Social Entrepreneurship

A case study of the “Be A Change” project

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Abstract:

This thesis focuses on management of a social entrepreneurship project called “Be A Change”. When the whole world is facing economics crisis, as well as social and environmental challenges; an innovative way of doing business is necessary to solve these problems. “Be A Change” is a project that encourages social entrepreneurship and youth entrepreneurs in Finland, making them more supportive and productive.

The author’s purpose is to improve the implementation of the project ”Be A Change” by studying principal project management steps that ensure the delivery . Theories of social entrepreneurship and project management were applied. Empirical research was conducted by case study analysis. In-depth interviews and participating observations were carried out.

The results demonstrated that the initiating and closing phases of the project had been neglected. It led to a gap in information flow within a project and between projects. That brought about a fluctuating structure of the team. As the solution, the author formed a framework including key steps to ensure the project outcomes. Supplementary planning activities for the project management process were suggested.

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GLOSSARY:

AIESEC: an international student organization

Ashoka: the global association of the world’s leading social entrepreneurs

Be A Change (BEACH): a social entrepreneurship business idea contest

CSR: Corporation Social Responsibility

Doodle: a scheduling meeting and appointment online service

Google: online search engine

Manymoon: a project management online service

PLC: Project Life Cycle

PM: Project Manager

Remember The Milk: an online to-do list and task management service

SD: Sustainable Development

SE: Social Entreprenuerhip

SWOT: analysis of strengths, weaknesses, opportunities and threats

SYY: Suomen Yhteiskunnallisten Yrittäjien: Social Entrepreneurship Associations in Finland.

The HUB: Places for meeting, working, learning, innovating and connecting dedicated to inspiring and supporting enterprising initiatives for a better world

Wikipedia: A free encyclopedia built collaboratively using wiki software

FOREWORD:

I would like to express my gratitude to Ms Eija Källström, my supervisor and Mr Juan Carlos Guzmán Monet, my mentor for supporting and guiding me to conduct this research.

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I would like to thank Meri Lundalh, Julia Halkivaha for the great experiences we had together when doing “Be A Change” project. That inspired me to come up with this research. I also thank to Linh Nguyen, Lizzy Chugunova and Anatasios Kos who help me to complete the data.

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Ngan Lam.

1 INTRODUCTION

1.1 Motivation and choice of research topic

> Over the past two decades, the citizen sector has discovered what the business sector learned long ago: There is nothing as powerful as a new idea in the hands of a first-class entrepreneur.(Ashoka, 2010)

As entrepreneurs are more intent to come up with implementing new solutions to social issues in business scale, a new industry is created: social entrepreneurship (SE) (Ashoka, 2010)

Social entrepreneurship (SE) is the combination between the passion of social mission and the image of business-like discipline. It is about driving social change with business means (Be A Change, 2010). It will increase in near future, because the public sector, non-profit organizations and traditional businesses cannot tackle all societal challenges alone. The case with SE is that the social impact is in the root of the company: the basic idea is to solve or alleviate a certain issue in the society and make business out of it. A social entrepreneur identifies a social problem and solves it on a large scale (PBS, 2010). While general entrepreneurs create new business methods or transform whole industries, social entrepreneurs change objectives are aimed for society. They are looking for opportunities to improve the system, invent approaches that advance sustainability and create social value (Ashoka, 2010).

While, social organizations are viewed as inefficient, ineffective and unresponsive; time is ripe for entrepreneurial approaches to social problems; to build a new model for a new century (Dees, 2001:1). The phenomenon of social entrepreneurship has already existed some time even if we did not earlier call them that way. The new name implies an appearance of new sectors and clarifies the mixing of non-profit and profit elements to seek for more effective methods of serving social missions. (Dees, 2001:1)

The author of this research has been involved in social entrepreneurship through a seminar and competition of socially related business ideas called “Be A Change”. The mission of “Be A Change” is to create more and more social entrepreneurs in Finland through spreading the concept and meaning of SE, motivating innovative business ideas and supporting undertakers starting a business. As an organizer to that SE event in 2009, the author would like to indirectly impact on the development of SE filed by improving the outcomes of the event.

1.2 Aim of research

First of all, the author wanted to study how well “Be A Change” events were managed and implemented in different years? Based on the study, the author is able to improve the competition, build an informative content program for Be A Change, as well as make it more efficient event to fulfill its main goal of helping social enterprise start-up and ideas.

1.3 Problem and hypotheses

The purpose of this study is to answer the question <u>“What steps can be taken to ensure the efficient management of a “Be A Change” project?”</u> To answer the question, the author wants to know how the organizing teams worked in planning and executing the project.

What are the project management aspects that need to be improved? What challenges might the team face? From the result, “Be A Change” will improve planning and help increasing the delivery in both content and logistics side. Besides, the organizers are able to develop their program so it fits with different audiences’ needs.

1.4 Limitation and expectation

“Be A Change” has been delivered for 3 years since 2008; every year there is a totally new organizing team in which most of the participants are students. Fresh and inexperienced members have many obstacles in order to improve the result based on previous work but they tend to build up a new system to work on. Thus, this research aims to create a framework of fundamental steps that can be used to ensure the managing of the project. The framework will be in starting and planning a project, as these phases affect the implementing process of the event. Moreover, a general framework supports the team when launching the project but also leave them space to work creatively and avoid any premade mindset.

1.5 Description of methods

Based on the book “Doing good – Business and Sustainability challenge” - Economist and Intelligent Unit, 2008; the article “The meaning of Social Entrepreneurship” - J. Gregory Dees; Stanford Social Innovation Review paper - Roger L. Martin & Sally Osberg “Social Entrepreneurship: The case for definition” and other internet resources, the author refers to other documents on social impact, sustainability and sustainable businesses which are also a new operating model of normal for-profit organizations. Internet provides an abundant resource of updating information. In the SE industry, competitors are partners, thus all SE organizations would like to publish as much info as possible to enhance results.

The theory of project management is referred to by the book “Project Management – A Strategic Planning Approach” – Paul D Gardiner. Advance knowledge of project life cycle and guideline of initiating and planning projects is studied to support the recommendations and suggestions of this research.

A qualitative research method is used to conduct the research. Observations are used combined with in-depth interviews. The author has own experiences as the events’ participant and organizer, which gives a deeper understanding and view of the whole project. Structured interviews with other project managers and team leaders are used for gathering accurate and detailed information.

1.6 Research structure

The whole thesis has been divided into six chapters in which the first one is introduction. The second and third chapters will go deeply into social entrepreneurship and “Be A Change” including origin and current theories of “entrepreneurship”, definition of “social entrepreneurship” and its properties, information on “Be A Change” event, its visions and missions and outcomes from previous contests. Chapter 4 discusses theory of project management, project life cycles, different approaches and important elements to guarantee the delivery. Chapter 5 is about research methods and data collection. Data analysis and discussion is the content of chapters 6 and 7. Finally, conclusion is in chapter 8.

2 SOCIAL ENTREPRENEURSHIP

2.1 Theories of entrepreneurs

According to Roger L. Martin & Sally Osberg (2007:30) in their Stanford Social Innovation Review paper, “the word entrepreneurship is a mixed blessing”. On the positive side, it includes a great visual sensation that enables to act on the special opportunity, and a combination of innovative thinking with a unique brand of determination in order to bring about something new to the world. However, outcomes of entrepreneurial activities bring noticeable impacts after a passage of time. That is why it is negatively considered as an ex-post term. (Martin and Osberg, 2007:30)

2.1.1 Origin of “Entrepreneurs”

The origin of the English word “entrepreneur” comes from the French word “entreprendre” which can be translated as “to do something” or “to undertake”. Later on, “entrepreneur” had the meaning of someone who “undertakes” a particular project or activities, not in the meaning of “an undertaker” who just undertakes a project or activity but an entrepreneur is someone who promotes the economic progress by inventing a new way of doing business. (see Dees, 2001:1)

Back to history of the word, around 1700 A.D, the term used for contractor of public works. In the early 16th century, it referred to persons who organized and led military expedition. The “entrepreneur” became an actor in economics in the late 17th and early 18th centuries. It was first applied to business by the French Economist Richard Cantillon. He viewed the entrepreneur as a risk taker, observing that merchant, farmer, craftsman and other sole proprietor. Since, there was a risk component added to the definition, an entrepreneur was someone who undertakes the business venture with no guarantee of profits. (Dees, 2001:1)

During the 19th century, the ability to take calculated risks was added to the definition. The most credited term of “entrepreneur” was given by Jean Baptiste Say (1803). He said “The entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.” (Say, 1803 cited in Dees, 2001:1) This means entrepreneurs create value. In Say's definition, there were required skills of entrepreneurs to possess knowledge and judgment; to aware of the costs and prices of goods and can determine how to compare opportunities. Say described an entrepreneur in terms of behavior, that they tolerably accurately estimated the importance of a product, the amount of demand and the means of production. Then they order material, get the labor and find consumers. During the operations, entrepreneurs have to surmount obstacles, overcome anxieties, repair misfortunes and devise strategies. As an entrepreneur takes upon himself immediate responsibility and risk, the term "entrepreneur" can be referred as "adventure" in English word. (Say, 1803)

In mid-century, John Stuart Mill (1848) described the entrepreneur as someone who assumes both risk and management in a business (Mill, 1848). Later, Alfred Marshall (1936) emphasized the importance of entrepreneurship by combining the resource component and management component together. According to Marshall, four primary factors necessary for production are: land, labor, capital, and organization in which organization is the key factor to coordinate the other three resources. (Entrepreneurial Process, 2010)

In 20th century, the importance of innovative talent was recognized and included in the description. Also closely associated to Say's term, Joseph Schumpeter described entrepreneurs as the innovators who drive the "creative-destructive" process of capitalism. In his words, "the function of entrepreneurs is to reform or revolutionize the pattern of production". They can do this in many ways "by exploiting an invention or, more generally, an untried technological possibility for producing an old one in a new way, by opening up a new source of supply of materials or a new outlet for products, by reorganizing an industry and so on" (Schumpeter, cited in Dees, 2001:2). It means entrepreneurs' role is to find new venture, new product or new business methods. With the ability to find and profitably introduce new and better doing business methods, services and processes, entrepreneurs move the economy forward. Creative and innovative destruction is key responses for the dynamism of industries. Israel Kirzner, on the other hand, saw an entrepreneur as someone recognizes profit opportunities as arbitrage, acts upon them and moves the economy to a stable equilibrium. Overall, the requirement for an entrepreneur is to make decision. (cited in Russel, 2011)

2.1.2 Current theories of "Entrepreneurship"

Contemporarily, there is a wide range of theories of entrepreneurships. Individuals who create a company are called entrepreneurs; no matter they are successful or unsuccessful. The most common definition is that an entrepreneur is a person who implements and controls any form of business. Some of the responsibilities of an entrepreneur include planning, organizing, operating, staffing, controlling and assuming the risk of business ventures. Nevertheless, many of the leading thinkers remain the Say-Schumpeter's tradition and offering variations on the theme. Peter Drucker (1995), to amplify what is special about entrepreneur, focused Say's definition on opportunity (see Dees, 2001:2). Entrepreneur does not need to cause change but takes advantage of what change creates for example in technology, consumer preferences, social norms, etc. "The entrepreneur always searches for change, responds to it, and exploits it as an opportunity." (Drucker, 1995:28) Opportunity comes from changes in the environment. Entrepreneurs are opportunity-driven who excel at seeing patterns of change as possibilities rather than problems. In responding to change, entrepreneurs create something new or something different. Thus, innovation is what entrepreneurs do. For Drucker, starting a business is neither necessary nor sufficient for entrepreneurship. "Not every new small business is entrepreneurial or represents entrepreneurship" (Drucker, sited in Dees, 2001:2) if there is nothing especially innovative or change-oriented in this. The same fact is with new not-for-profit organizations. (Dees, 2001:2)

Howard Stevenson, a leading theorist of entrepreneurship at Havard Business School, conducted from his research what distinguishes entrepreneurial management from more common form of "administrative" management hence added an element of resourcefulness to the opportunity-oriented definition (Howard et al., 1999). Among several dimensions of difference, he suggested defining the heart of entrepreneurial management as "the pursuit of opportunity without regard to resources currently controlled" (Howard, 1999 cited in Dees, 2001:2). Administrative managers set their goals based on the given resources under their control while entrepreneurs determine what resources they need to acquire in order to achieve their goals. The initial resource endowments cannot limit entrepreneurs' options. They mobilize the resources of others to achieve their objectives while administrators allow existing resources and job descriptions to hinder their visions and actions. (Dees, 2001:2)

In more recent time, the term entrepreneurship has been extended to include elements not related necessarily to business formation activity. The concept of entrepreneurial mindset, which described entrepreneurial spirit, result in entrepreneurial initiatives in different forms. They represent groups of personal dispositions lead to the innovative practice of identifying and creating opportunities then act to manifest those opportunities in a productive way.

2.2 Defining "Social Entrepreneurship"

2.2.1 What is "social entrepreneurship"?

The conceptualization of entrepreneurial mindset lead to one specific form called social entrepreneurship.

> A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organize, create and manage a venture to make social change (Wikipedia, 2010).

Social entrepreneurship (SE) adopts a mission to create and sustain social value. There are many social issues that social entrepreneurs can recognize and choose to address such as education, health care, economic development, the environment, the arts or any other social field. (Ashoka, 2010)

Creating and developing social value is a core different SE from business entrepreneurs and even from socially responsible business or so-known as CSR – Corporate Social Responsible. For a social entrepreneur, the social and environmental missions are fundamental. While a business typically evaluate performance in profit and return, SE focuses on making social capital. Financial return, consumption benefits or customer relation may be parts of the model, but these are means to a social end, not the end in itself. Social impact is the gauge of value, neither profit nor customer satisfaction. SE looks for a long-term social return on investment. (Dees, 2001:3, Martin and Osberg, 2007:34)

The term social entrepreneur and social entrepreneurship were first used in the 1960s and 1970s. It came into widespread use in 1980s and 1990s, promoted by Bill Drayton the founder of Ashoka Innovators for the Public. Although the terms are relative new, the idea of social entrepreneurship can be found throughout history for instance Florence Nightingale - founder of the first nursing school and developer of modern nursing practices, Robert Owen – founder of cooperative movement, and Vinoba Bhave – founder of India's Land Gift Movement. Contemporarily, the most well-known social entrepreneur is Muhammad Yunus, founder and manager of Grameen Bank. Rippan Kapur of Child Rights and You and Jyotindra Nath of Youth, are such examples of social entrepreneurs, who are the founders of the respective organizations. (Wikipedia, 2010)

2.2.2 Differences between business and social entrepreneurship

What differentiates social entrepreneurship from others is simply motivation with "entrepreneurs spurred on by money and social entrepreneurs driven by altruism." (Dees, 2001:3) Nevertheless, most entrepreneurs are inspired by pursuing the vision, realizing their ideas and the financial benefit gain as the consequence of the work is an extra added value. Thus, the criteria distinction social entrepreneurs and others lie in the value proposition and relation with resource usage. The theory are based on Say, Schumpeter, Drucker and Stevenson theories, resources, management, opportunity and innovation are the fundamental of entrepreneurs. (Dees, 2001:3)

Entrepreneurs' task is to shift resources (capital, labor, equipment, etc) to more economically productive uses or they tend to be driven out of business. In the market, value is created for customers who are willing and able to pay more than the cost of good, service producing. The more entrepreneurs can pay for resources, the higher value they can put the resources to use in the marketplace. The better entrepreneur can convince a sufficient number of customers to pay an adequate price to generate a profit, the stronger value is created. The interaction between resources and values is if firms fail to create value, they cannot purchase sufficient resources or rise capital and vice versa. Then, firms with the most economic value have the cash to attract the resources needed to grow. (Dee, 2001:2)

Markets do not have the same impact for social entrepreneurs. Reasonable, markets are unable to solve social values, to benefit for people who cannot afford to pay. They are essential elements in social entrepreneurship. The markets' discipline in social entrepreneurship is depends on the social enterprise's mission. It relates to who is paying or providing resources, what their motivations are and how well they can assess the social value created by venture. It is difficult to measure how much value is created by SE activities for example reducing pollution in a given steam, or providing learning environment for youth. Even when the improvements are measured, and attributed to a given intervention, social enterprises cannot capture the value in an economic form to pay for the resources they use. (Dee, 2001:3)

2.2.3 Social entrepreneurial profile

Social entrepreneurs certainly have all the characteristics of normal entrepreneurs who are attracted by opportunity to create something news. Therefore, innovative talent has become the hallmark of the entrepreneur. According to Drucker, the most important distinguishing characteristic of the entrepreneur is his or her ability to innovate. (Dees, 2001:5)

To Roger L. Martin & Sally Osberg (2007:33) inspiration, creativity, direct action, courage, and fortitude are fundamental characteristics to the process of innovation. The entrepreneur is inspired to alter the unpleasant equilibrium because they are frustrated users or emphasize with them. Sometimes, they have burning desire to demolish status quo. To face the issue, entrepreneur does not optimize the current system with some minor developments but to find a totally new way of approaching the problem. Inspired by opportunity and possessing a creative solution, entrepreneurs take direct action by producing new product, service and the venture to advance it. Entrepreneurs demonstrate courage by taking big risk and doing things that other think unwise or even undoable. With their fortitude, entrepreneurs drive their solution go through market adoption and make their dream true. (Martin and Osberg, 2007:33)

To manifest from the theory of entrepreneurs, social entrepreneurs are the one who play the role of change agents in the social sector. They are reformers and revolutionaries with a social mission. Their visions are bold and their mission is reducing needs rather than just meeting them. Their creative solutions are systemic changes and sustainable improvements. The activities may be local but have the potential to stimulate global improvements. (Dees, 2001:5)

2.2.4 Sustainability – the principal element of social entrepreneurship

From the Report of the World Commission on the Environment and Development, the Brundtland Commission:

> Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (United Nation, 1987)

To concentrate on the environment, inappropriate development, which destroyed or exhausted essential nature and its resource, is put into concern (United Nations, 1987). Environmental aspect has increasingly embraced both economic and social dimensions. As resource is one of the fundamental of entrepreneurship and also other businesses, we are facing with the running-out of natural resources which is directly impacted by environmental problem and obstacle with other intangible resources from society.

Sustainable development includes three different parts: social development, economic development and environmental development. (Wikipedia, 2010)

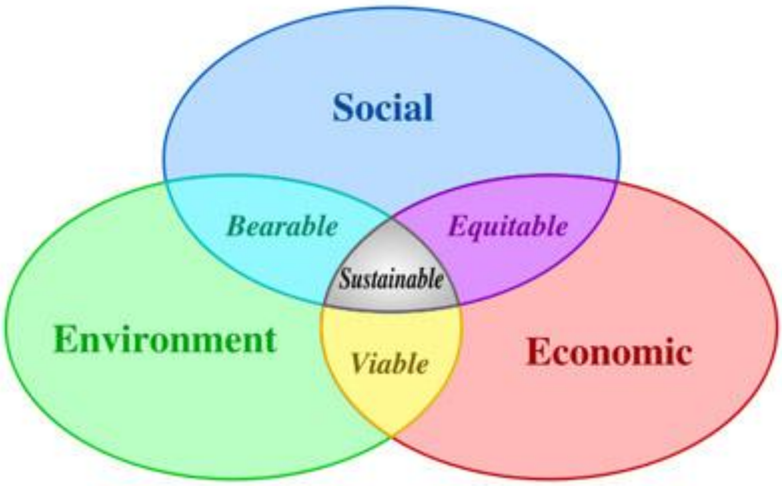


Figure 1: Components of Sustainable Development (Wikipedia, 2010)

These three elements have strong interactive impact on each other. Sustainability interfaces with economics through the social and ecological consequences of economic activity. The consequences of nature being are treated as an economic externality. On another hand, more ethical economics takes greater account of the social and environmental consequences of market behavior. If the ecological system changes, it will bring along the social problem; cause to lack of social resources, which will lead the economic go down. Then the economic crisis creates more social issues. Hence, positive interaction of each part maintains the system existence.

Figure 2: The interactive impact of Sustainability (Hans Seidemann, 2010)

As the mission of social entrepreneurship is to create social value and make a good impact on a large scale in long-term, the solution for sustainable issues is crucial in order to converse into a good circle of development.

3 BACKGROUND OF "BE A CHANGE"

3.1 What is the event about?

"Be A Change" is a social entrepreneurship idea competition and conference held annually in Helsinki, Finland and later in Tampere. It was first established as one of the main projects of AIESEC Finland in 2008, with the purpose to produce new social businesses through a competition on innovation. Its vision is to create a big change in one social challenge by encouraging and motivating social entrepreneurship. There are two parallel sectors in the event: the competition and the conference.

The competition is for everyone with or without an initial idea in mind when coming to the event. During the seminar, participants have a chance to come up with their ideas, or to develop their old ones. There is flexible time throughout the days for them to gather people who shares similar interest in one issue, to discuss and improve their idea as well as to draft plans on how to do it, based on the information they have received during sessions. The winners of the competition have supports from Be A Change and partners when they implement their ideas and put them into practice.

3.2 Missions

Be A Change's mission is "to be a platform for aspiring social entrepreneurs to connect, innovate and grow in order to drive social change in the world". (Be A Change, 2010)

- Connect: By networking, discussing challenges and exchange ideas
- Innovate: By workshop, speaker sessions, and competition preparation
- Grow: By competing, receiving and providing feedback and networking

3.3 Outcomes from previous competitions

In the first "Be A Change" 2008, there were about 35 participants which came up with 10 business ideas to the competitions but only 3 of them fulfilled the criteria and became the winners of: the best idea, the best potential impact and the best community initiative.

In 2009, the amounts of competitive ideas were less but the quality of ideas was higher since all six of them were considered as social entrepreneurial ideas. Two winners of the events, Arecagoodplates as the first one and Tori as the second one, have been brought into reality.

Arecagoodplates won the competition due to social and environmental aspects. The business idea is to import Indian plates made from leaves of Areca trees to Finland. The manufacturing is only collecting Areca leaves from the ground. Leaves look like huge plates, and they only need to be washed and heated into shapes, without any chemicals needed in the process. The Areca plates can replace paper plates, providing an environment friendly option. Furthermore, the team wanted to support "The Children's Trust" foundation of the village of Hampi, India and make them their business partners. After the competition, Arecagoodplates team founded their company Kaver Goods Product Oy to realize their idea. "Tori" idea was to sell organic products and food from local farmers to end consumers by providing to-door-delivery services. Now they are running their company Makumaku operating an online store.

The team "Icebreakers" won Be A Change 2010 with the idea to educate and support young Finns, help them develop strong personal skills and gain confidence by first organizing soft-skill-courses for high school students then expanding to other sectors. Their idea is realized by establishing the company Jäänmurtaja Oy.

Lately, in Tampere, Be A Change 2011 winner was a team with the idea of a social café called Vis-à-vis. Its aim is to gather youth especially students, exchange students in Tampere area, and to provide an intercultural, professional space to improve their social life. The place also acts as a bridge that connects companies and their potential talented employees.

Criteria used to evaluate ideas were: scalability, revolutionary and financial sustainability. They mean that ideas are innovative, unique and able to make remarkable impact in a big scale regardless different market segments or geographical areas.

4 PROJECT MANAGEMENT

4.1 General Concepts

4.1.1 What is project?

According to Project Management Institute, a project is “a temporary endeavor undertaken to create a unique product or service” (PMI 2000:6, cited in Gardiner, 2005:2). Based on British Standard Institution, project is a set of coordinated activities which have a beginning and ending time, undertaken to meet specific objectives and bring add valued to the organization or individual. A project is defined within a schedule, cost and performance size. Different from other organizational work, projects have three particular characteristics that they are temporary, unique and require elaboration (Gardiner, 2005:2). In cost-conscious case, projects imply of capitalizing scared resource. The “management by project” method is used to shortening product development times, decreasing costs and increasing effect, reliability and profit margins (Meredith and Mantel, 1995:9, cited in Gardiner 2005:4)

As a transitory endeavor, a project has its season and lives a limited period. It does not mean of a short-term duration. A project’s end may be indefinitely depending on its scale. The duration of project is defined by the starting and finishing point. Varied be the size and complexity, it can be from a few days to a few years. The project is finished either when it is delivered, goals have been achieved or it is terminated due to inability to meet its objectives. (Gardiner, 2005:2)

The next characteristics of projects are their uniqueness. Projects are all different, whether how the processing is, what their sizes are, where they are located, how designs and other features are included. Each project is constrained by a finite budget, timeline, composed by interrelated activities and has clearly defined objectives. (Gardiner, 2005:3)

A project requires progressive elaboration in which the work is gradually defined. The plan is being continuously and constantly modified and improved. Tasks are more noticeable and higher detail when the project goes to a deeper phase as available information is more accurate. According to the "Project Management Body of Knowledge", progressive elaboration is also considered as a step which is fundamentally important for a project manager to plan the process, sketch the preliminary plan and refine it (PMBOK, 3rd and 4th edition, cited in Gardiner, 2005:3).

In addition to three primary characteristics, projects tend to carry risk and uncertain. Project's structure is an organizational complex, which requires the interaction of people, departments and organizations. Hence, it attaches special importance for teamwork, effective leadership skills. Meanwhile, project also asks for its participants' ability to complete single point responsibility provided by the manager. Be managed against time, budget and human force, a project suffers conflict due to competition for resources with other projects or non-project works.

4.1.2 Project Management Explored

At the most common knowledge, project management (PM) is defined as the discipline of managing projects and the people who participate in it successfully. The discipline of managing embraces the planning, organizing, monitoring, controlling processes and the motivation of all those involving in. Successfulness is graded by the completion of specific goals, which means the project's objective is achieved within schedule, cost-wisely, high quality and performance. To do that, project manager needs the knowledge to answers certain questions of what is taken into account, who is involved in, how different parts, functions are related, what each team member's role is, what skills are needed, et cetera. Managing tasks contain four significant stages those are planning, organizing, controlling, leading and motivating. (Gardiner, 2005:5-7)

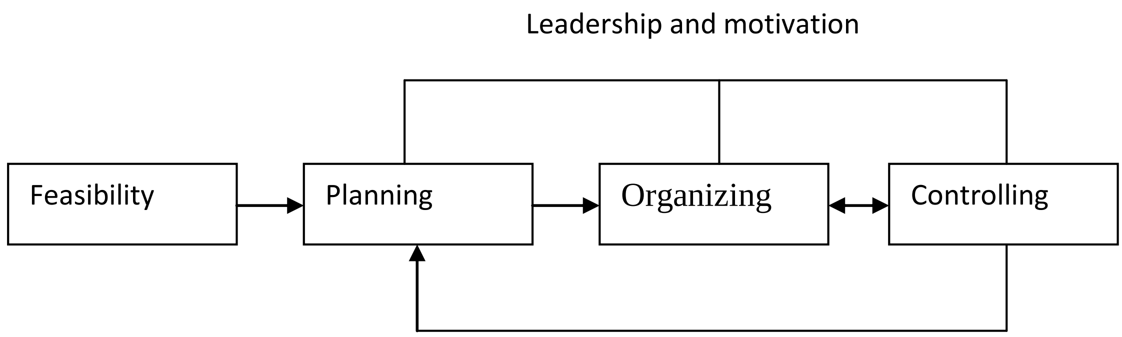


Figure 3: The Project Management's stage (based on Gardiner, 2005)

Planning, frequently put down into document, explains how a project is going to proceed. Participants needs the information when to carry out the project, its goal and steps to achieve the goals and when to accomplish those steps. Planning documents include activity plan, resource plan and budget plan. Depend on project's size, planning varies from simple containing a few documents or more complex required various level of detail. At the start, a project is approved to go ahead once it satisfies feasibility criteria. The three criteria are technical criterion, business criterion and functional criterion. (Gardiner, 2005:5)

Easy said but complicated in action, organizing is about arranging resource to meet the needs and obtain on-time project delivery. State of human resource, organizing responsibility is structuring the team, dividing the work relied on specialization, orientating them towards the goals. The right structure has to ensure everyone commit to the project, share common objectives, understand the situation and be able to communicate effectively (Gardiner, 2005:6). On another hand, organizing optimizes the use of material and support resources to perform managerial function. Consequence, it satisfies of project's communication and integration. Interaction in projects cut across department boundaries, bring impacts to decision making. Organizing is done by identifying tools, methods and templates to use in project, frequently reporting the relationship, type and time of meetings. (Gardiner, 2005:6)

Controlling guarantee attempts at organizing are realized. It makes sure that projects are executed as specific as planning, that is documents are not just written down and forgotten. Project managing is the progress of transforming the resources (input) into results (output) which are tangible deliverables through planning and organizing. In this stage, the continuation of the project is considered by re-examine three feasible criteria whether consequences of activities go on the right direction, still fit in the budget, and have the same scope. As the result, project directors can decide to keep going on, stop or delay project. (Gardiner, 2005:6)

Leading and motivation are critical to succeed the project. The manager has to get thing done at best in their authority while keep the staffs motivated to do the right thing and willed with their roles. As project work is apart from their normal department roles, leadership involves shaping goals and creating ownerships. Besides building clear role and structure, enclosing people from cross departments together takes important place to establishing good communications, makes them strive for the same ambition. Understanding of human factors in a project is crucial. Skills needed for project leadership are negotiation, teambuilding, political influences, utilizing of human knowledge, etc. They are more likely activities of entrepreneurs. (Gardiner, 2005:7)

4.2 Project Life Cycle

Project life cycle (PLC) is a set of phases that project move through. It defines the duration of the project from the starting to the ending point. Using PLC approach to manage a project helps to avoid overlooking difficult issues, prevent wasting resources especially time and money, to ensure effective usage of capacity. (Gardiner, 2005:27)
The PLC comprises four phases (figure 4)

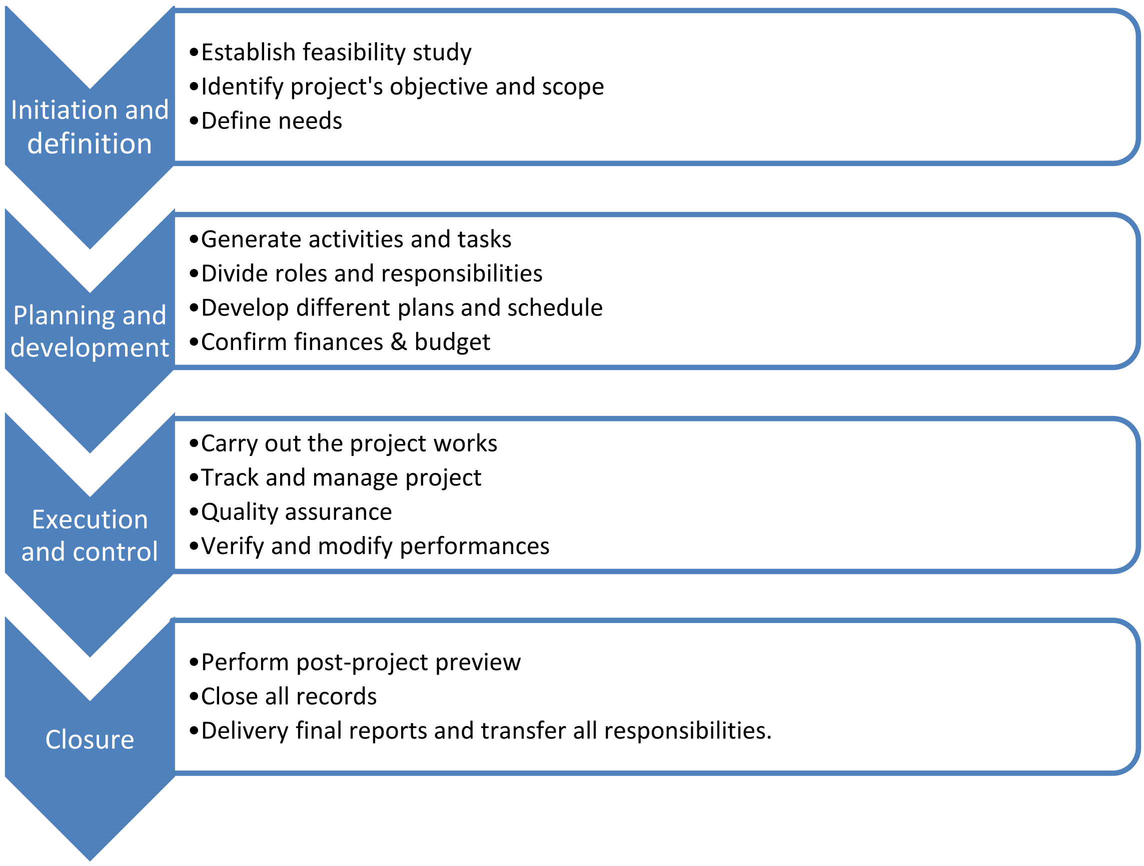


Figure 4: Project Life Cycle phases and actions (see Gardiner, 2005:28)

4.2.1 Project Initiation

Initiation and planning is a start of a project first by describing the "sum of products and services to be provided by the project" (PMI, 2000). In this phase, a feasibility study is conducted and project assessment is investigated. The first phase of Project Life Cycle essentially involves five steps:

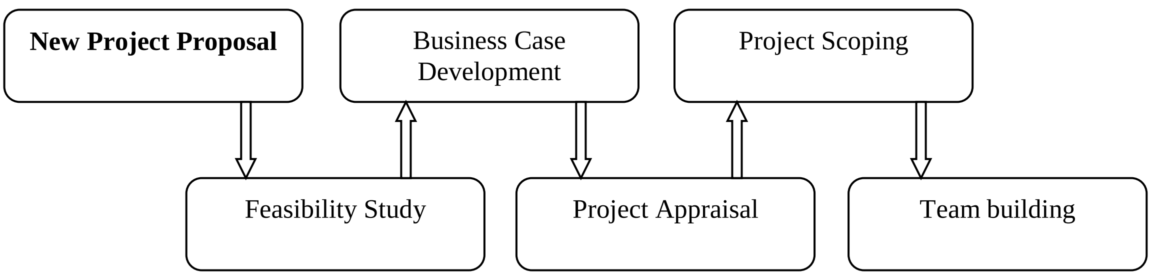


Figure 5: Project Initiation Steps (based on Gardiner, 2005)

Feasibility studies are typically conducted at the beginning of project initiation to support the business case proposal. A feasibility study realistically evaluates both positive and negative aspects of project's opportunity. Feasibility study tasks include determining the problem, evaluating marketing potential and implementation feasibility, assessing internal resources, budget needed and cost effectiveness, analyzing technology required. The end result of feasibility study is the first justification determining if the project is possible, practical and viable hence enables the decision making to-go or not-to-go to the next step. Its report also provides a structure method for further analyzes and planning such as problem focusing, objective identifying, alternatives evaluating, solution selection and resources requiring, etc. (Gardiner, 2005:82)

Like a business plan used to before implementing a business idea, a business case is developed to secure the project finance, ensure the funding reflect the business strategy and return benefits to shareholders and stakeholders. Business case analyzes the business need and project contribution to strategy, key stakeholders, their interests in the project and their desired outcomes. It investigates objective and scopes, conditions whether project fits to the constraint and existing environment. To manage risk, business case investigates various options to bring the highest ratio of benefit to cost by doing each option's SWOT analysis, concerning with organization capability and certain business change, the procurement process and financial ability. Overall, business case is a convincing tool to persuade participants of a project. It should be maintained and reviewed at every stage. (Gardiner, 2005:83-85)

As the result of feasibility and business case development, in project appraisal, the organization will decide if the project concept will turn into reality. In this step, the feasible question is once again asked that will the project gain sufficient benefits to cover the cost of implementing and operating. A project summary gathers briefly information about the project containing the purpose, value and cost of the project, related technical analysis, process management and risk evaluation. (Gardiner, 2005:86)

The project scoping and teambuilding are intercrossing steps. First task after the project approved, the project manager has to appoint the project team members. Technical expertise and favorable personalities personnel is promised and needed to build an effective team (Gardiner, 2005:210). Once the team appointed, the manager must organize the team by allocating specific people in specific role and build the team structure. There are three team structures used in organization: functional structure, product (projectised) structure and matrix structure. In project management, functional structure is common used, which groups members by specific functions of operating activities. It gives a vertical communication channel within the functions and provides a large concentration on specialist that makes competitive advantages (Gardiner, 2005:128). Team building activities start in the end of initial phase when the team is gathered and continue principally in the planning phase and throughout the project.

Project scoping is the first exercise for the team and also a chance to create team environment. Scoping continue the process of defining a project by identifying its missions and purposes (Gardiner, 2005:198). Scoping involves identifying project's requirement, by identifying its clients and sponsors' needs, determining all the stakeholders and their expectations, addressing critical success factors (CSFs) and what need to be done to achieve them (Gardiner 2005:199-201). A part of scoping process is validated from feasibility study report and business case. In other words, scoping a project creates project objectives. Project objectives are so-known as project milestones which likes checkpoints on the process. For each milestone and the whole project, a scope is defined by specific information about what the work includes or not included with expected result outcomes. Methods to complete the work are also indicated.

4.2.2 Project planning and development

This phase form the basis of project control plans from creating all the required, mobilizing and structuring all the resources needed or available, to establishing an infrastructure supporting resources and maintaining the network. It is critical phase to overall success of the project.

Follow the initial stage, a project is planned in a high level of detail with various tasks and duration for each to complete project works. The planning process consists of general project plan which firstly determines how to plan, developing of project scope, creating the work break-down structure, listing activities needed then establishing resources requirement, time and cost for activities to develop budget and schedule. Finally, a risk planning is estimated and the team starts to implement the project. (Gardiner, 2005:27)

The work result of planning phase is creation a suite of planning documents that guides the team to project delivery. Different plan documents contains scope management plan, work plan and timeline, resource and budgetary plans, procurement plans and contract strategy, risk management plans, quality management plans, document management plans, project control plans including project closure and handover, human resource management plans including recruiting, teambuilding, training and leadership plans.

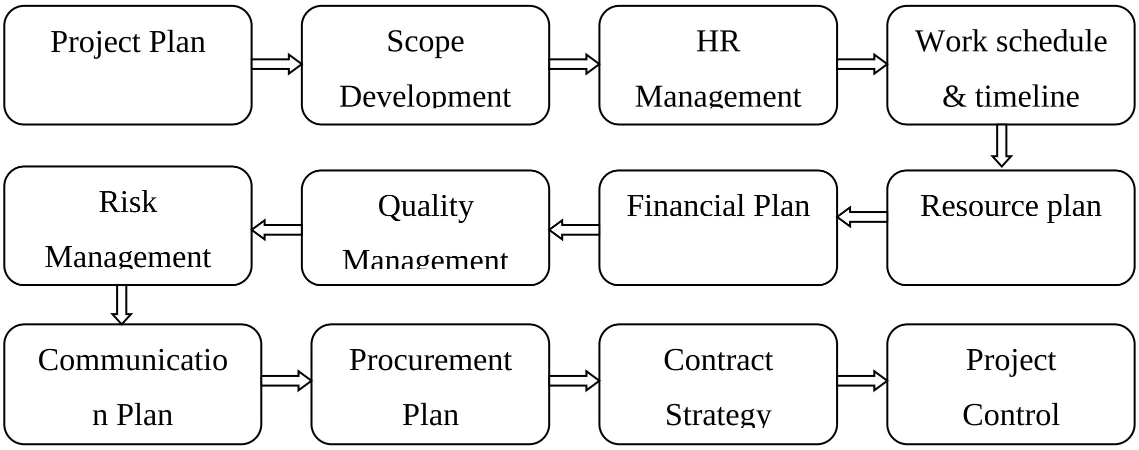


Figure 6: Project Planning and Development process (based on Gardiner, 2005, MPMM, 2011)

derstanding of scope, to determine priorities and to minimize last minute scope changes.

4.2.3 Project Execution and Control

In this phase, all the plans are put into action, a great amount of expenditure are spent and as a project progressed, sponsor expects to see the project results (product or service) arriving on time within or exceed expectations. (Gardiner, 2005:27)

With a suite detailed of project plan, the team enters to the implementing phase of the project which means all the activities planned turn to reality, not just put down into documents and forgotten. Monitoring and controlling project is process of observation project execution and ensuring project performances. While monitoring collects sufficient data which makes sure the team carries out the plan correctly, controlling emphasizes on the delivery of project that meet everything it is supposed to be.

The “Method123 Project Management Methodology” software (MPMM) describes the process of implementing and controlling project as a following diagram:

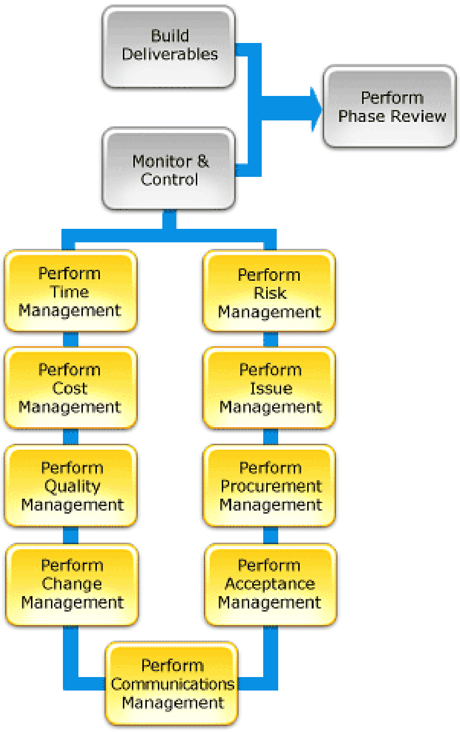


Figure 7: Project Execution and control process (MPMM, 2011)

Monitoring elements concentrate on selecting control measurement factors, observing activities, collecting the control data then comparing them with planning information. Consequences, project deliverables will be physically built and presented to stakeholders for acceptances. (Gardiner, 2005:284ff)

As stated in chapter 4 (4.1.2), in control phase, feasibility study and business case development are re-conducted to evaluate possibility of continuing a project.

4.2.4 Project Closing

This is a formal part of PM, which is planned at the start of the project. A successful project is the one which is closed when achieving goals within the specific planned timeline. Closure part is recognized by closing the project budget.

An efficient project closure generates experiences, skills and intellectual knowledge which can be transferred to other projects or functional staffs in an organization thus contribute to strategic development of a firm. To all the stakeholders, a good closure makes it easy to retrieve information throughout the project. Personally, achievement of a project work and related preference items complete team members feeling of accomplishment, bring about personal satisfaction and certainly team rewards or recognition. Unfortunately, this is a popularly overlooked phase in project management. (Gardiner, 2005:295)

Closing plan finalizes all activities and tasks based on work break down structure to close project phase. Team members self-reflect on the project and aware of what is expected and result at the end. Hereby, manager can reward and recognize team members, evaluate and recommend their development opportunity. Final coordinating with clients is conducted to concord their vision with the final product and service. Next is closing of all technical and financial elements of the project. Last but not least, all the information needs to be recorded to organization database. (Gardiner, 2005:296)

5 METHODOLODY

5.1 Research Approach and Strategies

As the author aimed to create a planning model for a particular project, this research is conducted a combination of case study and inductive approach. Induction's purpose is to generate theory about a specific subject and to get a close understanding of the research context (Saunders, Lewis and Thronhill, 2009:127). Case study investigation enables to answer descriptive or explanatory questions of "what", "how" and "why" (Yin, 2006:112).

This research is combined between explanatory and exploratory research. Explanatory study creates and emphasizes the casual relationship between variables (Saunder, Lewwis and Thronhill, 2009:140), in which case study is applied. Exploratory research is conducted for unidentified issues hence it helps researcher determine the subjects.

To obtain valuable insight information, qualitative data is required. To support the case study, participant observation and in-depth interview are used to collect data. Participant observation's purpose is to gain familiarity with the group and to learn research subjects' perspectives. While observing and participating, researcher is able to understand the complexity of human experience, an endeavor for developing project (FHI: 14). In-depth interview carries out individual interview with a small group of respondents to examine issues in details. This technique explores respondents' perspectives on a particular idea, program or situation (Boyce and Neale, 2006:3). More explanation on how to apply these research methods to this topic will be described in the next chapter "Data collection Methods".

5.2 Data Collection Methods

In some research method theories, case study is considered as a research method, but another suggestion that it is seen as a research strategy. A particular property of case study is that it can either include other research methods in data collecting or use them as a supportive method. In this research, the author used case study both as research strategy and method to analyze project managing process. Case study research generates wide ranging information of what happened and how they were. Participant observation is to affirm the result from case study. And in-depth interview is to gather project other participants' perspectives and opinions.

5.2.1 Case study

According to Yin, case study method arises from at least two situations; first at stated before, to express either what happened or how and why something did happen, then, to infer the relationship to the result or an objective; to get close understand of it. Unlike most other methods when data collection usually happened before data analysis, case studies may require to do both of them together (Yin, 2006:113). Data sources for case studies consists documents, archival records, reports, observation or interviews, etc. They can include both quantitative and qualitative sources (Yin, 2006:116)

Techniques for analyzing data in case studies firstly are directed to research questions. Secondly if the researcher's motive is to take the cases as examples for deducing some general lessons, the techniques might be directed at these lessons. Lastly, the analysis can start with what the researcher thinks or would like to discover if the case study is guided by a discovery motive (Yin, 2006:119).

In this research, the author investigated a single case study on the "Be A Change" project. The case study aims to answer the major research question "How was "Be A Change" organized". Sources of the study came from planning documents and tracking tools that organizing teams have used in every events. Since "Be A Change" has been implemented during three years with four events, there were four organizing teams with different working methods. The data vary and can be either similar or total different from time to time. The project life cycle is used as a standard pattern to analyze "Be A Change" project managing process. As the result of the case study, the author will be able to fulfill the research's objective, to come up with the answer for the question "What steps can be taken to ensure the efficient management of a "Be A Change" project?"

5.2.2 Participant observation

Participant observation obtains data which will check against what organizations believe and do (FHI:14). The usage of participant observation method is this research is to follow activities and deliverable results of recent events. In this research, the author participated to the organizing team once as an audience of the two last events. That helped author to identify improvement of the team as well as significant changes they had made.

5.2.3 In-depth interview

5.2.3.1 Sampling

Interview respondents are selected based on their advanced knowledge with the project. The invitations were sent to six selected respondents and five out of them replied to show their interest in the research. Respondents were project directors, project managers, team leaders or experienced participants. Respondents took part to the project with different roles and in different times. They have diversity backgrounds and reflections with the project that will bring an adequate image of the project throughout the times.

5.2.3.2 Questionnaire design

The questionnaire is designed based on the respondent knowledge with the project, in order to understand if the project has been planned well according to the project life cycle. Respondents who were first created or expanded the project are asked more about the initial phase and feasibility study while project managers or team-leaders are focused on planning and monitoring phase.

5.3 Liability and Validity

5.3.1 Liability

Reliability in qualitative research is its quality. A good qualitative study helps to "understand a situation that would otherwise be enigmatic or confusing" (Eisner, 1991:58). The reliability of qualitative research also prefers if the research is trust worthy and if the result found is studied by another author or not. In this research, the author herself has involved to the project, come up with the issues and developed the solution. The respondent was informed about reasons to interview, the research objectives, purposes, confidentiality and other related issues. Questions were designed clear and easy for respondents to understand and answer with their own experiences. Moreover, questions were structured sharply based on the literature.

5.3.2 Validity

The researcher has taken into account the pros-and-cons, the reliability of each research method and chosen the best combination methods for the most accurate data. The literature review was carefully referred for sound theory knowledge. Respondents were not chosen randomly but reasonable and relevant to the objective and they can ensure a wide range of data. Furthermore, data analysis, discussions and recommendations were created based on the theory framework to solve the research problem.

6 “BE A CHANGE” PROJECT

6.1 Case study

6.1.1 “Be A Change” development’s history

The “Be A Change” project had started with an AIESEC alumnus Tomi Astikainen who had an idea on holding a competition which would encourage entrepreneurial people to create innovative business ideas that could help solving social or global issues. The idea soon attracted many students who were in the organization.

In 2008, the project “Be A Change” was approved by the board of AIESEC in Finland that it would be launched under the name of AIESEC and authorized to use AIESEC brand name in its marketing and promoting activities. The first “Be A Change” was hold as two-day seminar and competition in Tikkurila, Vantaa, Finland in the end of October 2008.

After the event, the Grand Jury of the competition gathered up and established the first “Social Entrepreneurship Association” in Finland, as Finnish name SYY - Suomen Yhteiskunnallisten Yrittäjien yhdistys ry. SYY is a non-governmental organization and later continuously support and mentor for “Be A Change” and other SE ideas.

In 2009, the project moved one step further when it established more partnership with other entrepreneur groups in the capital area and created attractive awards to winners. It was also the time when “Be A Change” had it official logo then the trademark in the early of 2010. With the support of AES – Aalto Enterprise Society, the event was organized in “Design Factory” of Helsinki University of Technology which is currently Aalto University. It was also the first time the project receive their first international trainee from abroad to join the team. After the project 2009, “Be A Change” was no longer belonged to AIESEC in Finland but it was officially granted and owned by AIESEC SHS, a unit of AIESEC Finland at HANKEN University and Arcada University of Applied Sciences.

Figure 8: "Be A Change" logo

"Be A Change" first raised it financial sponsor in 2010 that could actually cover the cost of operating, including grants for international trainees, enabled the competition providing monetary reward and brought financial benefit to the organization. In the same year, AIESEC in Tampere examined the project opportunity and got approval to expand the project to Tampere area. The first "Be A Change" outside the capital area was hold in Finlandia buildings, Tampere in April 2011.

6.1.2 Project scale, duration and other objectives

6.1.2.1 Scale

Although it was aimed to popularize the competition in Finland, "Be A Change" was still a small scale project that was known mostly in AIESEC, extra in SYY and the HUB community. Annually events host approximately 35-50 participants and 10-15 experts in facilitators and Jury team. There were about 7 to 10 members in the project team, excluding members from the AIESEC board who acted as project director and from SYY or HUB as supervisors. Each event has generated from average 5 to 7 new business ideas in which only haft of them were practical and realizable.

6.1.2.2 Resources

There are six categories of resources necessary for a project: business need and requirement, human resource, physical resources, project constraint, organizational and environmental factors, and information resources. (Gardiner 2005:6)

It is understood that there would a big potential for the project as the development of sustainable business concepts and the desire to strive for a better world among the youths. Nevertheless, the business need is very vague and need to be explored since the conception is too new and stays unclear with majority. Hence, the available of business need and requirement resource depends on how it is utilize and exploit by the project team.

In the beginning of the project, other resources were extremely rare while the need of using was much higher because of the ambitious goals. There was no problem to gather a certain amount of necessary personnel joining the team. However, to get the expertized and constantly motivated members was an obstacle, as most of members were students who had little experiences but were frequently busy by study schedules. The project had almost no physical resources except some stationery and less than a thousand euro fund from AIESEC. The teams have usually had three to five months to deliver the project and the working duration has pretty depended on when they actually started to implement it after gathering the team. The team's organizational culture was much influenced by AIESEC working culture and procedure. Since the project has little history, there were not many existed data stored for re-use.

To overcome the difficulties, the project team capitalized all the opportunities to obtain more resources. By making partnership with relevant companies, associations for in-kind sponsor, using substitute products which were available for free, the project has successfully self-supplied for its venue, equipment, and facilities as well as heightened the sustainability concepts.

Resources type	Available values	Needed	Solutions
Human Resources	Students with little or without practical experiences	More expertized especially in some fields such as building seminar content, selling, raising sponsor	Training members through AIESEC training events Asking for support from other NGOs Using AIESEC and personal network
Physical	Very little or almost nothing	Venue, projector and other IT equipment, flipcharts, foods and	Using venue provided by AES or the HUB including all the fa-

Resources		accommodations, etc	cilities inside Using old posters from Makuuni as flip-charts Self-cooked or raising in-kind sponsors, etc
Informational Resources	Web address No official data storage No official project managing tools etc	Historical Resources Transition document Web design and development A platform to exchange data and information	The first organizing team leader also project manager built a general guideline for organization Using online services to plan, track, store and share information such as Google document, Manymoon, Doodle, etc.

Table 1: Example of resources and resources utilizing solutions in "Be A Change"

6.1.2.3 Duration

Duration of a project is defined from its starting day to its ending day. "Be A Change" project in Helsinki normally set the event date in the middle of November, while the event in Tampere is at the first haft of April. The starting day of the project is indefinite, depends on when the organizing team leader is selected or the team is gathered. In 2009, the team was gathered first time in February and started some initial activities before the team leader was announced in April. In 2010, the team leader was chosen in the end of April and started to build her team after that. Thus, it can be said the project usually has approximately six-month length. However, the real working duration of this project in fact was only three months from September since it has been an issue to connect members during summer. Exceptional case of 2011, there was only less than two months real working time for the project team in Tampere although they had planned to have it three months.

6.1.2.4 Other objectives: self-learning for team members

Besides the project's objective of providing a platform to develop social business, "Be A Change" was designed to bring added value to AIESEC by providing unique experiences for their members through running the project. As AIESEC is an organization for students to improve their professional skills, to make personal development and guide them to find a way they would like to go. Therefore, regardless the end outcome, all operating activities and supervising concern to how to support their members self-develop. This objective one way helps the organizing culture but in another way it impacts to the process output. These consequences and influences will be discussed more in the after part.

6.1.3 Applying to Project Life Cycle

6.1.3.1 Initiation: Feasibility, Team Structuring and Scoping

There was no official feasibility document report made before the project started. However, to get approval from AIESEC, a small feasibility and practicality was presented by the first project manager, Meri Lundahl. According to Meri, it was obvious an interesting topic that attracted many people and also an international trend. Moreover, it went fitly with the AIESEC value and AIESEC way. More information will be mentioned later in the in-depth interview with Meri.

Lately, AIESEC Tampere had made a small effort for feasibility study included in their application asked to extend the project in their region. Stated in their application, there has been a strong interest for “Be A Change” in Tampere since every year, there were a large amount of their members participating to the events and contribute a great result to the competitions. AIESEC in Tampere has a huge potential to launch the project with their intensive human resources and financial reverses. Based on the development of the project, they have a strong reference that makes it easy to plan and execute. The project would increase visibility of AIESEC among students, raise young people’s awareness about social issues, enclose the relationship between AIESEC and other organization and last but not least, to provide AIESEC members and students opportunities to involving the project.

As mentioned in point 6.1.2.4, the team is gathered by members’ interest in the project and their willingness to learn and participate. Thus, there was no criterion when establish the team or allocating them. The teams have been structured mostly by members’ wishes and partly by their professional skills in case there was a particular need of it, usually applied for technology-background members.

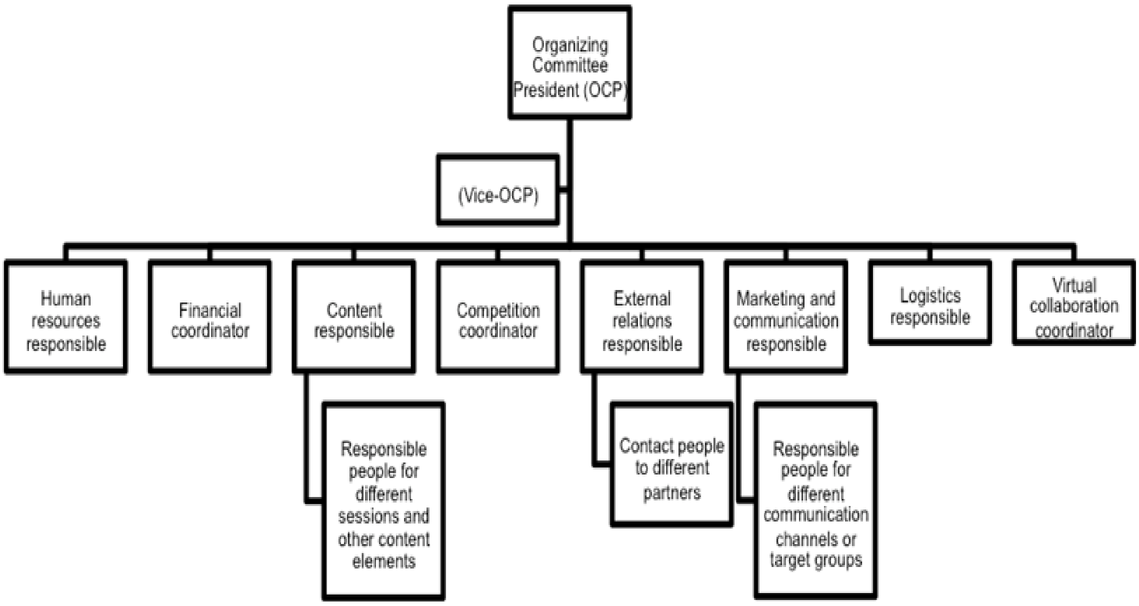


Figure 9: Suggestion of team structure for "Be A Change" ("Be A Change" organization guideline, Lundahl, 2008)

Actually, the structure in figure 9 is used only as a reference to build a team as different team may have different needs, size, members' background and working method. The team has been structured based more on activities' requirement at a specific period of time than on functional tasks. Obstacles raised in this situation were that members did not have enough skills or knowledge on their functions and lack of inner support between members. However, it brought about the team bonding and members' excitement to live new experiences.

Because of the small project scale, it is not necessary to develop a business case. But project scoping has been an indispensable task must to complete. Scoping determined all the stakeholders and their needs, the expected outcomes by individual and society, the events outcomes and also the basis working methods. The communication rules were agreed and comprehensive tasks of each function were added. In this step, a project timeline was created to give a whole image of the process.

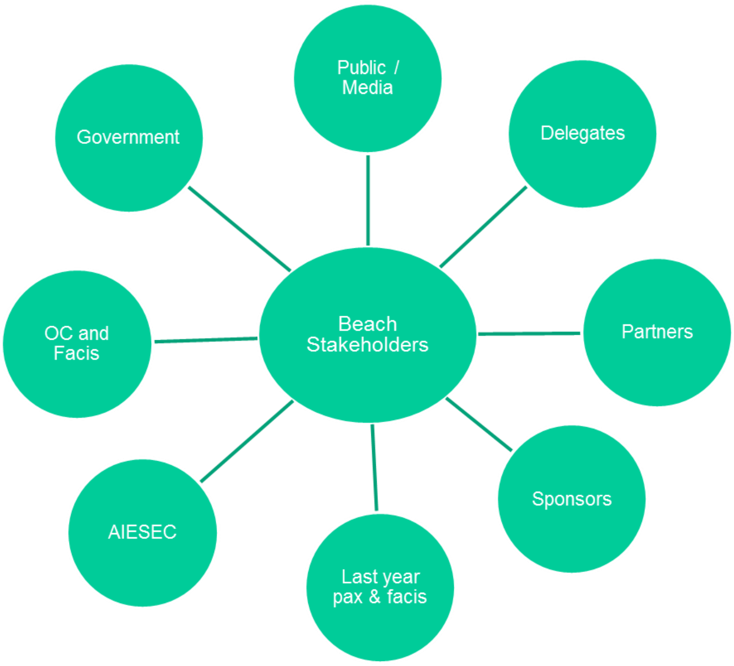


Figure 10: "Be A Change's stakeholders from the project scoping in 2009 (Be A Change's internal materials)

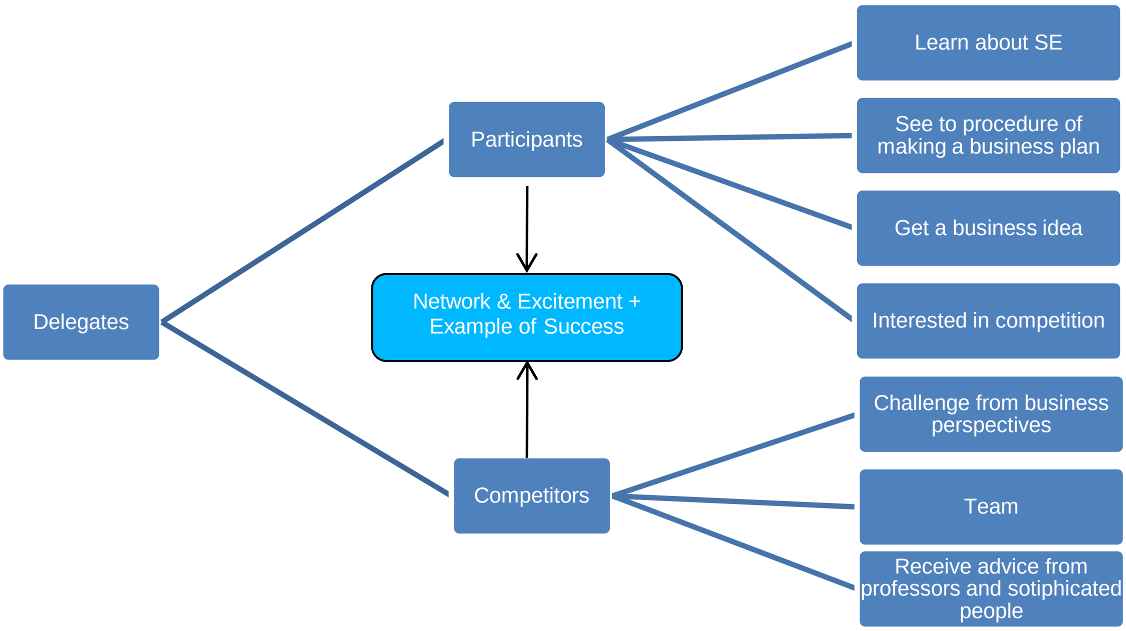


Figure 11: Delegates' needs from the project scoping in 2009(Be A Change's internal materials)

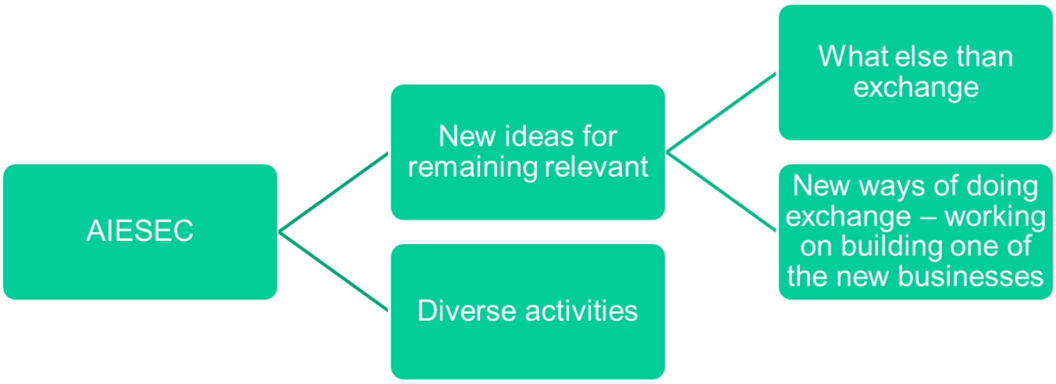


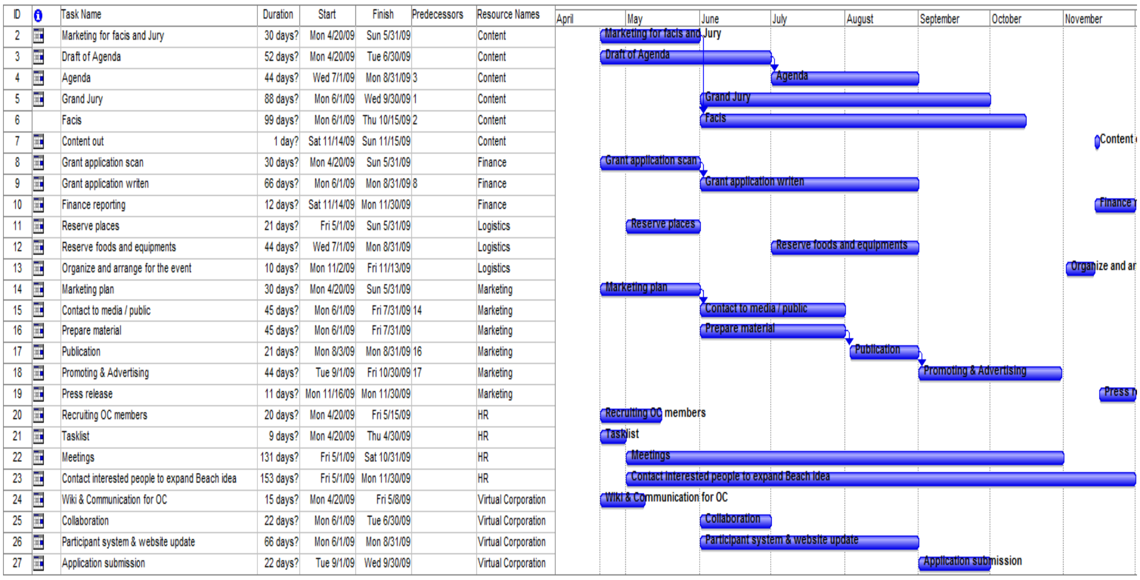
Figure 12: AIESEC's needs from the project scoping in 2009(Be A Change's internal materials)

Individual and social outcomes	Event outcomes
• Personal Development • Get employment in future career • Develop a business plan • Motivate and encourage social entrepreneurship • Develop people's awareness. • Big change in one social challenge. • Make change of Finnish legislation in social entrepreneurship	• Get more people and companies with same goals to build a strong background and networking of BEACH in Finland. • Discuss and exchange information. • Let participants understand the issues of social entrepreneurship. • Have a big map of ideas. • Involve delegate business idea into reality • Grow BEACH in other area outside Helsinki.

Table 2: Expected outcomes from the project scoping in 2009

6.1.3.2 Planning and team building

In the planning phase of the project, some principal planning documents have been given more attention than others. Frequently there were general planning documents including or excluding a master task-list; marketing and promoting plan for making partnership and advertising events, content plan consisting of event's agenda, and then logistics plan particularly for the event dates. Human resources and schedule plans were contained in these plans.



ID		Task Name	Duration	Start	Finish	Predecessors	Resource Names
2		Marketing for facis and Jury	30 days?	Mon 4/20/09	Sun 5/31/09		Content
3		Draft of Agenda	52 days?	Mon 4/20/09	Tue 6/30/09		Content
4		Agenda	44 days?	Wed 7/1/09	Mon 8/31/09	3	Content
5		Grand Jury	88 days?	Mon 6/1/09	Wed 9/30/09	1	Content
6		Facis	99 days?	Mon 6/1/09	Thu 10/15/09	2	Content
7		Content out	1 day?	Sat 11/14/09	Sun 11/15/09		Content
8		Grant application scan	30 days?	Mon 4/20/09	Sun 5/31/09		Finance
9		Grant application writen	66 days?	Mon 6/1/09	Mon 8/31/09	8	Finance
10		Finance reporting	12 days?	Sat 11/14/09	Mon 11/30/09		Finance
11		Reserve places	21 days?	Fri 5/1/09	Sun 5/31/09		Logistics
12		Reserve foods and equipments	44 days?	Wed 7/1/09	Mon 8/31/09		Logistics
13		Organize and arrange for the event	10 days?	Mon 11/2/09	Fri 11/13/09		Logistics
14		Marketing plan	30 days?	Mon 4/20/09	Sun 5/31/09		Marketing
15		Contact to media / public	45 days?	Mon 6/1/09	Fri 7/31/09	14	Marketing
16		Prepare material	45 days?	Mon 6/1/09	Fri 7/31/09		Marketing
17		Publication	21 days?	Mon 8/3/09	Mon 8/31/09	16	Marketing
18		Promoting & Advertising	44 days?	Tue 9/1/09	Fri 10/30/09	17	Marketing
19		Press release	11 days?	Mon 11/16/09	Mon 11/30/09		Marketing
20		Recruiting OC members	20 days?	Mon 4/20/09	Fri 5/15/09		HR
21		Tasklist	9 days?	Mon 4/20/09	Thu 4/30/09		HR
22		Meetings	131 days?	Fri 5/1/09	Sat 10/31/09		HR
23		Contact interested people to expand Beach idea	153 days?	Fri 5/1/09	Mon 11/30/09		HR
24		Wiki & Communication for OC	15 days?	Mon 4/20/09	Fri 5/8/09		Virtual Corporation
25		Collaboration	22 days?	Mon 6/1/09	Tue 6/30/09		Virtual Corporation
26		Participant system & website update	66 days?	Mon 6/1/09	Mon 8/31/09		Virtual Corporation
27		Application submission	22 days?	Tue 9/1/09	Wed 9/30/09		Virtual Corporation

Figure 13: "Be A Change" 2009 first timeline used MS Project (Be A Change's internal materials)

M	Team	Tasks
M 0	Content	• M0: Feedback session with last year's Grand Jury - what did you learn, and what would you do differently? • M0: Define Grand Jury profile (who we want, how many we need) and the objectives and tasks of their role • M0: Define facilitators profile and the objectives and tasks of their role • M0: Define objectives and key messages of the agenda clearly • M0: Session outline template available
	Marketing	• M0: Publication - publish article on at least one public media to promote and advertise. • M0: Define which communication channels to use and how to reach them (universities, AIESEC, partners, etc) • M0: Define an advertising quote – how to express the event's idea in the best way? • M0: How to spread BEACH's idea outside Helsinki?
	HR	• M0: Team building – recruit (who need in each team), remain (task managing, meeting) • M0: Atmosphere?
	Logistics	• M0: Define where to organize the event (Location, Size, and Transportation): Otaniemi summer cottage, schools, city?)

		• M0: Which need to be supplied?
	ER	• M0: Define potential partners and sponsors
	VC	• M0: Determine how the website and forum look likes • M0: How to connect and communicate between members
	Finance	• M0: Grant raising and book keeping

Table 3: "Be A Change" 2009 master task-list, example of milestone 0(Be A Change's internal material)

Different planning tools were used to manage the phase. The most common way was Gantt chart which was easy to share via Google document and could create by popular office software such as MS Excel or better with Ms Project. Online project managing services were also utilized for example "Remember the milk" to create a master task list and milestones in 2009 and "Many Moon" to manage the whole project even document sharing in 2010.

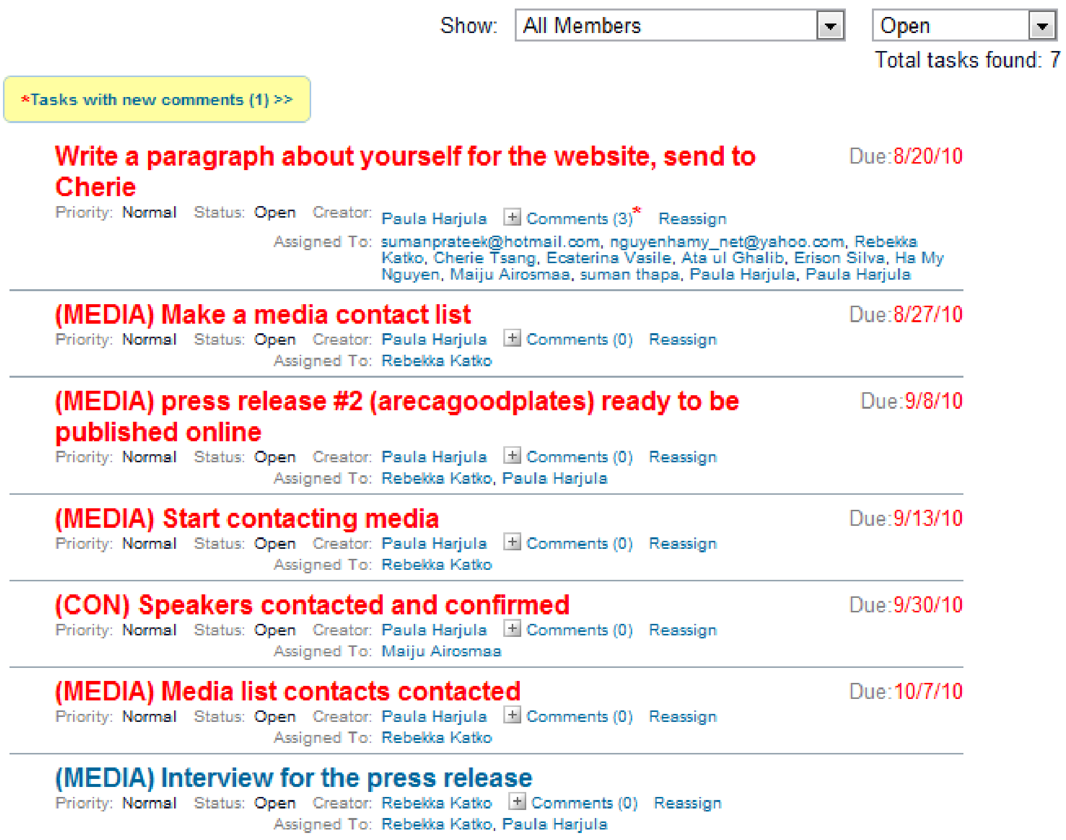


Figure 14: "Be A Change" 2010 tasks in Many Moon (Be A Change's internal material)

Especially in 2010, the project team concerned to fundraising plan and guideline focusing on NGO and corporations. In fact, the grant application plan had been considered in very beginning to apply for governmental foundation grant. However the result was not as expected due to the lateness and lack of transitions every year, although the project team 2009 had made effort to complete the application. Financial issues had not been planned thoroughly since there was a gap in communication between the team and the organization while the organization took care of the finance and usually no fix amount was pre-determined. The project team only tried to sketch all opportunities to reduce the cost as they knew the finance was limited.

As an exceptional case in the Tampere team due to a limited time, they did not make any initial plan but followed the model of previous events like an agenda. The issues raised in this situation were that every year, the team either did mostly scoping and planning themselves and omitted some significant parts or did not have enough time to do so. On another hand, each team had its own strengths and weaknesses in various fields which should be complemented and improved but most of the documents were forgot and lost after the project closed the new team started from initial guideline in 2008.

Team building plays an important role in this project to increase the team-spirit, positively affect to the communication when there was a short time line and the team first time work together. As a student team, team building activities usually were social agenda and get-to-know-each-other besides official working and setting objectives. According to the in-depth interviewees, most of them were satisfy with the team spirit they built and took it as one of a strongest advantage to over-face challenges; but to Julia Halkivaha, the project manager in 2009, she mentioned lack of team building as one of the weaknesses during her term and would address it as a to-be-improve point.

6.1.3.3 Execution and controlling

Unlike in other organizations, the work in AIESEC or specifically in "Be A Change" is volunteering work. Hence, there is no obligatory requirement for team members to fulfill their responsibilities. All the work is done and tracked self-consciously. Members are motivated to complete their tasks by their learning desires, commitments, and their ambition of achievements. Furthermore, with different background and knowledge, what one member has done might sometimes be far away from the understanding or expecting of others. Thus, it was challenging to monitor and control the direction of the project.

It happened to projects in Helsinki that plans were carried for a long time before they were actually implemented. Summer was a typical time of the most ineffective period when there was either no or little actions although it is supposed to be a crucial time to prepare all necessities. Consequences, the majority of schedule and time plans needed to be redone as time flew.

Besides the task-based documents, there was neither a control system nor monitoring. The project scopes were rarely reviewed and neither was the feasibility. Fortunately the teams still remembered their goals and objectives although they tended to focus on numerical numbers like the amount of participants and business ideas. A positive aspect of the project is that team members were always striving for the end result, passing all challenges. Regardless it might be an unexpected outcome ahead; it is typical in the "Be A Change" project is that the team would never give up. And it is an essential reason for the achievements of the project.

6.1.3.4 Closing

No closure plan was conducted in advance on how to close the project. Normally the project would close shortly after the event ended. It was misled of closing the project with closing the event.

In some teams, the project outcome was reviewed by gathering feedback from participants, Grand Jury and facilitators even though it was more likely to inspect the final delivery which means the event. The project was considered officially ended with the final financial report and a team gathering day with social purposes not to reflect the working process.

Sometimes team members may be asked to write a small report on what they have done and thought about project but they did not come and discuss together. Seldom there was any information to supply to database or as records. By default, the new project team will need to contact previous team or related people for additional information.

6.1.3.5 Information flow within a project

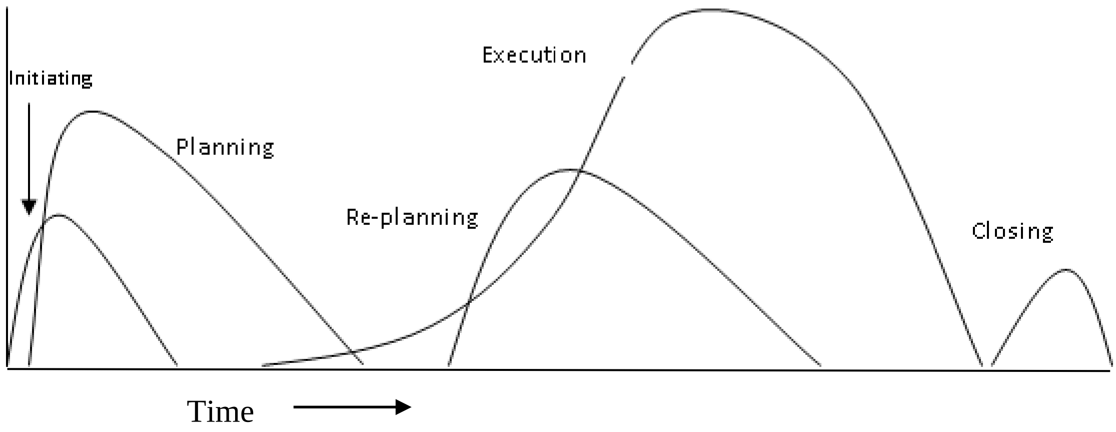


Figure 15: A sample of information flow in "Be A Change" project

6.2 Observation: What has changed in events

In this observation, only particular changes in each event are mentioned in order to emphasize the relationship between managing methods and consequence outcomes.

The first event in 2008 was perfectly suitable with the sustainable theme. The venue was in an unused fabric factory with all the furniture from a recycling center. Although it was the first event with rough content, the atmosphere was truly inspiring and every single participant was extremely excited with the new concepts and inspired by numerous interesting ideas.

In 2009, the event provided participants essential knowledge from generating a business idea to constructing a draft of business plan. Speakers were experts in diversified business background to instruct in specific fields. Each participant group had their own facilitator who supervised their business plan. They also had a chance to ask advice from other speakers in open time or during workshop. A separate slot was reserved for each participating group to discuss and get an overview from Grand Jury before their presentations. As the result, the quality of business ideas increased impressively.

In 2010, to satisfy participants' wish that they could have more time on the group work in order to improve their ideas, no compulsory discussion with Grand Jury was set. Instead, the group could reserve their time with Grand Jury if needed. In this year, a financial prize was given, that made a big supportive reward and competitive environment into the competition.

The model and agenda of the event 2011 in Tampere was pretty much similar to 2010, except that they provided one principle supervisor who was working together with the participating groups the whole time to mentoring them and to avoid a waiting line with Grand Jury.

6.3 In-depth Interview

6.3.1 Respondent selection

The in-depth interviews were carried with five individuals who had deeply participated to the project. The aim of these interviews is to gain a deeper understanding of how the management approach was applied. The interviews are used to confirm differences from reality to the theory of the project life cycle, and to figure out reasons behind them. Thus, questionnaires for each respondent were designed based on their expert knowledge of specific phase in the "Be A Change" project.

The first respondent was Meri Lundahl, who is currently working as a Project Director of AIESEC in Finland. Meri was also the one who put the "Be A Change" idea into reality. She took the role as a project manager and organizing team leader in "Be A Change" 2008.

The next respondent was the president of AIESEC Tampere, Linh Nguyen. Linh participated to "Be A Change" in both 2009 and 2010 as a competition participant. Then in the end of 2010, she did a feasibility study for the project in Tampere and established a project team within AIESEC Tampere.

The third respondent was Julia Halkivaha, the organizing team leader of "Be A Change" 2009. In 2009, Julia was also a project director of AIESEC SHS, the unit of AIESEC in Hanken and Arcada.

The two last respondents were Lizzy Chugunova and Anastasios Kos from the project team 2011. They were international trainees from Russia and Greece, come to Finland for their internship with the project. In the team, they played the role as the team leader and vice-leader who carried most of the planning and operating activities.

A limitation of this selection is that respondents are anyway still students and in most of the case, “Be A Change” was their first practical experiences. Thus, their satisfaction after the project was comparative high, especially when recalling all the challenged and how they faced with them. Therefore, the result might be positive and not as deep as it was expected to be. However, the interview results are still trustworthy and valid because respondents were the one who understood this project the most.

6.3.2 Interview’s results

The interview’s result shows the common elements in managing project as well as its strengths, weaknesses and key elements with impact on the output.

There is no need for a detailed feasibility study report but the team still has to attend to the project scope and objectives. Every respondent has seen the potential interest and space to develop the idea, although very little pre-research was taken into account to confirm that. According to Meri, she saw the need and interest in the idea, then suggested to the board and convinced them to start it. As her personality, she preferred to work emotionally based on her belief of the new concepts, together with the AIESEC culture which opened to any creativity and innovation fit to their value, thus she did not investigate any detailed feasibility. Yet, she had thought about some practicality and realistic aspects of the idea as well as the obvious need of it in the community.

Information transferring from previous projects to the next one has been done but there is still more space to improve. All the project managers were satisfied with the information they got at hand when starting the project. As Julia mentioned, the organizing team before her had not only transferred the knowledge but also continuously supported and helped her to deal with difficulties and challenges, while Lizzy got supports from the board. However, they also stated that the most difficult in the beginning was that they did not know what to do and how. To Julia, the most challenge in managing a project was the lack of working frame and clear task division.

Creation of a team spirit is a key point to the success of this project. Both Lizzy and Tasios were satisfied with their team spirit and stated it as a primary advantage to solve all the issues. On another hand, Julia mentioned that while managing the project, she more concentrated on how to get the task done but not to determine a communication method within the team first. Julia noted that team spirit was a weakness point that brought about problems to the team and she would like to pay more attention to it if she did this job again.

The principle criterion to the success of a project is performance of the event which is evaluated on the number of participants and the event's content. All respondents thought there should be more effective promotion of the project, as the visibility of "Be A Change" is still blurry and it is recognized only in a small group of students, basically from AIESEC and the HUB. Every year, the project team applies some changes to the structure of content and figures a down-side of each structure. According to Linh, Lizzy and Tasios, the agenda is one point that needs to be improved for a better project.

Project closure is misunderstood and easily ignored. Most of respondents' default projects would end when the event closes. Thus, no more activity except the bookkeeping is operated after delivery.

7 DISCUSSIONS AND RECOMMENDATIONS

7.1 Points need to be improved

Although the project has delivered satisfactory results to stakeholders, it has not yet fulfilled all the objectives the project team would like to see. The data collected show many defects in managing the "Be a Change" project. Because the project has a relatively small scale, it is impossible to demand an all-sided improvement. According to the result, steps that will effectively change the situation are addressed: to pay attention on the closure phase to ensure information flow across projects and to emphasize on establishing more partnership that help advertising and financing.

7.1.1 Closure planning and execution

Project closure is an "essential activity in successful project activity" (Gardiner, 2005:295). A key component that a project closure must obtain is project preview. The preview should cover the project requirements; assess the outcomes; include the project records; document the issues faced and their solutions. Closure should be planned or at least included in the working schedule. In this situation, closure will create efficient support for later event. Project evaluation reports and other documents will assist the successor to follow the previous work and climb to another level.

7.1.2 External Relations and Fundraising

Capacities are fundamental factors for every activity. In the condition of rarely available resources, the project requires a great deal of partners and sponsors in order to improve its operation. Partners are not only funding to the project, but also mentoring and promoting it. Especially it is with media in the need to visualize the project's brand. Due to a short history, establishing relationships and raising fund are very challenging. To serve this purpose, the team should clarify first their focus groups, make a clear plan and train their members' skills in connecting and managing partners' relationship

7.2 Challenges a team might face

7.2.1 Project organization

Project organization is about structuring and integrating the internal project environment. The relationship of organizational structure, the functions and departments impacts all aspect of project management (Gardiner, 2005: 126). In this case, the project organization is mainly about the team structure and the communication channels within the team. The team structure usually is not fixed and mixed between functionalized and time-based. It makes it difficult to clarify responsibilities and to control the process.

7.2.2 Gap of information

The issue raised is that there is little historical data and data are not collected or stored at the same place, it is time consumed for the new team getting to know about the project. As the result, it is challenge to create a communication channel within a team and to previous team.

7.3 Steps to ensure project management

The recommendations are focused on elements that are usually overlooked in the managing process. It aims to support the project team in effective initiating and planning of the project.

Table 4 shows steps to be carried out:

Action	Appropriate time
Information gathering by browsing the website and contacting previous teams • Previous review: principally outcomes compared by goals, project duration and current conditions • Partners and contacts • Shared experiences	As soon as possible after team selection
Scoping: • Determine resources	When the team is fulfilled

• Re-identify stakeholders: by review current partners, address needs and define potential ones. • Set objectives (project and individual goals) • Time-scale • Tools to use	
Team constructing and team building: • Define functions, roles and responsibilities • Agree internal communication channel and rules • Members' motivations and expectations (for the project and personal learning) • Individual communication noticed	As soon as there is a team

Table 4: Principal steps of initiation

Scoping and team-building are significant steps that not only lead to strategies of operating but also let members feel the team and raise their commitments, which is a key element to complete volunteering work.

Once the team is organized, it is wise to re-connect with previous partners in the beginning to confirm the relationship and their support for the new event.

During the planning phase, team training is required to fill the gap of members' knowledge and function they will work on. To avoid overlooking every important issue that causes re-work, questions about the expectation of delivery should always be clarified during planning and executing. In this situation, the main delivery is the seminar/competition event. Questions that the team has to consider throughout the project are

- How many participants and business ideas are expected? How can we achieve that number? Through which channel will we do our marketing and promoting?
- What will happen during the event (atmosphere, interaction, discussion, workshop, etc)? How should we develop agenda (based on last events feedback)?
- What will make the upcoming event better than previous? How to do that?
- How should we utilize our network and partners?

One must-be-paid-attention-to part is about partners' relationship management, as sponsors and partners are primary resources suppliers of the project. To build more partnerships especially with corporations, a good plan should be created, including who the potential partners are, how to approach them and how the relationship looks like: How they can support us (facilities, their network, sponsoring, financing, etc.)? What will they benefit from us (visibility, network, positive image, etc.)? To maintain a long-term cooperation, the team should deliver what they have promised and constantly keep in touch with them.

Last but not least, all the planning documents should be stored preferably virtually for ease of access and exchange information within the team and for the next team's references.

The next table shows the suggested content of the project closure:

Actions / Documents	Purposes
Feedback results from participants. Feedback include evaluation of event's content and atmosphere, speakers and facilitators' satisfaction, Grand Jury's satisfaction (background, profession) and other logistics (venue, schedule, food, reception, etc) The result should be briefly stated and stored in closure report.	To evaluate outcomes of events For next event's references
Project overview: comparison of objectives and outcomes; influences of the process, obstacles, solutions and solutions' effects. Identify mistakes and successes, strategies and best practices, improvement points Generating the result of the competition: ideas, winners, presentations, etc.	To get a deep view results of the project as a process (not only the event) For members to obtain their learning points and for next event's references
Coordinating with partners, speakers, facilitators and Grand Jury: getting their feedback + gratefulness.	To evaluate their satisfaction of the project and the delivery

	from their perspectives.
Media and press release	To enhance the visibility
Individual and team reflection: include personal report and team meeting	To learn from experiences. Reward and recognize members.
Data storing: all reports, minutes of meeting, files, and so on	For next event's references
Bookkeeping and financial report	Supply to project directors and for next event's references

Table 5: Contain of Project Closure

Due to the different time line of the project, closure of the project in Helsinki happens at the same time with initiation of project in Tampere and vice versa. All information should be available to transit from project team in Helsinki to Tampere. Doing that way also reduce the gap between two events.

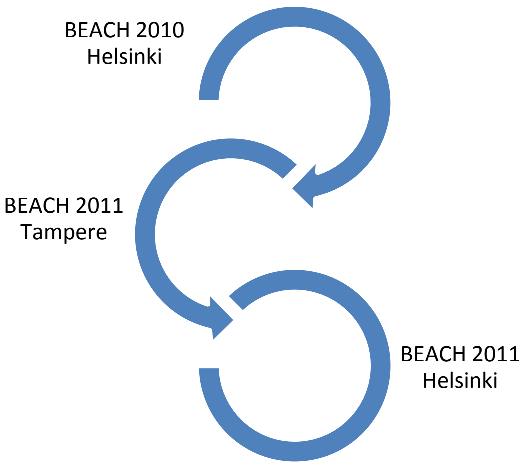


Figure 16: Suggestion of transition flow for "Be A Change" project

8 CONCLUSIONS AND SUGGESTION FOR FUTHER RESEARCH

The research purpose is to improve the implementing of project ”Be A Change” by studying principal project managment steps that ensure the delivery. To answer the question, the author comes up with two sections. Firstly, which steps or activities need to be improved in current processes. Secondly, what are challenges the project team might face with when they applied the current working style and structure.

The emprical data was conducted by case study analysis. The in-depth interviews were carried out by individually interviews with five respondents who were ”Be A Change” project managers. Participant observations were done through participating events in Helsinki and Tampere.

The result found demostrated that the initiation and closure phases were overlooked in the process. That led to challenges for the team through fluctuating structure and gap in information. The author proposed a framework including key action points focusing on initiating and closing phases of the project. Moreover, supplementary activities for effective planning were suggested

Further research can be suggested is how to control work result in volunteering organization or how to manage a multi-cultural organization. Another research can study on learning environment in ” Be A Change” as it is one of the add value the project brings to organization. Beside that, further research can enquire the joint impact of cooperating between associations. Moreover, next research can investigate strategies to do fundrasing for a social project.

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APPENDIX

In-depth interview result

1. **Interview with Linh Nguyen, the president of AIESEC in Tampere:**

    a. **How did you know about ”Be A Change”?**

I knew about BEACH through a friend who was in OC 2009 & promotion in AIESEC conference.

   b. **How much did you know about social entrepreneurship before participating the event?**

I knew something about social entreprenuership but it wasn’t a clear concept

   c. **In you opinion, what was the results of 2 events in 2009 and 2010?**

It was meaningful events, in a way to learn how to innovate, build an idea concept and teamwork. Furthermore I like the space where it was organized. As it was my first experience with a new concept, I was very enthusiastic and opened to everything. Thus the satisfaction after the event was very high, although now think back, it would have more space to improve. To grade the event, realistically and emotionally, I gave 9/10 and practicality 7/10.

I think the event in 2010 was more organized, and the value of prize was more attractive. The event was improved. But I wished it could have had been more facilitators. It was good in BEACH 2010 that Jury was presentd all the time, however there was lack of time to have supervising from them. On another hand, we had more time to self-work on our ideas.

   d. **What do you think about the content of events?**

The contens were good. Some part were very inspried, some were more interesting than others. But all in general was good. I would like the content go expertise on a higher level than general knowldge of business. May be the reason is because I am a business student.

   e. **What were your most like and dislike?**

My most favourite was in 2009, there was contribution of facis to the team. It gave a lot of support for us to develop idea.

Some presentations were under my expectation. As I said, I prefered more advanced knowledge.

f. Why did you decide to take the project into your Local Committee?

I saw there was a big need in AIESEC Tampere. Many members are interested in the project, so do Tampere students. The HUB in Tampere is very active plus the condition of New Factory was established. I could send you our application on expanding the project for more reference.

g. What would you expected to see from the result of "Be A Change" 2011?

I would like to bring the AIESEC image and apply some benefits of the organization to the event. We could make "Be A Change" as a recruitment event to AIESEC by observing participants and do pocket recruitment if the person is interested in AIESEC. We closely connect "Be A Change" with AIESEC via posters, promotion material, booklets for participants. We want to bring our culture to the event on purpose for participants know more about AIESEC. That's what I noticed that "Be A Change" in Helsinki did not mention much about AIESEC as the project owner.

2. Interview with Lizzy Chugunova, the project manager of Be A Change 2011:

a. When and how did you start the project?

I started to join the project in the beginning of January. First I was supposed to be the vice manager of the project. But since the manager resigned, I replaced him.

b. How did you structure your team?

We recruited the team in February. There was 13 members in the team in total, but about 8-10 active members. First we had the team building then training for our team mbers and started to do sale. We din not have any role or specific structure in the team. Everything was discussed and worked together. I think that made them more involve in the project. And it worked better in the short term, because we had only 1.5 months.

c. How did you plan for the project?

We tracked tasks and results by weekly meeting. With the promotion, there was university coordinators responsible for it. We did not official plan anything, but we assigned tasks and share responsibilities among the team.

d. What were the strengths and weaknesses the team had?

Team spirit was our strongest advantage. Everyone were excited and ...you can see how did they feel with the event. The weakness was that we had little timeline and we re-used the agenda from previous event.

e. What was the most challenge the team faced, in your opinion?

At first, the sale was very challenging because of cultural difficulties. Then, the hardest thing was how to get participants.

f. How did you think about the result of the event?

The result was as it was planed and expected. Although it is not many people, I am satisfied with that amount.

g. What would you change if you could do it again?

I would more prepare as the host of the event.

h. How was other working conditions you had?

Everything was good. I received many supports from other AIESEC members, the board, alumni and the social part was good as well.

3. Interview with Anatasios Kos, the team leader of Be A Change 2011:

a. When and how did you start the project?

I joined the project in the end of February. Bascially I had 1 month to prepare for the event.

b. What was your main task in the team?

I was a main runner of the project. I did companies calling, selling and holding meeting with them. In the first 1.5 week, I raised partners and Grand Jury. Later on I took care on logistics such as making contact, planning for the promoting and promoting, making templates, etc. We went to universities, restaurants, shops to send our flypapers.

c. How did you plan in the project?

We planned fro the guideline of previous events. I meant the agenda. Otherwise, we had no plan.

d. What were the strengths and weaknesses the team had?

Strengths are that we aimed to acheive to goal. There were motivated and helpful people support us. Then there were a lots of people who like to run a business. Also participating such an event like this is good for their CV.

Weaknesses: To me, it’s about audiences. It was people awareness and afraid of entreprenuership. About the team, we were lack of resources.

e. What was the most challenge the team faced, in your opinion?

In the beginning, it was difficult with companies. It was hard to point to a deal with them. I tried to solve it throung training negotiation and selling skills.

f. How did you think about the result of the event?

We set the goal of 50 participants. There were 25 in the event. Actually it could be more as many people agreed to come but they changed their minds in the last minutes. However, my overall assessment of the work was successful. I feel very good with it.

g. What would you like to improve?

I would like to have more transitions such as contacts, databased and available network. Also I want to improve the agenda and schedule on event to make it better. If there were more time, I would had made the promotion bigger.

h. Can you tell me more about your study and why did you choose this project as your internship?

I am studying in BA. Before I had no practical experience, that’s why I came to Finland for this internship. And I learned a lot from it. It was great experience for me. The working condition was also fine.

4. Interview with Meri Lundalh, the current project director of AIESEC in Finland:

a. How did you come up with ”Be A Change” idea?

I did not come up with the idea. It was Tomi Astikainen who shared the idea in a connection time in the conference SUCCESS 2008. There were me and others who were interested in it. Thus I decided to implement it.

b. How did you realize the idea?

First I talked with other people and share the idea to them. When I gathered interested people, I applied the project to the board of AIESEC and get their approval. The idea was approved to be as a small project under the ”AIESEC 60th Anniversary” project. However, we did not work closed together that much.

c. How did you conduct the feasibility of the project?

I did not think too much at that time. I do not like to do any research. It might be because of my personality, I prefer to do thing at once. I did not do any research.

Nevertheless, while persuade the board, I had to stated some reasons and opportunites of the project. I saw it possible and very interest one

5. **Interview with Julia Halkivaha, the project manager of Be A Change 2009:**

   a. **How did you plan in the project?**

We did not plan anything in the actually. When I started the project, it was so messy, everyone was unexperienced and we did not know what to do. I remembered we had some team meetings and discussings, but they were not effective to the result.

   b. **What were the challenges?**

There were many obstacles with this project. Personally, I concentrated on how to get the tasks done. But it did not work well. We had too little plan, and a short term project. Since we started something before summer but in summer everyone traveled, nothing was done. We did not have any framework or teambuilding. Neither was a clear task division. It was so challenging while nobody follow the deadline. I could not contact many members as they did not answer the phone nor reply to email. And I knew nothing about them. Thus, I thing the most challenge is how to activate members. As some of them joined the project just because they would like to take part in it, but not really participate.

   c. **What would you like to improve?**

As I mentioned, team building was not taken care. If I could do it again, I would have had focus on more team building and structuring. So it would make us easier to work.

   d. **How was the previous team transfer you information needed?**

Meri supported me a lot. She gave me all the information she had including a long guideline how to organizing it. Whenever I needed, she would help me. However, as I said, it was so many unclear thing and messy. Luckily, we got the thing done and had kinda satisfied result.