kosarkaski Klub Sibenik and Grad Vrgorac (basketball).

7.1 Objectives

The main objective of the project is to achieve injury prevention, safety and security among young athletes. Taking into consideration training conditions of sports, overtraining and training healthy are kept important. Another objective is to exchange training initiatives for risk assessment and injury prevention concerning athleticism of young athletes. Main subject to exchange are physical preparation, coaching and healthy lifestyles which considers also nutrition.

There are some other objectives for local areas as well. Local stakeholders who can be sports clubs or associations will, by organizing a tournament and having a field survey, educate themselves by being fully attached to the project. The awareness of local stakeholders concerning project issues is objected to be promoted. The last objective is to provide safety standards for young athletes of all sports called “golden

rules”. The “golden rules” include documents of risk analysis, management, prevention and protection.

7.2 Empirical Data Collection

The data collected in this thesis has been collected from several different sources. This is why it makes this thesis valid and reliable. One of the ways of collecting information was by interviewing people from the sports club Fera and getting to know their plans of the project. Another important way to gather information was the use of project plans of the whole Fitforhealth-project. Also by interviewing the Finnish partner Karier about their part of the project and also about their whole view of it gave more data for the thesis. Observation of meetings with Fera about the Fitforhealth-project were also a way to gather empirical data.

By combining all of these ways of gathering data, reliable information was collected in order to proceed with the thesis. The information used in this thesis is considered valid, since the sources of data are critically thought and there are many ways that the information is gathered from.

7.3 Payments

Fera will as a partner of the Fitforhealth- project get EU-funds up to 22500€. Payments in the project have been divided into 4 different amounts. The first and third payment are both 20% of the funds, this means 4500€ each. The second and fourth payments will be 30% of the funds each, meaning 6750€ per payment. The first payment will be delivered within 45 days after the partnership agreement is signed by both sides. The second payment will be delivered within 45 days after the reports from work packages 4 and 5 have been approved meaning the tournament report and open round table report. The third payment will be delivered within 45 days after the risk management and injury prevention plan from work package 6 is approved. The fourth payment will be delivered within 45 days after the approval of the final report.

Mostly the funds will be in use of travelling but Fera might need to use some funds in many different smaller arrangements besides travelling for example outsourcing. Travelling expenses are budgeted to be around 5000 euros. Another larger amount needed to spend is on necessary equipment in order to carry out practices wanted such as the tournament. Managerial, technical and administrative personnel will also take a share of the budget.

8 PROJECT WORK PACKAGES

8.1 Project Management

The project management work package is a work package that will go on through the whole Fitforhealth -project. The goal is to perform the overall management of administrative, technological and financial activities. CONI will be managing the whole WP1. The first part was the kick-off meeting that was held in Ancona, Italy. The kick-off meeting and was naturally held by CONI, an Italian partner of the project. The requirement for the kick-off meeting was to send two people from each partner for one and a half working days. The basics included the unity of all work packages in the project plan, objectives and deliverables. Also communication, reporting and cost claiming methods between partners was gone through. A project management team was nominated by all participants. The project management team will regularly be in contact with others about meetings. Two technical meetings will be held during the Fitforhealth-project. A transnational meeting will be held in June 2014 also, but this time by Fera ry in Rauma, Finland. The objectives of the meeting in Finland are to evaluate and monitor project activities and also monitor interim reports.

The activities for Fera in the project management work package will be explained in the following. Fera sent two personnel to the kick-off meeting where the basics of the project were gone through. Fera will need to send one person to both of the future meetings; the first meeting will be held in UK during June 2014 and the second one in Croatia during February 2015. Fera must host the transnational meeting in Finland. During all the meetings Fera must evaluate the situation of the project, feedbacks and future actions for best possible continuation of the project, which will be included in the reports. The technical and financial report will provide updates on the actions made and current resources used. The interim report as well as the technical and financial report must be prepared at all meetings by Fera from their own part.

8.2 Dissemination and Exploitation

The work package of dissemination and exploitation is also led and managed by CONI. The main purpose of the work package is to educate the importance, awareness and know-how across all the partners. The best results of prevention and protection will be shared among all partners in an educational way. A dissemination manager will be named among the whole project likewise in the first work package there was a team. All prevention and protection are towards young athletes of course.

Some tasks of this stage lead by CONI are first of all to design a map of all stakeholders in the project. Implement a website with basic material of the project, links to partners' web pages and newsletters. Develop a tool that all partners will reach each other by email at all changes. The project will be registered to EU database. Two articles including the 18 month period will be published including all aspects of the project to gain awareness. Local events will be organized when some results have been made to again grow awareness and give facts of the importance of the health of young athletes. Workshops will be organized nationally and internationally, once in the first year and once in the second year. The mentioned workshops results will be informed to people with decision making power for successful dissemination. A conference will be held internationally aside from the final meeting in Ancona. The conference will focus on knowledge collected by all partners. For publicity must be produced products such as flyers to increase awareness of the project and logo in many languages.

After the projects month 12 onwards the results achieved will be proposed as best practice with all stakeholders. The exchange of the local workshops held will strengthen the knowledge of local sports sectors of risk prevention in sports. Here is the point that National and European advices about prevention are hoped to achieve the most positive aspects.

The activities for Fera in the dissemination and exploitation work package will be explained in the following. Fera must make small reports to monitor their progress in this work package every 6 months. Fera has many tasks in this work package which will be mentioned in the following. Fera will need to get their selves on the map of

stakeholders, give the information that the website producer can link Fera to the project website, and make newsletter of the project to also Finnish stakeholders. Give information that they will be contacted if any changes or updates are made. Give aspects to the articles published twice with all aspects of the project. Arrange an event to grow awareness, but this will be discussed further on. A transnational meeting will also be organized by Fera locally with partners from abroad, more of this also further on. Fera will give local stakeholders facts of the results to get some positive outcome for their young athletes. Finally for this part there are two large international conferences, one which is the final meeting in Ancona and one other also.

8.3 Evaluation and Monitoring

This work package is led by DIA, the Bulgarian sport-association partner. The main objective of this work package is to assure the quality of the project. Developing performance measurements and evaluation criteria's are another main objective. This work package will also last through the whole project.

There are plenty of ways to evaluate the progress, first of all by defining the factors of evaluation. Accurate current analysis concerning the project plan will be delivered every 3 months. Questionnaires to all the partners will be given three times to evaluate the progress, on months 7, 13 and 18 of the project to get deeper information. Also by external evaluation information from an outside point of view will be gathered.

To assure the right progress a detailed quality technical plan will be made. The quality technical plan will conclude in detail activities and responsibilities of each partner. The plan has instructions and deadlines for all partners.

The activities for Fera in the evaluation and monitoring work package will be explained in the following. Since this work package is led by DIA Fera does not have a big role in the package. Fera must follow the up-to-date evaluation analysis of how the project is going onwards. The three questionnaires that Fera will get to evaluate the project from their side will be done and delivered in July 2014, January 2015 and June 2015. Fera should also get information from outside personnel for example sub-

contract people. After getting the quality technical plan from DIA Fera can handle the evaluation by using the guidance of the plan.

8.4 Field Survey & Round Tables

The project has a readymade questionnaire survey to gather information and it is necessary to decide what the most effective way to execute it is. The survey will be delivered to 50 people out of whom 50% are young athletes, 10% parents of athletes, 25% coaches or teachers, 10% managers of sports organizations and 5% of public administrators. Young athletes have their own survey and others have a slightly different survey. The survey will be handed out in the beginning of May 2014 and the answers need to be back within May also.

A round table meeting will be held to discuss the results of the surveys. The findings will be presented in a report produced in order to evidence the realization of the meeting. A report base has been sent to Fera in the end of April 2014 and the report can be done on it. The round table meeting will be held at the same time as the tournament is organized. After discussing the results of the surveys more in depth analyzing will follow by analyzing the core message of Fitforhealth project: “it needs Healthy-sports Improving Prevention and Protection especially in Young athletes avoiding side -effects of sport practice as injuries and overtraining” through a common SWOT analysis. This report will be sent by the end of June.

The activities for Fera in the field survey & round tables work package will be explained in the following. Since the surveys are in English it might be necessary to translate both surveys into Finnish. To get the analyzing most effective the survey must be put online since it has many multiple choice answers and will take less working hours than interviewing separately. Also when recipients can fill the questionnaires in private they are more honest with answers. The next step is to put the survey questions online securely and handout the answering sheets/addresses to the recipients.

8.5 Tournament

All partners will arrange tournaments in their own areas and own field of sports. This means 5 tournaments in 5 different countries and 5 different sports. Main objectives in organizing a tournament are to invite teams of young athletes, involve other people involved to survey activities and increase awareness of the project onwards.

The idea of the tournaments is to have two pools with four teams in each. The tournament should last three days on a weekend from Friday to Sunday. Both pools should have twelve matches held on Friday and Saturday. Sunday should involve semi-finals of the tournament and then the final and awards representation.

8.6 Risk Assessment & Injury Prevention Plan

A theoretical guideline plan will be produced in general. All partners will have a draft made after collecting information. The transnational meeting held in month 10 will share the information found. Once the plans have been made, shared and agreed on, the plans will be implemented by all stakeholders still in a way that no subcontractors are needed in this work package.

The activities for Fera in the risk assessment & injury prevention plan work package will be explained in the following. A risk assessment and injury prevention plan will be made with following instructions by each association or club involved in the project. First of all individuation of who will help in training and competition. Secondly arrangement making for first aid, injury, trauma and ill health. Managing risks and providing good facilities and providing training initiatives. Displaying health and safety posters and elaborating a system for up-to-date information. Added values of the project are tailored personal physical preparation, mental wellbeing and nutrition in healthy lifestyle.

8.7 Workshop Organization

This is the second practical work package of the project. A workshop is organized locally by an objective to improve the awareness of athlete's health. The workshops will be held by the institutional partners of the project with guidance of CONI. Some tasks that need to be done in this project are to invite as many people involved in sports as possible. Also building awareness of the workshop organization is necessary. Inviting one testimonial to attend the workshop at a national level is required. Discussion simulating needs to be created. The workshop will be held in January 2015 onwards. A questionnaire will be sent to participants in order to evaluate expectations. There are no activities known now for Fera since Karier is the one organizing the workshop event even though Fera will most likely join the workshop.

8.8 Golden rules and Closing

The final work package includes first of all the creation of "golden rules" after all the information has been collected during the project. The so called golden rules are the result of the project in a manual form. The facts of decreasing injury's and safety standards for athletes are a main factor in the manual. Give more awareness on risk assessment and protection in sports. The making of the golden rules will start to be prepared in March 2015 onwards. Individual sports have different ways of injury prevention this is why 5 slightly different rules will be altogether by sports clubs of volleyball, basketball, cricket, athletics and Finnish baseball. After the golden rules are ready they will be validated by a university specialized in the sports sector. To authenticate the results they will be informed to local associations. By delivering the guidance, it will help get associations involved and helping along the way in the future.

The final conference will be held in Ancona, Italy by CONI. The final conference will last for one day and it will be held in English. The conference will involve Fit-forhealth outlines and results, experiences from all participating countries, presentation of golden rules and challenge of future sustainability.

The activities for Fera in the golden rules & closing work package will be explained in the following. Same kinds of instructions are used when producing the manual as in the risk assessment part. First of all individuation of who will help in training and competition. Secondly arrangement making for first aid, injury, trauma and ill health. Managing risks and providing good facilities and providing training initiatives. Displaying health and safety posters and elaborating a system for up-to-date information. Added values of the project are tailored personal physical preparation, mental wellbeing and nutrition in healthy lifestyle. Local association informing after the guidance is done to inform locally about results.

9 TASKS & GRAPHS

The following chart is a Gantt-chart of tasks that Fera needs to handle their selves.

The tasks have been explained shortly already before, but now they will be gone through with more detail. The tasks will be gone through in a timely order meaning the starting dates of each one.

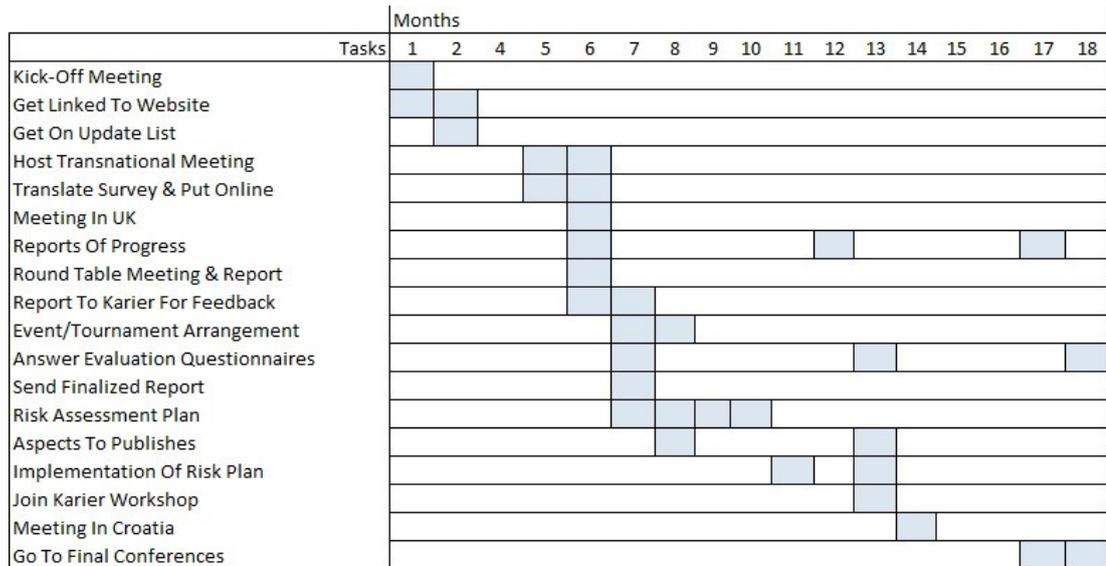


Figure 4. Detailed task chart.

First of the entire kick-off meeting that was held already and Fera sent two people to the meeting in Ancona, Italy. Fera sent the project manager of their part and a technical person too. After the kick-off meeting Fera needs to be sure that they are linked to the website of the Fitforhealth-project to be recognized as a partner. While doing so the email list with updates must have at least the project manager of Fera but another person on the update list might have a slight efficient impact in order of absences.

It was discovered at the kick-off meeting that the transnational meeting will be held in Finland from 10th of June to 12th of June 2014. This means that partners from all other involved countries will visit the transnational meeting in Rauma, Finland. The estimated amount of people to be expected is around 15. The transnational meeting is a good window for Fera to get also local stakeholders involved. Fera must arrange the transportation for the visitors from the airport to Rauma. Also accommodation in a hotel for two days needs to be booked and instructions for the program handed out.

The actual transnational meeting needs to start in the morning of 11th of June by having a gather around, small tour in the town of Rauma and starting the transnational meeting in a way Fera sees to be the best. The project manager from Fera should be hosting the event with the help of a technical person. Fera's women's' team called Lukko will have a home match on 11th of June 2014 and the transnational meeting shall be based on the happening in order to also introduce the rarely unfamiliar sport internationally to other partners. The partners will need to be introduced about the sport how it affects muscle and how it is normally been trained. This is where Fera needs to get a speaker who can communicate in English well enough to get other participants to understand the basics of the sport Finnish baseball. After the Finnish baseball match and the actual meeting a place needs to be prepared to have all participants together in a Finnish way. A sauna is a good idea to be booked as it is a good environment to have open conversations with others. When the 12th of June arrives the transportation to the airport must go smoothly, since it needs to be booked beforehand to make it as easy as possible for the guests to leave back home. In June there will also be the meeting in UK where Fera will attend with one person being most likely the project manager.

The next task is the survey task. The survey is ready made but it is in English. The survey must be translated into Finnish and this is a part where outsourcing might be useful. The easiest way for Fera to gather the results will be to put the questionnaire online for recipients to answer it through a link given to them. The questionnaire will be delivered to at least 25 young athletes, 5 parent of young athletes a dozen coaches 5 managers or sports administrations and about 3 to public administrators. Young athletes will have their own questionnaire survey as mentioned earlier in the text. Fera will organize a round table meeting by the project manager after getting the results at the same time when organizing the tournament. The round table meeting is the best way in the whole project for Fera to communicate with others; this is why the people invited should be very smart in their field and willing to share knowledge and willing to also listen to other people's knowledge. After having the round table meetings Fera will gather all the data, analysis, synthesis and comments from the surveys to a report which they will get a draft index of by 15th of June. When this report is completed it will be sent to Karier another Finnish partner in Fitforhealth, in order to

collect further feedback until 15th of July. The finalized report will be sent by the end of July.

The activities for Fera in the tournament work package will be explained in the following. Decide on the date of the tournament held in July and which team or teams of Fera will present the club in the tournament. Invitations to the tournament should be sent a long time before the tournament is scheduled to be organized. Communication between the teams invited should be up-to-date if any decisions are made. Food and beverages might be necessary for teams to be organized. Nursing must be taken care of if something happens, meaning a medical person should be at the premises at all times. The ceremonies in the end of the tournament need to have prizes gathered beforehand. The tournament schedule for matches is planned also. For possible spectators there needs to be an area, possible ticket sales and other services. Transportation services or at least advice are necessary for the teams coming to the tournament. A report of the tournament and its ongoing should be reported. The tournament is a great way to keep in touch with local sports clubs and share knowledge between each other and of course again grow awareness.

Fera will need to report on the progress of dissemination and exploitation work package tasks to CONI every 6 months, meaning June 2014, December 2014 and June 2015. These reports need to be managed by the project manager and kept up-to-date. Fera will be held out three evaluation questionnaires by DIA that need to be answered in July 2014, January 2015 and June 2015. This part is good to be done with the project manager and also other closely involved people by Fera.

There are instructions of making the risk assessment plan for all partners. Fera must create their own one for Finnish baseball and send the readymade report in July 2014. The report must have points of view from many people involved in the sports club, since it needs knowledge from many sectors. After making the risk assessment plan it must be updated with knowledge from other partners to make a perfect plan for all partners. This will happen from November 2014 to January 2015. Own publishes from Fera are needed to be done for CONI to publish happenings and updates of the Fitforhealth-project. Fera can use own personnel or outsource a reporter to

help write the publishable text. Fera is expected to give own points of view of their part of their project. The sending of the texts are August 2014 and January 2015.

Karier, the Finnish partner of sports association will be organizing the workshop in Finland and Fera will join the workshop with hopefully at least 2 people to raise the awareness of the project as much as possible. More information about possible tasks for Fera in the workshop will come directly from Karier.

There are still a few meetings for Fera to take part in. First of all, a meeting in Croatia in February 2015, where one person will attend. Then in the last months of the project the golden rules will be published at a separate location to try and get more associations involved. Secondly, the final conference in Ancona, Italy will be held. It will be a three day conference where Fera will send two people, the project manager and a technical person to assist. The final conference will exploit all the results and be the closing of the project.

9.1 Long Lasting Tasks

The following tasks are tasks that need to be done all the time. Some of the tasks are keeping up-to-date reports.

Tasks	Months																	
	1	2	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
Evaluate Situation																		
Technical Report																		
Financial Report																		
Interim Report																		
Following Of Up-To-Date Evaluation																		
Follow Quality Technical Plan Instructions																		

Figure 5. Main task chart.

The technical and financial reports have two interim reports, first of which will have processes done 01.01.2014 until 30.09.2014 and delivered by Fera 01.10.2014. The second interim report for the technical and financial report by Fera needs to be delivered 01.04.2015 and it covers happenings between 01.01.2015 until 31.03.2015.

The quality technical plan instructions will need to be followed carefully throughout the project by Fera. The quality technical plan is developed by DIA and Fera simply can do the necessary tasks in it. Evaluation of the situation of the project is done all the time by Fera for their part. Fera must also follow the up-to-date evaluation that will be handed out every three months in order to get the best mutual result.

The interim report is from the final report and the first part covers a time period from 01.01.2014 until 31.12.2014. The first part needs to be delivered by Fera 15.01.2015. The second report will be the final report and it will cover the rest of the time in the project which is from 01.01.2015 until 30.06.2015 and it will be needed to submit by Fera until 31.08.2015.

10 CONCLUSION

The first objective was about the responsibilities and tasks. In this thesis was found out different roles in a project and event. The most important role was the managers role. Even though the managers role might not be the most busy one the manager handles the big picture of projects and events. There are roles found out in this thesis' action plan based on the data collected.

Secondly the tasks of the project manager were set as an objective. In this thesis was found out that there are many roles. Some roles are monitoring but mostly they are planning and being in charge all the time. This thesis found out that the managers' role is the most important role there is.

The third objective was about the necessary amount of detail needed in an action plan. Since an action plan must be clear and have clear tasks it was needed to find out the needed information in order to make an effective action plan useful for the end customer. The amount of detail needed is very personal depending on the project, but this thesis describes enough about the details needed in this specific action plan.

Fourthly the aspects necessary for a good event management plan was needed to be researched. There was plenty of information about event management plans and this thesis has thought about different sources critically to make the information reliable.

Finally the needed information in order to create tools for an action plan was the last objective. Since no action plan can be exactly the same tools for this action plan thesis were made by researching all the topics in the conceptual framework and objectives in order to be able to create the necessary tools.

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