

Managing and Organising an Event: Helsinki International Rotary Club District Meeting

Laura Miettinen & Rebecca Ramsurrun



<p>Author(s) Laura Miettinen & Rebecca Ramsurrun.</p>	<p>Group 2011</p>
<p>Degree Programme Degree Programme for Multilingual Management Assistants</p>	
<p>Thesis title Managing and Organising an Event: Helsinki International Rotary Club District Meeting</p>	<p>Number of pages and appendix pages 46 + 32</p>
<p>Supervisor Olli Laintila</p>	
<p>This thesis is a project-based research and its purpose is to describe and analyse the organization of an annual district meeting of Helsinki International Rotary Club (later HIRC) and to produce a manual for developing general types of meeting in HIRC.</p> <p>HIRC is an English speaking Rotary Club situated in Helsinki, belonging to the global charity organization Rotary International. Its operations are carried out on a district level within the country. All of the different clubs have their own projects and district initiatives. These projects are currently carried out single-handedly among the club members. As Rotary's core idea stems from the notion of rotating meetings, it would be wise to have a guidebook on how to plan and deliver general types of meetings and events inside HIRC.</p> <p>The thesis consists of five parts: introduction, event management, project management, District Meeting 25.10.2014 and District Meeting Organizer's manual. The main theory comprises of event and project management as well as theory relating to building a manual. Empirical part was written by using the zipper method that is incorporating the theory part with the actual implementation of the theory.</p> <p>The planning of this study and the event was carried out during May and autumn period of 2014, following delivering the actual event on October 25th, 2014. The actual event comprised of coffee and registration, the official part of the District Meeting, lunch, keynote speeches as well as introducing the Shelter Box – organization and adjourning the meeting.</p> <p>Evaluation of the event was gathered by using a feedback survey form in addition to personal observations from the committee members.</p> <p>This study concludes that the event and its objectives were a success however timeframe and specific tasks would need to be taken account more carefully in the future. In addition the authors will give necessary improvements in the case of registration process, length and timing of the event as well as regarding the meeting material.</p>	
<p>Keywords Event, District Meeting, HIRC, Event Management, Project Management, Manual.</p>	

Table of Contents

1	Introduction	1
1.1	Background.....	1
1.2	Commissioning Party: Helsinki International Rotary Club	1
1.3	Case: Annual District Meeting.....	2
1.4	Thesis Objectives.....	3
2	Event Management	4
2.1	Introduction	4
2.2	Corporate Events	7
2.3	Event Planning.....	7
2.3.1	Analysis	8
2.3.2	Planning	8
2.3.3	Implementation and Monitoring Progress	10
2.3.4	Evaluation.....	11
2.4	Events as Projects	11
2.4.1	The Characteristics of Events as Projects	11
3	Project Management	13
3.1	Introduction	13
3.2	Project Stages.....	13
3.2.1	Initiation	13
3.2.2	Planning	14
3.2.3	Model for a Project Plan	15
3.2.4	Execution.....	19
3.2.5	Status Meeting One.....	20
3.2.6	Status Meeting Two.....	21
3.2.7	Status Meeting Three	23
3.2.8	Status Meeting Four	24
3.2.9	Status Meeting Five.....	26
3.2.10	Status Meeting Six.....	28
3.2.11	Status Meeting Seven	28
3.2.12	Monitoring and Controlling.....	31
3.2.13	Project Closure	32
4	District Meeting, 25 October 2014.....	34
4.1	Event.....	34
4.2	Feedback	35
4.3	Evaluation and Lessons Learned.....	36
5	District Meeting Organiser's Manual	39
6	Conclusions	42
	Bibliography	44
	Appendices.....	47
	Appendix 1: Summary Report of the HIRC District Meeting.....	47
	Appendix 2: District Meeting Organiser's Manual	52

1 Introduction

The need for various types of events has been established throughout time and place. Event types can vary from personal to business related in a number of ways. This thesis report focuses on the business aspect of event planning and project management pertaining to the commissioning party's, Helsinki International Rotary Club's needs.

The theory that is used in this thesis is based on event and project management as well as the theory in manual writing. This thesis consists of five main parts:

1. Introduction
2. Event management
3. Project management
4. District meeting 25.10.2014 and
5. District meeting organiser's manual.

After the introduction, at first the authors go through the main aspects of event management and planning events continuing on to events as projects, leading to the theory of project management. The theory is written in a so-called zipper method. In other words the theory part goes hand in hand with the actual implementation of the theory.

1.1 Background

The idea for this thesis came to the authors via HAAGA-HELIA University of Applied Sciences' MyNet-site. A bulletin was posted on the site in late March of 2014 stating a need of two to three students to help Helsinki International Rotary Club (later HIRC) in organising a district meeting. The authors contacted the bulletin's composer and got in contact with the contact people of HIRC, Tom Crockford and Birger Stjernberg. After the first contact, discussions of and preparations for the district meeting were started. Initially the thesis was meant to be an action based thesis, which it still is, but after realising that the district meeting is an annual event organised by a different person each year, the need for a manual was recognised. This is why the thesis consists of a theoretical part and two final products: the actual event and the District Meeting Organiser's Manual, a simple check list for the next organiser. This thesis may also be used for reference in organising the next and other following district meetings.

1.2 Commissioning Party: Helsinki International Rotary Club

The thesis is to be done for Helsinki International Rotary Club (later HIRC) pertaining to the global charity organization Rotary International.

Rotary International (Rotary International, 2015) operates on a worldwide level with the purpose of improving and developing our communities as well as the rest of the world. Rotary International was established by Paul P. Harris on 23 February 1905, with the purpose of exchanging ideas and building life-long relationships by professionals from various backgrounds.

Rotary's name stems from the practice of rotating meetings in different locations and its operations are grounded on the notions of internationality, perseverance and "Service above Self". Rotary's operations are based on a hierarchical structure. Rotary comprises of Rotary clubs, Rotary International and The Rotary Foundation. The Rotary International supports and promotes coordination programs and initiatives that are executed with passion by the Rotary clubs. The Rotary Foundation is a non-profit organization running with voluntary contributions made by Rotarians and outside donors who share the Rotary vision. With these donations the Foundation is able to finance each rotary operation along with the help of market investments as well as to promote its original idea of peace and goodwill. Today the overall number of Rotarians is 1.2 million worldwide.

Helsinki International Rotary Club (Helsinki International Rotary Club, 2007) was founded on the 5th of June, 1990 and it is an English speaking Rotary Club situated in Helsinki. Operations of the club are carried out on a district level within the country. Currently there are six districts running in Finland and HIRC belongs to the district number 1420. This district area comprises of 76 areas in total; 59 of them are located in Southern Finland and the rest seventeen in Estonia. All of the different clubs have their own projects and district initiatives. Main purpose of the HIRC is to provide a home for the international community and to assist charitable causes associated with the club's multicultural background. Primary objective of the club is to help immigrant children integrate into the Finnish society as well as to foster global initiatives such as "End Polio Now". Children's Hospital fundraiser for "Lastenlinna" is also supported by HIRC. Members of the Rotary Club, "Rotarians", comprise of 60 percent Finns and 40 percent of non-Finns. Currently the total number of members is 61 and it mainly consists of foreign nationals living and working in Finland in addition to other Finnish members having backgrounds in the diplomatic, business and academic fields.

1.3 Case: Annual District Meeting

HIRC holds an Annual District Meeting for its members every year during autumn time. The objective of the Annual District Meeting is to go over the previous year's

administrative issues as well as have various speakers come in and give inspirational speeches and give the Rotarians new ideas for future charity causes. The person responsible for organizing the meeting each year is the District Governor.

1.4 Thesis Objectives

The objectives of this thesis report are three fold:

1. study and analyse the annual district meeting of HIRC
2. organise the meeting and
3. produce a manual for the next organiser.

The way the authors conducted the analysis was by theoretical as well as practical research. Theoretical research was gathered by acquiring information from material that has been written on the matter in question: event planning and project management. "Learning by doing" and observations as well as status meetings of the planning committee provided the practical research material for the authors. By combining all research results that was found the authors were able to organise the district meeting as well as produce the manual for the next organisers. Theoretical framework was utilised as thoroughly as possible to guide the empirical part of the HIRC-project.

2 Event Management

Today, as leisure time and recreational spending have increased, so has the focus on events and event industry. Events have become essential to our culture with governments and corporations supporting and promoting events as part of their core communication strategies as well as image-building and marketing plans. Events are everywhere: the newspapers, television and the internet are filled with advertisements for different happenings and they occupy and enrich much of our everyday lives. (Allen, Bowdin, Harris, O'Toole & McDonnell 2011, 3).

2.1 Introduction

In order to determine what event management is, one must first determine what is meant by the word "event".

"An occurrence happening at a determinable time and place, with or without the participation of human agents. It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence.

"(BusinessDictionary.com)

Raj, Walters & Rashid (2009, 11.) define events as "happenings with objectives". One can deduct from the various meaning that the term "event" can be used in a number of ways, with other dictionaries offering the same or similar definitions. As Allen et al. (2012, 16.) state, the term "event" can also be defined as an occasion (i.e. a meeting, convention, exhibition, special event gala dinner etc.) which is organized. Allen et al. (2012, 16) continue the definition stating that the main assumption that needs to be made is that all events are unique and require a mixture of management, program, setting and people.

Keeping in mind the above mentioned definitions, events can also be classified into an array of different categories or groups according to size, form and content depending on the objective the "happening" is trying to obtain. As figure 1 shows events can be categorized in the following types according to the purpose and objective of the event: leisure, religious, cultural, musical, sporting, personal/private, political and governmental, commercial and business, and special events (Raj, Walters & Rashid 2009, 13-18).

When using the figure below in trying to categorise the Annual District Meeting of HIRC, the meeting lands on the Corporate Events -type. Corporate events are events that involve only one single business, a company, a corporation or an organisation. These

types of events are meant for the personnel of that organisation and often include some sort of incentive (i.e. in the venue or location) for the personnel to attend the event. Examples of corporate events include annual meetings and conferences, product launches, staff motivation events or award ceremonies. Main objectives may include reviewing the previous fiscal year, considering competitors and clients, reviewing challenges (both former and future) and generating solutions to all. (Raj, Walters & Rashid 2009, 16).

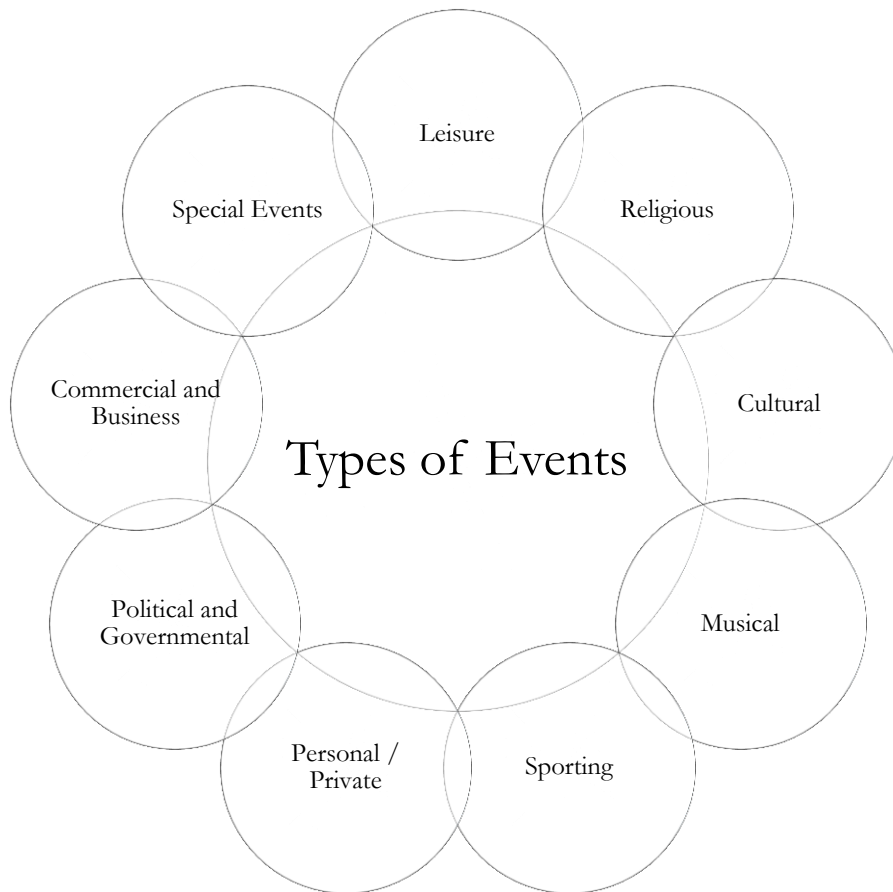


Figure 1. Types of Events (Raj, Walters & Rashid 2009, 13-18)

Event Management in turn is organisation, administration and control of events. In the words of Raj, Walters & Rashid (2009, 11): "Event management is the capability and control of the process of purpose, people and place."

Because events primarily have one sole objective that can be strictly defined, Raj, Walters & Rashid have developed a diagram of "Event Objective Components" with the help of their earlier definition of event management: purpose, people and place to attempt classify events. As seen in figure 2 the diagram may produce numerous permutations and

overlaps that it can be concluded that despite the diagram, events cannot be precisely classified.

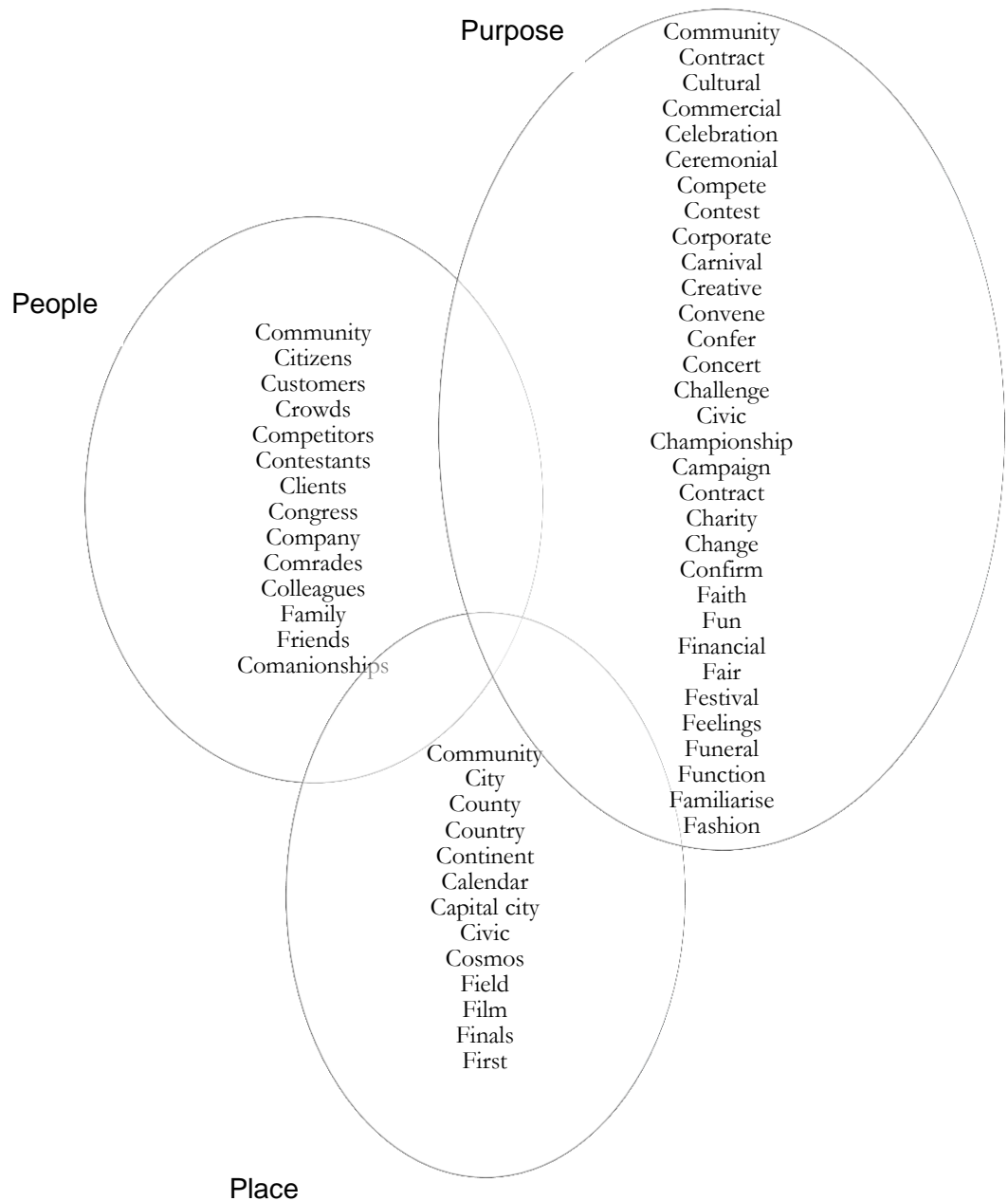


Figure 2. Event Objective Components - the C's and F's of Events (Raj, Walters & Rashid 2009, 12)

However in the case of HIRC's Annual District Meeting, one can conclude that the building components of the event's objective lie in the community (people), corporate (purpose) and capital city (place). Although in truth, it is not as clear as this.

2.2 Corporate Events

Even though HIRC is not a corporation in the standard definition of the word, the district meeting lands on the corporate event -category. To understand what corporate events are, one must understand that the purpose of corporate events are mainly to communicate the corporate's, or in this case the HIRC organisation's message to its audience. Corporate events can have various objectives and goals. But the main assumption is that any corporate event is part of the corporation's core communications plan and therefore also part of its management plan with which it tries to achieve its previously set out goals. (Mikolaitis & O'Toole 2002, 6, 8).

In the case of HIRC's annual district meeting, the event's audience is the organisation's members. All of HIRC's 76 areas' Presidents and Secretaries were invited to the annual district meeting. The main purpose of the event was to go over the previous year's finances and annual report.

2.3 Event Planning

According to Raj, Walters & Rashid (2009, 25-26) event planning consists of seven key stages which are

1. idea and proposal
2. feasibility study
3. aims and objectives
4. implementation requirements
5. implementation plan
6. monitoring and evaluation
7. future practice.

However, the above mentioned seven stages can be further clarified into four stages which can be seen below.

1. Analysis:
 - a. Realising a need for the event
 - b. Figuring out the objectives
 - c. Is the event feasible?
2. Planning
 - a. Budget
 - b. The five E's (Elements, Essentials, Environment, Energy, Emotion)
3. Implementation and monitoring progress
4. Evaluation:
 - a. Was the event successful?
 - b. What can be done better next time? (Allen 2009, 1-17)

2.3.1 Analysis

Before starting to plan the event it must be determined whether there actually is a need for the event in question to be organised at all and why the event needs to be organised. This is when one must determine the clear objectives of the event. There can be primary objectives and secondary objectives. (Allen 2009, 2). In the case of HIRC the primary objective of organising the event was to go over the annual report of HIRC and introducing new topics for the following year. The secondary objective was to get the guests together to network and also go through other possible current matters.

After determining the objectives one must look into what kind of event style will suit best for achieving the objectives. Some examples of different event styles include board meetings, business meetings, client appreciation events, conferences, conventions, corporate shows, employee appreciation events, executive retreats, gala fund-raising events, product launches, special events, trade shows amongst other event styles. (Allen 2009, 3). HIRC's event style lies in between the business meeting and conference -style: it entails the aspect of going through the annual report of the HIRC-organisation making it business related and also a somewhat educational aspect with outside speakers coming in to discuss new matters inclining a bit towards the conference-style.

After determining that in fact, there is a need for the event and determining the event style, planning can begin.

2.3.2 Planning

The very first thing to determine is the budget, i.e. how much money is allocated to be spent organising the event. This is determined by estimating the costs and the amount of guests.

After determining how much money the organiser is willing to spend practical arrangements need to be gone through. According to Allen (2009, 8) these practical arrangements can be categorised into the five E's which are the event design principles.

The five E's are

1. Elements – all the parts that make up the event
2. Essentials – must-haves
3. Environment – venue and style
4. Energy – creating a mood
5. Emotion – feelings. (Allen 2009, 8).

The first step, the elements, consists of visualising the whole event and everything that needs to be completed in order to accomplish the wanted outcome. This can be done with jotting down all aspects of the event that are the basics of accomplishing the objectives. For example venue, program, guests and budget. (Allen 2009, 9).

The second step consist of the essentials, or the “must-haves”. These are things that are non-negotiable (Allen 2009, 10). According to Allen (2009, 10) the following things are what need to be considered when evaluating the must-haves:

- Fixed costs such as venue, food, IT
- What the guests will appreciate
- What would make the event memorable for the guests
- What would make the event “extra special”.

When thinking about the HIRC event, the organising committee was not too preoccupied with anything “extra”. The only essentials that were examined were the hard costs. The venue was decided to be Lauttasaari Co-educational school and the caterer the school’s restaurant, Amica.

The third event design principle to take into consideration is the venue and style of the event, i.e. the environment. When looking for a venue to have an event there are various key points to keep in mind. These points are location, date, season, time of day and budget restrictions. Location is a major deal breaker when guests of the event are deciding whether to attend or not. The location must be easily accessible for all invited guests to make the guests at least consider joining. (Allen 2009, 13). This is why the Lauttasaari Co-educational school was chosen for the event location for the HIRC district meeting. The school is situated in the Helsinki city region and is very well accessible by car (big parking lot in front of the school) and by public transportation. The decision to hold the event in autumn stems from the mandatory aspect of the event’s nature: HIRC annual meeting has always been held during the autumn season and thus the date 25.10.2014 was picked for the event day.

When picking an event day and time, one must take into consideration possible national and religious holidays since these too can affect the attendance of guests (Allen 2009, 13). However, on the 25th of October, there were no national nor religious holidays. It was an ordinary Saturday but to maximise the guests’ free time, the event was decided to begin in the morning and end at 16:00 the latest. This way attendees would have the rest of their Saturday and thus the rest of their weekend free.

Another major reason Lauttasaari Co-educational school was chosen for the venue was budgetary reasons. With the 500€ fee HIRC event acquired the premises and all IT equipment for the day.

With the above mentioned venue criteria, an event style is established. Style is the overall atmosphere one wants to achieve. For example styles can vary from traditional to modern and formal to casual. (Allen 2009, 15 – 16). The event style that the organising committee wanted to portray was business casual.

Energy, the fourth step means what kind of mood the event emits. Energy, whether good or bad is produced with the contribution of the venue, the décor, the music, the food and drink, the program and the guests. If everything “works” the energy and the mood of the event will be good. So this basically is the outcome of all the planning and implementation of planning and can only be evaluated at the time and place of the event. (Allen 2009, 16 – 17).

The emotions and feelings of the event also established with the décor of the venue amongst other outside factors. For example one can decorate the event in a romantic style to emit feelings of tenderness, softness, intimacy etc. (Allen 2009, 17). At the event for HIRC, decorating was not a priority. It was agreed upon that the venue as it is will suffice and there will be no need for decorating or evoking any sorts of feelings from the guests.

2.3.3 Implementation and Monitoring Progress

Naturally after the planning phase comes the implementation and monitoring phase. The characteristics of this phase in planning events are quite simply applying the plans established in the previous phase, monitoring and controlling progress, adjusting the plan according to reality, reporting progress and active risk management. This stage requires high activity and meetings of the organising committee to discuss progress and decisions that have been made. The planning committee may need to re-evaluate their plans to adjust to the changes that may have occurred. During this time the organising committee makes sure that all plans are in sync with each other and the event objectives are clear. (Bowdin, Allen, O’Toole, Harris & McDonnell 2011, 263.) During the implementation of all plans that were established by the organising committee of the event for HIRC, all preliminary plans seemed to be well organised and thus, there was no need to change them.

2.3.4 Evaluation

Evaluation is the last phase of event planning. After the event it is good to go over the event planning process and compare it with the actual execution of the plan. During the evaluation, the team assesses the effectiveness of the team and its decision making abilities as well as evaluating overall success of the event. Evaluation is extremely crucial for events that are recurring so that the following year's team can go through what to do and what not to do in order to succeed in planning the event. A report of the evaluation needs to be conducted and archived for documentation purposes. (Bowdin, Allen, O'Toole, Harris & McDonnell 2011, 282).

2.4 Events as Projects

Events are extremely similar to projects. Events, just like projects have budgets which are determined quite thoroughly, precise timelines that need to be met and limited resources including employees, suppliers, venues and volunteers that need to make do. Event planners are in other words also responsible of a project making them project managers. And just like projects, events differ distinctively from the processes of an organisation's day-to-day life. The reason events are equal to projects is that like projects, the lifespan of an event and its organisation is limited. Events also require goal-orientated mentality and they are unique in occurrence. (Abson et al. 2012, 23).

With the HIRC event, evaluation was conducted by feedback questionnaires that were collected from participating guests, Haaga-Helia's students and the commissioning party. It was concluded that the event was a success. Please see appendix 1 for the summary report of the event.

2.4.1 The Characteristics of Events as Projects

As seen in the diagram below, events display the same characteristics that projects usually display.



Figure 3. The characteristics of events as projects. (Abson et al. 2012, 24)

The characteristics of events that are displayed: leadership, budget, life cycle, tasks, cross-functionality and teams can also be seen in the characteristics of projects. Like projects, events usually have one main event manager to whom the ultimate responsibilities land on. As previously stated, events also have a fixed budget that are allocated to them and a defined life cycle with a clear beginning and an end. Event planning and management is often done in teams that are only established for the duration of a particular event project. These teams, just like project teams are then often required to perform tasks that will not be repeated, even in events that recur annually (like the event in this thesis). (Abson et al. 2012, 24-25).

The following chapter will go through project management in addition to the project in question, the annual district meeting of HIRC.

3 Project Management

3.1 Introduction

“A project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.” (Wysocki 2014, 4).

Project Management, in turn, is defined by The Project Management Institute (PMI) as following: “The application of knowledge, skills, tools and techniques to project activities to meet project requirements.” (Project Management Institute 2004, 8)

The project’s main purpose was to hold an annual district meeting of Rotary Clubs in the district number 1420. The project was to be completed during the autumn of 2014, and the actual event was to be held on 25th of October 2014. Allocated budget was determined to be at 4500€.

In addition the secondary objective was to describe, analyse and assess the decision - making process and the degree of successfulness of the entire project and event as well as to introduce necessary improvements.

3.2 Project Stages

According to Nokes and Kelly (2007, 64) project management consists of five different stages that are the initiation -, planning -, execution -, controlling and monitoring as well as the closure process groups.

3.2.1 Initiation

Initiation process group is said to be the most important stage of the project since it determines whether or not the project has started (Nokes & Kelly 2007, 70-72). In addition it is vital to focus resources on building an effective initiation, because otherwise the outcome of the project may result into carelessness or failure. An efficient initiation process can be obtained by making a project charter and preliminary scope statement, which will define the purpose, timeline, resources and people in charge of the project.

Formal decision of commencing the project was done on April 15th 2014 by the District Governor and Chairman of the Committee. During May of 2014 Organizing Committee

that is the project team was gathered and the project's basic outline and tasks to be completed were established.

Project launch was established in September by having a start-up meeting at the estates of Kauttu & Co Law office where all the rest of the follow-up meetings would be held as well. The location was approved on the grounds of being in suitable reach from the participants' home or workplace and the necessity for continuity and flexibility, brought by the owner's membership to the organization. As one can see this decision was done in accordance with Karlsson and Marttala's (2001, 75-76) advice on selecting a location outside one's workplace which would foster creating a liberated and confidential atmosphere where disturbances could be minimized and lucrative team spirit could be gained.

3.2.2 Planning

"Planning without action is futile, action without planning is fatal." (Cornelius Fitchner)

According to Horine (2005, 49) project planning is defining how the work will be carried out and therefore it constitutes an extremely vital part when building a successful project. Horine also states that in order for the planning stage to work the project management and development of the deliverables has to be in place, which can be acquired through a precise project plan.

Project plan in turn is a comprehensive and dynamic document including all the relevant information needed to monitor and execute the project in question. According to Horine (2005, 63) the project plan should include the tasks and by whom they are to be performed, deadlines to strive for as well as declaring how the project management will be supervised and controlled.

Planning, monitoring and delivering the event were done through various status meetings, which according to Wysocki (2014, 268) is one of the most common used forms of reporting tools. Wysocki (2014, 292) also states that the purpose of the status meeting is to obtain and distribute information for the whole team, encourage free flow of information, and make sure that people in charge of the tasks are being notified what is needed to accomplish them.

A special planning committee team was set up to carry out the required activities in order to produce the necessary deliverable that is the event, however an official project plan

was excluded from the planning stage. As it was decided to focus more on the mutual cooperation and informal approach to the project, in addition to relying on the commissioning party's previous experience regarding event organisation, the base for the project was constructed during the whole course of the process explaining the lack of an official project plan. The committee comprised of four members: two Haaga-Helia students and two representatives of HIRC, and the general meeting location was set to be Kauttu & Co Law Office. Other members were invited whether it was essential to the task at hand or delivering the next stage of the process.

Time schedule for the meetings was set up according to demand and as the event deadline was approaching meetings were conducted even twice a week. Every meeting had a specific purpose, where related tasks and possible problems were addressed. Official meeting minutes covering the decisions made and roles assigned, were distributed via e-mail to every meeting attendee.

Even though the lack of a project plan would hinder and complicate the potential outcomes of the project, the situation could be salvaged since Nokes and Kelly (2007, 78) mention that planning is a continuous, dynamic process, which will shape according to the needs of the project and team working on it.

According to Virkki and Somermeri (1997, 27) a preliminary project plan could have been devised as following:

3.2.3 Model for a Project Plan

1. Background

- Helsinki International Rotary Club is the first English speaking rotary club to work in Finland. It's headquarters is situated in Helsinki and currently the total number of members is 61, mainly comprising of foreign nationals living and working in Finland and other Finnish members having backgrounds in the diplomatic, business and academic fields. Currently there are six districts running in Finland and HIRC belongs to the district number 1420. This district area comprises of 76 areas in total; 59 of them are located in Southern Finland and the rest seventeen in Estonia. The roles of District Governor and President change annually.
- All of the different clubs have their own projects and district initiatives. Some of the projects are globally stimulated; some are single occasions and other events take place annually. These projects are currently carried out single-handedly among the club members. As Rotary's core idea stems from the notion of rotating meetings, it would be wise to have a guidebook on how to plan and deliver general types of meetings and events inside HIRC.

2. Purpose of the project

- To host an annual meeting of Rotary Clubs in the district number 1420.

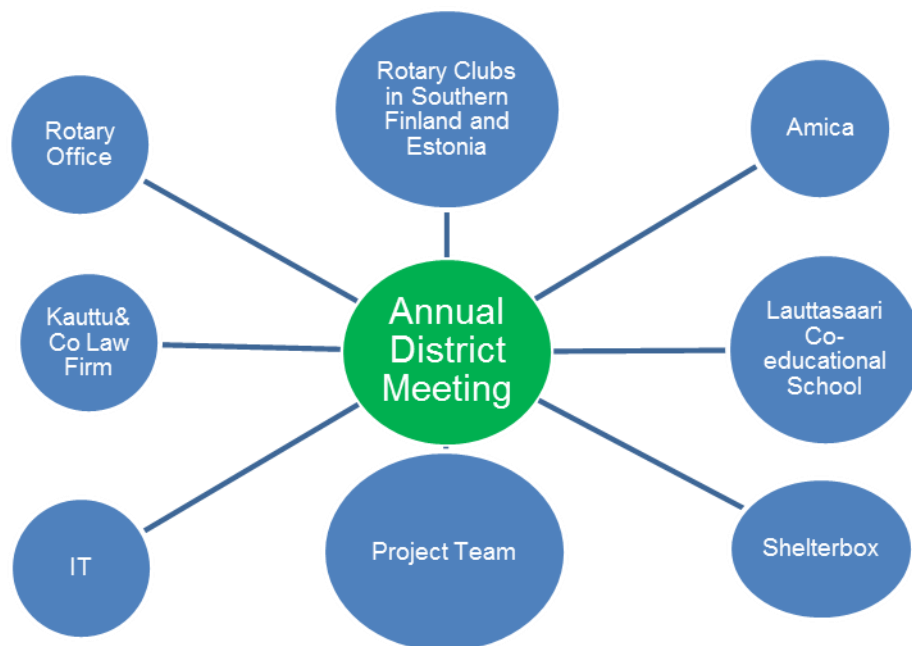
3. What is the project supposed to accomplish?

- To plan and execute an event for rotary club leaders and to produce a report of previous year and goals for upcoming year

4. Definition

- Plan, execute and monitor an annual district meeting of HIRC
- Write thesis about the decision-making process of the project and the actual event
- Produce a manual on how to plan and hold events for HIRC

5. Environment



6. Work tasks to produce deliverables – Organize all the relevant activities;

- Select a venue and catering company,
- Decide on the budget,
- Allocate roles and responsibilities
- Confirm keynote speakers
- Produce the invitations, translations, agenda, badges, feedback form and invitation reminder
- Send the invitations to the participants and confirmation to the caterers
- Set up online registration site and monitor it,
- Make onsite preparations one day prior the actual event
- Establish an evaluation meeting after the event

7. Schedule

- Week 36/37 – team building, overall description and planning of the project and event
- Week 38 – devise budget, establish event programme, invitation base and covering letter

- Week 39 – online registration, invitation attachments, send the invitations
- Week 40 – monitoring, feedback forms, send invitation reminder
- Week 41 – send catering confirmation
- Week 42 – prepare name tags, final arrangements
- Week 43 – onsite preparations, actual event

8. Resources

People:

- Committee volunteers,
- Haaga-Helia students,
- Chairman of the Organizing Committee, Rotary District Governor

Facilities, tools:

- Online registration system
- Lauttasaari Co-educational school
- Kauttu & Co Law Firm
- Rotary Office

9. Costs

- Budget: 4500€ (catering, venue, IT, miscellaneous)

10. Working methods, characterization, communication

- Emails and regular meetings,
- Tracking of issues:
 - o record keeping (meeting minutes) and discuss at meetings

Figure 4. Model of Project Plan

In addition to the project plan, Lawson (2009, 66-67) pinpoints that there exists three basic aspects for planning; estimating time, resources and money. Also Kerzner (2013, 15.1) conforms to this and indicates the need for three vital reports in order to maintain and produce effective decision-making process that are the project plan, schedule and budget.

Budget is a plan for allocating resources. Budget is not only one aspect of plan, but it is also a controlling and monitoring mechanism. Budget serves as a comparison, a baseline from which to measure the difference between the actual and planned uses of resources. (Meredith & Mantel 2012, 285-286)

The project budget, which is the final result of the planning cycle of the MCCS, must be reasonable, attainable, and based on contractually negotiated costs and statement of work. The basis for the budget is historical cost, best estimates, or industrial engineering standards. (Kerzner, 2013, 15.4)

Revising of the budget was done by using data from the meetings and events of previous years. According to Meredith and Mantel this kind of historic approach to budget planning is quite common among organizations. As the event in question was an annually held occasion, it was presumably safe to say that the draft budget would accommodate and be consistent with the project's current needs. Even though Meredith and Mantel (2012, 288) argue that using past similar projects as a guide for estimating current budgets, can act as one way to proceed, however it may not be the best possible solution concerning the unique quality of projects.

The overall budget limit was set out to be 4500 €, which would cover the generated costs of producing the event and leave the project profitable. The main cost accrued would be the catering bill and therefore it was decided to allocate 3000 € for catering arrangements. This would leave 1500 € to spend on venue, IT and miscellaneous costs; of which 500 € was tied to the venue, 400€ for the IT-section and another 500€ was centralized to any other emerging costs. Although it is easy to resort to traditional practices one has to prepare oneself for any changes that are budget deviations. As the commissioning party was using previous year's estimates, some changes would have to be implemented in order to maintain a profitable financial outcome. In respect to the budget data from 2013 the participation fee was set out to be 40€ / per attendee, however if one compares these figures from the ones from previous year's, one can see the possible problems arising. If the attendance fee would have been kept the same, the project would have only met the break-even point, meaning the generated costs would have been covered but otherwise the project would have stayed profitless. This is why a 5 € increase had to be made to the participation fee and raise the current budget to 4500€ instead of the regular 4000€.

Kerzner (2013, 15.4) also stated that the budget must include manpower requirements of the project. As this project was done mainly concentrating on the voluntary nature of the process, the need for identifying manpower resources was seen irrelevant. External resources were only used in the form of catering company Amica. Other sources were performed by using the help of Rotarians themselves working as "pro quo", as well as student volunteers from Haaga-Helia. Venue and its performers were secured by the project manager's spouse and IT-costs were also reduced below average since the person in charge was a Rotarian himself.

However if one were to follow Kerzner's approach it could be assumed that this project's decision-making process lacked essential building blocks in order for it to be competent. As already mentioned before, the biggest project difficulty or failure was the absence of focus. No systematic or concrete means were taken to ensure the compilation of a project

plan, schedule or budget. Budget was devised by using last year's figures, however these estimates were never documented on a piece of paper, from where one could check paragraphs for resource allocations and "money for the rainy day" -section or in other words the risk assessment.

Regarding the project plan and schedule, situation was worse because none of them existed. Project plan was never initiated and therefore objectives and courses of action were handled in the weekly planning sessions, which lacked focus, created disorganisation and wasted valuable time resources leading to reducing project efficiency. Scheduling of assignments was also dealt only in the status meetings. Stakeholders would know one week advance what they needed to do thus not being able to prepare themselves properly or make advancements with the tasks since tangible schedule material was missing. This of course created missed deadlines, which ended up in the need for repeating the same information all over again, and postponing vital project stages such as commencing the event registration due to omitted invitation translations.

3.2.4 Execution

"Ideas are easy. It's the execution of ideas that really separates the sheep from the goats."
(Sue Grafton)

The transference from planning onto the execution stage is not always easy. As expressed in the starting quote, planning phase is often characterised by over-optimism, hopefulness and the goal to create something amazing, which usually transpires to be unrealistic aspirations. It is, in fact, only in the execution stage when the reality sets in – the plan becomes concrete, changes arise and team work with its abilities is really put to work and challenged.

Nokes and Kelly (2007, 77) state that the goal of the execution phase is to bring something intangible into life that is implement the plans made into deliverables. It is also paramount to ensure that the accomplishments comply with the expectations set as well as to record emerging changes, in this recurrent process group. Execution process should also be enforced simultaneously with the controlling and monitoring stage. In this case it was time to actualise the event according to plans made that is transform oral intentions into concrete actions. Detailed decision-making process, which was established through status meetings, will be discussed in the next chapter by using an adapted partial role responsibility chart provided by Horine (2005, 57)

3.2.5 Status Meeting One

First planning committee meeting was held on September 2nd to layout the future plan for organizing the district meeting. Future tasks were allocated, proceedings were confirmed and future activities were established.

Lauttasaari co-educational school was confirmed to act as the event location for this year, also all the costs, including IT, catering, venue etc., for the budget should be drawn up. The venue selection was made based on previous experience and it was said to have workable premises with big auditorium and entrance. The entrance would be especially suitable for the registration and the location would accommodate dining in the premises. In addition the target deadline (week 39) for sending out the invitations was corroborated as well as the importance of distributing the follow-up reminder two weeks later, was emphasised. Preparation of the cost estimates was highlighted since the invitations could not be produced until the budget was completed.

Participation amount was discussed; 59 clubs in Finland and 16 in Estonia, which would make 75 clubs in total. Also the liaison from the Rotary Office was announced.

Registration and its requirements were put forward. Own website for the online registration should be established and link to the registration site should be included in the invitation. In addition the person responsible for the IT preparations should be notified.

The time and place for the next meeting was concluded to be held at Tuesday September 16 at 9 am at the Kauttu Law Office, Bulevardi 6.

Table 1. Status meeting one

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TIME AND PLACE OF THE NEXT MEETING
District Governor	<ul style="list-style-type: none"> • Determine last year's costs • Confirm last year's registration fee amount • Obtain a copy of last year's invitation • Plan the event programme • Discuss online registration - process with IT Consultant • Inform thesis students' participation to the Rotary Office 	BS	<ul style="list-style-type: none"> • DATE: September 16 • TIME: 09.00 am • LOCATION: Kauttu Law Office, Bulevardi 6.
Chairman	<ul style="list-style-type: none"> • Plan the event programme 	TC	
Haaga-Helia Student 1	<ul style="list-style-type: none"> • Establish the invitation base 	RR	
Haaga-Helia Student 2	<ul style="list-style-type: none"> • Establish the invitation base 	LM	
Past President	<ul style="list-style-type: none"> • Catering arrangements 	MB	

3.2.6 Status Meeting Two

During the subsequent planning committee meeting following themes were covered; catering, budget and IT-set up. Catering quotation from Amica was shared among the attendees and it was decided that the registration deadline should be October 10th. This was mainly due to the fact that the final amount of participants had to be confirmed to the catering provider by October 13th.

The total budget would amount to 4500 € and the costs would be segregated according to the groups mentioned above. 3000 € would be reserved for catering costs, 500 € for the venue, 400 € for the IT-services and additional 500 € would be put aside to any miscellaneous costs accrued. During the examination of the exact budget plan it was noted that in order for HIRC to cover all the event expenses the participation fee would have to be raised to 45 €. This proved out to be an increase of 5 € from last year's budget, which was approved by the District Governor.

Invitation and its contents were dealt more precisely. The contents should comprise of a cover letter, agenda as well as the District leaders Seminar Program. It should also indicate cost per person and detailed information where and when is the event being held and to whom is the invitation directed to.

Moreover it was stated that the stage appearance would be highlighted with the use of national and rotary flags. This was confirmed to be done by a club member. Shelterbox, organization acting as one of the key speakers, and its meaning was raised as a subject. It was decided that Haaga-Helia students would be in charge of the event on-site registration and that venue handlers would organise required onsite matters.

It was decided that the next meeting would be based on establishing the registration site and that the presence of IT-consultant would be obligatory. The following meeting dates were set out to be on Monday 22th of September at the lobby of Scandic Simonkenttä at 5.30 pm, and the subsequent meeting would be held at Wednesday 24th of September at 5 pm at the Kauttu Law Office.

Table 2. Status meeting two

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> Decide one of the key-note speakers Prepare District leaders Seminar program and send it separately 	BS	Rotary office has been informed of the co-ordination of the thesis students with the event	Online – registration discussion
Chairman	<ul style="list-style-type: none"> Confirm the registration bank account number for the next meeting 	TC	Program has been finalized	
Haaga-Helia Student 1	<ul style="list-style-type: none"> Prepare the e-mail invitation with the programme attachments Prepare agenda 	RR		
Haaga-Helia Student 2	<ul style="list-style-type: none"> Prepare the e-mail invitation with the programme attachments 	LM		

	<ul style="list-style-type: none"> • Prepare agenda 			
Club Member	<ul style="list-style-type: none"> • Arrange Finnish, Estonian and Rotary flags for the event 	MP		

3.2.7 Status Meeting Three

The third status meeting focused on the practical arrangements of setting up the online-registration site. IT-consultant provided the attendees a paper form of the registration system which was reviewed systematically and precisely. Based on this evaluation remarks were made on that the registration form would be made available in two languages; Finnish and Swedish and it would resemble the PETS seminar organized in March. It was decided that the Swedish translation would be carried out by the District Governor.

The contents of the registration form would entail the following subjects; name, club, position in the club, food allergies and e-mail address. This will be followed by the programme, payment information including the cost and back account number as well as the final date for paying the fee (10th of October). Lastly one may find maps and the exact location information of the event.

As the closing date for the registration process was approaching it was agreed upon that someone should be appointed as the monitor of the registration process. Haaga-Helia student 2 was delegated to the task with the purpose of keeping track of the people who have registered and informing the rest of the representatives of the registration status. It was decided that at the beginning of the process monitoring would only be done once a week and after that daily monitoring would be required. In order to fulfil this objective it was decided that the IT Consultant would provide student number 2 the access code for the registration system. It was also suggested that the upcoming data could be transferred into an excel table in order to facilitate the follow-up process.

During the meeting the compulsory presence of every President and Secretary of each club was emphasised and therefore it was decided that the District Governor would pursue members of the clubs that have not yet registered. It was noted that after finalising the registration process, the name badges would be available for printing. Closing comments were stressed regarding the objective of having everything finalised before the end of that current week.

Catering costs were specified to be 21,60 €/person, and this would include coffee (8,80 €) and lunch (12,50 €). It was also stated that the hourly cost for the waiters' services would be 30 €/h and that there would not be any parking or speaker fees.

The next meeting was restated to be on Wednesday, September 24th at 5 pm at Kauttu's Law office.

Table 3. Status meeting three

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> Provide the Swedish translation for the invitations Pursue the Presidents that have not registered 	BS	Online-registration discussion	Decide one of the key-note speakers
Chairman		TC	Sending the registration bank account number	
Haaga-Helia Student 1		RR		Prepare the e-mail invitation with the programme attachments Prepare agenda
Haaga-Helia Student 2	<ul style="list-style-type: none"> Monitor and keep track of the people registered Inform who and which clubs have registered 	LM		
IT Consultant	<ul style="list-style-type: none"> Establish a dedicated website for registration 	JK		

3.2.8 Status Meeting Four

Objective of this meeting was to go through the finalised invitation layout and make necessary finishing alterations if needed. In addition the process of sending out the invitation was reviewed more carefully.

It was decided that the IT Consultant would send out the registration link for the invitation and that the District Governor would check the invitation and cover letter before the sending process. The absolute deadline for sending out the invitations was accentuated to be on Monday 29th but the sending date should be strived for Friday 26th. It was also concluded that the District Governor would ensure that the Rotary Office will send out all the e-mails and attachments according to the schedule mentioned above.

The missing key-note speaker was confirmed; the speech would be delivered by the pastor of Lauttasaari segregation on the subject of values of Rotary. However the District Governor brought up a possible problem regarding the pastors availability on the event date and therefore it was decided that in case of his absence the speech would be done by Aatos Lahtinen.

Issues were raised concerning the tight schedule mentioned by the event's guest speakers therefore the programme had to be altered. The speech on the Shelterbox-activities will be divided into two parts and the coffee-break will be placed in between these occasions. Due to this addition the initial closing time for the event had to be moved from 15:30 to 16:00. It was also indicated that the District Leaders' Seminar will be postponed until the District Conference in April 2015 and therefore will be removed from the District Meeting's agenda.

Attendees decided to include a feedback questionnaire for the participants to fill out on the day of the event. The feedback form will be distributed alongside with the registration process.

Closing comments were made concerning the urgent nature of having the Swedish translation and providing it without delay to the IT-consultant. Corrective measures were suggested in the form of delegating it to an employee of Rotary in Turku.

The next meeting will be held on 8th of October at 5 pm at Kauttu Law Office.

Table 4. Status meeting four

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> Provide the Swedish translation for the invitations 	BS	Decide one of the key-note speakers	Provide the Swedish translation

	<ul style="list-style-type: none"> • Check invitation and cover letter • Ask The Rotary District Secretary to prepare all the necessary invitation attachments • Make sure that Rotary office sends the e-mails and attachments per schedule 			
Chairman		TC		
Haaga-Helia Student 1	<ul style="list-style-type: none"> • Handing out the feedback questionnaire at the event 	RR	Prepare the e-mail invitation with the programme attachments	Prepare the cover letter
Haaga-Helia Student 2	<ul style="list-style-type: none"> • Handing out the feedback questionnaire at the event 	LM		Prepare the cover letter
IT-Consultant	<ul style="list-style-type: none"> • Send the registration link 	JK	Establish online registration site Access code for the registration system sent	

3.2.9 Status Meeting Five

Chairman of the Committee expressed his disappointment about the late sending of the invitations by the Rotary Office. This in turn impacted the registration process, creating only 14 participant entries.

Message with the follow-up reminder was decided to be prepared and sent by Haaga-Helia student 1 to the Rotary Office and the Planning Committee members on Thursday 9th as well as producing the feedback questionnaire to the event. Insurance of the invitation sending by the Rotary Office was given to the District Governor.

Meat dish was decided to be the main course for the lunch and the deadline for the catering confirmation was prolonged until 20th due to low degree of registers. Registration deadline was changed as the 15th of October which will be indicated in the reminder invitation.

District Governor raised an issue concerning the program. Remuneration for the music performance had been demanded, however as this was not included in the budget, the District Governor would have to check the situation and whether the District would be willing to pay for it.

Flags and their holders were arranged to be collected from the Rotary Office and Lions Club by the District Governor and the Chairman.

Next meeting was established to be placed on Tuesday 14th at 3 pm in the Kauttu Law Office.

Table 5. Status meeting five

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> • Ensure that the invitations had been sent • Verify the music performance fee and if it is needed ask whether the District will pay for it • Arrange flags to be collected from the Rotary Office 	BS	Provide the Swedish translation	
Chairman	<ul style="list-style-type: none"> • Arrange flag holders to be collected from Lions Club 	TC		
Haaga-Helia Student 1	<ul style="list-style-type: none"> • Send Invitation reminder • Make feedback questionnaire 	RR	Prepare the cover letter	
Haaga-Helia Student 2		LM	Prepare the cover letter	

3.2.10 Status Meeting Six

Registration situation and progress was discussed. Its current status was at 55 names, still missing 25 clubs with unregistered members and therefore a personal message sent by the District Governor was agreed on.

Preparing of the name badges and deciding on the font to use was agreed to start immediately by the Chairman and Haaga-Helia students.

Haaga-Helia student 2 was to give daily progress reports of the registration's status. District Governor was allocated to contact the school about meeting set-up arrangements and it was decided that the caretaker and IT consultant should be present on Friday evening at 5 pm (24th).

Next meeting will be on Tuesday 21th at 5.45 pm in the Kauttu Law Office premises.

Table 6. Status meeting six

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> Send personal reminder message to the club leaders Contact school about set-up arrangements 	BS	Flag collection	Performance fee – check up
Chairman	<ul style="list-style-type: none"> Preparation of name badges 	TC	Flag collection	
Haaga-Helia Student 1	<ul style="list-style-type: none"> Preparation of name badges 	RR	Send invitation reminder	Make feedback-questionnaire
Haaga-Helia Student 2	<ul style="list-style-type: none"> Preparation of name badges Send daily status information of the registration 	LM		
IT Consultant	<ul style="list-style-type: none"> Be present on Friday at the preparation meeting 	JK		

3.2.11 Status Meeting Seven

The status of the registration process had increased, and now there were 78 registered names and two verbal commitments. Also the registration would include the District

Governor and his spouse, the Chairman, 10 members belonging to the Shelterbox project, IT consultant as well as 4 exchange students, making it a total of 98 participants. These developments had been notified to the caterers.

Name badges and the feedback questionnaire had been completed. It was also decided that the Chairman would provide the necessary printouts to be distributed at the registration. Report with a summary of the event feedback was urged to be compiled by the Haag-Helia students.

The commencing time was set out to be no later than 8.30 am on 25th due to requisite preparations until the arrival of meeting participants. The District Governor and Chairman would meet the caretaker on Friday to check on the arrangements.

It was adjourned that this meeting would be the final one before the actual event; however an evaluation meeting would be organized after the event to discuss the success rate and improvements needed.

Table 7. Status meeting seven

PROJECT ROLE	PROJECT RESPONSIBILITIES	ASSIGNED TEAM MEMBER	TASKS COMPLETED	ACTIVITIES OPEN
District Governor	<ul style="list-style-type: none"> Meet the caretaker at the school on Friday 	BS	Send personal reminder message to the club leaders Contact school about set-up arrangements Performance fee check up	
Chairman	<ul style="list-style-type: none"> Meet the caretaker at the school on Friday Provide copies to be printed 	TC	Preparation of name badges	
Haaga-Helia Student 1	<ul style="list-style-type: none"> Preparation of name badges Print a list of the participants 	RR	Preparation of name badges Make feedback questionnaire	
Haaga-Helia Student 2	<ul style="list-style-type: none"> Preparation of name badges Print a list of the participants Send daily status information of the registration Bring past president's badge to the event 	LM	Preparation of name badges	Send daily status information of the registration
IT Consultant	<ul style="list-style-type: none"> Be present on Friday at the preparation meeting 	JK		

One of the main objectives of the execution phase, stated by Nokes and Kelly (2007, 77), is to identify and visibly display the risks predicted in the project plan. As project plan and risk management were omitted during the process, the starting point for the execution remained unstable. Change requests and risks materialized are to be implemented during the execution phase. Changes encountered, included altering the budget due to increased catering costs, modifying the invitation due to amended program contents as well as postponing the deadline for the online registration due to protracted invitation sending. Even though changes were a foreseeable fact when moving onto the execution stage,

they still inhibited seamless continuation of the process since none of these projections were formulated on a piece of paper.

Nokes and Kelly (2007,77) argue that producing a project by using an inexperienced team will more likely end up increasing the level of risk associated with the project rather than cooperating with people who have more profound and sophisticated level of knowledge in project management areas. As the project was carried out by using in-house workforce and voluntary students, it might explain one of the major reasons why the project encountered hardships. Therefore if the execution would have been conducted by using professionals, such as official project managers, the coping with these changes could have been performed in a more stable and alleviated way. Also providing basic guidelines for project work, which Ruuska believe are necessary when working among people with less experience about project management, could have facilitated the process immensely.

3.2.12 Monitoring and Controlling

Monitoring and control process is very closely related to available feedback and forecasting measures. Nokes and Kelly (2007, 79) state that “the project must be observed and its progress recorded; and the changes must be actively managed by the project manager”, which can be obtained by comparing whether or not these aspects concur with the project plan.

Monitoring was done gradually in close connection with the meetings; however with the absence of project plan, any measuring options taken would provide meagre results. Lawson (2009, 122) states that placing milestones works as an important facilitator in the monitoring progress. In this case the review meetings and urgent deadlines, such as catering confirmation and produced invitations, acted as crucial turning points; however exact milestones were unaccounted for where the team members could have followed the actual progress.

Project control was concluded using basic techniques, such as baseline estimation and managing by status meetings, presented by Horine (2005, 125). Control and development of the project was assessed during the status meetings mainly through completion of assigned tasks. Items supposed to be met were carefully examined and reasons for postponing as well as the after-effects had to be revised and considered appropriately for the whole process and time frame. Status meetings were also the best time to weigh the understanding of roles and responsibilities, to ask questions or make suggestions. Other urgent matters were also dealt via e-mails. As already mentioned above, deadlines at

hand were a critical assessment block for progress, either positive or negative, as well as staying on budget, which represents the common baseline measures for control mentioned by Horine. As budget was set to be on a certain level, that is 4500€, decisions would have had to meet this required standard. To exemplify, the music performers at the event were demanding a performance fee for their efforts, even though this was supposed to be an action of voluntary nature, the cost and its effect had to be weighed and thought through inside the allowing budget. As the project was delivered on such a small scale, any bigger techniques, such as formal signoffs or escalation threshold, brought by Horine (2005, 126-127), would have been unnecessary.

However the project could have been managed by added reviews, where the progress could have been measured and examined through team feedback and the event could have been realized through a rehearsal. These walkthroughs and testings, as Horine (2005, 125) describes them, would not only give a clear indication of what the actual event would look like but also raise possible problems and challenges or just give more confidence to the project team and people contributing to the process.

Controlling and monitoring could have been performed by producing visible paper evidence. The only concrete forms to follow and measure progress were the meeting minutes. However this is not enough, because Lawson (2009, 155-156) argues that effective monitoring not only improves team morale and helps to understand the goals more clearly but also fosters flexibility and in worst case scenario acts as a warning sign for possible catastrophe.

3.2.13 Project Closure

Lawson (2009, 212-214) argues that project closure is as paramount as the primary stages of the project due to various reasons. Firstly it measures project success as well as prevents mistakes from happening again. It can also be used as a proper tool for controlling expenses and creating an official list or procedure for finalized activities. Lastly it also helps to forge team morale and satisfaction, when all the participants are recognized for their accomplishments.

In order to create a successful project ending, according to Lawson (2009, 216-219), one has to introduce a plan for project termination, obtain official approval, close charge accounts, gather information, and help the team to get over the finishing line as well as to support them right till the end. It is also vital to keep monitoring the final stages of the project and to have a project review meeting.

Summary report with feedback form review produced by the Chairman of the Organizing Committee was distributed to the project participants. Also an evaluation report about event improvements was handed out to the commissioning party. Summary report included information about background and purpose of the project and notice summarizing the main aspects of the planning with budget estimates. Furthermore the district event and its success were described.

The strongest areas had been the location and meeting management, whereas the meeting material provided and the length of the presentations received least amount of points. From the 30 feed-back forms obtained, it could be determined that the event had been a financial success, with an ending balance of 938, 20 €.

Event improvements focused mainly on developing the consistent nature of the registration process and other onsite-requirements. Also enhancing the program procedure, course of the event and parking facilities was seen necessary.

Lawson (2009, 230) also states that it is important to celebrate the success of the project with an end gathering, which is how this project reached its culmination. A celebration dinner among the main contributors was held, where the project review meeting and gratification activities were combined. Even though a formal closedown report was omitted, the success of the project and improvements were evaluated through an observation report. In addition recognition was bestowed in the form of gifts and thanks.

Please see appendix 1 for the complete summary report that was conducted by the Chairman of the Organizing Committee.

4 District Meeting, 25 October 2014

After all the planning and implementation of event and project management, the event day arrived. The event took place on a Saturday, on the 25th of October 2014 at Lauttasaari Co-educational School.

4.1 Event

The event registration began at 9:00 and the actual event began at 9:30. Haaga-Helia students were in charge of the registration table and the distribution of the name tags.

After guests began arriving and they registered, a small breakfast was served in the entrance hall. Breakfast consisted of coffee or tea and mushroom pie. After all the guests had arrived and registered, they moved on to the meeting hall, the auditorium of the school. There the first part of the event took place. After the opening words given by the President of HIRC, Tuomo Kauttu a musical performance was presented by the music school of Lauttasaari. This in turn was followed by a short break and continued with the official part of the event.

Piirikokouksen ohjelma lauantaina 25.10.2014 Lauttasaaren yhteiskoulu, Isokaari 19, Helsinki	
Klo 09.00	Kahvi ja ilmoittautuminen
Klo 09.30 – 12.00	Piirikokous <ul style="list-style-type: none">- Tervetuloa: Tuomo Kauttu, Presidentti, Helsinki International Rotary Club- Musiikkitervehdys: Lauttasaaren musiikkiopisto- Noin 10 minuutin tauko- Piirikokouksen virallinen osa: Piirikuvemööri Birger Stjemberg
Klo 12.00 – 13.00	Lounas
Klo 13.00 – 15.00	<ul style="list-style-type: none">- Avaussanat: Piirikuvernööri Birger Stjemberg- Rotaryn arvot nyky-yhteiskunnassa: Juha Rintamäki, Lauttasaaren seurakunnan kirkkoherra- Shelterbox: Torstein Nielsen ja Jan Karlsson
Klo 15.00 – 15:15	Kahvitauko
Klo 15:15 – 16:00	Shelterbox-toiminnan esittely
Klo 16:00	Piirikokouksen päätös

Figure 5. The program of the District Meeting that was held on the 25th of October 2014

Lunch was set at 12:00 - 13:00. Since the caterer was the school's restaurant, lunch was quite conveniently served at the school's cafeteria and catered by Amica. Beef stew with rice was served. After lunch, the "other matters" part of the event took place. This entailed Speeches from the minister of Lauttasaari church and Shelter box representatives. A coffee break followed and after a more in depth presentation on Shelter box and their activity. The meeting was concluded at around 16:00.

4.2 Feedback

Feedback was conducted with a survey form. The form was distributed at the registration table by the same Haaga-Helia students that were in charge of the registration and name tags. The feedback form that was devised was modified from using a feedback form from a previous HIRC event.

The feedback consisted of two parts:

1. A first part where one had to evaluate the success of the event with numeric values

1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):					
	Erittäin huono				Erittäin hyvä
1. Tiedostus ja kutsut	1	2	3	4	5
2. Päivän ohjelma	1	2	3	4	5
3. Esitysten hyödyllisyys	1	2	3	4	5
4. Verkostoitumismahdollisuudet	1	2	3	4	5
5. Kokousjärjestelyt	1	2	3	4	5
6. Kokousmateriaali	1	2	3	4	5
7. Tapahtumapaikka ja sijainti	1	2	3	4	5
8. Tapahtuman tarjoilut	1	2	3	4	5

Figure 6. First part of the Feedback form

2. And a second part where one had to evaluate the event with one's own words.

2. Mistä nautit tai mitä arvostit eniten tässä tapahtumassa?

3. Onko sinulla parannusehdotuksia tapahtuman kehittämiseen?

4. Kommentoi tapahtumaa vapaasti. Voit jatkaa myös kääntöpuolelle.

Figure 7. Second part of the feedback form

The feedback forms were collected as the guests were leaving the event with a designated feedback form -box that was situated in the entrance hall.

4.3 Evaluation and Lessons Learned

After the event and receiving the feedback forms the Haaga-Helia students, the authors of this thesis report conducted a summary of the feedback received as well as discussed the event and whether it was a success or not. They also discussed issues that could have gone better.

30 feedback forms were returned filled. The answers were collected and summarised by using MS Excel.

1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):

	1	2	3	4	5	Answers	Average
1. Tiedotus ja kutsut	0	0	10	14	6	30	3,87
2. Päivän ohjelma	0	1	4	21	4	30	3,93
3. Esitysten hyödyllisyys	0	1	2	17	5	25	4,04
4. Verkostoitumismahdollisuus	0	2	10	8	9	29	3,83
5. Kokousjärjestelyt	0	0	3	17	10	30	4,23
6. Kokousmateriaali	1	3	11	9	4	28	3,43
7. Tapahtumapaikka ja -sijainti	0	0	2	16	12	30	4,33
8. Tapahtuman tarjoilut	0	2	2	18	7	29	4,03
							3,96

Figure 8. Numeric feedback summarised

As seen from the figure above, the average of the feedback on all eight criteria was above middle range and good. According to the text answers, the aspect of the event that was

most well received was the speech given by the minister, Juha Rintamäki. However, the ability to network was another most enjoyable part of the event.

When asked whether the guests had any improvement ideas, the one aspect that rose above all was the length of the meeting (too long) and the time and day the event was held on (weekday evening was preferred). Also it was suggested that all of the material should be handed out on-site. This however was a deliberate decision by the organising committee to not hand out the material, since everything was sent out with the invitations.

In conclusion to the feedback given, the event was a success although there are some issues to improve upon. Here are some examples that came to the authors minds.

Registration should follow a consistent pattern. This means that the name badges need to look similar: all using the same font, no all-caps, and last name before the first name. Also all names have to be spelled correctly. The registration list should also be double and triple checked for spelling mistakes and consistency. At the event, because the registration list was exported from the registration site, it was not as tidy as it should have been. This is because it had the guests' names as they had written them when registering: all caps, first name where the last name should be etc. Also, maybe the name tags should be placed on a different table for the participants to pick them up for themselves. This way the person or people handling the registration table can focus on ticking of the attendees. One thing is for certain though, name badges should be done and placed well in advance before the actual event begins: there were many people who came early.

A big part of the registration process that turned out to be a problem was the case of the power of attorneys. The people in charge of the registration had no idea what to do with the proxies or who was in charge of them since they were not told about them in advance. In future events, the power of attorneys should be given to the people responsible of the registration, which exhibits convenience of the whole process. Or if someone else is responsible of them (such as the Rotary District Secretary this time), there should be a clear sign indicating that the power of attorneys can be handed to that specific person or put in to that location.

Another thing to consider in case of future events is that the janitor, or the person in charge of the venue and ease of access, should be around at all times. At the event the door got locked and visitors coming late could not enter into the auditorium anymore which created an embarrassing situation.

But all in all, the event turned out to be a success even with these small bumps on the road. The summary of the feedback and the authors' improvement ideas were given to the commissioning party who in turn conducted a summary report of their own. Please see appendix 1 for the full summary report.

5 District Meeting Organiser's Manual

Manuals are important tools in guiding people around unknown subjects. Although the process of writing a manual can be a time consuming matter with various aspects to take into consideration, a finished manual has to be short, simple and easy to comprehend. The final product needs to be a well-organized and consistent piece of writing. In other words, the manual needs to be written in a matter that the user can easily understand what needs to be done and in what order. After reading a successful manual, the user will also have no trouble in remembering the process in question. (Norman, D)

Manual making requires twelve steps. These steps include the following:

1. Decide what you will be writing about, i.e. the subject - A clear subject needs to be determined in order to achieve the audience the manual is meant for.
2. Decide who you are writing for - The level of the audience needs to be determined: is it a manual for novices or experts?
3. Decide the exact topic - What is the entire manual about?
4. Determine the order matters will be presented - Will items be placed chronologically or in some other order?
5. If the manual is going to use terms that are only related to the business in question, prepare a glossary - Jargon that is used in the manual may be incomprehensible to some users.
6. Decide whether the subjects need more research - Manuals need to be accurate otherwise they are useless.
7. Determine the organisation of the sub topics - Which issues belong under which section?
8. After determining order of the topics and sub topics you will need to do some more organising. - Put everything in a logical order, narrow the range of the topic.
9. Begin writing.
10. Do not steal other people's writing - Make references.
11. Add pictures and graphs where they are needed.
12. Proofread. (wikiHow).

Mikolaitis & O'Toole (2002, 198) state that even though one could categorize event manuals into numerous types, most manuals will fit into one of four categories. The categories are depicted in the figure below. However, in general, corporate event manuals have two major roles. First, they produce a list of procedures to successfully organise and implement an event and second, they act as record of the procedures and actions in

achieving a successful event. (Mikolaitis & O'Toole 2002, 198). Together, both the thesis report as well as its appendices will act with the above mentioned roles. In other words the thesis report will serve as the "report manual" and appendix 1 will serve as an "operations manual", since it is a manual for a specific event.

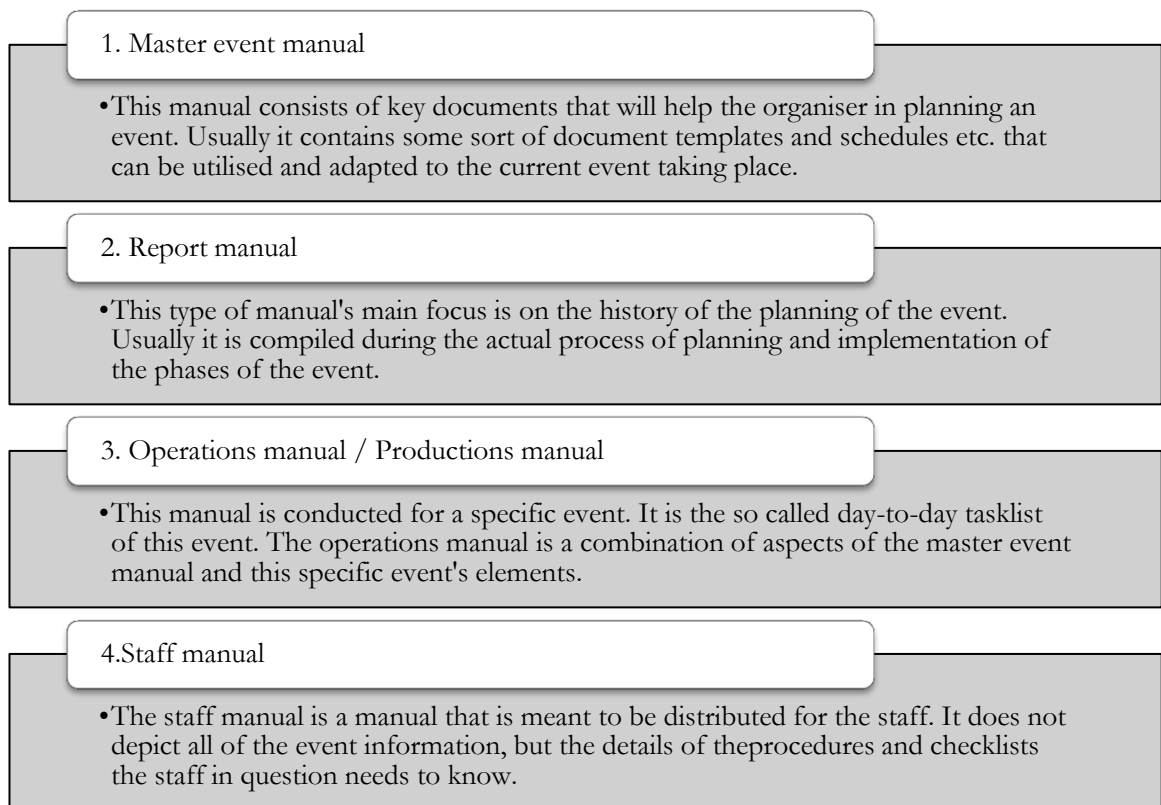


Figure 6. Types of Corporate Event Manuals (Mikolaitis & O'Toole 2002, 198-199)

Because the authors of District Meeting Organizer's Manual were part of the planning committee for the HIRC district meeting, the objective and the target audience of the manual were clear from the beginning. When composing a manual it is extremely crucial to know exactly what items are needed to be conveyed in order for the manual to be a functional one and since the authors were writing the manual for next year's District Governor of HIRC and the planning committee of the next district meeting, i.e. the next people in the same role as the authors, this was not a difficult task. This is why knowing the target audience and experiencing the task itself helped the authors conduct a manual with a clear agenda and one with a logical order from the point of view of the organizer.

The manual was conducted as a quick access go-to-help-book for the future organiser of the Annual District meeting. Since the responsibility of the organisation is rotated with the appointment to be District Governor, the authors of the thesis felt that a manual would be

an extraordinary help for future Governors. The manual conducted for HIRC includes a general approach in how to go about in organising the annual meeting. Please see Appendix 2 for the manual. However since the whole thesis is written about the process of planning and organising the annual district meeting, this thesis in fact, may act as a report manual.

6 Conclusions

The thesis report introduced an event planning process of the organisation of HIRC's annual district meeting. The main objective of the report was to produce the future organisers of the annual event with useful guidelines and views in how to successfully organise such an event. After the event on the 25th of October 2014, the planning committee held a closing meeting where a summary report of the feedback that was gathered from the participants of the event was distributed amongst the committee. Feedback was gone through and development suggestions for the future were exchanged. The commissioners of the event displayed that they were pleased with how the event had turned up.

The event consisted of a single-day event but because of so many moving parts in regarding the event, preparations for the event started in May 2014, before the summer holidays. However actual kick-off of the event was not until August 2014. In retrospect, the authors of this report had plenty of time to organise such an event and time management was not an issue for them. However, due to the committee members' full-time jobs, some task deadlines were not met in time and thus leading to follow-up work. For future reference this can be handled with clear roles and higher motivation of team members. Also because of the appearance of enough or too much time, some tasks were left for the very last minute. In order to avoid stress, the authors recommend future organisers to make a clear timeframe and stick to it.

The process of conducting the thesis report and the manual as a product of organising the district meeting by being a team also turned out to be a success. Main tasks were divided between the two authors: Ms Ramsurrun was in charge of the part on event management and Ms Miettinen covered the project management aspect of the report. Both were equally responsible in organising the actual event. At first it seemed that it would be difficult to combine the two different theories together, but because of the fact that events as a concept are extremely similar to projects, it was not. Separating the two main subjects turned out to be beneficial to the thesis report. This way, the whole process of organising the district meeting was gone through thoroughly with examining all aspects of organising an event.

Over all the authors of this report and organisers of the event are pleased with the outcome of it all. Goals were met and the meeting was successful. Of course, with a little bit of fine tuning, future events can be perfected to be even more successful. With the help of this thesis report as well as the manual the next organisers of this specific event

will have all the tools for organising this event with no troubles at all. The future organiser will have a full record of what to do and especially what not to do when organising the annual district meeting of HIRC.

Bibliography

Abson E., Bladen C., Kennel J. & Wilde N. 2012. Events Management: An Introduction. Taylor and Francis. Hoboken.

Allen Judy 2009. Event Planning: The Ultimate Guide To Successful Meetings, Corporate Events, Fundraising, Galas, Conferences, Conventions, Incentives and Other Special Events. Wiley. Hoboken.

Allen, J., Bowdin, G., Harris, R., McDonnell, I & O'Toole, W. 2012. Events Management. Taylor and Francis. Hoboken.

Brainy Quote 2001-2015. Execution Quotes. URL:
<http://www.brainyquote.com/quotes/keywords/execution.html>. Accessed: 21 March 2015.

BusinessDictionary.com. Event. URL:
<http://www.businessdictionary.com/definition/event.html> Accessed 3.4.2015

Helsinki International Rotary Club 2007. About HIRC. URL: <http://www.hirc.fi/exempelsida/>
Accessed: 10 March 2015

Horine, G. 2005. Absolute Beginner's Guide to Project Management. Que Publishing. Indianapolis.

Karlsson, Å., Marttala, A. 2001. Projektikirja. Onnistuneen projektin toteuttaminen. Talentum Media Oy. Helsinki.

Kerzner, H. 2013. Project Management. A systems approach to planning, scheduling and controlling. 11th ed. John Wiley & Sons, Inc. New Jersey. URL:
<http://www.google.fi/books?id=QgQQC5qRtzgC&printsec=frontcover&hl=fi#v=onepage&q&f=false>. Accessed: 15 March 2015.

Lawson, K. 2009. Successful project management. New Holland Publishers (UK) Ltd. London.

Meredith, J., Mantel, S. 2012. Project Management. A managerial approach. 8th ed. John Wiley & Sons, Inc. URL:

<https://books.google.fi/books?id=xGRtQetWjNsC&printsec=frontcover&dq=project+management&hl=fi&sa=X&ei=GKMFVYvHE8OqywPml4G4Bg&sqi=2&ved=0CE4Q6AEwBA#v=onepage&q=execution&f=false>. Accessed: 10 March 2015.

Mikolaitis, P. & O'Toole W. 2002. Corporate Event Project Management. Wiley. Hoboken.

Nokes, S., Kelly, S. 2007. The Definitive Guide to Project Management. The Fast Track to Getting the job done on time and on budget. 2nd ed. Pearson education limited. Harlow. URL:

<https://books.google.fi/books?id=Ki3zKblaQi0C&printsec=frontcover&dq=project+management+nokes&hl=fi&sa=X&ei=6aQFVZqqHsKZygOtgYHQBw&ved=0CDEQ6AEwAA#v=onepage&q=execution&f=false>. Accessed: 30 March 2015.

Norman, D. How to Write an Effective Manual. Nielsen Norman Group. URL:

http://www.jnd.org/dn.mss/how_to_write_an_eff.html Accessed: 10.10.2014

Project Management Institute. 2004. A guide to the project management body of knowledge: PMBOK® guide. 3rd ed. Project Management Institute, Inc. Newtown Square, Pennsylvania.

Raj, R. Walters, P. Rashid, T. 2009. Events Management, an Integrated and Practical Approach. SAGE Publications Ltd. London.

Rotary International 2015. History. URL: <https://www.rotary.org/en/about-rotary/history>. Accessed: 10 March 2015.

Rotary International 2015. Our Structure. URL: <https://www.rotary.org/en/about-rotary/our-structure>. Accessed: 10 March 2015.

Ruuska, K. 1997. Projekti hallintaan. Suomen Atk-kustannus Oy. Espoo.

Sources of Insight. Top 10 Project Management Quotes. URL:

<http://sourcesofinsight.com/project-management-quotes/>. Accessed: 21 March 2015.

Virkki, P., Somermeri, A. 1997. Projektityö. Kehittämisen moottori. 4th ed. Oy Edita Ab. Vantaa.

WikiHow. How to Write a Manual from Scratch. URL:

<http://www.wikihow.com/Write-a-Manual-from-Scratch> Accessed 10.10.2014

Wysocki, R. 2014. Effective Project Management. Traditional, Agile, Extreme. 7th ed.
John Wiley & Sons, Inc.

Appendices

Appendix 1: Summary Report of the HIRC District Meeting

Rotary District 1420 Annual Meeting 25.10.2014.

Summary Report by Tom Crockford, Chairman of the Organising Committee:

Background:

As part of the District Governor's responsibilities, Helsinki International Rotary Club (HIRC) was asked to organise the annual District Meeting. In earlier years this meeting was held as part of the District Conference, which was then a two day event. Now, however, this has been split into two parts, with the District Meeting being held in the autumn and the District Conference the following spring. Both are now one day events.

Planning:

District Governor Birger Stjernberg and I met to discuss the arrangements on April 15, i.e. shortly after the PETS seminar in March. It was decided to have the District Meeting at the same venue – Lauttasaaren Yhteiskoulu (LYK) – since it had proved to be both suitable and convenient. It was decided to try to get assistance again from students at the Haaga-Helia School of Applied Sciences, and to form an organising committee from volunteers from HIRC. Despite several appeals, however, the only volunteer from the club was Mona Björklund who agreed to handle the catering arrangements as she had done for the PETS seminar. Jyrkki Kariniemi from Tapiola RC assisted by setting up the on-line registration process.

On May 13, Birger and I visited the Haaga-Helia school and met with Olli Laintila, lecturer of one of the school's programmes. Present were also three students who had shown interest in being part of this organising project. Two subsequently agreed to participate. Laura Miettinen and Rebecca Ramsurrun decided to use this project as the basis for their thesis, which would be product based; the product being an instruction guide that the Rotary office could provide to clubs to help them in arranging future such meetings.

The four of us (BS, LM, RR and TC) met again on May 26 to outline the basic tasks that needed to be accomplished. It was then decided to start the serious planning work as soon as possible after the summer holidays. Subsequently seven committee meetings

were held between September 2 and the event itself on October 25. One meeting was held in the lobby of the Scandic Simonkenttä Hotel and the remainder were held at the offices of Tuomo Kauttu's law firm. We are grateful to Tuomo Kauttu for his hospitality in making this possible.

The budget allocations were fairly simple, as follows:

Venue charge	EUR 500	
Possible IT assistance	EUR 400	
Catering	EUR 3000	
Miscellaneous	EUR 600	= Total EUR 4500

Previous meetings had enabled us to anticipate the number of participants at approximately 100. It was thus decided to set the attendee charge at EUR 45 per person, an increase of 5 euros from that charged in 2013. BS indicated that this is a District event, and that should there be a deficit the District would be responsible for reimbursing the club.

The District Meeting 25.10.14

87 Rotarians from throughout the District pre-registered for the event though there were two no-shows. There were also some who had not pre-registered, and there was one attendee from Estonia. Several Youth Exchange students (including the two from HIRC) were there to sell Rotary candles to raise funds for the District. The Shelter Box organisation gave a presentation and had an exhibit in the lobby of the school. They had six people in attendance. Laura and Rebecca handled the registration process and prepared the name badges. The lunch costs for all non/paying attendees will be reimbursed by the District office.

Liisa Stjernberg acted as the MC for the programme, and managed to maintain the schedule very much as outlined in the programme. Tuomo Kauttu gave the welcoming speech on behalf of HIRC, and Birger Stjernberg acted as Chairman of the meeting. Fredrik Pressler and Mona Björklund also attended the meeting on behalf of HIRC.

A total of 30 feedback forms were handed in after the event. From these it can be said that the meeting was a success. 76.6% judged it to have been either 'good' or 'very good'. In particular, under the category of 'tapahtumapaikka ja sijainti' 93.3% rated it as 'good' or 'very good', while 90% rated the 'kokousjärjestelyt' as being either 'good' or 'very good'.

These were the strongest areas. The weakest appears to have been the material provided to the participants (kokousmateriaali). Here, only 46.4% indicated either 'good' or 'very good', 39.3% rated 'average', and 14.3% judged it to be 'poor' or 'very poor'. The probable reason for this low score was that the agenda and financial reports had been sent by email to the clubs by the Rotary office, with nothing being handed out at registration. The full summary of the feed-back is given as an attachment to this report.

On the accounting side, the provisional financial result is as follows:

Income: 89 attendees @ EUR 45 =	EUR 4005
Invoices received:	
Venue EUR 500 + Catering 2566,80 =	EUR 3066,80
Balance	EUR 938,20

It should be emphasised that this is a provisional summary of the financial result and is subject to collecting all revenues due, and does not include possible funding from the District (including reimbursement of the meals for non-paying attendees such as Shelter Box personnel, Youth Exchange students and event organisers).

It can, however, be safely assumed that the event has been a financial success for Helsinki International Rotary Club.

Tom Crockford

Chairman, District Governorship Preparation Committee

Attachments (next page):

Feed-back form review

Suomen Rotary Piiri 1420 -piirikokous 25.10.2014

1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):

	1	2	3	4	5	Answers	Average
1. Tiedotus ja kutsut	0	0	10	14	6	30	3,87
2. Päivän ohjelma	0	1	4	21	4	30	3,93
3. Esitysten hyödyllisyys	0	1	2	17	5	25	4,04
4. Verkostoitumismahdollisuus	0	2	10	8	9	29	3,83
5. Kokousjärjestelyt	0	0	3	17	10	30	4,23
6. Kokousmateriaali	1	3	11	9	4	28	3,43
7. Tapahtumapaikka ja -sijainti	0	0	2	16	12	30	4,33
8. Tapahtuman tarjoilut	0	2	2	18	7	29	4,03
							3,96

2. Mistä nautit tai mitä arvostit eniten tässä tapahtumassa?

Larun kirkkoherra: kannattava esitys, monet case-tapaukset
Juha Rintamäen esitys oli huikea! Kiitos!! Tässä on mallia kirkon "next rollille"
Shelter Box
Verkostoituminen, tapaaminen
Hyvät tilat ja hyvin järjestetty
Paikka hyvä ja edullinen.
Juha Rintamäen esitys. Samoin Birgerin esitys oli ok.
Iltapäivän ohjelma kokonaisuudessaan muk. lukien D6-puhe. Erityis. kirkkoherran esitys.
Verkostoitumismahdollisuudet, koulutuksellisuutta
Toimintakertomuksen ja tilinpäätöksen tarkka läpikäynti

Vanhosten tuttu tapaaminen
Upea kuulla, mitä kaikkea on jo tehty keskitetyn on-line-näkyvyyden eteen.
Aamupäivän ohjelma, lounas keskustelut
Toiminnasta saatua tietoa sekä tulevien että nykyisten toimistojen tapaaminen
Juha Rintamäki esitys
Kokoon tuleminen yhteisen asian puolesta
Juha Rintamäki esitys
Verkostoitumisesta
Ajankohta (LA-aamu) erittäin hyvä, tila toimii ja puhe kuuluu.

3. Onko sinulla parannusehdotuksia tapahtuman kehittämiseen?

Esiintyjien tulisi huomioida mikrofonin kuuluvuuden vuoksi. (Rintamäki huomioi kuulijan oikein).
Enemmän kokousmateriaalia
Kuvernöörin toimintakertomus voisi tehdä PPT-esitys muotoon jolloin sitä olisi mukava seurata. Voisi siellä olla vaikka muutama kuvakin elävöittämään esitystä.
Vähän lyhyempi toimintakertomuksen esittely
Tullaan hiljalleen 2010 luvulle myös tässä tapahtumassa, tällä tyylillä emme saa nuoria liittymään / pysymään liikkeeseen / liikkeessä. Shelter box olisi voimakkaita lyhyempiä
Shelter box esitykset kestivät ehkä liian kauan.
Enemmän pysäköintitilaa
Musiikkiesityksiä voisi olla myös esim. ruokailun jälkeen
Ohjelmaa lyhennettävä, koska aikaa ei tarvita tämän ohjelman läpikäyntiin näin paljon
"Joskus Pohjois-Hämeen?"
Piirikokous voisi päättyä jo lounaaseen kun varsinaisen kokouksen on pidetty. Viikonloput ovat aika kiireisiä osanottajille

Esitellään asiat muodossa: tavoite-mittari-toteutunut. Huolehditaan, että esitykset on etukäteen v
Toimintakertomusta 2013-2014 olisi voinut näyttää sen esittelyn aikana myös kankaalla samanaikaisesti tai jakaa etukäteen sähköisesti.
Piirikokouksen yleiset osat voisi hoitaa arki-iltana
Tauko 10:25-10:40!
Kutsuissa oli eri alkamisaikoja (ilm. lomakkeessa 9:30, liitteessä 9:00)
Päätösaineisto (toimintakertomus ym.) etukäteen kiitos. Kankaalla näkyi aineisto huonosti.
Kokouksen asialista ... asiakirjat: toimintakertomus ja tilit etukäteen osanottaneille.

4. Kommentoi tapahtumaa vapaasti.

Kokous osuus oli aika pitkä, tosi asiaakin on paljon. Kokouksen materiaaleja voisi (soveltuvin osin) tuottaa enemmänkin PPT-muotoon -> helpompi seurata.
Mukava ja hyödyllinen
Tilaus: Excel, jossa olisi piirin klubit kertovat jäsenmäärät, ja sen maksut. Onko "poissaolomaksuja", onko vaihto-oppilasta, "pääprojekti" esim. vaihto-oppilas jne -> "Bench Marking". T. Timo Virkilä PHRK, 0407569646
Aamupalalla ei ensin ollut tee-vettä. Kun sitä sitten lputa tuli se oli kylmää vettä. Käytetyille astioille ei ollut mitään paikkaa johon ne olisi voinut viedä. Kun "tarjoilijoilta" kysyi neuvoa he sanoivat etteivät tiedä eivätkä osauttaa. Pieni asia, mutta voisi olla kunnossa.
Hienoa, että olemme säästäneet omien tapahtumien kuluissa! Tämä on vastuullista toimintaa, joka kestää julkisuutta
Varsinaista esityslistaa kokoukselle ei jaettu etukäteen eikä kokouksen aluksi. Myöskään netistä ei esityslistaa löytynyt.
Hienoa kuulla eri klubien konkreettisista projekteista.
Tarpeellinen informaatio, hyvä päivä!!
Ihan kiva.

Appendix 2: District Meeting Organiser's Manual



Helsinki International Rotary Club: Annual District Meeting Organiser's Manual

Laura Miettinen & Rebecca Ramsurrun

Contents

1	Introduction	2
2	Task list & Schedule.....	3
3	Date & Time	5
4	Venue	6
5	Program	7
5.1	Food and Beverages: Breakfast & Lunch.....	8
5.2	Entertainment	8
5.3	Other Matters	8
6	Practical Arrangements	10
6.1	Registration & Invitations	10
6.2	Name Tags	13
6.3	Feedback Forms	13
6.4	On-Site Arrangements	14
7	Evaluation & Final Report.....	16
	Appendices.....	17
	Appendix 1: Template of the Feedback form	17
	Appendix 2: Template of Feedback Summary Gathering	19

1 Introduction

This manual is conducted for the Helsinki International Rotary Club's (later HIRC) District Governor of the District 1420. The manual is a quick go-to-guide in organising the annual district meeting, of which the organising responsibilities lie with the District Governor. The annual district meeting usually takes place during autumn time and thus, it is assumed that this fact is true throughout the manual. Also, it is assumed that the audience of the event is also a constant. The audience being the members of HIRC district 1420, in detail the President and the Secretary of each area of the district. Usually the meeting consists of a mandatory business part, some refreshments, entertainment and a speaker from outside the organisation.

The manual is written based on the thesis report by Laura Miettinen and Rebecca Ramsurrun, students of Haaga-Helia University of Applied Sciences. The manual consists of seven parts. Each part goes through different aspects of what to remember in organising the event and how to go about in achieving the objective, the objective being a successful event.

2 Task list & Schedule

The first thing to do after recognising the event audience is to determine the event timeline, the task list and the schedule of execution of the tasks. It is good to give yourself enough time for planning the event. With the help of a planning team one can delegate specific tasks to a member of the team and thus lighten the task load. The table below depicts a template that can be used when beginning to organise and plan the annual district meeting. It shows what is required to be done clearly and in the order it needs to be done in.

TASK	TIMELINE	CHECK
Recognition of the need to start event planning: - gather a team and have a kick-off meeting to establish what needs to be done and when	No less than eight weeks before the event	
Setting a date and time - pick a date that gives you enough time to plan the event - however, do not pick a date that will coincide with a major holiday or normal business hours	Straight away at the kick-off meeting	
Establishing the budget - How much will attendance cost? - venue - catering - Others?	At the first meeting	
Picking a venue - the venue must be affordable	Seven weeks before the event	
Catering - catering could be an on-site service either included or a service that can be bought on-site	Six to four weeks before the event	
Program - what mandatory items need to be gone through - Entertainment? - Other speeches?	Six to four weeks before the event	
Sending out Save the Day -invitations - these are not official invitations, just general information with information such as what, when and where	Six weeks before the event or preferably as soon as the date, time and venue are known	
Registration link - make the registration link and test it out	six to five weeks before the event	

Sending out invitations - the program needs to be ready and it needs to be sent out with the invitations	Four weeks before the event	
Name tags - make the name tags after people have registered as attending - it is good to have one person in charge of this task	Four weeks before the event and coming up to the actual event	
Feedback forms - making the forms	Three to two weeks before the event	
EVENT		
Gathering feedback and compiling a summary	After the event	

Table 1. Tasks and timeline of completion of tasks

As shown in table one, the very first things that need to be done are establishing a date and a time as well as the budget.

When establishing the budget, one must know for what the money is needed and from where will the money come from. Generally there has been an attendance fee to participate in the district meeting. This fee is meant to cover all costs of the meeting. Possible costs are venue, catering, possible IT and miscellaneous. The year's 2014 budget was 4500 EUR. This was established by estimating that the venue fee would be 500 EUR, catering 3000 EUR, possible IT assistance 400 EUR and miscellaneous 600 EUR. This is a good rule of thumb.

3 Date & Time

When establishing the date and time one must be aware that HIRC's member's free time is a limited source. One must find the best possible time so that most members will have the opportunity to attend. Keeping this in mind, usually after business hours during the weekdays is not a good option to have a district meeting. People will often be tired after their workdays. One must also be aware of major national holidays since often these are the times people spend with their families. Therefore good possible options are for example Saturday or Sunday morning - day, preferably Saturday since this means after finishing with the meeting, the members will have the rest of the weekend for themselves.

District meetings have been held on Saturday mornings for at least two previous years now and it is established that this timing works. However, if one wants to keep the meeting to strictly business and mandatory issues, a weekday after working hours will do just fine. This way the duration of the event will also be drastically cut down and in turn the budget as well. The figure below depicts the decision making process of figuring out the date and time of the event.

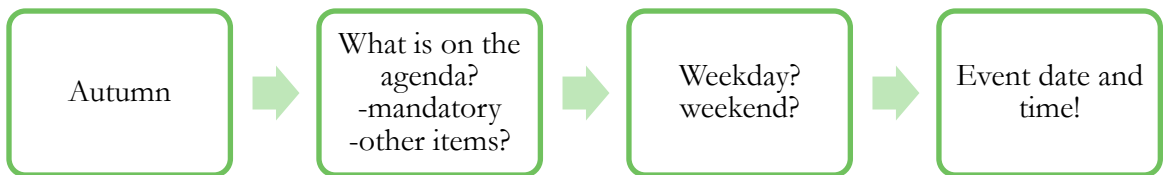


Figure 1. Decision making process of date and time of event

4 Venue

When picking a venue for the event one must pick a venue that can fit more than 150 people. Since there are 76 areas in the district and the President and Secretary of each area are invited, the venue has to fit at least 152 people in case all decide to show up.

Also because of the nature of the event, where there are presentations and speeches, the venue has to have some sort of AV-equipment. Keeping this in mind in addition to budgetary restrictions where the attendance fee should cover all costs, the venue has to be quite affordable. This leaves the planner with a limited option list. This is why schools are a good option to consider. They usually have some sort of an auditorium that fits the needed amount of people and the needed technology. Previously, in 2014 the venue for the event was Lauttasaaren yhteiskoulu. Lauttasaaren yhteiskoulu met all of the criteria to organise the annual district meeting. To summarise, the criteria that need to be met when picking a venue are displayed in the checklist below.

1. Size: Does the venue fit all planned guests?
2. Catering: Does the venue offer a designated place for catering, i.e. refreshments and lunch.
3. Technology: Does the venue have required AV-equipment for presentations and speeches? Also microphones may be needed so that everybody attending can hear what is said.
4. Parking: Enough parking space is needed.
5. Ushers: A person or people are needed to make sure everything goes smoothly. Is this service offered by the venue or will this be organised by HIRC or other volunteers?
6. Cleaning: This should be included with the venue service.

The checklist can be used when trying to find an event location for the following district meeting.

5 Program

The program consists of the following aspects: mandatory meeting, entertainment, other matters and refreshments and possibly lunch. Of course one can keep it short and only have the mandatory part of the meeting. However, district meetings are an excellent time to give each President and Secretary the time to mingle and network.

Below you can see the year's 2014 program. The event started out with registration and a small breakfast that included coffee or tea and a piece of salty pie. It is good to have at least 30 minutes to give guests to arrive and register while they have their morning coffee.

After this, guests went on to the meeting hall to begin with the official part of the event. This part included welcoming words from the district governor and a small entertainment part performed by the music school of Lauttasaari. After the performance, the district governor held the official part. The official part was followed by lunch which was a beef stew with rice (more on food and refreshments in part 5.1. Food and Refreshments: Breakfast & Lunch).

Piirikokouksen ohjelma lauantaina 25.10.2014 Lauttasaaren yhteiskoulu, Isokaari 19, Helsinki	
Klo 09.00	Kahvi ja ilmoittautuminen
Klo 09.30 – 12.00	Piirikokous <ul style="list-style-type: none">- Tervetuloa: Tuomo Kauttu, Presidentti, Helsinki International Rotary Club- Musiikkitervehdys: Lauttasaaren musiikkiopisto- Noin 10 minuutin tauko- Piirikokouksen virallinen osa: Piirikuvemööri Birger Stjernberg
Klo 12.00 – 13.00	Lounas
Klo 13.00 – 15.00	<ul style="list-style-type: none">- Avaussanat: Piirikuvemööri Birger Stjernberg- Rotaryn arvot nyky-yhteiskunnassa: Juha Rintamäki, Lauttasaaren seurakunnan kirkkoherra- Shelterbox: Torstein Nielsen ja Jan Karlsson
Klo 15.00 – 15:15	Kahvitauko
Klo 15:15 – 16:00	Shelterbox-toiminnan esittely
Klo 16:00	Piirikokouksen päätös

Figure 2. District meeting program of 2014

Lunch was followed by a speech from the priest of Lauttasaari, who talked about the values of Rotary in present society. And this was followed by a presentation of Shelterbox, an

organisation that provides a “shelterbox” that is a box that contains essential things that people who have suffered from a natural disaster need. After this, the event was concluded.

The above model has proven to be quite successful. It is good to offer guests a little more than they expect since the meeting has an attendance fee. This way guests feel that the fee was not in fact “a waste of money”. Good way to find other speakers to the event is focus on Rotary’s objectives for the following year. What Rotary is looking forward to? What can it focus on during the following years? In 2014, this was established with Shelterbox’s presentation.

5.1 Food and Beverages: Breakfast & Lunch

For a successful event, one must think about the guests and making them feel comfortable. This is why it is good to provide the guests with some sort of refreshments. In the year 2014 this was provided by the on-site restaurant, Amica. It is quite helpful to pick a venue for the event with an on-site restaurant. This means they also provide the clean-up of dishes etc. also.

When picking a caterer for the event, the budget must be kept in mind. With this it is safe to assume that the most affordable kind of caterer is in fact a school’s restaurant when the venue is the school the restaurant is in.

However, if the venue is something over than a school or a place where there is no on-site caterer, then you must send out request for quotations for a caterer of your choice. When doing so, it must be kept in mind that all the dishes and cutlery as well as transportation of food must be included in the price.

5.2 Entertainment

Although entertainment is not a mandatory part of the program, it is an enjoyable one. A good example of entertainment is for example a musical one. There are numerous music schools in Helsinki that can be called to contribute somehow. The entertainment part of the event has always been a success and something the attendees have appreciated.

5.3 Other Matters

During the other matters part of the program one can organise either a speech from a member or an outside member. These matters can vary from a large range of subjects. The subject can for example be some new project HIRC can focus on the following years or an

inspirational speech. However, one should note that it is good manners to cover the expenses of the speaker who comes from outside HIRC.

6 Practical Arrangements

6.1 Registration & Invitations

The registration form was done by making a Google docs form and distributing the link with the invitation. It is good to have the registration written in both Finnish and Swedish. To create a Google docs form, you should have a google account. This way the form will automatically be saved to your google drive and the responses for it as well. The steps to create a Google docs form follow.

1. Go to <https://docs.google.com/forms/d/13kSGMhLjTy8Jl1RxRDH6a7Xsra5Qot-1Torns-iAkY/edit#>
2. Start from the top, with the title of the form. The title could simply be “D 1420 Piirikokous, Distriktsmöte <insert date here> - ilmoittautuminen, registrering”
3. Click add item and select section header. Write the address of the venue in both Finnish and Swedish.
4. Click add itme and select image. Add the Rotary logo.

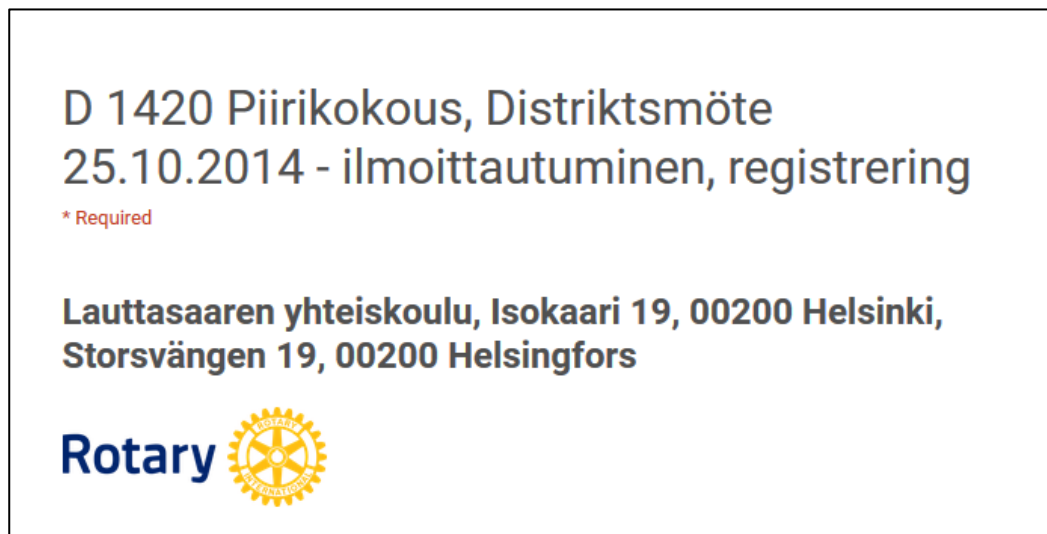


Figure 3. What the registration page should look like after step 4

5. Begin with adding questions. There should be five questions in total: Name, Area(or club), Position in area, Food allergies and E-mail. Remember to choose the question types. The types are all text except position in area which is a multiple choice question. Remember to check which questions are required to answer. These are name, area, position and e-mail.

Nimi, Namn *
 Sukunimi Etunimi, Efternamn Förnamn

Klubi, Klubb *

Tehtävä, Uppgift *
 Vuoden 2014-2015 tehtävä, Uppgift under året 2014-2015

Presidentti, President
 Tuleva Presidentti, Tillträdande president
 Varapresidentti, Vice president
 Sihteeri, Sekreterare
 Rahastonhoitaja, Skattmästare
 IT-vastaava, IT ansvarig
 Klubimestari, Klubbmästare
 Nuorisovaihtoasiamies, Kontaktperson ungdomsbyte
 Other:

Ruoka-allergia? Matallergi?

E-mail *

Figure 4. The form should have these questions. Example from 2014

6. Add a section for the program in Finnish as well as in Swedish.
7. Add a section for the information on payment
8. Add a section for information on how to get to the venue.
9. Distribute the link for the form with the invitation.

After the registration form is complete, invitations can be sent out. This happens with the help of the Rotary office. Make the invitation document that will be sent out as an attachment via e-mail. The invitation attachment should include the basics which are answers to the questions what, where and what time. Please see below the attachment that was sent out in 2014. The document should also include payment information and a link to the registration form.

Hyvä vastaanottaja

Piirikokouksen ohjelma lauantaina 25.10.2014
Lauttasaaren yhteiskoulu, Isokaari 19, Helsinki

Klo 09.00	Kahvi ja ilmoittautuminen
Klo 09.30 – 12.00	Piirikokous <ul style="list-style-type: none">- Tervetuloa: Tuomo Kauttu, Presidentti, Helsinki International Rotary Club- Musiikkitervehdys: Lauttasaaren musiikkiopisto- Noin 10 minuutin tauko- Piirikokouksen virallinen osa: Piirikuvernööri Birger Stjernberg
Klo 12.00 – 13.00	Lounas
Klo 13.00 – 15.00	<ul style="list-style-type: none">- Avaussanat: Piirikuvernööri Birger Stjernberg- Rotaryn arvot nyky-yhteiskunnassa: Juha Rintamäki, Lauttasaaren seurakunnan kirkkoherra- Shelterbox: Torstein Nielsen ja Jan Karlsson
Klo 15.00 – 15:15	Kahvitauko
Klo 15:15 – 16:00	Shelterbox-toiminnan esittely
Klo 16:00	Piirikokouksen päätös

Ilmoittautuminen piirikokoukseen

Piirikokoukseen ilmoittaudutaan oheisen linkin kautta (https://docs.google.com/forms/d/16EVj5H_0QdCbNOUGkqIPR5vwH103dci8TchV3BjQ5DY/viewform?c=0&w=1) ja maksamalla 45 euroa / henkilö Helsinki International Rotary Clubin tilille Nordea FI18 1012 3500 3782 35. Maksuun merkintä: asema klubissa tai piirissä. Ilmoittautuminen ja maksu pyydetään viimeistään 10.10.2014 mennessä. Maksuun sisältyy mm. päivän lounas ja kahvi.

Tervetuloa!
Piirikuvernööri Birger Stjernberg

Figure 5. Attachment to the invitation e-mail

When both the registration form and invitation document are made, the Rotary office will send the invitation to all area's Presidents and Secretaries with a cover letter (e-mail). After this, all there is to do is wait for people to register as attending before going on to the next step.

6.2 Name Tags

After registration has closed, using the technology available today, it is possible to export all the information from the registration site to Microsoft Excel and further export to Microsoft Word to make name tags automatically.

This can be done by following the following steps:

1. Establish the excel document with the names, surnames and areas of registered participants.
2. Open MS Word and go to the Mailings-part of the upper ribbon.
3. Click Start Mail Merge and Labels...
4. Pick the size of your label and start mail merge, Add the rotary logo o the first label.
5. Click Select Recipients and use existing list. Pick the excel file you have established previously.
6. Add the placeholders name and surname to the first row and Area to the second.
7. Update all fields.
8. You are done!

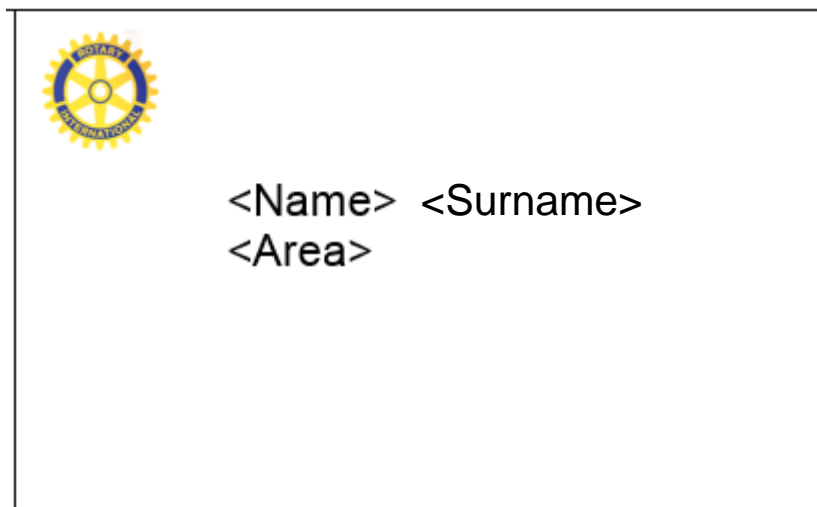


Figure 6. This is how your label should look like after step 6

6.3 Feedback Forms

It is always important to know how you have succeeded in organising the event and this is why feedback forms are good to give out at the event. Below is a standard feedback form that was used in the 2014 district meeting. It served its purpose and it was easy to combine all the answers for the final report. You may find the template for the feedback form in the appendices.

PALAUTELOMAKE

Helsinki International Rotary Club -piirikokous 25.10.2014

Kiitos, että annat palautetta tapahtumasta. Sen avulla pystymme kehittämään tulevia tapahtumiamme. Jätä täytetty palautelomake uloskäynnin vieressä olevaan laatikkoon.

1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):

	Erittäin huono				Erittäin hyvä
1. Tiedostus ja kutsut	1	2	3	4	5
2. Päivän ohjelma	1	2	3	4	5
3. Esitysten hyödyllisyys	1	2	3	4	5
4. Verkostoitumismahdollisuudet	1	2	3	4	5
5. Kokousjärjestelyt	1	2	3	4	5
6. Kokousmateriaali	1	2	3	4	5
7. Tapahtumapaikka ja sijainti	1	2	3	4	5
8. Tapahtuman tarjoilut	1	2	3	4	5

2. Mistä nautit tai mitä arvostit eniten tässä tapahtumassa?

3. Onko sinulla parannusehdotuksia tapahtuman kehittämiseen?

4. Kommentoi tapahtumaa vapaasti. Voit jatkaa myös kääntöpuolelle.

Figure .7 Feedback form

6.4 On-Site Arrangements

There are a number of things that need to be remembered while being on-site at the venue. These things are setting up a registration table, putting up signs that guide the guests to the meeting hall and making sure that doors are open to provide ease of access.

The registration table should be set up so that it is the first thing the guests who are arriving at the site see. This way they are automatically drawn to the table to get their name tags. It is

a good idea to distribute the feedback form at the same time as the name tags. The return box for the feedback forms should also be set up at the registration form.

Signs that indicate the meeting hall and the restrooms should be put up at places where they can be seen clearly because after all, it cannot be certain that there will always be someone answering questions at the registration table.

Speaking of manning the registration table, previously there have been volunteers from Haaga-Helia UAS managing the table. However this will not always be the case so some sort of volunteers should be arranged for this if one does not want to do it his- or herself.

7 Evaluation & Final Report

After the event it is important to go over the budget and determine whether it was exceeded or not. This is done by simply subtracting the expenses from the amount of euros that came from the attendance fees. If the result is a positive number, the event was financially successful.

After the event it is crucial to go through the feedback that was received from the guests via the feedback forms. A summary of all the forms can be conducted using MS Excel. A template of the excel sheet that can be used is found in the appendices as appendix two. In the excel sheet there is a section where you input all single numeric answers and the table has COUNTIF-formulas that count how many have answered and what they answered. The table then calculates the average of each answer. The written answers can then be typed below.

After the summary of the feedback has been collected in to one excel file, it is quite simple to write up the final report which includes the synopsis of the budget and the feedback. Then, the report can be distributed.

Appendices

Appendix 1: Template of the Feedback form

PALAUTELOMAKE

Helsinki International Rotary Club -piirikokous <DATE OF EVENT HERE>

Kiitos, että annat palautetta tapahtumasta. Sen avulla pystymme kehittämään tulevia tapahtumiamme. Jätä täytetty palautelomake uloskäynnin vieressä olevaan laatikkoon.

1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):

	Erittäin huono				Erittäin hyvä
1. Tiedotus ja kutsut	1	2	3	4	5
2. Päivän ohjelma	1	2	3	4	5
3. Esitysten hyödyllisyys	1	2	3	4	5
4. Verkostoitumismahdollisuudet	1	2	3	4	5
5. Kokousjärjestelyt	1	2	3	4	5
6. Kokousmateriaali	1	2	3	4	5
7. Tapahtumapaikka ja sijainti	1	2	3	4	5
8. Tapahtuman tarjoilut	1	2	3	4	5

2. Mistä nautit tai mitä arvostit eniten tässä tapahtumassa?

3. Onko sinulla parannusehdotuksia tapahtuman kehittämiseen?

4. Kommentoi tapahtumaa vapaasti. Voit jatkaa myös kääntöpuolelle.

Appendix 2: Template of Feedback Summary Gathering

Suomen Rotary Piiri 1420 -piirikokous							
1. Arvioi tapahtuman onnistumista seuraavien osa-alueiden suhteen asteikolla 1-5 (1 = erittäin huono, 5 = erittäin hyvä):							
	1	2	3	4	5	Answers	Average
1. Tiedotus ja kutsut	0	0	0	0	0	0	#DIV/0!
2. Päivän ohjelma	0	0	0	0	0	0	#DIV/0!
3. Esitysten hyödyllisyys	0	0	0	0	0	0	#DIV/0!
4. Verkostoitumismahdollisuus	0	0	0	0	0	0	#DIV/0!
5. Kokousjärjestelyt	0	0	0	0	0	0	#DIV/0!
6. Kokousmateriaali	0	0	0	0	0	0	#DIV/0!
7. Tapahtumapaikka ja -sijainti	0	0	0	0	0	0	#DIV/0!
8. Tapahtuman tarjoilut	0	0	0	0	0	0	#DIV/0!
							#DIV/0!
2. Mistä nautit tai mitä arvostit eniten tässä tapahtumassa?							
3. Onko sinulla parannusehdotuksia tapahtuman kehittämiseen?							
4. Kommentoi tapahtumaa vapaasti.							

Single answers:																			