



# **What is Slush Magic?**

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<p>Abstrakt:</p> <p>Forskningsfrågan är: Hur man skapar ett massivt evenemang från år till år som drivs mest av volontärer. Slush evenemanget används som en allstudie. Syftet med detta arbete är att identifiera de viktigaste faktorerna som motiverar volontärer att delta på Slush och att utveckla en förståelse för hur denna motivation påverkar själva evenemanget. Examensarbete baserar sig på sjuttioen intervjuer med volontärer och tre intervjuer med Slush-management samt en etnografisk studie. Forskningsmetoden är kvalitativ. Som stöd-material hänvisar jag till Slush Code of Conduct, info-e-postmeddelanden och Slush-webbsidor. I teoridelen presenterar jag de motivationsteorier som används i analysen, såsom Maslow's Hierarchy of Needs, Three Needs Theory: Power, Achievement, Affiliation och Expectancy Theory. Alla presenterade teorier är tillämpliga på Slush-volontärer. I studiens resultat framkom att det finns sex huvudsakliga motiv och sjuttiofem procent är "sociala motiv" och endast tjugofem procent är "professionella motiv". Dessutom visar studien att åsikterna bland ledarna för Slush om vad som vad som motiverar, sammanfaller med volontärernas motiv. Svaret på forskningsfrågan, "vad är Slush-magi" blir en välfungerande relation mellan volontärer och management, att volontärer känner sig uppskattade och att deras förväntningar uppfylls.</p>	
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<p>Abstract:</p> <p>The research question is how to create a massive event from year to year driven mostly by volunteers. The Slush event is used as a case study. The aims of this work are to identify the main factors that motivate volunteers to participate at Slush and to develop an understanding of how this motivation benefits the event itself. It was conducted 71 interviews with volunteers and 3 interviews with Slush management. An ethnographic study was carried out on site. All used methods are qualitative. As supporting material, I refer to Slush Code of Conduct, info-emails, and the Slush website itself. In the theory part, I present motivational theories, such as Maslow's Hierarchy of Needs, Three Needs Theory: Power, Achievement, Affiliation, and Expectancy Theory. All presented theories are applicable to Slush volunteers. The results of the study showed that 75% of volunteers' motives are "social motives" and only 25% are "professional motives" and there are six main motives that volunteers have. Moreover, the understanding of Slush management on what motivates people to become volunteers at Slush coincides with volunteers' motives. The answer to what is Slush magic: a well-functioning relationship between volunteers and management. Volunteers feel appreciated, and their expectations are met.</p>	
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## **FOREWORD**

As a Cultural management student, I am deeply interested in event organisation processes and being part of Slush has been an honour for me. It wouldn't be possible to conduct such a massive work without help of Violetta Khoreva Assistant Professor in Management and organization from Hanken School of Economics, Tamara Galkina, Associate Professor in International Marketing from University of Vaasa. I am happy we could help each other in thin research, and I am waiting for your article to come out.

This work also wouldn't be possible without my supervisor, who helped me to find my inspiration, and without whose support this work wouldn't be as it is.

# 1 INTRODUCTION

This research is focused on motivation and on what motivates people who apply as volunteers to the Slush start-up event.<sup>1</sup> The primary stakeholder of my study is the Slush core team itself, since it will provide them a clear understanding on one's motivation, who is applying to Slush to become a volunteer and by this it will help to minimize the risk of a "no show", where the assumed volunteer never shows up. My secondary stakeholders are cultural management and management of any kind of event that are driven mostly or partly by volunteers, since it will be a great example on how volunteers can be motivated and how to maintain this motivation.

## 1.1 Aim and Objectives

The purpose of this work is to improve the understanding of what motivates people to volunteer at big events. Used as a case study, the Slush start-up event is the focus of the work. The results should provide a useful general understanding of the role and importance of motivation of volunteers and provide some insights into the arguably well-functioning relationship between the management and the volunteers at Slush. Therefore, the aims of my research are:

1. To identify the main factors that motivate volunteers to participate at Slush.
2. To develop an understanding of how this motivation benefits the event itself.

Therefore, the research question I aim to answer is the following:

**How do you create a successful event from year to year driven mostly by volunteers?  
In other words, how do you create the Slush magic?**

Moreover, the study strives to meet the following objectives:

1. To present motivation theories that are applicable to Slush volunteers.
2. To identify volunteers' primary motivation and expectations about their experience as well as expectations on opportunities and skills which could be developed.
3. Based on the results of the case study, develop my own theory on volunteers' recruitment based on their motivation.

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<sup>1</sup> <https://www.slush.org/>

## 1.2 Method & Materials

The method for this qualitative case study is semi-structured interviews in line with Kvale (1996) and an ethnographic study on site during Slush. I conducted two types of interviews:

- 1) Volunteer interviews in order to study their primary motivation, the expectations about their volunteer experience as well as expectations on what opportunities and skills they expect to develop during their work.
- 2) Interviews with the management to get their point of view on how to maintain the volunteers' motivation and manage their work.

### **Volunteers' interviews**

The interview questions for volunteers were developed in cooperation with researchers from Hanken School of Economics (Violetta Khoreva Assistant Professor in Management and Organization) and University of Vaasa (Tamara Galkina Associate Professor in International Marketing).

Interviews for volunteers were conducted on the 6<sup>th</sup> of November during All Volunteers Day (important part of the volunteer's experience) and 2<sup>nd</sup> of December (Second Day of the main Slush event). Interviews were conducted face-to-face, one volunteer at the time. The interviews lasted from 3 to 10 minutes and were audio recorded and afterwards transcribed. The interviews were semi-structured (appendix 1). All the interviews were conducted in English. Unfortunately, some of the interviews were lost due to a technical issue. But 71 out of 120 were saved conducted my study based on these 71 interviews.

### **Management interviews**

By interviewing the management of Slush, I identified their perspective on what could motivate the candidates to become volunteers and their perspective on what Slush can give to the future volunteers as well as their policies and guidelines in managing volunteers. The interview questions for the Slush management were developed by myself, based on what I found relevant topics to consider.

The interviews were conducted on the 13<sup>th</sup> of April and 16<sup>th</sup> of May. They were online interviews, one person at a time. The interviews lasted approx. 30 minutes. The interviews were audio recorded as well as writing notes were taken. The interviews were semi-structured (appendix 2) and all of them were conducted in English.

### 1.2.1 Observation, a small ethnographic study

The observation of the whole event creation process and motivation insights didn't have any strict protocol. The focus points of my observation were:

1. To study the volunteers' motivation during the recruitment process.
2. To observe how the motivation changes during their time of volunteering.
3. To identify what kind of changes happened during the volunteer's time at Slush.
4. To assess to what extent these changes were influenced by management practices.

In my research I refer to the Slushes Code of Conduct and all available materials on Volunteer management since Slush has its own guidelines and policies on how to manage and motivate volunteers.

## 1.3 Definitions

I believe that the usage of the correct words and concepts are the best thing to do since in academic texts it is vital to use the correct terms. The most frequently used terms and concepts are defined below.

*Volunteer* – is an individual performing work in a workplace without an employment contract or remuneration. (Tyosuojelu.fi 2022)

*Event* – anything that happens, especially something important or unusual (Cambridge Dictionary)

*Festival* – an organized set of special events, such as musical performances or plays, usually happening in one place, or a special day or period. (Cambridge Dictionary)

*Management* – the control and organization of something (Cambridge Dictionary)

*Motivation* – enthusiasm to do something (Cambridge Dictionary)

*Interview* – to ask someone questions to get information (Cambridge Dictionary)

## 2 BACKGROUND

This chapter introduces the background for my thesis. It describes What Slush is, HR process at Slush, Volunteer Event, Volunteer Profile.

### 2.1 The Slush Event

Slush is a student-driven, non-profit movement, founded to change the attitude toward entrepreneurship. It all has started as a gathering of 300 local founders in 2008. Today Slush has become a community of true global magnitude, but the mission remains same: to create and help the next generation of ground-breaking entrepreneurs. (Slush a 2020) Slush is well/known all over the world and it also has smaller gatherings from Singapore to NYC and bigger events in Finland, Japan and China. Every year people gather in the name of uniting the tech communities to solve the problems of the today. (Slush a 2020) Slush is seen by students as a great opportunity to learn about start-up eco-system and being a part of something massive and impressive. Slush 2021 consisted of the main 2-day event and 5 official side events.

The Main event had 2 stages and 2 studios: the Founders Stage, Amphitheatre and Builders' Studio Start-up Studio. Each of them is unique. Here all the topics are covered from opening speech in the very beginning of the day 1 to the afterparty late night on the day 2. Here you can get inspiration from the greatest speakers from all over the world like DoorDash, Tinder, Maki vc, Aiven, Spotify or even Voi and this is only Day 1. Moreover, on the venue are presented start-ups and big companies, so you get a chance to have a chat with them and try out your luck. Slush is a living organism that has its own structure:

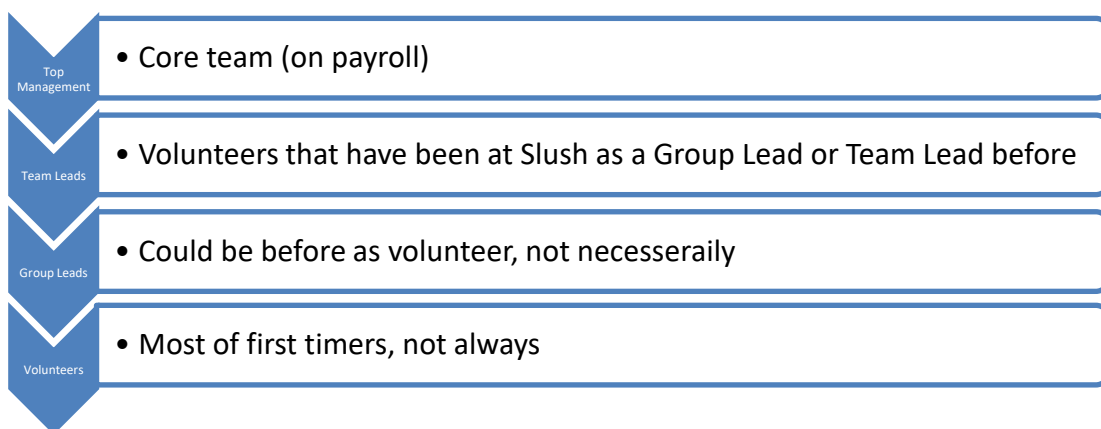


Figure 1. Slush volunteer command chain(Song, 2022)

Each team, from the core management have their own Team Leads (from 1 to 6). Each Team Lead has their own Group Leads (from 1 to 10). Each Group Lead has their own Volunteers (from 2 to 10).

Each of the volunteer levels have different amount of responsibility and tasks. Team Leads have most of responsibility and work closest with the core management. Team Leads are responsible for recruitment of their own Group Leads and Providing all possible support to them with recruitment of their groups of volunteers.

Year 2021 In total were 900 volunteers, out of them 130 Group Leads and 44 Team Leads. (Song, 2022)

To make it more clear Team Leads are members of Slush teams, but they are also volunteers. Team Leads work very closely with the Core Team and they also take part in most of internal events and can influence decisions. While Group Leads and Volunteers have close contact (and their main contact is a Team Lead).

Volunteers is the power that makes most of festivals happen and make them a living organism. While many organizations consider volunteers as an extension of human resource, volunteers in fact are the central foundation of volunteer organizations which rely on their talent to achieve the main mission (Ellis 2006).

## **2.2 The HR Process at Slush**

Year 2021 I took part in Slush as a volunteer in a position of a Team Lead for Partner and Pre-Badge Claim groups. Both of them were 80 people all together. My responsibilities included recruiting, coaching, and leading of volunteers; overseeing and handling Pre&Partner registration process; Top-notch customer service. Moreover, I was also planning process including distribution of resources, work shifts, customer journey etc. My main goal during the internship was to make all the processes to run as smooth as possible.

The organizational structure of Slush is decentralized. The decision-making and daily operations are distributed evenly to the staff, instead of just the top management making decisions. For Slush decentralization is very important. There is no time to listen to all

the comments in the when the event is on the go. Delegating is highly recommended as the event and end product is a team effort.

Internal communication of the team goes through Slack and Google Drive, which makes it easy to reach anyone.

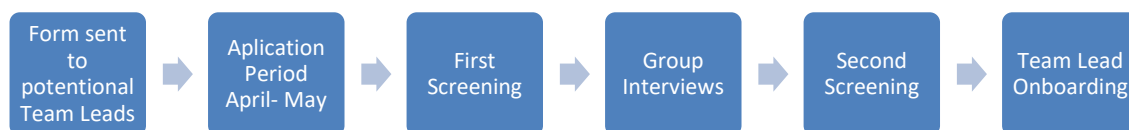
Human Resource Management (HRM) is a comprehensive and coherent approach to the employment and development of people (Armstrong 2014, 1).

The HR process at Slush is very straightforward. There are core values appreciated which are valued most. Nobody needs to be an experienced master at their area of responsibility, you can learn everything on the go. Some applicants enter by referral, but those who are not evaluated by their achievements, motivations and personal attitude. There are different types of teams: Spring Team (full-time workers, project workers, freelances but all of them are hired), Fall Team, the Team combined of Team Leads (joining in August/September), Group Leads (end of September/ beginning of October) and Volunteers (October).

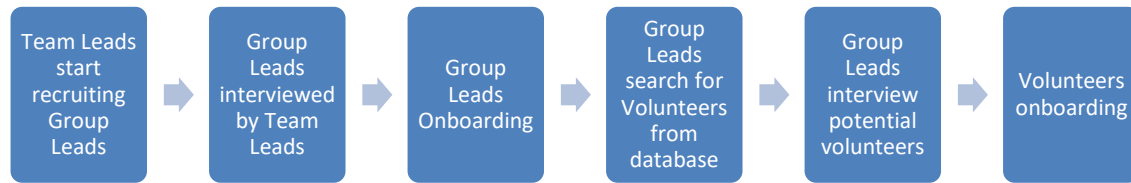
The application period for Team Leads starts in April (usually done among previous year's Team Leads and Group Leads) and ends in May. This way you already can recruit those who knows how things works in general. The process for recruitment has 4 stages:

- 1) Application period
- 2) First Screening
- 3) Interviews
- 4) Onboarding

The extended version looks like:



*Figure 2. Team Lead recruiting process during spring and summer*



*Figure 3. Group Lead and Volunteer recruiting process during fall*

As seen from Figures 2 and 3 Volunteer process for Team Leads, Group Leads and Volunteers are very similar. However, it should be taken into consideration that process of Group Leads and Volunteers may vary due to persons preferences and competencies. What is meant is that there were some cases when Team Leads and Group Leads did not conduct interviews but just sent a notification to the candidates that they are chosen to one or another volunteer role at Slush. Sometimes it leads to no show during the event itself.

## 2.3 Volunteer Events

To unite the volunteers and get to know each other better there are a couple of Events that meant exactly for bringing up the spirit of volunteers and uniting them into a community. These events are: Talkoot 1 & 2, All Volunteers Day and the Volunteers Afterparty.

In Finland there is such a thing that is called “Talkoot” which can be translated as doing voluntary work for a community. In context of Slush Talkoot 1&2 are meant to gather all or most of the volunteers to have a possibility for a chat and build decorations for Slush. Usually, Talkoot take place on Saturdays and there are snacks or pizza provided, since it’s from 9:00 to 17:00.

All Volunteers Day is all about teambuilding and info about Slush. Volunteers are divided in groups and do different tasks all together. Sometimes it ends up into the group dinner or a party. The Volunteers afterparty is organized to thanks the volunteers fort their great work. The Afterparty has a moment of thanking for their great work and live performances. Volunteers afterparty means for all volunteers that their tasks have ended and it’s time to celebrate it. The atmosphere is very relaxed, food and snacks as well as alcoholic and soft drinks are provided.

For Team Leads and Group Leads Leadership Experience training sessions are organized by Slush and Aalto Venture Program. During these sessions (LE sessions vary between 2-4 sessions from year to year, depending on the Slush core team) participants are challenged and supported to grow as leaders. There is also a possibility to get eligible credits. These trainings also can be used by Slush to announce Slush-related official matters and updates. Slush sees all these events as motivation maintenance and possible reward.

### **3 MOTIVATION**

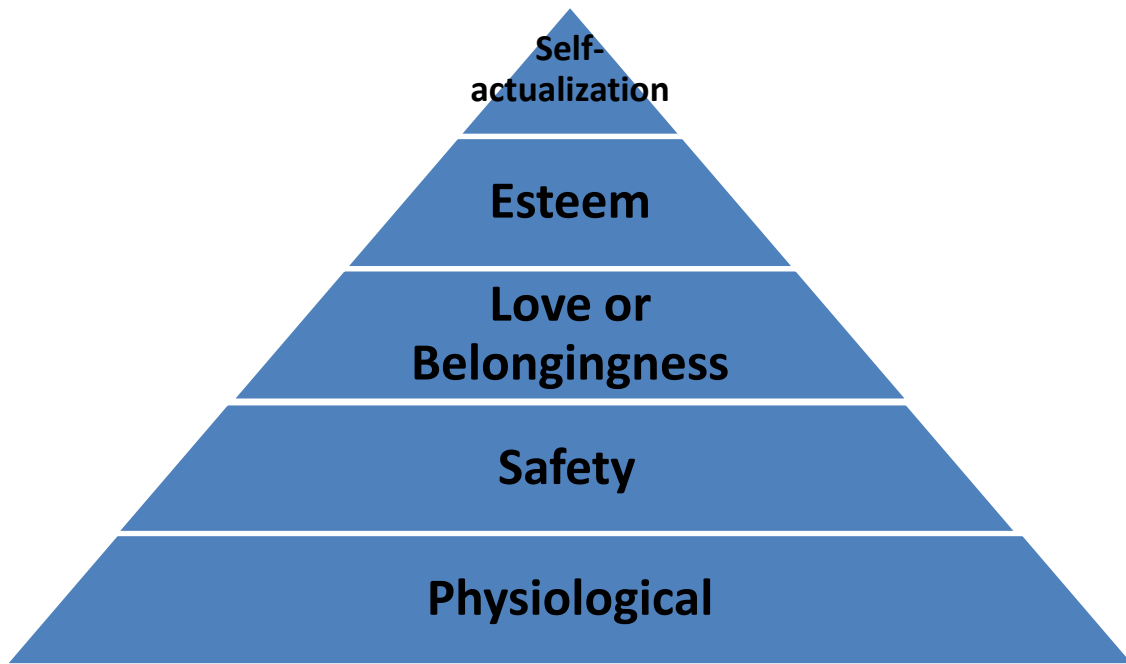
In this chapter presented motivation theories that are applicable to Slush volunteers. There are a lot of motivation theories. I chose 3 theories that I find essential and interesting through the prism of the research questions I have above. In general volunteers need to feel wanted and valued to perform well.

#### **3.1 Motivational Theories**

##### **3.1.1 Maslow's hierarchy of needs**

The classic idea of human motivation is based on the understanding of the persons needs and fulfilment of them. Abraham Maslow's theory influenced many other scientists in the middle of 20<sup>th</sup> century (1943). (MacKay 2002, 42.) This theory is claiming that human beings have 5 basic needs. Even though it is called "hierarchy of needs" the order of the needs is not fixed. It may seem that these five needs are in condition that if one need is satisfied, new one emerges. But it is false interpretation, since the need does not have to be satisfied to 100%. (Maslow 1970, 51-53)

" A more realistic description of the hierarchy would be in terms of decreasing percentages of satisfaction as we go up the hierarchy of prepotency. For instance, if I may assign arbitrary figures for the sake of illustration, it is as if the average citizen is satisfied perhaps 85 percent in his physiological needs, 70 percent in his safety needs, 50 percent in his love needs, 40 percent in his self-esteem needs, and 10 percent in his self-actualization needs." (Maslow 1970, 54)



*Figure 4. Maslows' hierarchy of needs (Douglas Gregors's pyramid.)*

These needs are (from bottom to top):

- Physiological – its basic needs like air, food, water sleep, sex, physical activity and optimal temperatures. Most of the above we satisfy without much of consciousness (for example breathing, we are not concentrated on each “breath in – breath out”, but whenever we have an urge to breath, all other things don’t matter).
- Safety – once we are okay with all above, we have an urge for safety, avoidance of pain and comfort.
- Love or belongingness. Since we already feel secure, we’ll look for people to share same ideas, values, affection (in case of love).
- Esteem – at this point we want to feel important and respected by other people. We may look for formal status and/or recognition of our specific abilities, in addition to this self-respect.
- Self-actualisation. This one is top level, when we have satisfied all other levels, self-fulfilment becomes a need. But this is the trickiest one, since it may take as many forms as there are needs for that, like painting, activism, serving others.

According to Maslow, if we fail to have a motivated individual by giving satisfaction through meeting person’s needs, we need to be aware of the individuals needs and being able to arrange ways of satisfaction for those needs. (MacKay 2002, 43)

On the other hand, there are a lot of criticism towards Maslow's hierarchy needs theory, since there are as many people as many priorities. What is meant I that for one person self-fulfilment might be more important than belongingness. Aleksei Leontjev, Soviet Union researcher insists that people's needs vary and cannot be compared. (Leontjev 1971)

### **3.1.2 Three Needs Theory**

McClelland's Theory of Three Needs (McClelland, 1988) based on a possible desire an individual may have: power, affiliation, or achievement. There are a lot of theories on motivation and some elements are alike to McClelland's theory, for example Maslow's theory of Self-Actualization or Herzberg's ideas about high and low achievers.

- a) Need for Power is characterized by the motivation to take control of the situation/people and influence others. Those people are best suited for leadership positions if they can delegate tasks. However, it doesn't mean that all power-motivated candidates are able to make good leaders, since each personality is unique and such traits as aggressiveness or authoritativeness will decrease the performance of the whole working group.
- b) Need for Achievement individuals are usually motivated to do better, work harder, stay later only for the sake of doing so. Achievement – oriented people don't tend to work in groups, since it limits their control of the situation as well as result. They prefer clear and visible results. Achievement – driven personalities are not always very good bosses/leaders, they tend to micromanage and not very successful in sharing the workload and responsibility.
- c) Need for Affiliation is characterized by essentiality of social connections. Affiliates tend to please others, fit in working group and prefer to work in groups. They are very unlikely to leave their work location since they appreciate familiar situations. Affiliation-motivated people are not always the best employees since they try to avoid disappointing everyone around, and not actively willing to improve their status or personal position.

### **3.1.3 Expectancy Theory**

Victor Vroom (1964) created expectancy/valence theory, which suggests that a person gets motivated if he/she thinks that there is a positive connection between the effort, performance and rewards they gain from the good performance. Vroom also discovered that a person's performance is based on the individual factors as personality, knowledge, skills, abilities and experience. (MacKay 2002, 62-63). His Expectation's theory is based on the 3 following beliefs:

- Valance – the emotional orientation people hold with respect to outcomes(rewards)
- Expectancy – individuals have different expectations and levels of confidence about their capabilities.
- Instrumentality –the perception of the individual whether they will get what they desire.

Vrooms suggestions was that individuals' beliefs about expectancy, instrumentality and valance interact psychologically to create a motivational push. He suggests that this force can be calculated by the following formula:

Motivation = Valance x Expectancy (Instrumentality)

## **3.2 Classification of volunteer's motivation**

Motivation is often associated both with satisfaction and commitment. It is highly important to remember why people volunteer, there might be an enormous number of personal motivations. It is quite hard to imagine that you can simplify this classification, seem to be impossible. But there is a McKee's theory on levelling of the volunteer's motivation.

### **3.2.1 McKees' classification**

McKee proposes the idea that most people do respond to those three levels of motivation.

- Highest level: belief-driven
- Second level: relation-driven
- Basic level: self-driven. (McKee 2020)

**Basic level: self-serving**

McKee (2022) suggests that many volunteers meet their own needs through volunteering. It may be business, career, network, experience. There are some concrete examples:

- a) Network: when people do something together it shows that they have something in common, so it is likely meet people that you could be friends with.
- b) Experience: some people take a chance to gain more practical experience for example if they want to develop a specific skill.
- c) CV: it simply may look good in your CV. Sometimes it works as a beneficial factor when you apply to work. Volunteer experience I thought to define ones' personal traits as social responsibility, active civil position etc. Moreover, most of the time you get a certificate or a recommendation letter which is usually give you more credit when applying to work,

So, all these motivations are self-centred, but it gives the recruiter the clear idea how is it going to be a win-win situation.

**Second level: relations**

Second level of motivation is characterized by relationships. It may be friendship or family ties. However, it is needed to differentiate from first levels friendship and network. McKee (2020) explains that on the second level people are motivated to join the organization because of their friends or family members.

If someone wants to begin to volunteer, it is more likely that he/she asks his/her friend for a reference for any kind of volunteer organization. So, for volunteer organizations it might be beneficial to not only retain volunteers but also expand their forces through them.

**Third Level: Belief**

McKee (2020) suggests that believing is the strongest level of commitment. To rephrase it: If the volunteer sincerely believes in the cause of the organization, the volunteer is highly motivated to fulfil the task. To turn a volunteer into believer is not the easiest task, it requires not only to recruit the volunteer, but inspire and keep involved into organization.

There are motivated, talented and make themselves available to you at no charge. They willingly give you their hearts and minds to help you in your mission to make the world a better place. Sometimes, a volunteer's motivation is professional in nature. The experience helps him or her to develop new skills and advance their careers. On fundamental level, however, volunteering one's time and talent make people feel good. As the pace of life intensifies every year, the experience fulfils a vital social connection, nourishes a sense of purpose, and encourages individuals to tap into something larger than themselves. (Rosenthal 2015)

Normally, organizations get applications from the candidates from all three levels. The organization should decide for itself, what is more appropriate for its practices.

Following from the assumption above, I may suggest that motivation can not only disappear but also it may develop from one level to another. It is logical to suggest that with time one may develop a deeper understanding of the mission of the organization and start to have other reasons to stay involved or leave the organization.

As followed, it is more logical to divide the classification into 2 categories:

- Original motivation
- Developed motivation

All the McKees classifications may fall to either category (original or developed motivation). Original motivation, the one volunteers come with. Developed motivation is the one a cultural manager/volunteer coordinator can develop and maintain in a volunteer. (Vo 2010, 31)

I find it more important to maintain the volunteer's motivation, so they stay throughout the whole event flow, other than leave it alone. On the other hand, I find McKees theory also interesting in a way, that it may help the volunteer recruiters to easier define their values and what kind of people they think will suit best for their organization. Moreover, it means that it is possible to develop motivation in volunteers, which is very close to maintain the motivation. The difference between developing and maintaining the volunteer's motivation is that it might be more beneficial even to develop or change the motivation of the volunteer. But the perfect situation is when the organizations picture of volunteer's motivation coincides with it.

*One more important aspect is measurement of volunteer's motivation.*

*Happy volunteer = Higher Volunteer Engagement*

*Higher Volunteer Engagement = Lowers the risk of "No Show"*

## 4 FINDINGS

In this section I present the results of the interviews, case study Slush 2021 and observations from year 2021.

### 4.1 Volunteer interviews results

It was conducted and analysed 71 of volunteers' interviews. The respondents were all 3 levels groups of volunteers (TL's, GL's, volunteers) and anonymized. All the participants were volunteers at Slush 2021.

#### 4.1.1 Background of Volunteers, Volunteer Teams

The interview participants were not chosen by any specific criteria, and everyone were anonymized to protect their identities.

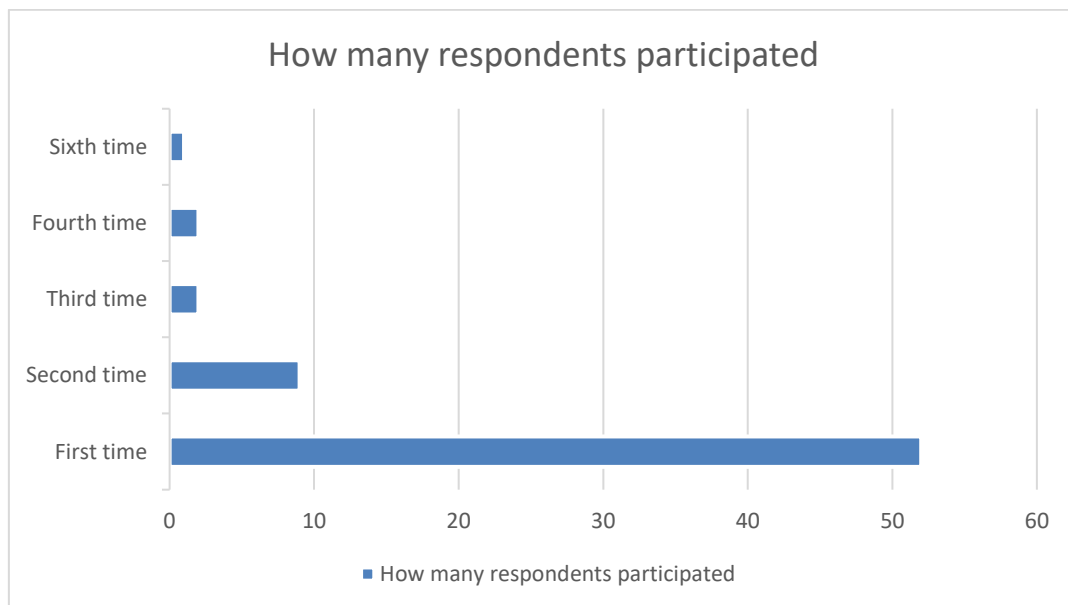


Figure 5. How many times the respondent participated at Slush as volunteer

As seen from the figure 4, 52 respondents were first timers at Slush in year 2021 in comparison with people who came back to volunteer second or more times (all together 14 respondents) there is a huge gap.

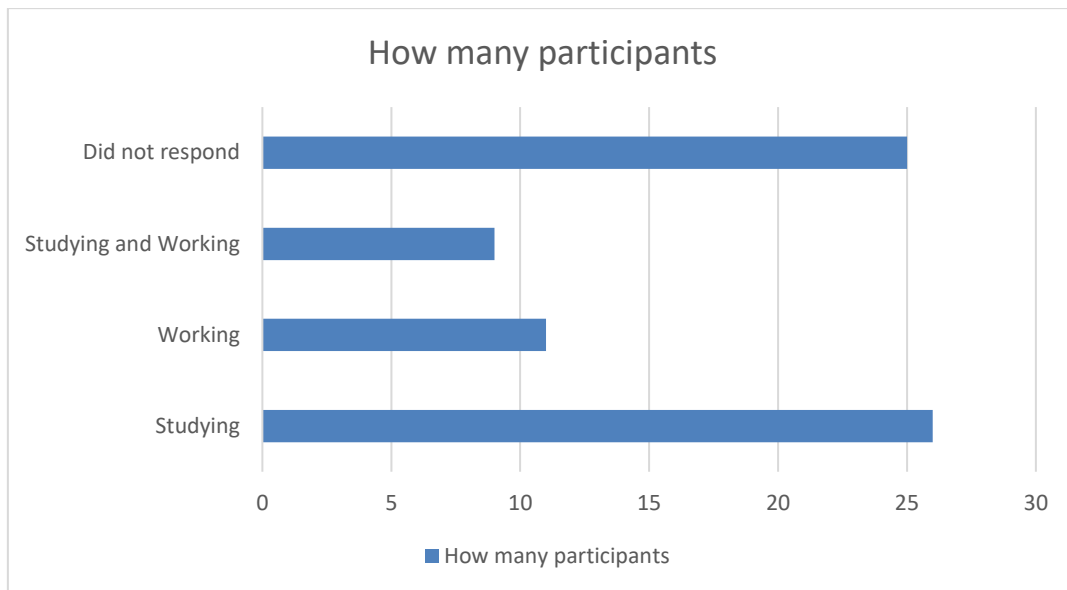


Figure 6. How many respondents are studying, working, both or did not answer

The participants who answered were mostly studying or studying and working, which is easy understandable, since the Slush is student-driven organization. Also, there is information that year 2021 Slush had student quotas for the minimum 100 of high-school students.

#### 4.1.2 Why volunteer at Slush? & What is your motivation?

These 2 questions describe volunteers' point of view, on what is volunteers' motivation to volunteer at Slush and why they volunteer at Slush (in some cases why they became volunteers at Slush).

There are six motives that can be highlighted in the interviews. The ratio of all motives is approximately the same.

##### 1. Got recommendation and/or heard from someone (friends, family, university).

Respondents whose motivation was based on the recommendation from someone they know is usually from a friend who has been at Slush before and heard stories about the event itself.

"I was interested of the experience because my friends were in Slush 2019, I was amazed by all they said. "(Int. 5).

##### 2. Social Media impact

Social media impact is an integral part of our lives, we see a lot of advertisements every day and it doesn't matter if it is targeted or not. We start to filter the advertisements and it needs to be something weird, unpleasant, super impressive or something we are interested in for us to notice it. Photo and video material from Slush comes in a good quality and bright colours on the dark background are still more luckily for us to pay attention to.

"I saw a lot of photos of Slush and video coverage. So, I thought it would be cool to be a part of all this myself" (Int. 16)

### *3. Meeting new people & making friends*

Year 2021 meeting people and social interaction in general was a big challenge for all of us, so Slush became a first breath of freedom for a big gathering of people.

"Basically, I arrived in Finland last year. There was nothing going on because of COVID-19 lockdown and everything. This was **the only main motivation to meet many people**. As you can see, there are thousands of people here. **It was the main motivation, to get to know people, network, enjoy and have fun**" (Int. 3)

One more factor can be not just seeing people, but that people come from abroad to share their experiences and ideas. After the lockdown it is really a great opportunity to get great experience, moreover it will feel even greater since the Slush 2020 got cancelled because of the lockdown.

"The people and the Slush magic. I'm really excited about meeting people from all around the world, with different backgrounds, with different kinds of motivators, just to get to know everyone and get new experiences." (Int. 20)

Anyone who been to Slush before creating a huge network all around the world and it makes it easier to travel, share ideas, and create new start-ups as well. But some people even find not only investors for their projects but friends or partners for life. It is real Slush magic.

### *4. Desire to get knowledge and/or experiences about something (start-ups, entrepreneurship)*

Slush is all about start-ups, innovations, and development. When you step in this atmosphere of entrepreneurship, you directly start to absorb the knowledge.

"I really want to get experience of start-ups" (Int. 45)

As said above it is a great opportunity to learn more about start-ups, how they function and how to become a part of it.

” Since I moved to Finland my life got a new path, I need to understand the culture and how everything is working here. And if you want to have a professional career, you need good connections and then volunteering is one of the best options. And Slush is a huge event not only in Finland and Nordics but in the whole world now. “(Int. 70)

#### *5. Believes in Slush values (belief -driven)*

Once you go Slush, you never come back, you get addicted to the feeling of being a part of something this impressive and big.

” First time I got such a massive experience, I got addicted. Team was so good back then, we had a nice time and I bounded with them, with some of the we became very good friends” (Int. 38)

**I like the organization itself**, the event itself. It’s appreciated both help and get to know, I mean it’s not work after all, it’s **getting to know people** as well. (Int. 29)

#### *6. Seeing the opportunities Slush can give*

Slush is also often seen as an opportunity of a lifetime, since it is a gathering of the most advanced minds of the world in one room who are ready to share their experience and inspire people who are as much idea driven as they are. It is quite hard to imagine that many investors and speakers in the same room same time, that you have a possibility to pitch your idea if you are enough persistent and lucky.

” They said it’s a big event, that it would be good for my **CV**, and good for students of international business. I would like to **get to know the new projects and entrepreneurs** that come here.” (Int.60)

### **4.1.3 What Opportunities does Slush give you?**

Slush is seen by volunteers as a great opportunity for an internship, career, networking, meeting the investors or meeting people to share with you same ideas and get inspired to build own start-up. In most of the interviews it is easy to highlight several opportunities that volunteers find most attractive:

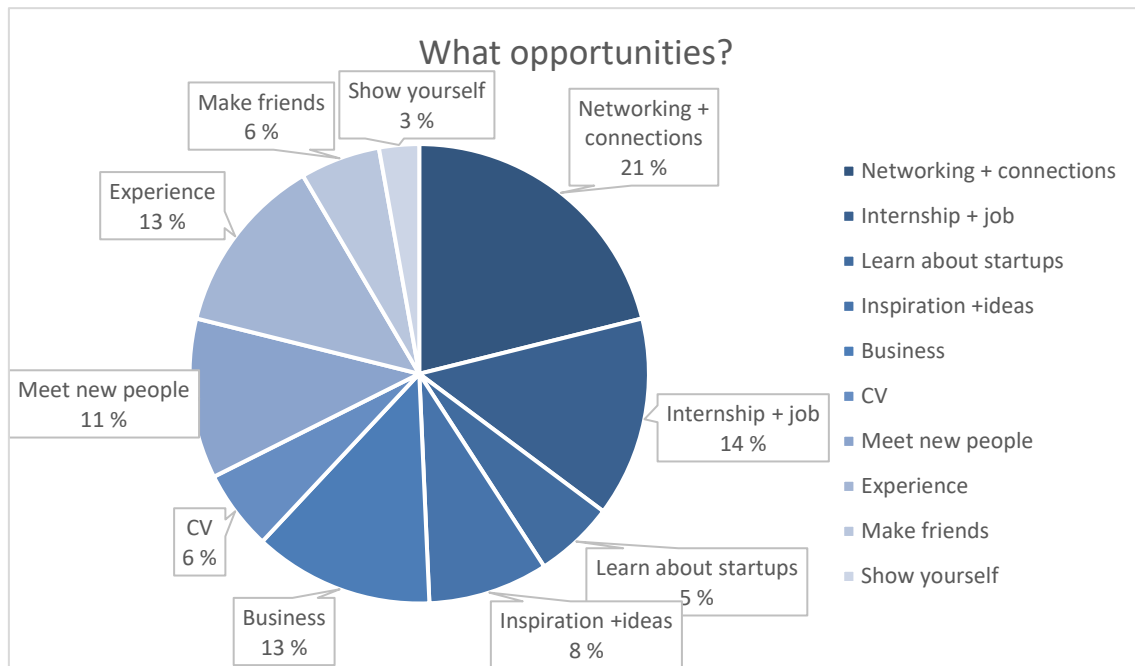


Figure 7. What kind of opportunities volunteers see that Slush can give.

The greatest opportunity that Slush volunteers see is networking and connections. This is one of the motivations why people come to Slush, to network. Another 3 big things are opportunity to land a job or internship, their own business and experience of the event itself. The opportunities given by Slush can be divided into two groups: Social and Business. The ratio will be 60/40, where Business wins.

#### 4.1.4 What skills you can gain via volunteering at Slush?

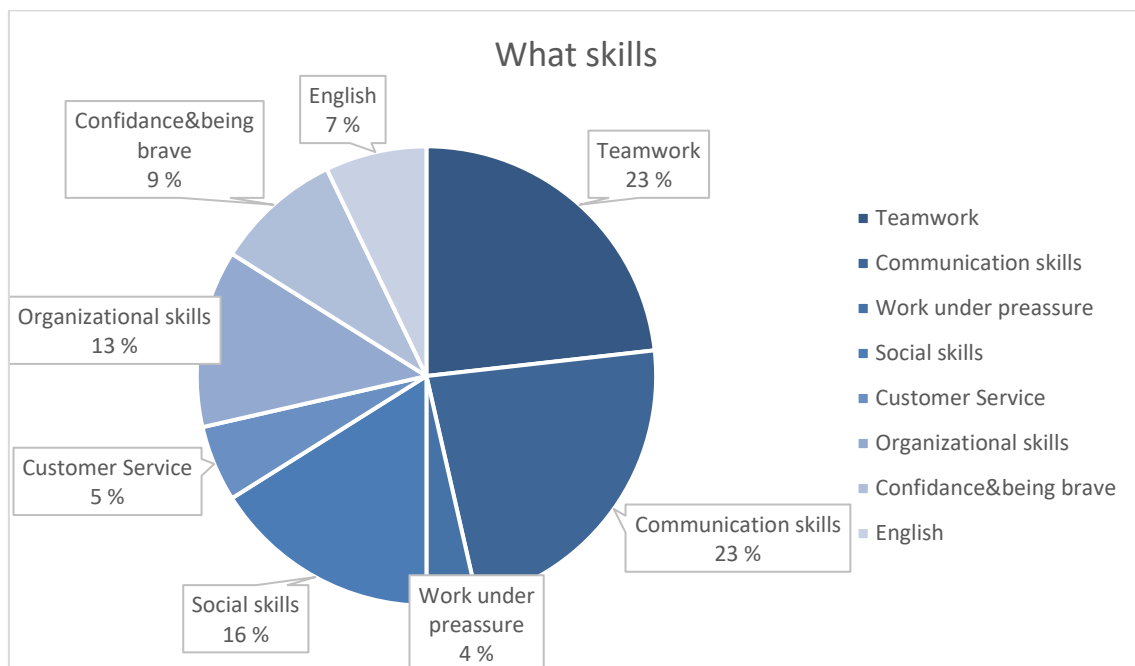


Figure 8. What kind of skills could be gained via Slush?

Skills gained through volunteering may vary a lot, depending on what kind of task the volunteer had as well as in which position the volunteer has been. In the chart above Leadership is not included directly, but this is one of the skills that Slush provides to Group Leads and Team Leads. Organizational skills can be thought to be a part of Leadership skill set.

The type of skills can be divided into categories:

- a) People Skills
- b) Practical & Personal

Most of the skills that volunteers named that they can develop are people skills such as: Social Skills, Communication Skills, Teamwork, Customer service. They are the biggest part of the skills you can develop.

To practical and personal skills, I would add Confidence, English skills, Work under Pressure.

#### 4.1.5 What is Slush for you?

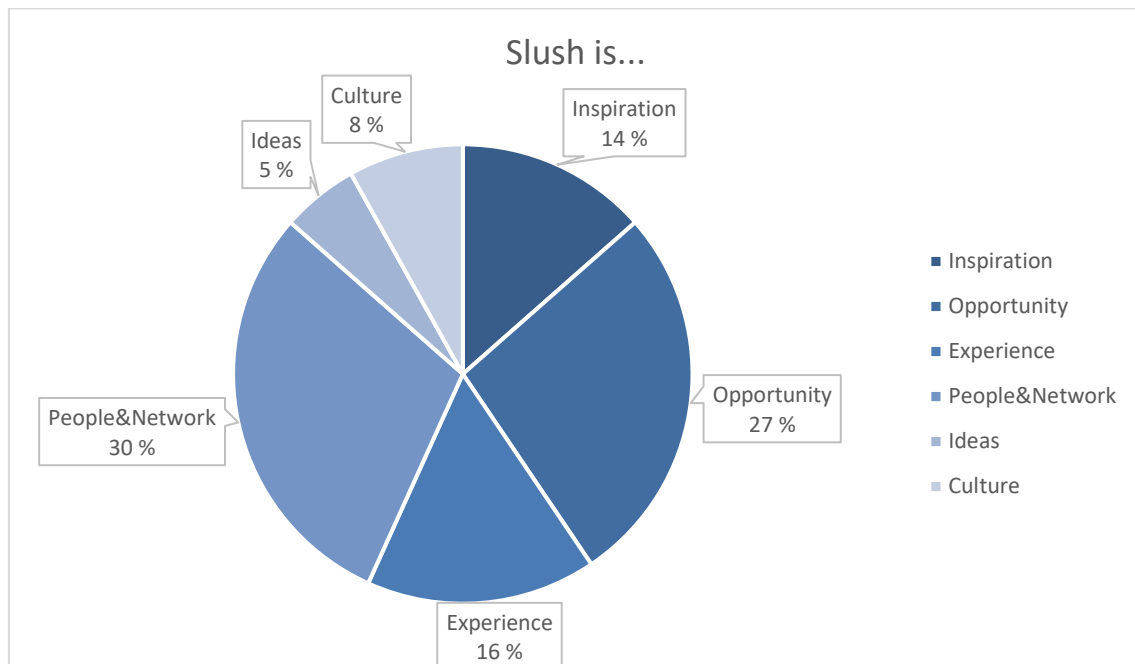


Figure 9. What Slush means/ associates with for volunteers.

Everything in this world has a meaning. Each thing that we do, participate in or own means something to us. Slush is not an exception. Everyone who comes there, creates it, supports it see some value in it as well as volunteers. From Figure 7, above we can see what kind of values they see in Slush for Themselves People & Network and Opportunity have approximately same “value” for volunteers, very close to that is Experience itself. People relations are most valuable, since if you have a good network, you can have whatever you want. After that comes Slush as an Inspiration, but they are close enough to combine it in a same category with ideas, what will make it approximately as important as Experience, Opportunity, or People & Network. Smallest in it will be Culture, but still, it is important. To be more specific it is entrepreneurial/start-up Culture.

” Currently, it’s the way of feeling. The way you feel, the way you think, the way you talk, the way you exist.” (Int.17)

This answer seems to be interesting itself because it was only one expressed this way. It seems that the volunteer is totally inspired and obsessed in a good way by Slush, which makes him/her very motivated.

#### 4.1.6 What is your expected experience?

Expected experience is a very tricky thing to judge, since they usually vary it will be hard to assess and find something in the middle. But the most used words to describe expected experiences were: Excitement, People, International, Networking, Change, Inspiration.

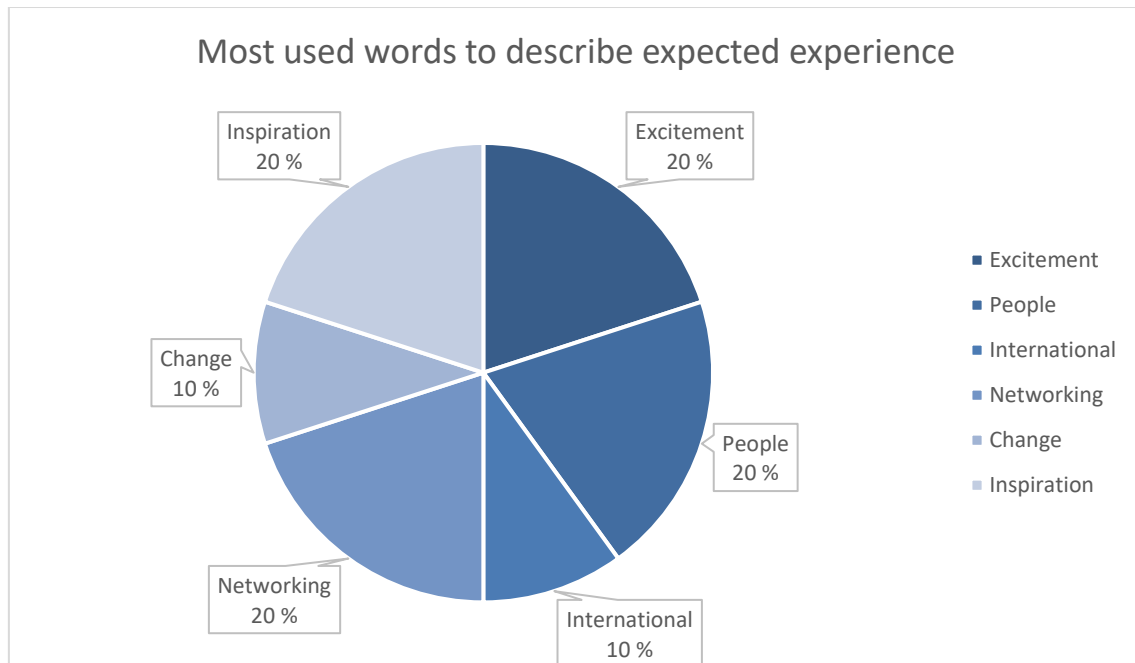


Figure 10. Most used words to describe expected experience by volunteers.

The ratio is approximately Excitement, People, Networking, Inspiration are equal and International Change are equal between themselves.

## 4.2 Management interviews results

To give a complementary insight into the larger topic of the importance of motivation, three additional interviews were conducted with the Slush Management. The respondents gave their permission not to anonymize and use the content of the interview. The interviews were analysed, and the results generalized. A small presentation of the interviewees is needed to understand better who is the management in case with volunteers:

*Anna Song* - People Operations at Slush 2021. As people Ops Anna was handling volunteer recruitment process and well-being of volunteers during Slush.

*Valtteri Meriläinen* – Producer Slush 2021. He worked close with volunteers during Badge Claim Operations, Building the venue etc.

*Ossi Tuominen* - Insights Slush 2021.

#### **4.2.1 Position about leadership of volunteers**

The interview question was:

*What have you learned in your position, about the leadership of volunteers?*

All the respondents highlighted the importance of remembering that volunteers are volunteers. When you are working close with someone and have good working environment the boundaries are easily blurred, and it may cause unpleasant pressure on the volunteer.

The most important thing I've learned is that you have listen and try see things from volunteers' angle too. When leading volunteers it is easy to get caught in optimizing for efficiency and fixing unexpected problems as quickly as possible. That's when you might easily forget that the people you are leading and delegating task to are indeed volunteers. I don't mind working overtime, cutting sleep, or giving everything, I must make things work during the vent days. However, it is completely different setting for volunteers (Meriläinen, 2022).

Remembering that volunteers are volunteers in first place is not the only insight, but it is very multifaceted issue. It is not only about not overloading volunteers with work but respect their time more than your own (within reasonable limits).

One of the things that I learned is that it is important to respect volunteer's time. We try to organize meetings if needed at evening time when people are already out of work or school for example (Song, 2022).

These things may seem obvious, but when you are living, breathing, and dreaming with the things you do it is very easy to forget that people are different and some of us are not as passionate about things they do, especially when people are doing it for free and by their free will and in their free time.

#### **4.2.2 Thoughts about what motivates the volunteers**

The interview question was: *What do you think motivates the volunteers to act?*

Number one that the management points out is that you get free entrance to Slush itself. If you are passionate about startups and have ideas but not so many opportunities - Slush is your the golden ticket. You basically get to the Chocolate factory of Willy Wonka; everything looks unusual and fascinating and not everyone is able to see the real chances that Slush can give you. A lot of candidates to be volunteers hear about volunteering at Slush as a possibility of multiple parties with free alcohol. It is not bad; it is just a fact.

To be very honest, I think that the things you gain from volunteering is almost equally as important. At Slush, you basically get a ticket to an event that could cost you up to 1000€. On top of that, there's multiple cool parties with free alcohol, and it's something that the Slush volunteering experience is known for (Meriläinen, 2022).

Another important aspect is that volunteers have a possibility to learn and develop themselves. A lot of people who work at Slush today, were only volunteers just last year or a couple of years ago. So volunteering is a good ladder if you share the vision of Slush.

My journey started back in 2014 when I first volunteered at Slush and got hooked by the extraordinary community and the spirit within it. In the end, I ended up volunteering for four years in a row. In 2020, I joined the team full-time, and today I am the COO (Slush b, 2022).

Another good reason is that it might be a great opportunity to get some specific work-experience.

“For many of the volunteers, this is their first experience after graduating from high school. Group Leads and Team Leads can also be motivated to gain for example leadership experience. Also some of the work that group leads do is quite specific and therefore offers a chance to gain unique insights and experience in a particular field.” (Tuominen, 2022)

But still one and most important aspect is the social factor. People come back from year to year in different roles. The uniqueness of the Slush community is that people around you believe in you more than you believe in yourself, they believe that you are capable of amazing things, such as change 10% of the stage program in a couple of days, because speakers were not sure because of Covid-19. Whatever comes, people around you always have your back and value you for what you are.

Team spirit is the number one thing in my opinion. If you feel like your own team and your leader are your friends, you are less likely to “take everyone down with you” and more likely to “take one for the team (Meriläinen, 2022).

#### **4.2.3 Methods used in order to motivate the volunteers**

The interview question was: *What kind of compensations or encouraging methods does the organization use to motivate the volunteers?*

The compensation for volunteers' input is present and most volunteers find it fair enough. Volunteers feel appreciated and taken care of. This result is achieved through various activities that Slush provides as compensation.

It depends on who the volunteer is. If a volunteer is a Group Lead or a regular volunteer, then free entry to the event itself, volunteer events such as All Volunteers Day, Volunteers Afterparty also a unique opportunity to meet people whom it is pretty hard to imagine meeting in just normal day like a co-founder of Tinder or an Investor who may invest millions. If we talk about Team Leads, we keep them super close to the core team and invite to all internal events (Halloween party, weekly breakfast etc.).” (Song, 2022)

Events that Slush organizes for volunteers always have snacks, drinks, or a proper meal.

#### **4.2.4 Policy for guiding the volunteers**

The interview question was: *Does the organization have a plan, rules or guiding for its voluntary operations? If no, why? If yes, what kind, what do they concern and who creates them?*

Slush has its own guidelines about volunteers, they are created and by People Team (core team members). Every year plans and rules are built upon previous years experiences. Everything that worked well – stays, everything that was not that successful is cut off.

We have some of the guidelines such as inclusion, equal opportunities give the responsibility. As I said earlier respect time and try to schedule meetings when it is suitable for volunteers (Song, 2022).

Slush follows its code of conduct and everyone who participates on voluntary basis or working full-time must follow it. When volunteers sign their volunteer contracts, they automatically agree on following it, it is written in the volunteer contract and can be found on Slushes’ webpage.<sup>2</sup>

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<sup>2</sup> <https://www.slush.org/events/code-of-conduct/>

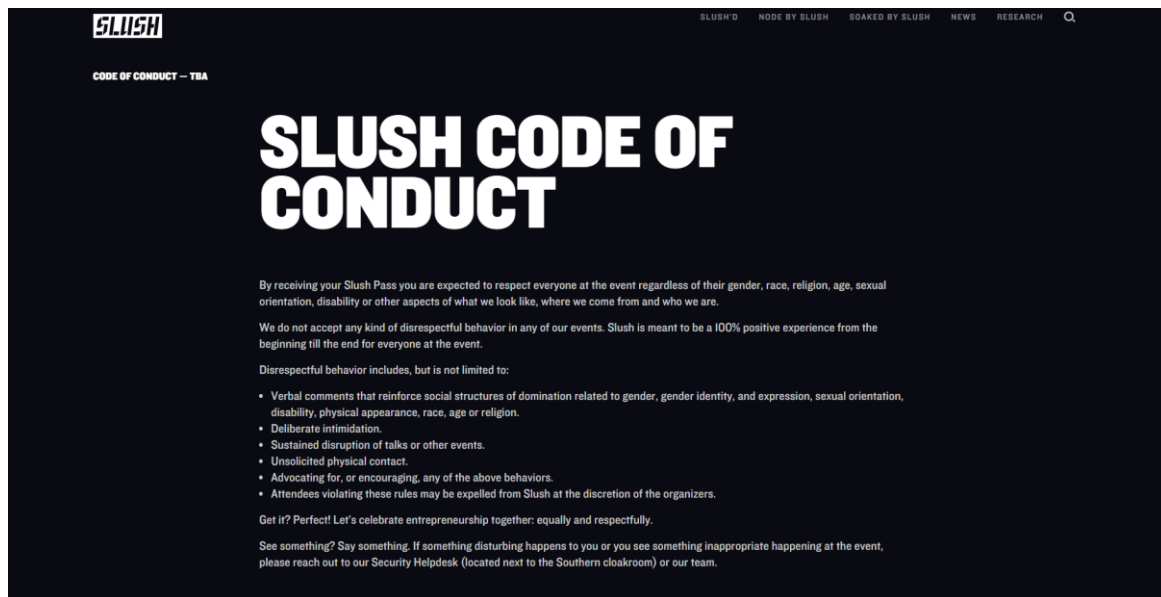


Figure 11. Slush Code of Conduct. <https://www.slush.org/events/code-of-conduct/>

There are also clear guidelines for TLs and GLs on recruiting their own groups. There are also trainings about leading the volunteers where basic rules and guidelines are presented. Whenever something occurs the core team always has the volunteers back.

Year 2021 had such guideline:

- 1) DO: diversity (age, gender, language, experience).
- 2) DON'T: minors, spouse, friends, partners, family members, unconscious bias.
- 3) Diversity in practice: check yourself on unconscious bias. Your role to achieve diversity. You as a leader in creating inclusive environments.
- 4) Covid-19 safety guidelines (EUDCC or PCR test).

#### 4.2.5 Policy for training the persons responsible of the volunteers

The interview question was: *Does the organization organize training for the persons that are responsible of the volunteer, in e.g., the field of leadership? If no, why? If yes, what kind, to whom, how often and what is the content of these trainings?*

Each volunteer gets his/her training on their specific role.

Yes, we do organize “Leadership Experience” sessions for Team and Group Leads. It is usually from 3-4 sessions, depending on the timeline and team from year to year. This year we had 3 LE sessions. Also support for the Team Leads from the core team (Song, 2022).

GLs and TLs get “Leadership Experience sessions, so they can handle the situations and have a better understanding on what leadership is about. These sessions include keynote speakers who are great leaders themselves; stories shared by experienced Slush team members (Q&A type of sessions); workshops. For example, LE 2, which was held on the 26<sup>th</sup> of October 17:00 – 20:00 at Milton Office. The topic of this session was: “Practical tools or ways to guide your team and creating excellent customer service”. Agenda for this session was:

- Visiting speaker from Milton. Discussion about leadership, communication, and customer service.
- AVP uncovers topics on how to handle difficult situations and create shifts.
- Interactive workshop (interactive game) to practice leadership skills.
- “Previous Group Leads and Team Leads Experiences” panel.

#### **4.2.6 Policy for volunteer response to the organization**

The interview question was: *Are the volunteers been offered a possibility to communicate their opinions or affect the organizations operation models?*

There are multiple channels to give feedback on anything. Volunteers are heard the most on things related to volunteering. Otherwise, I don’t feel that their feedback affects the organizations operation model that much (Meriläinen, 2022),

Maybe not that directly, but there are 3 options. 1) Feedback form that we send out after Slush directly. 2) Via the Team lead. 3) Instant feedback form (anyone can fill it out) (Song, 2022).

There is always a possibility to give feedback, you can give feedback on any related matter and as a volunteer you can get any kind of help needed to complete your tasks.

#### **4.2.7 Evaluation of the volunteer operations**

The interview questions were:

- *Does the organization evaluate the effectiveness and success of the volunteer operations? If no, why? If yes, how, and how often?*
- *How effective do you personally find the volunteer operations of the organization?*

The effectiveness can be evaluated via feedback, and it is done every year in order to spot the areas where things need to be improved.

Yes, via the feedback. Usually, it is if something needs to be improved. As well as from the Team Leads, they have very helpful insight very often as well as great ideas (Song, 2022).

All the respondents find volunteer operations very effective. As one of the indicators is attendees' feedback and from year to year it is said that exactly volunteers create this magic in the air. It is also cost efficient since to hire 2500 people would be problematic.

I find them very effective. We are able attract up to 3000 volunteers, and the event is known for how great the volunteers are. Many of our attendees praise the volunteers in their feedback. This means that we can attract the correct type of people to volunteer and do a great job at training and motivating them. There's always of course a marginal number of volunteers that are unhappy or don't take care of their responsibilities. We however work hard to minimize that amount constantly (Meriläinen, 2022).

Another important factor is that people who get attracted to volunteer see a bigger picture of how it could benefit to both sides s this is a great learning opportunity for students:

It is very effective. We won't be able to run such a massive event only with people on payroll, the scale would be much smaller. It is also a great opportunity for student's and for us to create the Slush. And our volunteers are the Slush Magic! (Song, 2022).

Although, it is effective, there are changes in the core team from year to year which also may affect volunteers.

"I feel these changes from year to year, and is very much dependent on Slush staff, the team leads, as well as group leads and volunteers. A good group lead is able to get a lot more out of their team through motivation and encouragement, as well as find the balance of working and having fun. I would say that for some teams we have a better understanding how to resource them and how to ensure that all volunteer resources are utilized to their full capabilities. I am sure that there are also oversights in resourcing all the teams, but for the most part I am confident in saying that Slush utilizes the time volunteers dedicate for the event efficiently." (Tuominen, 2022)

## 5 DISCUSSION

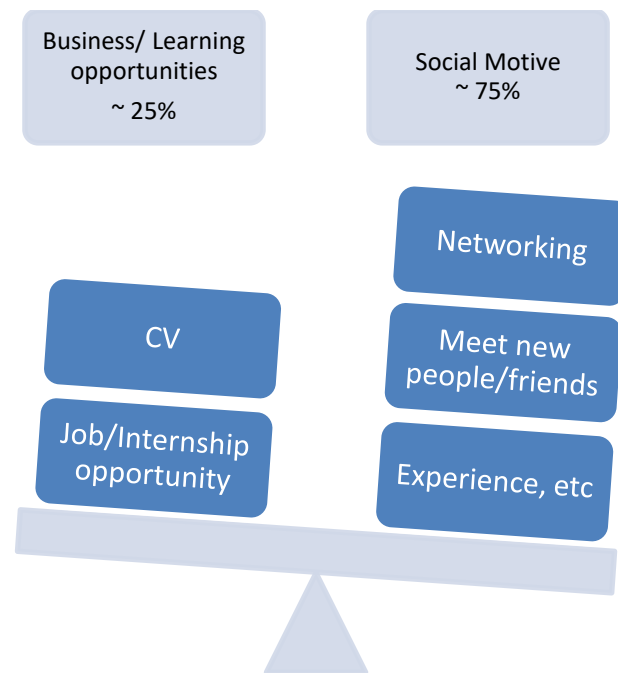


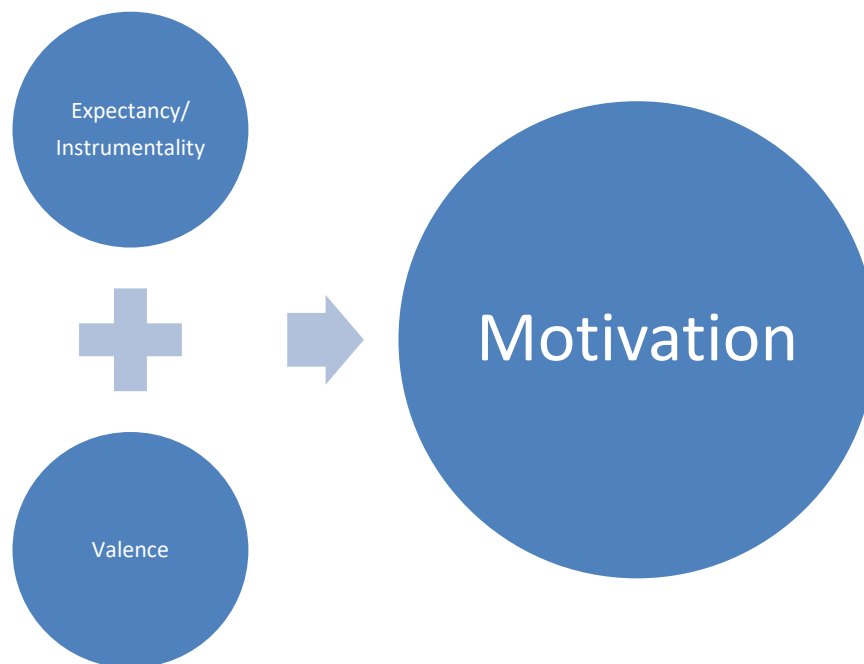
Figure 12. Motive ratio.

From the figure above findings, I draw the conclusion that the main motive of volunteers is a Social Motive. The most often used words in the answers were “people”, “friends”, and “networking”. With regards to the motivational theories, I presented in chapter 3, all of them are applicable to this conclusion.

Maslow’s theory: the last three levels can be satisfied with social motives. Belongingness to a big event, Esteem to train own courage and customer service skills, Self-actualization and volunteering itself.

McClelland’s Three Needs theory: Power, Achievement or Affiliation. To get a job, develop a skill is something that a volunteer can achieve through Slush, which means achievement indeed motivates a person to volunteer. Moreover, so does meeting new people, make friends, taking part in the event itself, to belong to a certain group, like volunteers, Badge-Claim team, In a group of 10. You are a part of something big, it means Affiliation is a Motive.

Vroom's Expectancy theory:



*Figure 13. Vrooms Expectancy theory*

Expectancy is their expectation to get what the volunteer wants (can be whatever, meet people, develop skill, land a job). Instrumentality perception on whether they will achieve what they want, since it depends on themselves, Slush becomes just an instrument to use, to get what the volunteer wants. Valence – emotional orientation how much they invest emotionally to get the desired outcome.

The Motivation can be divided in line with McKees' gradation of the volunteers' motivations. First basic level, self-centred: is all about the volunteer wanting to achieve - meeting new people, look good in a CV, gets knowledge/ experience. Second level – got recommendation from a friend, colleague, etc. Third level – believes in Slush itself.

The managements perspective is that they can maintain motivation and take people from one level to another to retain number of possible candidates to volunteer at Slush. All the volunteers' events are aimed to create a solid group with good feeling and ability to work together as well as give inspirational talks, get to know the people not only inside the working group but between all the volunteers. So, volunteers know to what they belong

and what they help to create. Below you can see what kind of compensation each kind of volunteer get for their contribution in creating Slush, except getting an amazing network.

Volunteers compensation			
	VOLUNTEER	GROUP LEAD	TEAM LEAD
All Volunteers Day	✓	✓	✓
Parties	✓	✓	✓
Slush Branded clothes	✓	✓	✓
Entrance to Slush itself	✓	✓	✓
Leadership Experience sessions		✓	✓
Internat Slush events + Kaato trip			✓

\*All events include drinks, snacks or a proper meal

Figure 14. What compensations volunteers get?

To understand how the tandem of volunteers and core teamwork functions, it needs to be clear that each volunteer is valuable to Slush and that each volunteer feels appreciated during the time working at Slush.

Slush management knows exactly what attracts volunteers since most of them have been volunteers themselves. Slush management proposes networking, socializing and drive. Volunteers want to meet new people, get unforgettable experience, and maybe even land a new job if gets lucky. The magic happens because there is a demand which is met.

## 5.1 Synthesis: my own theory on how to best recruit volunteers

During this research process, I have been able to develop my own theory on volunteers' recruitment questions, which I find very useful and that showed pretty good results during

Slush 2021. The whole theory is based on acceptance of personal flaws and being responsible for them as well as being able to handle them.

**I believe that it does not matter what kind of traits a person has, it may be aggression, laziness, being bossy whatever if you accept it and are ready to work on it and take responsibility for your own actions.**

McClelland's Three Needs theory and McKees gradation of the volunteers' motivation helped me to identify that type of people that I will be comfortable with and are suitable for that certain position.

My hypothesis is *if a person*

*1) can clearly formulate his/her motivation and*

*2) is aware of own downsides it is 75% of the success. 100% success when the person is*

*3) belief driven or his/her motivation is affiliation or curiosity. It is a perfect combo.*

Why is this?

- 1) *Clear formulated motivation.* If a person knows exactly why he or she wants to do something, he or she is honest with him/herself. It means this person takes responsibility for his or her actions. (It shows us if we can give what this person expects and if expectations are unrealistic or may differ from what you offer. So, test for coincidence of interest.)
- 2) *Aware of own downsides.* It shows ability for critical and realistic thinking (as well as honesty, which is very important when you work closely with a person). If a person is aware of it and can be honest about it, you can try to predict any possible unpleasant situation and try to prevent it or make not that critical.
- 3) *Belief driven, need for affiliation, curiosity.* All these 3 motives show deep interest in the thing is person doing. When someone believes it means it is in priority. If someone is in a need of affiliation it means this person will stick with the group and has high motivation to maintain team spirit high. Curiosity. This is not written in any motivational theories above, BUT curiosity is a natural driver. The person that is curious about something will do his/her best and will dig to the sooth.

So, I have developed 12 questions. (See Appendix 3). Two are basic (age, location). Six are pertaining to the ability of the person to reflect on him-/herself and how well he/she knows him-/herself. And three more are different ways of asking “why volunteering?” of which the last one is my favorite:

Everyone in life had/has a person (leader/coach) in our lives that we admire. It can be a friend/teacher/parent/coach/etc. What is special about that person? I mean the traits/qualities that you think made him a great leader and example for you? (You may not say who was he or she, it is kind of personal.) (Storozhenko, 2021).

This question reveals a lot, starting from if you are will be comfortable working with what this person appreciates in other people, what he or she consciously or subconsciously would love to develop or lacking. This question also needs ability to reflect and analyze. As an example: My own profile because of the answers to the questionnaire I created:

22-year-old, student, female, from Ukraine, currently based in the capital region. Works in customer service (4+ years of experience). Very stubborn and hard to take negative feedback in spoken form (but works in written). Very straightforward, dedicated to the things that interests (event management, plants, dinosaurs). Motivation: likes the power, wants to work on leadership skills. Possible unwanted situations get easily turned on, but calms down fast. Works best under pressure, problem solver. Related experience: Volunteer coordinator at Hangö teaterträff, volunteered at Slush before twice. Comfortable to do both team and independent work, but if must choose, independent. What admires in people: active listening, fast decision making.

And each candidate got a profile created by me. I would choose myself if I needed a person to solve something fast or in a fast-changing surrounding. But if the work does not have tight timelines, I would not be a good fit.

#### *My personal experience.*

I recruited 10 GLs. All of them were asked 12 questions that are described above. 1 person gave the answers that were not a perfect match for me. What happened next? We got a conflict exactly with this GL on the basis that the responsibilities were not carried out in a proper way and was late with submitting all needed information to proceed further with the shift planning. (All deadlines were broken, and I had to give the shifts that were remaining.) I confronted the GL (firstly in a polite manner) and gave a proposition that if GL is so busy with job, private life etc., we can leave GL as a regular volunteer and someone of GLs volunteers will take GLs place. The GL did not accept it and instead of the dialogue decided to simply complain about me to the management. But this was the situation where GLs word against mine. Before I had a meeting with management, I talked to all the GLs and asked to change their shifts

in order this one GL something that would suit. (I really did not like this part. I prefer efficiency and if person commits than does what was agreed if no agreement terminated. Why take someone's place, who would give a lot for that chance?) I had a talk with the management and well, no one liked the situation, but rules are rules, I a bitter bit of the feedback. It was supposed to be 5 of us Me, the GL, Head of People, People ops and Producer (Badge Claim belongs to production team responsibilities). The GL did not want to participate. I wonder why? After all of this, schedule was ready, BUT I forecasted that even though this GL got shifts that wanted, most likely not going to come to the shift or at least one of them. And I found a backup person. This GL was late to the first shift and did not perform well the responsibilities being assigned to this GL. And on a second day this GL messages 1 or 2 hours after the shift started and says that not coming and describes the symptoms of Covid-19. My backup worked. Afterwards we had a small feedback session with some of the GL and everyone wondered how I knew. I just looked through my notes and saw everything I needed to know about this person, which helped me to predict possible unfortunate situations.

## 6 CONCLUSIONS

The research question was: How do you create a successful event from year to year driven mostly by volunteers? In other words, how do you create the Slush magic?

The answer to this question is laying on the surface: creating unique experience and giving value both for volunteers and attendees. To accomplish this, you need to have clear understanding what you give and what you want to get. What kind of people you should surround yourself with? The Slush core- and volunteer-teams can be described in a similar fashion, you need to be brave, creative, and believe in a bigger cause. It may sound like a cliché, but Slush people see what you are capable of and believe in you, maybe even more than you do. It creates atmosphere for ideas to thrive and people being brave and ambitious. People is the answer on how to create a successful event. Creating a community that accepts everyone who is brave and passionate about what he or she does.

“The majority of the volunteers are ambitious and strive to make an impression within the teams they work at. The core team and team leads want to improve the event from year to year, and as a result we do not get stuck to the old patterns. Similarly, another part is that large part of the staff changes annually, which brings in new ideas and ways of thinking.” (Tuominen, 2022)

In order to have the volunteers back from year to year you need to meet three key criteria:

1. To have a clear understanding on what do you expect and have realistic expectations. The descriptions of what is expected to be done need to be short and clearly explained and measurable.
2. To be as flexible as possible. You need to be able to offer something that will be an enough compensation for the job the volunteer doing. Due to Expectancy theory, you need to create such expectations that are achievable for you (correspond to reality) as well as appealing to the volunteers.
3. Finally, the Slush magic itself. Slush magic is created by people who care, by volunteers. Slush magic is people who are passionate and driven by a belief to change the world for a better place. Start-ups provide innovative solutions, Slush connects them (via the event itself) with investors and the world changes because talented people get noticed. Isn't it magic?

My objectives that I set in the chapter 1, are met correspondently:

1. I presented the motivation theories that are applicable to Slush volunteers in the chapter 3 Motivation and in the chapter 5 Discussions I have described how each of the theories are applicable to the Slush volunteers.
2. With the help of interviews conducted I was able to identify the volunteer's motivation and expectations, which are presented in the chapter 4 Findings. As, I found out 75% of the motives are social and the rest 25% are professional.
3. In the chapter 5 Discussion, section 5.1 I presented my own theory on the volunteer's recruitment that I developed myself and that showed pretty good results this year at Slush 2021.

## **6.1 Suggestions for further work**

This research has been done during the preparation period and event itself and therefore results cannot be compared if someone's motivation has changed or not. Therefore, it would be necessary to conduct bigger quantitative research to measure what kind of motivation people had in the beginning of their journey (recruitment process), during the event and after the event, what people have achieved and if their expectations were or were not met. This research could be used as a basis for creating a hypothesis on "types of motivation".

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## **7 APPENDICES**

### Questions for volunteers

1. Is it your first-time volunteering for Slush?
2. Are you a student?
3. Why did you decide to become a volunteer for Slush?
4. What is your motivation to volunteer?
5. What are your tasks?
6. Improvement of knowledge, skills expected from Slush?
7. What kind of opportunities do you get from Slush?
8. What Slush is for you?
9. Any expectations?
10. Do you have any particular goal?
11. How were you recruited?

## Appendix 2:

### Questions for management:

1. What have you learned in your position about leadership of volunteers?
2. What do you think motivates the volunteers to act?
3. What kind of compensations or encouraging methods does the organization use in order to motivate the volunteers?
4. Does the organization have a plan, rules or guiding for its voluntary operations? If no, why? If yes, what kind, what do they concern and who creates them?
5. Does the organization organize training for the persons that are responsible of the volunteer, in e.g., the field of leadership? If no, why? If yes, what kind, to whom, how often and what is the content of these trainings?
6. Are the volunteers been offered a possibility to communicate their opinions or affect the organizations operation models?
7. Does the organization evaluate the effectiveness and success of the volunteer operations? If no, why? If yes, how, and how often?
8. How effective do you personally find the volunteer operations of the organization?

### Appendix 3:

1. How old are you?
2. Where are you located (Espoo, Helsinki etc....)
3. What is your weakest side?
4. What differs you from other candidates?
5. What is your motivation to volunteer?
6. What is your reaction to failures?
7. Do you have any related experience?
8. Why Slush?
9. What do you want/expect to get from Slush?
10. Can you work under pressure?
11. What about teamwork/ work independently?
12. Everyone in life had a person, a leader/coach in our lives that we admire. It can be a friend/teacher/parent/coach/etc. What was that special about that person? I mean the traits/qualities that you think made him a great leader for you? You may not say who was that it is kind of personal.

#### Appendix 4:

##### Sammandrag:

Slush är studentdriven, ideell organisation. Det var grundat för att förändra attityden till entreprenörskap. Idag blev Slush en central mötesplats för startup- grundarna varje November. Uppdraget är att skapa och hjälpa nästa generation av banbrytande entreprenörer. (Slush, 2022)

Startupkultur är ganska startat i Finland och ibland kallar man Finland Europeisk Silicon Valley. Det är förståeligt för att varje år Slush samlar de bästa ideerna och de bästa investerare och riskkapitalister i Messuskeskus i November. Fast Slush har en decentraliserad struktur för skull av snabb problemlösning, det har startat strukturer och hierarki i på volontärnivå. Slush struktur är: Belagda kärnlag, sedan kommer Team Leader (högsta volontär position), Group Leader (mellanliggande volontär) och sedan kommer vanliga volontärer.

Sista några år gjorde jag ganska mycket volontärarbete på olika kulturevenemang. Slush är det som jag tyckte mest om. Jag har klättrat från en volontär till en Group Lead och det här året var jag en Team Leader. Jag alltid undrade om människors motivation och det blev min passion. Att arbeta med volontärer och deras motivation det är någonting jag skulle göra hela mitt liv. Så, jag valde som en tema volontärers motivation, och som fallstudie jag valde Slush, för att jag tror det är den bästa plats för att undersöka volontärers motivation, för att Slush är volontärdriven evenemang. Så, min forsknings fråga är: Hur man skapar ett massivt evenemang från år till år, som drivs mest med volontärer? I andra ord, hur man skapar Slush magi?

Syfte med det här arbete är att identifiera de viktigaste faktorerna som motiverar volontärer att delta på Slush och att utveckla en förståelse för hur denna motivation påverkar själva evenemanget.

För att kunna vara på den frågan använder jag mig av olika metoder som stöder varandra i forskningen. Jag använt mig av litteratur (teori) för att forska i motivation och hur man motiverar andra. För att samla information genomfördes 2 typer av intervjuer volontär

intervjuer och management intervjuer. För att göra samla detta information, genomfördes sjuttioett intervjuer med volontärer och tre intervjuer med Slush-management. Det volontär intervjuer var semi-strukturerad och 3-5 minuter kort, medan intervjuer med management var också semi-strukturerad, men ungefär 30 minuter långa. Jag också utförde en liten etnografisk studie på plats (under Slush gången). Forsknings metoder som jag använder i mitt arbete är kvalitativa. Som stöd material använt jag Slush code of conduct, info-eposten och Slush websidor.

## TEORI

För att kunna analysera det resultaten av intervjuer studerade jag motivations teorier som Maslow's Hierarchy of Needs, Three Needs Theory: Power, Achievement, Affiliation och Expectancy Theory. Alla presenterade teorier är tillämpliga på Slush-volontärer.

Om Maslows' teori har mer historisk värd i mitt arbete, jag tror att det är viktigt att berätta om den teorin, för att många teorier var påverkat av Maslows teori. Maslow (1970) påstår att en människa har 5 behov. Fysiskt, trygghet, kärlek eller tillhörighet, aktning och självförverkligande. Enligt Maslow (1970), man behöver inte att förverkliga ett behov till 100% före den annan kommer up. Det är mera så, att de gränserna är vaga och man kan ha ett behov uppfyllt för 70% det andra 50% osv.

Tre behov Teori av McClelland är det lättaste att förstå. Enligt McClelland (1988) människor har tre "huvud driver", behov av kraft, behov av tillhörighet, behov av presentation. Alla människor har alla tre i sig, men där finns en som tar över de två andra. Om man vet vilket är det "huvudbehov" då, det är mycket lättare att motivera de som man jobbar med.

Och det tredje teori av Viktor Vroom, Förväntning teorin. Man kan använda sig av en lätt ekvation:

Motivation = Valence x Expectancy (Instrumentality) (se McKay, 2007 s.62-63)

I det här ekvation Valence är den känslomässiga orientering människor har med avseende på resultat (belöningar). Expectancy är individer har olika förväntningar och nivåer av förtroende om sina förmågor. Instrumentality är individens uppfattning om de kommer att få det de önskar. Det är jättebra använt av Slush, för att de skapar det rätt förväntning känslan både för volontärer och gester.

## FORSKNINGSRESULTAT

I studien resultaten framkom att det finns 6 huvud motiver: Att man har fått ett rekommendation av nån, sociala medier, träffa nya människor/ skapa nya vänner, önskan att lära sig någonting nytt om startupecosystem/få erfarenhet, tror på Slush mission, se möjligheter som Slush kan ge.

Slush är helt om nätverkande, det framkommer i alla frågor, att de som kommer som volontärer kommer att ha en möjlighet att nätverka.

Sjuttiofem procent av motiver ”sociala”, och bara tjugofem procent ”professionella”.

Varje volontär är värdefull för Slush och varje volontär känner sig uppskattad under den tid som arbetar på Slush.

Management förstår bra vad värdar volontärer till Slush varje år. Det är viktigt att lyckas med volontärer för att det kunde ta för mycket resurser för att anställa nästan en tusen arbetare bara för några dagar. Management representanter sa att de ha lärt sig mycket också under tiden de arbetade med volontärer.

## MIN HYPOTES

Jag har en hypotes att där finns en frågeformulär som kan hjälpa att definiera människor som passar till volontärposition(olika roller också). Min hypotes är: att det inte spelar någon roll vilken typ av egenskaper en person har, det kan vara aggression, lättja, att vara bossig oavsett om du accepterar det och är redo att arbeta med det och ta ansvar för dina egna handlingar. Jag har utvecklat ett frågeformulär med 12 frågor, man skapar en profil för kandidater och sen hittar de rätt personer.

Jag hade en chans att testa min hypotes. Där var 70 volontärer som var intervjuerat med hjälp av denna grågor. Och av 70 vi hade bara en som kom inte till hans arbetstur.

## SLUTSATSER

Slush magi är människor som jobbar på Slush, de skapar det atmosfären som inspirerar och hjälper att generera ideer och ge modighet att förverkliga de. Människor som jobbar och volontärer kan ha samma beskrivning som: modiga, kreativa och tror på en större sak. Slush kärnlag lyckas bra att motivera volontärer med deras förväntningarna (realistiska) och volontärer skapar det Slush magi som människor kommer för från hela världen.

När man jobbar på Slush det känns att människor kring dig, tror på dig mer än du gör det själv, och därför alla vill komma tillbaka från år till år.