

Organizer's Manual for Renju Team World Championships

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<p>The title of thesis Organizer's Manual for Renju Team World Championships</p>	<p>Number of pages and appendices 21 + 32</p>
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<p>The basis for this Bachelor's thesis was documenting an international board game event "Renju Team World Championships". The goal for the thesis was to create an organizer's manual, which would serve as a useful tool for future organizers. Another goal was to contemplate the appliance of project management and project leadership theories to the practice of real event organizing.</p> <p>The thesis project started in the fall 2007 when both printed and electric information sources were gathered and researched. In addition to literature, information was also acquired by interviewing the previous organizers of the event and liaisons from the Renju International Federation. A significant part of the information originated in the documentation of the Renju Team World Championships 2008-event, which was organized in Helsinki spring 2008. The author of this thesis was the main organizer of the event, which enabled efficient gathering and analyzing of the material. Soon after the event, the manual was sent to the organizers of other renju tournaments. The manual was also published at the Internet-site of Renju International Federation. The feedback collected proved to be positive and the most beneficial.</p> <p>The manual is divided into four chapters. In addition to the introduction of the manual, the first chapter introduces briefly renju as a game, the Team World Championships as an event and the basis for the manual. The second chapter is about project management and how the proper usage of project management advances the planning and organizing of the Renju Team World Championships. The third chapter gives concrete guidance and specific information about the most important areas of organizing this kind of event. In this chapter, the reader can also find several useful checklists. Bibliography and attachments are included at the end of this manual.</p> <p>The thesis proved that organizing the Renju Team World Championships-event is a very complex project, which demands orderliness, a systematic approach and sustainability. The manual is going to be a great help for the future Renju Team World Championships-organizers. The manual can also be used in organizing other renju events.</p> <p>The goals for this thesis were achieved successfully.</p>	
<p>Key words Project Management, Project Leadership, Organizing, Events, Board Games, Renju</p>	

Liiketalouden koulutusohjelma

<p>Tekijä Jussi Ikonen</p>	<p>Ryhmä LV5He</p>
<p>Opinnäytetyön nimi Organizer's Manual for Renju Team World Championships</p>	<p>Sivu- ja liitesivumäärä 21 + 32</p>
<p>Ohjaajat Tarja Römer-Paakkanen ja Pirjo Takanen-Körperich</p>	
<p>Tämän opinnäytetyön taustana on kansainvälisen lautapelitapahtuman ”Renju Team World Championships” järjestämisen dokumentointi. Opinnäytetyön tavoitteena oli luoda tulevien järjestäjien käyttöön manuaali, joka helpottaisi tapahtuman järjestämistä. Opinnäytetyön tavoitteena oli myös pohtia projektijohtamisen ja projektinhallinnan teorioiden soveltamista käytännön tapahtuman järjestämisessä.</p> <p>Tämän opinnäytetyön työstäminen aloitettiin syksyllä 2007 keräämällä ja tutustumalla enimmäkseen suomenkieliseen kirjallisuuteen ja Internet-sivustoihin. Kirjallisuuden lisäksi tietoa hankittiin haastattelemalla tapahtuman aiempia järjestäjiä, sekä renjun kansainvälisen kattojärjestön yhteyshenkilöitä. Merkittävä osa manuaalin tiedosta syntyi dokumentoimalla keväällä 2008 Helsingissä järjestettyä Renju Team World Championships 2008-tapahtumaa. Opinnäytetyön tekijä toimi tapahtuman pääorganisaattorina, joten materiaalia pystyttiin keräämään ja analysoimaan tehokkaasti. Pian tapahtuman jälkeen manuaali lähetettiin vastaavien renju-turnausten järjestäjille. Manuaali julkaistiin myös renjun kansainvälisen kattoliiton Internet-sivuilla. Saatu palaute on osoittautunut hyödylliseksi ja positiiviseksi.</p> <p>Opinnäytetyön tuotoksena syntynyt manuaali on jaettu neljään osaan. Ensimmäisessä osassa esitellään manuaalin tarkoitus, Renju Team World Championships-tapahtuma, sekä renju pelinä lyhyesti. Toinen osa keskittyy projektinhallintaan ja siihen, kuinka oikeanlainen projektinhallinta helpottaa Renju Team World Championships-tapahtuman suunnittelua ja organisointia. Kolmas osa antaa konkreettista ohjeistusta ja yksityiskohtaisia neuvoja Renju Team World Championships-tapahtuman järjestämisen tärkeimmistä osa-alueista. Kolmannesta osasta löytyy myös hyödyllisiä tarkistuslistoja. Manuaalin lopusta löytyy lähdeluettelo, sekä liitteet.</p> <p>Opinnäytetyössä selvisi että Renju Team World Championships-tapahtuman järjestäminen on hyvin monimuotoinen projekti, jonka järjestämisessä tarvitaan suunnitelmallisuutta, järjestelmällisyyttä, sekä pitkäjänteisyyttä. Manuaali tulee helpottamaan tulevien Renju Team World Championships-tapahtumien järjestäjien työtä merkittävästi. Manuaalia voidaan myös käyttää hyödyksi muiden renju-tapahtumien järjestämisessä.</p> <p>Tämän opinnäytetyön tavoitteet saavutettiin onnistuneesti.</p>	
<p>Asiasanat Projektinhallinta, Projektijohtaminen, Organisointi, Tapahtumat, Lautapelit, Renju</p>	

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1 INTRODUCTION

Organizing events gets easier each time for organizers, regardless of the size or duration of an event. By applying the guidelines of project management, organizers can avoid mistakes and in general improve their event. In addition to knowing the project management methods, it is always good to consult the previous organizers of similar events regarding their experiences. It is highly recommended that a project plan and other documentation are used for events that require more extensive organizing. There are also manuals for events needing special preparation.

The Renju Team World Championship is an event held by different organizing countries every other year. In the past, previous organizers have done very little written documentation of their work. Because of this, new organizers have had to start the planning basically from scratch. Finland was chosen to host the TWC2008 event. Since it was the first title tournament for the Finnish Renju Federation and the organizing committee, it faced a serious challenge right from the start. The need for an organizing manual was apparent.

The basis for this thesis was to research and apply the theory of project management combined with experiences of previous organizers and create a manual. This manual would then be a great benefit for the organizers of similar events in the future.



Picture 1. Most of the TWC 2008 participants (in front of Helsinki Business College)

1.1 Definition of the assignment

The fundamental problem in this thesis was how to organize an international mind sports event (Renju Team World Championships) of approximately 50-70 participants and for the duration of approximately one week, the best way possible. One of the main goals was to advance from plain event organizing and planning habits to project management thinking. Besides project management, project leadership was a significant part of the study.

For most parts, this assignment was, however a project type thesis. Theoretical contemplation of project management and –leadership gives a frame to the subject and the project part offered means to research the best practices for real problems. The end product for this thesis project part was an organizer’s manual, which serves as a collection of guidelines and experiences on how to properly organize this event. Perhaps it can be regarded as a set of minimum requirements for a successful TWC event. This manual can, and is meant to, be used as a foundation of future TWC planning and organizing.

1.2 Contents of this document

This first chapter has set the basis and definitions for this thesis. The second chapter introduces a theoretical approach to project management. To a large extent it justifies the structure of the manual. The third chapter presents the empirical part of the thesis. It presents the target under study, the project plan, the implementation of the project along with results and evaluation. The fourth chapter summarizes the study and gives recommendations and suggestions for future study.

The project part of the thesis (manual and related documentation) is attached to the end of this document. The manual starts with a brief introduction of the game and TWC events and thus these topics are not repeated here.

2 PROJECT MANAGEMENT

2.1 Prior research

The TWC event was organized every other year since 1996. Previous organizers and RIF Sports Committee have gained valuable TWC organizing knowledge from these events. However, as mentioned in the introduction, no prior written documentation had been done regarding organizing these events. Thus new organizers have had to do a significant amount of research when they plan their event.

There are, however, a great deal of project management guides and manuals which give assistance to most kinds of projects and events. (Leppänen 2005.) Searching the Internet with search words project management or event organizing, one may find millions of web sites about the topic. Few extensive project management guides were used as a theoretical background literature for this thesis. The bibliography for the theory sources can be found at the page 21.

2.2 The field of project management

A project is defined as a one time predetermined set of tasks which aims at specific goals. Those goals are reached by the actions of a project organization using the resources assigned. Moreover, project management means the organizing of company's or community's operation so that the main part of it is done in small groups and the volume of line personnel is insignificant. (Pelin 2008, 25.)

The characteristics of a project are: predetermined goals, life-cycle, independent entity, different stages, co-operation, unpredictable changes and risks. The field of project management includes the following subjects:

- project and goal determination
- task and workload assessment
- project organizing (agreement of practices used)
- time, resource and cost planning

- contract management
- change and risk management
- purchases
- quality management
- work instructions and training
- budgeting
- documenting, reporting and archiving. (Karhatsu 2003, 68.)

All the matters mentioned above should be considered when preparing a project. As they form the backbone of project management, they also play a very central role within the manual.

2.3 Project management culture

Each organization has its own business culture (corporate culture). A part of business culture is project management culture, which is about how project management is handled in the organization. A proper project management culture should include the following aspects:

- independence and self-leadership are supported in projects
- project manager is given sufficient authority and operation conditions
- projects are based on strategic plans and they achieve goals stated in those plans
- projects are projects, because they are done using project management methods, not only because they are called projects
- management by results is taken to project level
- there are rules and standards of project control and supervision, which are agreed upon all parties involved
- personnel are properly trained for project working. (Pelin 2008, 30.)

If these culture guidelines are not followed, a project is more likely to fail. On the other hand if these matters are not met, a project is likely to face problems. When a project is made with the culture mentioned above, it is more likely to produce the following gains:

- research gets proper support and guidance from the management
- written project plan helps concentrating on actual work
- when time management is in order, resource management gets easier
- decision-making clears up
- marketing and customer service –thinking increases
- communication increases and becomes easier. (Pelin 2008, 25.)

It is highly important that project management understands these causes and affects, as well as being capable of deploying and communicating them properly. If a member of project organization even feels, that there are problems relating to project management culture it can cause serious consequences.

Trust and commitment being the backbone of project leadership (discussed in more detail in chapter 2.7) also links to the project management culture. Without bilateral trust and commitment between the management and the team, it would be hard to achieve the guidelines presented.

2.4 Project organization

Project organization is an organization created specifically to accomplish a project assigned for it. The number of the project organization members can change during the project, but typically members are assigned to the project by fixed-term.

In small size projects the project manager is a key resource and can handle the supervision without a separate management team. The project manager plans the co-operation with line organization and ensures that project members are given enough time and resources for their tasks. Normally project managers come from the line organization. Matrix organization is often suitable for small and short timed projects. In longer projects (lasting several years) essential resources are supervised by a project manager, which is nominated by a management team. The management team should be as small as possible and it should have enough authorization for decisions regarding the line organization. (Pelin 2008, 68.)

There can be several roles and functions in a project organization. The most common to them are: founder, management team, project manager, project member and project assistant. The following paragraphs briefly introduce these roles.

A founder of a project decides about the start, possible suspensions and the closure of the project. It nominates a management team (if needed). It is also responsible for resource availability and solves possible disputes. (Antikainen & Sutinen 1996, 29; Pelin 2008, 68.)

A management team is summoned from all the organization units to which the results of a project significantly affect. It determines the goals for scheduling, as well as technical and financial parts of a project. It accepts the project plan if needed. It also nominates a project manager and other possible key members. (Antikainen & Sutinen 1996, 29; Pelin 2008, 68.)

A project manager has the main responsibility of a project. They create a project plan (or manages its creation) and initiates the work of a project team. They confirm the project goal is properly defined and communicates the goal for the project team, whose work they lead and supervise. They take care of the training and guidance of the team. They assign and delegate tasks within the team. They also handle most of the project documentation and reporting. (Antikainen & Sutinen 1996, 29; Pelin 2008, 68.)

A member of a project team participates in the creation of a project plan. They handle the tasks assigned and report progress to a project manager. They develop their own professional skills as well as work methods in the project. They report to the project manager, the progression of their tasks and possibly problems promptly. They commit to the project and strive to develop work methods. (Antikainen & Sutinen 1996, 29; Pelin 2008, 68.)

A project assistant helps out with the preparation and supervision of schedules, budget creation, project documentation, bidding activities, negotiations, cost follow-ups and meeting arrangements. (Antikainen & Sutinen 1996, 29; Pelin 2008, 68.)

Very similar tasks are usually assigned to renju TWC projects. RIF General Assembly (or Extra Assembly) chooses the host association and can thus be considered as the founder of the project. The organizing association can then be considered as the management team, which creates the OC as the project team. The main responsible person and leader of the OC is the project manager. He/she normally also acts as the tournament director for the event. There are also members and helpers either officially or unofficially nominated to the project team.

2.5 Project planning

In a well-organized project, several steps can be separated; composing ideas, planning, preparations, implementation, evaluation and follow-up. Efficient organizing requires assignments of tasks and duties. It needs specific scheduling and goal definitions. Most of all it needs appropriate supervision. All these matters, along with topics listed in chapter 2.2 are included in a project plan. This is why a project plan is the key document describing the project. Generally a project plan is documentation of the most essential factors related to the planning of a project. This chapter introduces the most important parts of a project plan. There is a template for a TWC project plan included in the manual.

Before the creation of a project plan it is appropriate to make sure of following matters are taken care of; the creation of a project organization, agreement of tasks and duties, the determination of goals, dividing the project into smaller parts, time- resource- and cost planning, planning of a project control system and initiation of positive working and co-operation atmosphere. (Pelin 2008, 77.)

Background and need for the project is the first step needing definition. A project plan should be able to justify and agree the reasons for the project. Preliminary research documentation and demand surveys in the area of the project can be attached to the project plan to clarify the need. (Pelin 2008, 85.)

Target groups are instances to whom the project is directed. Their needs should be the bases for most of the planning. It is important to assess the possibilities for target group participation and commitment in the project. It is also important to acknowledge the **benefititors** (who will benefit from the project). Target groups and benefititors can both be either direct or indirect. In order to add reliability, usage of conditional agreement is suggested. (Pelin 2008, 85.)

A Project goal is a description of measurable results or verifiable matters that need to be accomplished before the deadline. Most importantly, goals should be **measurable**. They should be schedulable, realistic and also agreed and understood by the whole project organization. Each goal should have at least one indicator based on either quality or quantity and it should be measurable both during the project and after it. Some of the goals are development goals, which are not necessarily short-term gains. Tangible goals are instantly measurable since they can be achieved during the project time. Naturally also other goals related for example to quality, finance and environment also exist. (Pelin 2008, 85.)

Project definition means that the project work is defined by excluding the unnecessary parts from the target. Especially outside influence that might somehow limit restrict the project are described. Often parallel functions and processes happen in similar projects and if a project has several of such **interfaces** it can be useful to draw a map of them. (Pelin 2008, 85.)

A project plan is created and the very start of a project. A project plan tells how the goals will be reached. It clearly answers the very basic questions; what will be done, by whom, when and how. According to Pelin (2008, 86) a project plan is usually created on top of a following basic structure:

1. Definitions
 - 1.1. Introduction and background
 - 1.2. Result goals
 - 1.3. Definition and interfaces
2. Organization
 - 2.1. Management team
 - 2.2. Project team
 - 2.3. Contact persons
3. Execution plan
 - 3.1. Partition and execution stages
 - 3.2. Timetable
 - 3.3. Task index
 - 3.4. Resource plan
 - 3.5. Risk management
4. Budget
 - 4.1. Project budget
 - 4.2. Cost follow-up
5. Control plan
 - 5.1. Overall plan
 - 5.2. Briefing and communications
 - 5.3. Controlling and reporting
 - 5.4. Training plan
 - 5.5. Quality backup

Although the manual is not a project plan itself, all the subjects mentioned above are discussed in detail.

When a project is made for other instance than the company itself, a **project contract** is made. This contract is prepared by the project manager (at least he/she should be participating in the making) and it includes the following subjects:

- introduction, parties involved
- delivery and its limitations
- delivery terms
- delivery time
- purchase conditions
- terms of payment
- billing
- warrants and their usage during delivery errors
- insurances
- attachments and their order of importance
- contract signatures (Pelin 2008, 61.)

There are four stages for a project contract. Contract negotiations involve the offer request and occasionally a letter of intent and pre-contract. Second stage is the bid, which is replied with a response. A project contract is finalized with the confirmation of order. (Pelin 2008, 61.)

In renju TWC projects usually only a few contracts are needed. The first contract is with RIF General Assembly when it is decided that an organization will host an event in the future. This agreement should include at least the very basic information about the event itself; when and where it will be held, who are in the Organizing Committee and who is the main responsible person. Then it is important to make agreements (possibly even contracts) with the instance responsible for the tournament hall, sponsors, and other interest groups.

2.6 Mistakes and risk management in projects

Projects can fail because of a number of reasons. Here are some of the most common ones listed:

- often tasks are not even really projects although they are called projects and led by the managers of a line organization
- projects are made among other things, which cause time management issues
- project leadership has insufficient knowledge of project management tools
- insufficient planning methods and monitoring
- no guidance (documentation or mentoring) available
- insufficient information systems
- the start and the end time of a project are not set, or set inaccurately
- lack of proficient project managers. (Pelin 2008, 39.)

In order to avoid these mistakes, project management should be aware of project management culture guidelines presented in chapter 2.3. In real projects, these problems do arise no matter how the project management tries to prevent them. The key to solve these issues is proper communication. In this context proper communication means that when a member of a project organization notices a problem they should feel free and encouraged to speak up. If the issue is then handled with proper actions, it can most likely be solved easier than in case it was ignored. (Pelin 2008, 39.)

Proper risk management can also reduce the probability of mistakes. Risk management means the process of eliminating threads that can lead to the failure of a project. A risk management process should follow an action process plan. This plan can include for example following stages suggested by Harrington and Niehaus (1999):

- identification of significant risks
- damage probability and severity assessment
- development of risk management tools (and choosing the most suitable one)
- risk management decisions
- assessment of executed risk management solutions.

2.7 Project leadership

Leadership is about influencing other people's behavior. Leadership can be defined as a process of responsible influencing of people with value and power. With leadership, a person tries to make other people understand and agree what must be done and how, in order for an organization to accomplish goals set for the organization. Leadership is more about the relationships between a leader and a subordinate than just a leader's quality. Leader needs its subordinates, because otherwise his/her ideas, plans and goals remain unachieved. On the other hand without leadership work tends to remain random and coincidental. In other words both the leader and the subordinate need each other and the relationship called leadership. (Lämsä & Hautala 2005, 205.)

This thesis has mostly been about managing a project. The product of the thesis is an organizer's manual, which deals mostly about managing things. Managing things is about handling the operation and processes in a project. People leadership is about a diverse interaction process between a leader and subordinates. As the manual strives to order, permanence and stability while people leadership is more about advocating ideas, different directions and change. Known leadership researchers Bennis and Nanus (1985) said it well: "**managers** are people who do things right and **leaders** are people who do the right thing". (Lämsä & Hautala 2005, 205.)

Following is a modified chart of Kotter, J (1990) about comparison of leadership skills and management:

	Leaders	Managers
Creating agendas	Establishing direction Developing vision of future Developing change strategies	Planning/budgeting Developing plan Developing timetable
Building networks	Alignment of people Inculcating vision in persons/teams	Organizing/staffing Developing, delegation, monitoring
Execution	Inspiring Energizing others to overcome barriers	Controlling/problem-solving Monitoring and taking corrective action
Outcome	Potentially revolutionary changes Order out of chaos	Order and predictability Key results expected.

Traditionally, leadership theories have been divided into three main groups; **leadership by character, leadership behavior** and **situationsbundet leadership**. Leadership by character means that a good leader is defined based on his/her character. This theory suggests some people possess more characters suitable for leaders than others. By the so called great man theory, those of us born to lead take the power no matter of social status, cultural or historical situation. One of the best known researcher of character based leadership Stogdill, R (1948) concluded that it is impossible to define the characters of a perfect leader. Character alone cannot cause efficiency, but it must also be correctly aligned with the subject group. Study of leadership behavior is divided two trends: one emphasizes the contents of leadership work by focusing what leaders do when they work and second is highlighting leadership styles by focusing on the search of efficient behavior. Mintzberg, H (1973) suggested ten leadership roles divided into three categories: Decision making (entrepreneur, contradiction handler, resource assigner and negotiator), Communication related roles (observer, information distributor and chairman) and People relationship related roles (people leader, figurehead and connection man). Blake, R and Mouton, J (1978) researched leadership styles and created a leadership grid, which helps identifying which king of leader; either people oriented or task oriented. One of the best known situationsbundet leadership theory researcher Reddin W. J. (1967) suggested a 3D-model, which includes a typology of efficient and inefficient leadership styles depending on the leadership situation. In this model three basic skills are keys to success: situation sensitivity, situation leadership skills and style elasticity. (Lämsä & Hautala 2005, 205.)

In context of leadership, one needs to remember two highly important factors; trust and commitment. Without either of them, leadership between a leader and a subordinate just won't work well.

Trust: Firm trust is towards another person's honesty, capability or character. Good leadership is much about trust. If a leader keeps his/her word to his/her team, trust can in time grow to rather extensive. This is when your word is listened to and you trusted. This means that you don't need to be the best programmer, designer, story teller or something else. It is enough that you build trust as top priority matter and try your best to preserve it. To become a great leader, one must learn how to find, build, earn and guarantee trust towards others as well as nurture it in yourself. Interestingly enough, trust is also independent in whether one likes his/her fellow person. (Berkun 2006, 309.)

Commitment: In order to have trust one needs commitment. Commitment or promise is the simplest possible agreement between two people about what they both agree to do. Commitment needs to be given by one's own will, not lightly, with mutual consensus and openly (and publicly). Also commitment is to be fulfilled even if the person responsible should need outside help to do so. If before deadline something happens, which affects either of the commitments, the one who notices it first should contact the other in order to negotiate a new commitment. How does this go with projects? Well, simply if a member of a team neglects his/her commitments, others start worrying more and more after his/her other commitments. This hurts the team spirit and time gets wasted. Delegating tasks is a way to share trust within a project team. If one delegate tasks it should be taken as sharing trust and giving space to a team member. (Berkun 2006, 309.)

3 TWC ORGANIZING

This thesis was made for Renju International Federation (RIF), which is an international association of renju game. Most national renju associations in the world are members of RIF. The headquarters of RIF is presently located in Sweden. RIF has provided the renju world title competitions since 1989 together with host organizations.

(<http://renju.net/media/tournaments.php>.)

The main targets for this study were organizing committees of Renju Team World Championships 2006 and 2008. TWC 2006 was held in Estonia and thus the OC was created from Estonian Renju Union members. TWC 2008 was respectively held in Helsinki by members of Finnish Renju Federation. Other important interest group was the RIF Sports Commission.

(<http://renju.ee> ; <http://renju.fi>)

3.1 TWC Organizing Committee

Earlier in this thesis TWC OC was defined as a pre-assigned group of people working for the event. This group can be assigned prior to the application phase, but it must be formed latest soon after the organization is chosen to be the host. An OC is kind of a project team having members (normally 4-10) and a leader who works like a project manager (most often the leader is also the tournament director). An OCs task is simply to make the event happen with the best possible grade.

3.2 The demand for the study

In order for the OC to complete its job it needs to excel a wide area of tasks. When Finland was chosen to be the host to TWC 2008 event, the newly established OC needed to investigate all the matters related to the project. As there was no prior written documentation of how to make it happen, an apparent need for such documentation became obvious.

As the close relation to the author's project management studies and the obvious need for a documented organizing manual, the idea for a project type of thesis was in the air. All the par-

ties including RIF, organizing committees of TWC 2006 and 2008, thesis study group with the supervisor and naturally also the author agreed with the task.

3.3 Project scheduling and implementation

In a very early date a light project plan was created to direct the progression of the project. This project plan included goals for the project, a rough schedule and study methods. The main method of acquiring information from the target groups was chosen as interviews and discussions. An extensive amount of information was also gathered simply by reviewing the ongoing work of the TWC 2008 OC.

The assignment was given in September 2007 and the preparations started immediately. The first task was to gather information about project management and event organizing. While researching the theoretical sources the contents of the manual started to form together. This way the foundation for the manual was taken from project management books. By the end of the year 2007, several discussions with target groups were held. Based on the information gained from those discussions the manual got more and more specific in regards to information related to Renju TWC organizing (as opposed to a general event organizing). These discussions appeared in many forms. Face to face meetings were held in Tallinn at 30 Dec 2007 and 23 Feb 2008 with all the target groups present. Also ongoing discussion via phone, email, and instant messaging was applied during the six months of time.

As the project was closer to the event it was presented to the thesis study group as well as to the target groups. TWC 2008 was held in Helsinki 27 Apr – 2 May 2008 after which the last adjustments were added to the manual. This thesis theory part became completed at the autumn 2008; approximately one year after the project was initiated. After completing this thesis, the manual was given to the usage of RIF and will also be given to the future TWC organizers. It is fair to note that the manual will never actually become completed. There are always new ideas and experiences to be added to it, as the popularity of the event and the game grows. The manual as well as this thesis part has been released at www.renju.net blog, where organizers have had a possibility to read the material and give improvement recommendations. In the future, the manual serves as a foundation for future TWC organizers to initiate their project.

3.4 Presentation of the manual

The manual itself (attached) is the best presentation of results for this project. This chapter introduces some of the most important conclusions of the study.

First of all, the importance of a well-prepared project plan was found paramount for a successful TWC project. The manual can be used as a guide to prepare a project plan. Other very important matters for success were found closely relating to the work of an OC and agreement of project goals prior to the project implementation.

The manual was basically divided into two parts. The first part is much about project management issues in the event organizing. These issues are discussed in their respective chapters: Project plan and project goals, Introduction of interest groups involved, Description of the end product, Milestones and schedules, Tasks, duties and workloads, Purchases and expenses, Funding and budgeting, Risk management, Information exchange and marketing. The second part introduces essential matters needing attention when organizing a renju TWC event. These matters are: Project plan, Visa invitations, Accommodation reservations, Web site, Information letter, Transportation, Media coverage, Tournament hall, Game equipment, Opening and closing ceremonies.

Besides concrete guidance in project management issues, this study also provided leadership knowledge for organizers. It was interesting to note the differences between the management and leadership of professional teams and volunteer based organizing committee.

4 DISCUSSION

4.1 Some notions

Organizing TWC event takes a great number of resources and time and because of this the organization wanting to apply for the event should know as much as possible about what they are signing for. They absolutely need to have the inspiration, passion and commitment for such a lengthy project. Knowing the goals for the project and creating of a written project plan should form the foundation for a TWC project.

The OC should be aware of all tasks and duties involved and schedule for each of them. The OC should be aware of all resources required for the event to be included in the budget as soon as possible. Also there should be a risk assessment done for general risks involved as well as possible local risks. Communications with all interest groups should be handled properly through the project. Also effective communication with sponsors and media as well as other possible outside communication must be assigned proper focus.

Even as organizing takes much of organizers energy, it gives so much back. It was truly wonderful to see friends all over the world to join the competition for the title of the team world champion in Finland. From all the feedback the OC got, we determined that it was a successful event. Totally nine teams joined the competition out of which Estonia won its first team world championship title. After the drink serving at closing ceremony, everyone had a smile at their face. Not only the acknowledgements we received by participants, but also the record number of players showing up at Helsinki Open (held 20.-21. Sep 2008) gave the final confirmation of success.

4.2 Conclusions and recommendations

The most obvious conclusion to this project is that there are a number of matters to be taken into consideration when planning and organizing a TWC event. If there is no written project plan, often some important matters are either forgot or neglected. A project plan turned out to be a practical tool for analyzing and structure the most important matters relating to a TWC project. It also functions as a useful information source when there is a need to introduce the

event for example to sponsors, co-operation interest groups and media. The manual will be presented to the host organization of TWC 2010 event to help their preparations.

It is not an insignificant task to organize a TWC event. Thus the organization wanting to apply for the event should know as much as possible about what they are signing for. They should also have the inspiration, passion and commitment for such a lengthy project. It is clear that there is redundant information between this thesis theory part and the manual. The manual was created to be used without this theory part. This is why some subjects needed to be explained in both parts, but it will not most likely reduce the enjoyment for the reader.

As a suggestion for further development of the manual it is recommended that it is published at the RIF's web site. This way organizers of renju tournaments could access it when they need to. At the time of finalizing the thesis project modifications are only done by the author, but perhaps in the future other authors (next organizers) could also contribute to the manual directly.

In the future, the manual could include a chapter of the mistakes previous organizers have made. This could be of a use for future organizers. Some previous mistakes have been mentioned at this first version, but not a comprehensive collection. Perhaps future organizers are more eager to acknowledge their mistakes than their predecessors.

It is highly recommended that TWC organizers would pay close attention to event marketing. Their event will operate as a powerful marketing tool and important media. It enables organization to strengthen their marketing and communications.

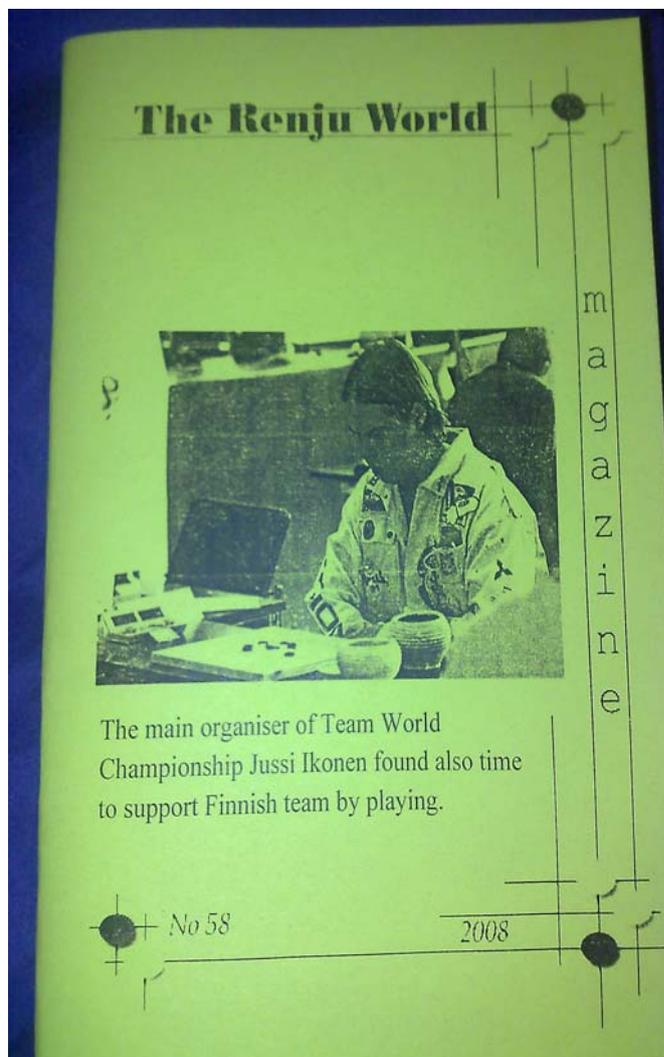
(<http://tapahtumamarkkinointi.com/>). An annual renju event Helsinki Open 2008 gathered a record number of participants from four countries. This was clearly one part of long-term benefits set in the goals before the event. HO was advertised several times during the TWC event.

To evaluate the methods chosen and used for this thesis the following can be concluded; The theory research of project management (and project plan) gave a firm basis for the manual. Interviews and discussions with previous organizers and RIF Sports Commission extended the sense of how the event has been organized in past. Combining this information and adding new experiences learned while organizing the TWC2008 event was a successful choice of method.

As for the success of the event itself, here are a few quotes from The Renju World Magazine (No 58/2008):

“Finland made its first appearance in TWC level 2 years ago in Tallinn. For our small and young federation it was a major step into the heart of the renju world. And only 2 years later we were given the honor to host the very same event. At first the idea seemed just too difficult but afterwards we are all most proud to have acted as host nation for such an incredible tournament. Big thanks of course must be given to several parties as well as all the participants that joined us...” – Samuli Saarenpää, member of the TWC 2008 OC and Vice Chairman of the Finnish Renju Federation’s board.

“First, I would like to thank the organizers for a nice job. They managed to do a good work with a very small staff. I think it was a big step forward for Finnish Renju Federation and there will be more important tournaments held in Finland for years to come. Helsinki is a nice place to be and play renju... ..Helsinki Business College, where the tournament was held, suited the needs perfectly. Ava Hotel, where most of the teams stayed, was just a couple minute walk away. The tournament itself was probably the most intriguing one in TWC history...” –Aivo Oll, member of the TWC 2006 OC and a very key player in the TWC 2008 winning team (Estonia).



Picture 2. Cover of The Renju World Magazine.

To conclude this discussion chapter, I would like to go back to chapter 2.7, where I summarized a project leadership textbook about trust in projects. In smaller tournaments and events where I have been in charge, I have often handled most of the organizing myself. Doing so I have earned respect by showing I am willing to do more than delegating. Then when I needed to delegate something it has always been easy. Planning and executing a TWC project could not happen so easily. This was both unfortunate and fortunate. Unfortunate, since it would have been easier just to do most of it by myself. Already at the preparations I faced situations that I needed to trust the team to handle parts of the operation. I could simply not concentrate on three issues at the same time. During the event I quickly had to accept that a number of things were happening all the time and I could not take care all of them. Now, six months after the event I look back and realize that perhaps I was still doing too much and delegating too little. Most of this project I have been focusing on project management. Perhaps learning a bit about delegating trust could eventually turn out to be a significant lesson.

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Organizer's manual for Renju Team World Championships

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1 INTRODUCTION

This report is a manual for organizing an international mind sports event. The game this manual addresses is called renju and the event is Team World Championships. Though this manual is created for Renju Team World Championship organizers, it can naturally be of assistance in organizing similar events.

This manual is divided into four chapters. In addition to the introduction of this manual, this first chapter introduces briefly renju as a game, Team World Championships as an event and also the basis (sort of a preface) for this manual. The second chapter is about project management and how the proper usage of project management advances the planning and organizing of renju Team World Championships. The third chapter gives concrete guidance and specific information about the most important areas of organizing this kind of an event. In this chapter, the reader can find many useful checklists. Bibliography and attachments are included at the end of this manual.

1.1 Renju – the road from ancient China to present Europe

Renju is an eastern board game, which requires analytical and strategic thinking like games Chess, Checkers and Go games for instance. Renju originates from China (estimated birth around 2000 B.C.) and the current rules were invented in Japan in late 1800s. During the first half of the 20th century Renju was played widely in Asia. In the late 1980s it was introduced to a few European countries, mostly due to the influence of Russian, Swedish and Estonian players. The international association RIF (Renju International Federation) was created in 1988 in Stockholm, Sweden and since then the popularity of the game has been steadily growing also in Europe. RIF has provided a wide scale of title competitions and online activities since its birth to this date.

The game has been played in Finland since the late 1990s and the first national association (Finnish Renju Federation) was created and registered in 2003. The Finnish Renju Federation has successfully organized several both national and international tournaments in yearly basis. At the end of summer 2007, the Finnish Renju Federation found itself in front of a new challenge, as it was offered an opportunity to host a title competition and moreover an event – Renju Team World Championships 2008.

Team World Championships (later abbreviated as TWC) have been played every other year since 1996. Previous events were held respectively at Saint Petersburg Russia, Yerevan Armenia, Tallinn Estonia, Vadstena Sweden, Tyumen Russia and Tallinn Estonia. Thus the 2008 event will be the 7th TWC. More info about previous events can be found online at the RIF's web site: <http://renju.net/media/twc.php>.

This project started as early as the beginning of the 2007, when the board of Finnish Renju Federation decided to apply to be the host of the 7th TWC event. It prepared an application, which was approved at the RIF meeting held during the individual championships event 2007 in Tyumen. The main reason Finland applied for this event was to promote the game in Finland, and also to help the promotion generally in the European extent. The event was held during 27.4.-2.5.2008 in the Helsinki Business College.

1.2 Basis for this manual

Since Finland had never before hosted a major renju title event and there was basically no prior written information concerning how it should be done, it seemed paramount to document the essentials of organizing for both this and future event organizers. This manual was created (and will hopefully be continuously updated) for the usage of RIF so that the next hosts would not need to start from scratch.

This manual is the project part of a bachelor's thesis regarding project management. It was originally written with significant assistance from several parties. To mention a few: TWC 2008 organizing committee, RIF Sports Commission, Estonian Renju Union and the thesis seminar study group.

Writing this manual has been rewarding in many ways. Besides getting all the essential matters of TWC organizing into covers, it has given an opportunity to study project management and event planning. This knowledge and know-how turned out to be most valuable for the organizers of TWC08. Writing for the first version of this manual started at the end of 2007 and it was mostly completed before the event in May 2008. Part of the theoretical analysis writing and finalizing the thesis part happened during the summer and autumn 2008.

Since organizers of TWC events are always experienced in previous TWC events and organizing local events, this manual does not always explain every “renju specific” detail in this manual. It would be very hard for someone to succeed in organizing a TWC event completely relying only to this manual. But again, it is not the purpose of this manual.

2 FROM EVENT PLANNING TO PROJECT MANAGEMENT

Smaller renju tournaments and events with less than 40 participants can be (and often have been) done without significant effort. Organizers who most often act regarding to their experience and planning of the event can remain rather insignificant. A title event with approximately 50-70 participants, however, needs a more organized manner in order to succeed. A renju TWC event can easily be regarded as a project, since it follows the main principles of the project definition well. Thus terms “event” and “project” are both used for describing TWC events in this manual.

2.1 Project plan and project goals

The first steps for a project are establishing a project plan and determining goals for the project. The following paragraphs are to enlighten these two matters briefly.

A project plan is a written document prepared by the team working on the project (in this manual called an organizing committee or OC). An OC should be created before the project is started or at a very early date. Future TWC OCs can use this manual throughout when creating their project plan. This manual itself is not a project plan, since it does only in a very few occasions go into very specific details. A project plan should include most of the matters introduced in this manual with more detail (for example concrete action dates and assigned duties to specific organizers). An example of a table of contents of a project plan can be found in the third chapter of this manual.

The other thing to be determined is the goal for the project. TWC08 OC very early defined that the event succeeds if it is completed with no lesser quality than previous TWC events. To get there several issues must be excelled and all parties must be satisfied. Another goal was determined to attract close to ten teams to arrive to the event. Gathering renju players together to enjoy the game can be by itself enough as a motive for organizing an event. Internally, the obvious goal for the Finnish Renju Federation was to advocate and promote the sport in Finland. By organizing a title event, it had the opportunity for visibility and thus getting more people interested in the game (and to join the association). A good evaluator for the success is if the organizers are trusted to hold similar events in the future and if the players still want to come to play also in smaller tournaments in Finland. Maximizing monetary profit

could not be the main goal for the project, but there is always a chance to raise some funds for future events.

2.2 Introduction of interest groups involved

As mentioned earlier, there are several different interest groups involved with an event of this size. This chapter introduces the main interest groups and their expectations (or demands) towards the project. Interest groups can be defined as the host organization, organizing committee, RIF sports commission and other RIF officials, participants & visitors, other interest groups including sponsors and media.

The most focal contact group for an OC is the Renju International Federation; to be precise the Sports Commission. This instance regulates the basic guidelines of the event, such as rules, duration and round numbers etc, at least for the main event. It often also operates as a focal point between the organizers and countries involved. The Sports Commission expects that the event is completed within the norms and standards set to renju TWC, (TWC regulations attached).

Sponsors are quite necessary interest groups making this event possible. They can provide help in many ways, including the tournament hall and place for the opening and closing ceremony, catering, accommodation, traveling, product prices and financial sponsoring to cover other expenses. Most often sponsors expect visibility in return for their efforts. There are several ways to make that happen; speeches at the opening and closing ceremonies, logos and banners, magazine and on the web site(s) of the event.

Media coverage is also important for the publicity of the event. Most title tournaments have at least press writing articles of the event but it is highly recommendable to strive for TV coverage as well.

Countries, teams and individuals participating are naturally a paramount interest group. The event is fundamentally done for them! They want the event to be moderately cheap and the organizing of different functions to be smooth and fluent. One of the key expectations for this interest group is the fair manner of organizing (including fair game judging) throughout the event.

2.3 Description of the end product

A description of the end product is included in any project plan which is created following any project management guide. TWC08 OC determined the end product as follows:

The end product for this project is a successfully completed event. It starts from the preliminary preparations (application, tournament hall, accommodation bookings, invitations, promotion) and ends with a closing ceremony and departure of the participants. All representatives of different interest groups are still smiling after the event.

To get a better “picture” of TWC atmosphere, please have a look at photos and articles - sections at: <http://renju.net/media/twc.php>.

2.4 Milestones and schedules

In order to have a more specific view of the different stages in the TWC project, it is useful to divide the project into milestones. In this manual there are six milestones presented with the most important actions.

1. Application (15-11 months prior to event)

The first milestone for the project is the successful application. Normally the host for the next TWC event is chosen at the RIF General Assembly meeting, held during the previous individual World Championship event. At this stage, organizers should be able to present the preliminary OC and person who is mainly responsible for the project. At this stage it is also necessary to present the options for tournament hall and accommodation. It would be good if the main sponsor of the event is also found before submitting the application.

If the organizers have any ideas or plans regarding the event that are not done in previous TWC events, they should introduce them no later than at the GA. After the meeting it can be challenging to make bigger changes to the event (such as duration or date of the event).

2. Tournament hall and accommodation (6-8 months prior to the event)

At the second stage, the tournament hall must be secured and accommodation reservations should be made. Also, the raw schedule for the event is agreed. An RIF's newsletter with the basic information (including dates, tournament hall location and accommodation possibilities) should be sent at this stage. Usually the logo for the event is created at least half a year prior to the event.

3. Invitations (3-4 months prior to the event)

At this stage, the formal invitation letters must be sent and the schedule for the event should be in order for the most important parts. Schedule information and tournament rules are available online, at least at renju.net. Also deals with sponsors and media should be well in progress. Visa invitation information should be published, so that players from countries needing a visa for arrival have enough time to apply for it. Most often TWC events have a specific web site (besides renju.net) for the event. This is usually published 3-4 months prior to the event.

4. Final meeting (2-3 weeks prior to the event)

A final gathering of the OC is held before the event. At this meeting all essential parts of the event are reviewed. After this meeting all members of the OC knows their tasks and responsibilities during the event.

5. The event

During the event there are four sections needing attention: opening ceremony, main event, side events and closing ceremony. Between ceremonies, there are also ongoing processes, such as catering, transportation & access control and tournament process.

6. Evaluation and reporting (2-4 weeks after the event)

The last milestone can be considered to be reached when the event is completed. It is always useful to gather together to assess and reflect on the results of the project. This is important since it provides an opportunity to learn about what has happened. A final report is a recommended (thus not mandatory) tool when reporting back to RIF.

At the project plan stage, it is very important to define detailed schedules for actions between milestones mentioned. There are many tasks and duties to be handled and many of them can be done in different orders, which is why their schedules are not defined here in a greater detail. The most important ones are, however, introduced in the next chapter.

2.5 Tasks, duties and workloads

To prevent this project to falling on one organizer's shoulder, it is paramount to delegate tasks for the members of the OC. Here is a list of possible roles for responsibilities:

- Accommodation – helps with accommodation related needs
- Accountant – makes sure that the budget is in order
- Arriving and transportation – takes responsibility for transportation related matters
- Assistant Tournament Director – acts as a reserve person for the TD
- Catering – provides coffee and snacks for the waiting room and help with lunch arrangements
- Main Referee – is a trusted person who knows both the RIF and TWC regulations. The main referee is often assigned from the RIF referee commission. There can also be assistant referees appointed to help with referee tasks.
- Opening and closing ceremony – tasks should also be well planned and thus have an assigned responsible person
- Publicist – handles the PR-issues, such as press and TV (other media relations also). Also prepares material for the online press releases.
- Sponsorship searchers – this duty must not be fully left on the TDs shoulders.
- Tournament Director (or project manager) – leads the OC, oversees the project and carries the main responsibility of it. The TD monitors that all the other roles duties are handled in a good manner. TD keeps a close contact with RIF's sports commission

and other interest groups through the whole project. TD creates and maintains the project plan.

- Tournament hall – takes care of the tournament hall, break room and furniture. Often it is necessary to carry dozens of tables and chairs to and from the tournament hall and it can require both manpower and time.
- Visa invitations – communicates with participants needing a visa. Prepares and sends the invitations by post or fax. Note! This task can be very time consuming and it should be handled with outmost commitment to success.
- Webmaster – takes care of all Internet-related tasks. The webmaster has often also IT equipment responsibilities.

A member of an OC can naturally have several duties. A good size for a TWC OC for an estimated 10 teams participating is 4-6 members. This equals about one organizer per ten participants. There should also be few helpers on hand at all times for tasks and ad-hoc needs.

2.6 Purchases and expenses

Most work in the organizing of this event is done pro bono. Necessary items that are not available must be bought with the help of sponsors. Following is a list of items that might require funding:

- Catering
- Extra curricular activities
- Gifts for participants (t-shirts, coffee mugs, pens, etc.)
- Internet costs (Internet web site related and also Internet connection during the event)
- Main referee compensation
- Miscellaneous expenses (gas, phone calls, fax, office supplies, batteries, etc).
- Prizes, trophies, medals, diplomas
- Opening and closing ceremony costs
- Printed material publishing (info letter, name plates, protocols, security tags, banners, etc.)
- Renju equipment costs. Often boards and bowls are specifically designed and produced for the occasion. At the end of the event some of the specifically designed

products can be sold to participants and thus some of the investments can be covered. It is, however, important not to rely fully on this.

- Tournament hall rent
- Transportation costs (mainly costs for airport pick-ups)
- Visa invitation costs

It is good to remember that some of the materials needed for the event such as flags and protocol forms (the protocol of TWC 2008 is attached as appendix 2) can also be borrowed from prior TWC organizers, other renju clubs, RIF, or other interest groups. There are no extra expenses towards RIF, but most often there's no money coming from that direction either.

The project plan should include detailed information concerning how and when each of these is acquired.

2.7 Funding and budgeting

As this project is fundamentally not intended to make a profit, it does not necessarily require a huge budget to be successfully carried through. In years past, the renju TWC event has often been done with a budget of a few thousand euros, raised from sponsors. OC can assign a small tournament fee for the participants. For previous TWC events it has been around 20€ per participant. This fee is a good foundation for the budget, but is not nearly enough to cover all expenses.

To gain sponsor funding for a fairly unknown game such as renju can sometimes be somewhat of a challenge. Previously organizers have been able to receive small funding from individual companies and government funds and trusts. There may be foundations around supporting mind sport events. It might also be worthy to contact schools and institutes having suitable places for tournament hall needs. RIF has a youth fund, which has helped young players with individual sponsorships in the past few years.

In order to avoid surprises, it is useful to write a budget, no matter how small amounts are in question. Before the TWC 2008, the OC estimated the event budget as follows in the chart 1.

INCOME		
<i>Item</i>	<i>Explanation</i>	€
Tournament fee	Nine teams * €100	900
HBC sponsorship	Tournament hall & banner printing	1500
OC sponsorship	Organizers sponsorship	600
Total income		3000
EXPENSES		
<i>Item</i>	<i>Explanation</i>	€
T-shirts	50 shirts * €5	250
Closing ceremony catering	Sparkling wine and snacks	150
Trophies, medals and plates		200
Reward prizes	Game sets	100
Visa invitation expenses	Invitations for four teams	50
Side activities	RIF meeting and bowling	200
Tournament hall + break room	Rent for six days	1400
Banner prints and country flags	10 A1 banners * €3,75 and small flags	100
miscellaneous expenses	gas, phone calls, fax, office supplies, batteries, catering, printing, name tags	400
Total expenses		2750
Estimated profit		<u>150</u>

Chart 1. Budget of TWC 2008

Worth noting is that when creating a budget it is good to be more pessimist than optimistic; expenses always exceed predictions. It is appropriate to reserve some funds for occurring ad-hoc expenses, since there always bound to be some.

2.8 Risk management

This size of a project always carries a certain amount of risks. Most usual risks relate to financial, organizing, tournament hall, emergency and security matters.

The biggest risks in past TWC events have been related to the following situations:

- Not enough organizers – overloading with too many tasks. Sometimes organizers are also playing during the event, which naturally limits their possibilities to organize.
- Participants needs and planned event schedules have been neglected which has caused disappointments.
- Budget related risks – organizers must not take responsibility for example, for the accommodation expenses, since occasionally teams have not shown up with little or no notice time. The risk of not been able to financially break even is naturally of a high concern.
- Security matters should naturally be agreed, so that dubious spectators can be spotted out from the real event participants. If participants are given security badges (and they also wear them at the premises) it is a quite effective access control tool.
- It should be known where emergency-kit is, and also who can drive to the nearest emergency station if needed, in case of emergencies.

It is good to prepare for physical risks by negotiating with the people giving the tournament hall for use. Perhaps the taking of insurance can be avoided if there already is one. It is also good (at least in Finland) to inform authorities about this size of an international event.

2.9 Information exchange and marketing

To be able to succeed in an event this size, there should be efficient communication internally within the OC and externally towards RIF and interest groups. It is paramount to make sure everyone is comfortable with the level of information they are receiving in the area they are related to.

Besides coping efficiently within the committee and with sponsors, it is necessary to provide as much valid information for the renju community about the event in advance. There are always a number of players debating whether or not to participate and poor information has been the biggest reason for a negative decision more than once.

There are several ways to inform players about the event. In past years the RIF's newsletter has been the most effective channel/media for getting information for masses. In order to be able to send a newsletter, organizer must contact RIF's web administrator. The writing style of

a newsletter is often quite official. Appendix 2 shows the newsletters send by TWC2008 OC. Renju World Magazine is a great media for marketing purposes. In the Internet there are naturally other places to advertise, such as discussion forums and blog messages. TWC 2008 OC also kept a preparations blog in the renju.net blog section, which appeared to be a rather popular channel. During the event another blog was kept about progress of the event.

Obviously there is a great need for personal contact between event organizers and players and organizers of different countries. Often invitations (advertising), are presented in previous, smaller international tournaments face-to-face. A good time for this is during the closing ceremony, when most players are gathered together. It's good to communicate about the event as much and as early as possible. If the OC decides to have a logo for the event, it should also be designed at a very early date (preferably at least six months before the event, as noted earlier). This way it can be added to every written marketing channel. The TWC 2008 logo (on the cover of this manual) was designed by a very talented graphical designer: Mrs. Iona Orbinski.

The OC should very early on agree with the communication channels within itself. Besides physical meetings and telephone conversations, TWC08 OC kept weekly meetings on instant messenger and updated a project plan on online service Google Docs.

During the TWC 2008 event, banners were posted nearby the tournament hall and there was also a text-based ad at the TV information points around the Helsinki Business College.

Communications towards outside (media coverage) and Internet communication are covered in more detail in the following chapter.

3 ESSENTIAL MATTERS

Many important matters of TWC organizing have been introduced in previous chapters. This chapter presents some of the most essential tasks to a slightly larger extent. It is very useful that the OC assigns the following responsibilities and tasks accordingly and informs the participants to whom to contact in certain situations.

3.1 Project plan –table of contents

As mentioned at the beginning of this manual, the creation of a project plan is the foundation of a project. Here is the base and foundation of the renju TWC project plan table of contents:

- Basic information of the event
 - Name of the event
 - Date and time of the event
 - Responsible organization
 - Members of the OC and their contact information

- Business idea of the event
 - What is offered?
 - Who are invited?
 - How is the event planned to be organized in principle

- Main goals for the event
 - Organizers value-based goals
 - Organizers financial goals
 - Perceived number of participants

- Schedule for the event
 - Timetable
 - Tournament hall layout
 - What services and value added experiences are offered?

- Target group for the event and marketing
 - Definition of potential participants
 - Needs and expectations of participants
 - How the target group is contacted best?
 - Marketing and advertising tools

- Organizing the event
 - Principles of organizing
 - Task assignment
 - What is done by the OC and what is outsourced?
 - Scheduling of preparations and nominating tasks for individuals

- Budgeting the event
 - Sectional budgets
 - Tournament fee
 - Catering
 - Tournament specific products
 - Sponsor income
 - Contributions
 - Complete budget
 - General expenses
 - Marketing
 - Estimation of critical point
 - “What if?” –criticism
 - Summary

The table of contents presented above is only the base for the actual one. The TD should add other subjects covered in this manual to it. They are not included in this list for two reasons: to save space (avoiding repetition) and give the TD something to think about (not to make it too easy). This way the outcome is most often even better than as if a complete project plan is handed over to the organizers.

The following sub chapters introduce some of the most important matters to be included in the TWC project plan.

3.2 Visa invitations

As the TWC event attracts players from many different countries (and continents), one important organizing duty is to send visa invitations for the players needing them arriving at the host country. In order to do this properly, it is recommended that organizers should contact customs info for guidance. In order for a Finnish organization to send visa invitations, the following information about the applicant is needed:

- full name
- passport number
- nationality
- registered address in home country.

Since the visa invitation letter is normally written for a consulate or embassy, it usually needs to be written in the official language of that country. To clarify – the Finnish Renju Federation sent invitation letters in Finnish.

It is very important to send the invitations well in advance, at the latest two to three weeks prior to the planned trip, since in some consulates it takes a while to process. The OC can also charge the postal fee sending the letter, but often they are treated as a complementary service (deducted from the participation fee).

3.3 Accommodation reservations

One of the most important criteria for a successful TWC application is to be able to provide the participants with affordable accommodation, located nearby the tournament hall. It is very important that organizers research and offer different options, negotiate the best deals and reserve a big enough quota for the most suitable hotels and hostels. From this quota, it is convenient for teams to book the rooms for their needs.

3.4 Web site

Creating a new web site for a TWC event is a great way to promote it. The official TWC 2008 web site (<http://www.twc.renju.fi/>) presented following sections:

- Tournament Introduction
- Player Introductions
- Getting a Visa
- Venue
- Accommodation
- Schedule
- Regulations
- Tournament Fee
- Links
- Organizing Committee

Often these sites also offer chat services or at least a guestbook. It's good to remember that essential information must also be available at the RIF web site (<http://www.renju.net/>), where organizers can add among other things tournament round and game information along with game protocols, not forgetting pictures and videos.

3.5 Information letter

Often the TWC OC prepares an information letter about the event and teams playing. The same information can be published to the event web site for the fans unable to participate to see. In order to get information about players, a small questionnaire could be sent to teams during the registration. The OC can use this letter also to introduce itself. TWC2008 OC asked participants following information:

- Personal data: name, age, country & town
- Post at the team (captain, player or reserve player)
- Renju Dan/Kyu rank and achievements
- Expectation for this tournament
- Future goals in renju

- Free word
- Picture

Most teams send the requested information in time and it was published at the event web site.

Besides OC, tournament and team introductions, the letter can present sponsors of the event. This is good to remember when discussing the sponsorships as it is a great way for organizations to get visibility and publicity. The information letter is normally printed out and handed over at the opening ceremony.

3.6 Transportation

In addition to present maps of the event, some previous OCs have decided to give a helping hand for those who travel from far. Helping out with players traveling costs has yet been a rare treat from the organizers part, but even picking the team from the airport or harbor and taking them to the hotel is considered very hospitable and is always appreciated.

3.7 Media coverage

To gain press or TV coverage for an event adds value to it. The value comes from visibility. Participants are glad to see themselves in the media. Sponsors deals can depend on whether or not they consider getting enough positive visibility. Last but not least, the popularity and awareness of the game increases always when it is presented to the masses. Some people always become interested in the event and come to visit. Then it is a good opportunity to promote the game for them. For example during the TWC 2008 event, the OC created a stand in front of the tournament hall, where viewers were able to challenge both Finnish and Czech champions for a game.

3.8 Tournament hall

When choosing a tournament hall, there are many things to consider:

- the size of the room is big enough – normally in a 10 team tournament a school gymnasium (or equivalent size) room is needed as the tournament hall
- lighting (too much lighting or direct sunlight can also be a problem)
- proper air ventilation
- silent enough (no disturbing noises)
- separate space for analyses (break room)
- space for an open tournament
- space for tournament referee
- access control problems (entrance to the hall)
- preservation of equipment during the event
- Internet connection available (preferably also WLAN).



Picture 1. Ongoing games during TWC 2008.

3.9 Game equipment

It is most important to be prepared with enough game equipment for the event. Here is a list of equipment needed:

- boards
- stones
- clocks
- bowls
- name plates
- protocols (Appendix 3 as an example)
- country flags (pennants)
- pens (someone always shows up without one)

3.10 Opening and closing ceremonies

TWC opening and closing ceremonies are for many participants very memorable moments. Usually ceremonies include speeches by respected speakers and performances by music and/or dance groups. In the opening ceremony it is good to remember to take care of the following matters:

- formal greeting
- introduction of the OC
- introduction of other local people around (helpers)
- introduction of the teams
- practical matters such as smoking, toilets, eating in the tournament hall, access control
- tournament specific information such as rules used, playing time, main referee, assistant referee (if any), silence during the rounds in the tournament hall, protocol keeping and documenting games to renju.net from the protocols (Appendix 1. RIF Regulations)
- presentation of teams participating
- lotting of team numbers
- presentation of event schedule

- speeches and musical presentations
- At last remember to wish good luck for all teams and declare the opening ceremony completed.

3.11 After the event

It is good to remember that there are few things to do after the tournament and the closing ceremony. Here is a list of things to consider:

- It often takes some time and manpower to carry tables, chairs and game equipment. Depending on the number of organizers this can take from half an hour to few hours.
- Some participants may need assistance on their way to airport or harbor.
- Often some side activities (RIF meeting, outdoor happenings, dinner parties) are arranged.
- Be sure to remember to thank all participants for their participation and wish them a pleasant trip back home.
- Remember also to thank sponsors, partners and the organizing committee for their contribution and work!
- After the tournament it is good to assess and document the event as instructed at the chapter 2.4.
- At last, please have a moment to read this manual again and if you find anything to add or modify, please send your suggestions to the author: jussi@renju.fi.

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Appendix 1. TWC regulations

The Team World Championship is played by RIF rules (<http://www.renju.net/study/rifrules.php>).

SPECIAL TEAMCOMPETITION RULES

Team consists of 4 players. Every team can have 1 reserve player. Team has a captain. If opponent suggest draw during game, player has right to ask from his/her captain to accept draw or not (of course captain have no right tell anything about game except his decision and player and captain have no right to discuss about position). Team captain must tell order of boards before competition. Order of boards can not be changed during competition. Teams who have reserve player can use him/her instead of every player, but team captain must announce about change to main referee at least 60 minutes before round in written form.

Tie breaking rules in Round Robin Tournament

1. Number of game points
2. Team match points
3. Buchholz coefficient (calculated on game points)
4. Berger coefficient (calculated on game points)
5. Personal match between teams
6. Result of 1st table
7. Result of 2nd table
8. Result of 3rd table
9. If all criteria's are the same, the teams will share the places, except when precise determination of places is required - in that case an extra game with 20 minutes table players (in case of 2 involved teams). If the extra matches are to be played between 3 or more involved teams with same tie break criteria's, the referee will decide the time limit of the games between the table players. If the tie was not broken, there will be additional matches played between the 1st table players until the tie is broken. The referee decides the time limit for those matches.

TIME RULES

Time limit per player: 120 minutes main time + 30 seconds added after each move (starting from the 1st move). NB! If both players are late, only time of preliminary black player will start to run. If the second player is late more than 15 minutes, the second player's time will thought to be counted already from the beginning. It is not allowed to be late 60 min or more.

RESULT OF THE GAME

The game is won by a player when...

- there is 5 in a row on board while having still thinking time left on clock. The player has to declare his victory by saying "five" or pointing his finger at his winning line. If the player does not notice his winning five, the game continues. The referee and observers must not notify the players about the situation on board.
- the opponent resigns the game.
- the opponent puts a stone into forbidden point and the player notices it and claims victory. If opponent disagrees with that claim, the player has a right to call a referee who will make the judgment about the forbidden move. If the move is declared as forbidden, the opponent loses the game. If not, then the game continues. If the player does not claim victory right after the opponent had made a forbidden move and plays his next move instead, then the game continues and later claims about that forbidden move are invalid.
- the opponents time runs out.
- the opponent is late to round at least 60 min.

The game ends with draw when...

- the player offers a draw by saying "draw?" or "I offer a draw", and the opponent accepts it by shaking hands and stopping the clock. If the opponents plays his next move instead, the draw offer is rejected by that. The player has the right to offer a draw only after his move (while opponent's clock is running).
- the board is completely full of stones and nobody claims victory.
- there are two consecutive passes in a row (player 1 passes and player 2 passes).

THE USE OF CLOCK

- The player must press the clock button with the same hand that puts the stone on the board.
- If at any time the clock button is pressed by mistake, the referee has to be called immediately! The opponent's clock should not be pressed to fix the mistake because it would cause adding 30 seconds to both players.
- If the player's action causes shifting of stones or other damage on board during his thinking time, the player has to recover the position on board before pressing the clock button. If it happens during opponent's thinking time, the opponent has a right to call a referee to evaluate the damage and take actions if needed.
- The clock can be stopped by pressing the [|] button on the clock's control panel. Other clock operations are done by a referee.

FAIR PLAY AND ORDER

- Player must not talk with other players and observers during the game. Very important talks can be made only in English and in front of referee.
- Players, who have not finished their game, can leave room only when accompanied by a referee.
- Any kind of renju game related assistance is forbidden during a game!
- Serious or multiple violations of above listed fair play rules can result with disqualification of the player.
- Observers must be silent at all times while being in any of the tournament rooms during the round.
- Smoking is not allowed anywhere in tournament building.
- Alcohol is forbidden during the tournament. Obviously drunk players will not be allowed to play nor observe games.
- Players must not bring food to the game tables! A special snacks table in the corner of tournament room can be used instead.

Appendix 2. TWC 2008 RIF newsletters

News No. 219, 2008-01-05, RENJU TWC 2008 HELSINKI (27.4.-2.5.2008)

Hello,

As decided at Tyumen last year, Finland will be the host of this year's TWC (Renju Team Championships) event. Preparations for the event are well in progress and now I am pleased to send this newsletter with preliminary and basic information. More information will follow as we get closer to the event.

Here is the current schedule for the event:

26.4-27.4.2008 Arriving and some activities

27.4.2008 Opening ceremony at the evening

28.4-02.5.2008 TWC main tournament (also an open tournament is held during the week)

02.05.2008 Closing ceremony at the evening

03.05-04.05.2008 RIF meeting and some activities, departure

The event will be held in Helsinki, the capital of Finland. The tournament hall is located in a very focal place (only about 2 km from the centre) and thus it is convenient in many ways (several accommodation options nearby, various transportation options, great entertainment and free time possibilities, etc.). The event is held in the premises of Helsinki Business College (more info and an exact location map: http://www.hbc.fi/international/uk_index.asp)

There are several good accommodation options available for the teams participating. The organizing committee has reserved some rooms from a hotel and a hostel nearby. The reservations are to a period of 26.4-4.5.2008. Teams can reserve their room from the quota for as many rooms and people and for the duration they wish.

The hotel we recommend, Hotel Awa, is located very near the tournament hall (maybe 2 minutes by walk). It is a cozy hotel with a moderately cheap price level compared to other similar hotels in Helsinki. Hotel web site: <http://www.ava.fi/index2.php> . We have reserved totally 34 beds from the hotel with following rooms: 6 x single/double, 5 x single/double with a kitchen, 3 x 4 people apartment. The prices can be seen at the web site. If a team chooses this accommodation, they need to make a booking latest at 26.2.2008 (after that date the quota is

lost). The team can make the booking via the web site, or sending email to varaukset@ava.fi. When booking a note "Renju" should be mentioned as well as the arrival time. If the estimated arrival time is later than 6pm, the credit card information is required for the confirmation (standard procedure). The team can pay for the accommodation at the arrival by cash or credit card.

The hostel we recommend, Keijjohostelli, is located nearby (maybe 3 km from the tournament hall). It is a budget choice (maybe the same quality than we have used to in hostels near Kullo, Tallinn). We have reserved 20 beds as follows: 2 x double for €14/per person/night and 4 x four person rooms for €9/per person/night. If a team chooses this option, please let the organizing team know before 26.2.2008 and we will let the hostel know after that date. The rooms can be paid in cash (euros) during arrival.

We wish to invite all renju countries to participate this event and we hope we can offer you an exciting renju experience in Finland! Please let us know if you are interested in this event and please also let us know your choice of accommodation, so we can provide the best assistance. Note: If you wish to choose another accommodation than those introduced above, we are happy to help with booking if needed.

Happy New Year and wish to see you at Helsinki! :)

Yours,

Jussi Ikonen

TWC 2008 organizing committee

News No. 223, 2008-01-17, MORE TWC2008 INFORMATION (SIGNUP DATE & VISA ISSUES)

By now several teams and countries have expressed their interest for the event. We are very glad about this. We have set the final signup date for the main tournament to be two months prior to the event (26.2.2008). This date is also the last date for the hotel/hostel reservation confirmation. Please let us know your plan on participation as soon as possible.

If you need invitation letter for visa, please send e-mail to Mr. Kari Haikonen: kari@renju.fi

Please include following information in the e-mail for speed up the process:

- Your full name
- Your passport number
- Your nationality
- Your registered address in your home country

Also, please include the address where you want us to send the invitation letter to.

Yours,

Jussi Ikonen

TWC 2008 organizing committee

News No. 232, 2008-02-18, MORE TWC2008 INFORMATION (WEB SITE, TOURNAMENT FEES AND TEAM INTRODUCTIONS)

As the registration date for the TWC is getting closer (26.2.) I saw appropriate to send a newsletter to announce some of the recent developments and remind some of the most important matters..

First of all, I would like to remind teams to make sure their accommodation and visa matters are in order. Teams that are staying at the Ava hotel should make their reservations ASAP, if they wish to use the quota we have reserved. The quota is lost after 26.2. Teams that are planning on staying at the Keijohostel please let me know the names and durations of stay and I will make the booking collectively at 26.2.

We have set a tournament fee for the event tournaments. The main tournament has a fee of 100€ per team and the open tournament is 20€ per player. If a team has only 3 players, we can agree for discount. The tournament fee enables us to provide participants with an official TWC08 t-shirt, coffee & snacks and naturally prizes for winners..

An official TWC web site is now open for public! The site can be found at

<http://twc.renju.fi/> . We will use the site together with RenjuNet services to inform about the event.

Last but not least the organizing committee requests the teams to send us player introduction materials. This material will be published at the TWC web site and the printed event info letter. We wish to receive following information about teams players:

- Personal data: name, age, country & town
- Post at the team (captain, player or reserve player)
- Renju Dan/Kyu rank and achievements
- Expectation for this tournament
- Future goals in renju
- Free word
- Picture

Please send the following information to the organizing committee as soon as possible (preferably no later than the end of March 2008).

If you have any questions, please do not hesitate to contact us.

Yours,

Jussi Ikonen
TWC 2008 organizing committee

News No. 244, 2008-04-18

Published by Jussi Ikonen

**MORE TWC INFORMATION: PLAYER INTRODUCTIONS, SCHEDULE DETAILS
AND RENJU EQUIPMENT FOR SALE!**

Hello!

Now there are only nine days until the tournament! At this moment, on behalf of the organiz-

ing committee, I would like to mention that we are really enthusiastically waiting for your arrival and getting this event started! :) There are couple of things I would like to inform about at this point.

We have gotten player introductions requested in a previous newsletter from only Sweden and Estonia so far. If other team captains would be so kind and send me their teams' introduction we would really appreciate it. We will publish the player introductions at twc.renju.fi for the fans (and also for press usage) before the event.

Opening ceremony will be held at the Schools auditorium in Sunday starting at 18:30. The doors will be open from 18:00, so we wish everyone will show up in time for the ceremony.

The RIF meeting on Saturday will be held in a Bowling place where we have booked a meeting room for up to 20 seats. We will have few laptops with GPRS connection with us in case there is a need for instant messenger calls during the meeting. We have booked the meeting room from 12:00 noon to 15:30. After that we will move to the bowling section for a very special bowling experience for two hours! More about the bowling place here:
http://www.bowling.fi/index_eng.php.

During the tournament we also sell renju equipment and other material to players and fans. We can offer great value for products with all price ranges; from cheapest boards, stones and magnetic sets to high quality products (famous Yun-Zi stones and electric clocks). We also have few collectors' items (three sets of luxurious clamshell stones) for the taste of true renju enthusiasts! This is a great opportunity to renew your personal home game equipments, or upgrade your clubs tools. We will give 20 percent of the sales profit to the RIF Youth Fund! If you have any questions about the products, feel free to ask before the event or during it.. :)

For more, please visit the TWC preparations blog at:
<http://www.renju.net/blog/index.php?showtopic=205>

Yours,

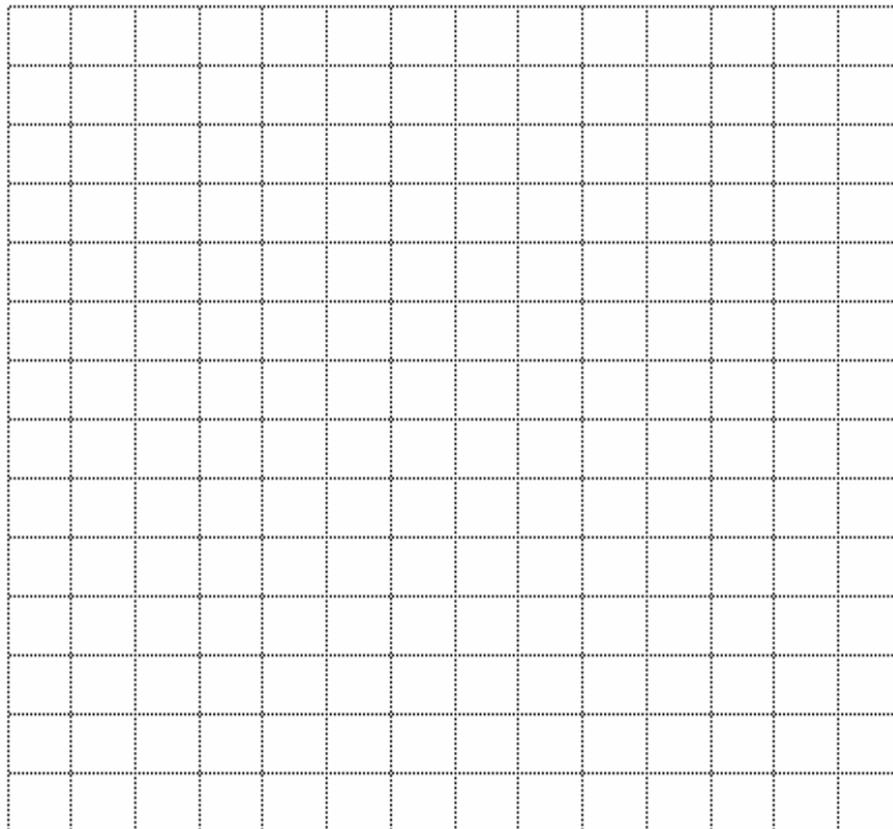
Jussi Ikonen
TWC 2008 organizing committee

Appendix 3. TWC 2008 protocol



Date: Round:
Black: Time:
White: Time:

Opening: 5A: Swap:



Winner/Draw : _____
Moves : _____
Signatures : _____