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Project Management in Practice:

Evaluating a Case Project through Project Management Theories

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<p>The purpose of this thesis was to evaluate a case project and to study whether it was carried out in a correct manner; meaning that did the case project follow the project management models. In addition, part of the study was to determine what could have been improved in the management of the case project. The case project was about creating and launching a communication channel based on a social media service, on a blog platform called Tumblr, for Team Finland in Spain network. The network promotes Finland and its interests in Spain, and is part of global Team Finland network. The main objective of this thesis was to understand better project management, its concepts and models.</p> <p>The thesis is conducted using case study research with qualitative approach as the research method. Case study research is an empirical inquiry that investigates a contemporary phenomenon within its real-life context. Following this method, the case project was first observed in real-life context and then evaluated by comparing it to the models presented in project management literature. The qualitative research data was collected during the case project by observation method and included memos, notes and other documents such as the action plan of Team Finland in Spain network.</p> <p>The result of the study was that the case project was partly following the theories of project management. It was applying some concepts in its project management, for example in areas such as identification of need, communication, monitoring and reporting and evaluating project success. However, there were some areas such as planning project baseline plan, which could have been improved to gain more advantages of the project.</p> <p>The author recommends that some tools and techniques, such as a stakeholder analysis, Gantt chart and work breakdown structure, could have been used to improve the project in general and gain the full benefits of project management. Nevertheless, the project was considered as internal project with internal sponsor, which gave slightly more freedom to the project management. Also, the project and final product, the communication channel, was evaluated as success by project sponsor and team. Overall, the project offered a great change to practice and study project management in real-life context.</p>	
Keywords	project, project management, social media, blogging

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1 Introduction

This thesis focuses on studying and analyzing project management with the help of a case project which was conducted during six months in September 2012 to February 2013. The case project was about creating a communication channel based on social media service for Team Finland in Spain network¹. The main aim of the case project was to generate exposure and opportunities through the communication channel for the network. The channel would improve the visibility of the network, affect positively to the country images of both Finland and Spain, and get attention of the selected target groups. The case project was an internal project which differentiated from the typical projects of the network, but it gave a great chance to practice and study project management in real life context, as it fulfilled the characteristics of a project.

The thesis study is carried out by first reviewing the current theories and models of project management, then describing the case project, and finally by comparing the case project to project management concepts it is intended to answer the research question, was the case project carried out in the correct manner and what could have been improved. The chosen research method is case study research with qualitative approach. This method was chosen for this thesis as its aim is to describe the project which has been conducted in real-life situation (Yin cited in Soy 2006). Moreover, a small part of the thesis is to describe the final product of the case project, the communication channel. Therefore, to understand better the field where it is operating, also social media and blogging are defined and explained.

The aim of this thesis is to understand better project management, its concepts and models. The case project offered an interesting opportunity to study a project in real-life situation, and by comparing it to the theory learn more about project management.

¹ The Team Finland network in Spain promotes Finland's external economic relations and country brand, cultural export and scientific cooperation, tourism to Finland, the internationalization of Finnish companies as well as foreign investment directed at Finland. Its aim is to intensify cooperation between Finnish players in these sectors. Team Finland in Spain network members are Embassy of Finland, Finpro, Finnish institute and Visit Finland. Team Finland in Spain network is part of the global Team Finland network. More information about Team Finland at www.team.finland.fi

2 Literature review

This literature review contains main theories and concepts relating to projects in general and to project management. This is important to review to gain better understanding of project management and its requirements. Also, this literature review offers theory to later part of the thesis when the case project is evaluated based on theory reviewed in this chapter. In addition, a small part of the thesis is to describe the project's final product, the communication channel, in order to improve the understanding of that field also theories of social media and blogging are reviewed in the literature review's chapter 2.3.

2.1 Project definition

A project is a temporary collection of related tasks to achieve a desired and usually unique result. Project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and budget (Järvensivu 2012; European Commission 2004: 8). Projects can be small or large projects, and involve from one person or thousands of people (Schwalbe 2009: 4). Common for all projects, besides what mentioned in earlier definitions, is that they have limited resources, they involve an element of risk as they entail a level of uncertainty and they are unique by nature (Westland 2006: 2).

2.1.1 Project stakeholders

Stakeholders are people who need to be considered to achieve project objectives and whose participation is crucial to its success (Babou 2008). They are [internal or external] people involved in or affected by project activities. Typical project stakeholders are for example: project sponsor, project team, support staff, customers, users, suppliers and even opponents to the projects. These stakeholders often have very different needs and expectations. Project manager works with all stakeholders and should build good relationship with them to understand and meet their needs and expectations. (Schwalbe 2009: 8-9.)

Different stakeholders can be divided into two main groups: 1) direct (or primary) stakeholders and 2) indirect (or secondary) stakeholders (see figure 1). The direct stakeholders are all those who are directly associated or involved in all or some of the various phases of the project, such as planning, administration or execution of the project. The indirect stakeholders are all those indirectly associated with the project. (Lester 2007: 27.)

Moreover, both groups, direct and indirect, can contain: 1) positive stakeholders (support the aims and objectives of the project) and 2) negative stakeholders (do not support the project and do not wish it to proceed). Direct stakeholders mainly consist of positive stakeholders as they are the ones concerned with the planning and implementation of the project, with the object of completing it within the specified parameters of time, cost and quality/performance. (Lester 2007: 27.) These are for example, internal stakeholders such as project team and manager, and external such as suppliers. Greatest number of potential negative stakeholders is in the indirect group, and those can be for example environmental groups and trade unions, who usually object the project on principle or on environmental grounds (Lester 2007: 28).

Positive stakeholders				Negative stakeholders	
Direct		Indirect		Indirect	
Internal	External	Internal	External	Internal	External
Sponsor	Client	Management	Stockholders	Disgruntled employees	Disgruntled end user
Project manager	Contractors Suppliers Consultants	Accounts Dept HR dept Tech. depts Families	Banks Insurers Utilities Local authorities Government agencies		Pressure groups Unions Press (media) Competitors Politicians Residents' associations
Project team					
Project office					

Figure 1. Example of different stakeholders (Lester 2007: 28)

Because the purpose of the project management is to meet project requirements and satisfy stakeholders, it is critical that project managers take adequate time to identify, understand and manage relationships with all project stakeholders. A tool to help accomplish these tasks is a stakeholder analysis. (Schwalbe 2009: 82.)

Stakeholder analysis

Stakeholder analysis is a technique that helps first to identify and analyze the key stakeholders, and later to manage relationships with them. Usually stakeholder analysis include following type of information: names and organization of the key stakeholders, their roles in the project, unique facts about each stakeholder, level of interest in the project, their influence on the project and suggestions for managing relationship with each stakeholder. (Schwalbe 2009: 82.)

To conduct stakeholder analysis there are some tools. According to Babou (2008) best tool to identify the project's key stakeholders is brainstorming, which can be done with help of detailed questionnaire. Babou also introduces another tool called Power/Interest grid (see figure 2), which is widely used tool in stakeholder analysis and it is used in evaluating stakeholders. In this model, each stakeholder is mapped to different quadrant based on their interest on the project against the influence (power) they have over the project. For example, stakeholders who are in high power/high interest quadrant must be fully engaged, satisfied and informed, whereas stakeholders who are in low power/low interest quadrant must be monitored but do not require excessive communication. (Babou 2008.)

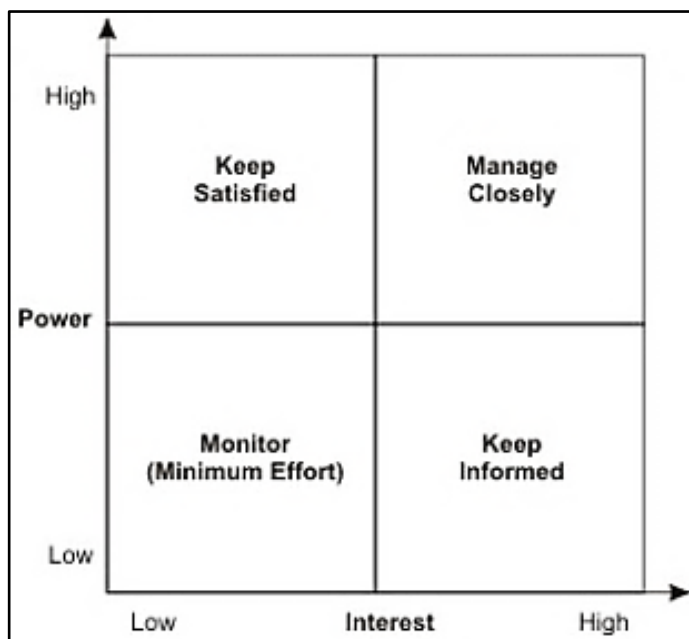


Figure 2. Power/interest grid (Babou 2008)

Identification of all stakeholders is an important activity of the project manager to ensure project success and should be made at the beginning of the project as the project stakeholders have high influence over the project at the start and it decreases as the project continues (Babou 2008). Nevertheless, the stakeholder analysis should be updated throughout the project life cycle.

2.1.2 Project life cycle

A generic project life cycle has four phases: initiating, planning, performing and closing the project. Figure 3 shows the four phases and the relative level of effort and time devoted to each phase, also it illustrates some of the tasks to be conducted in each phase. The time span of each phase and the associated level of effort vary depending on the specific project (Gido & Clements 2012: 9). The parabolic life cycle curve represents the cumulative growth at any time. The knowledge of characteristic life cycle curves enables the project manager to ascertain the state of health of particular project at any time. (Mishra 2005: 22.) Project life cycles vary in length from a few weeks to several years, depending on the content, complexity and magnitude of the project (Gido & Clements 2012: 9).

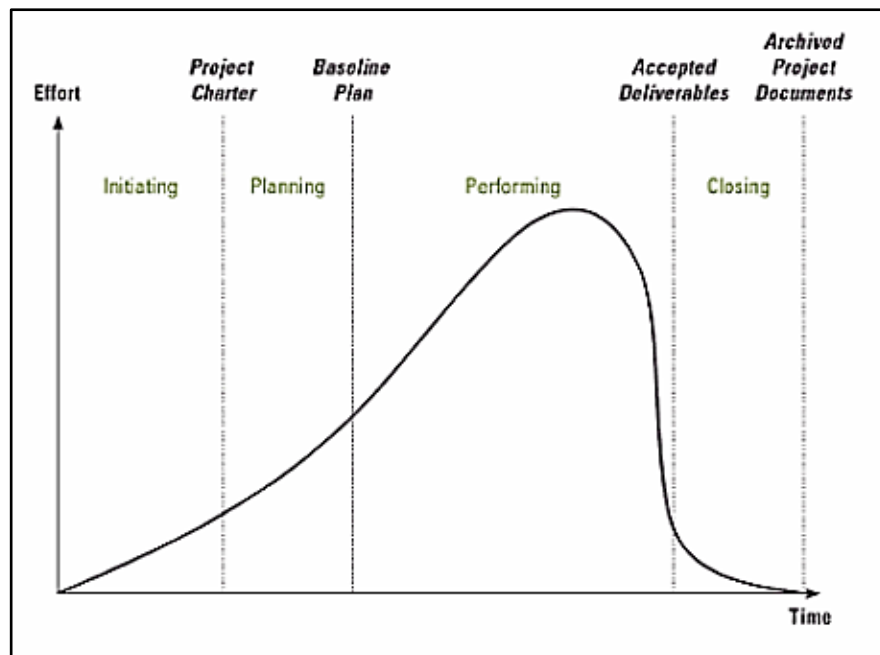


Figure 3. Project life cycle curve (Gido & Clements 2012: 9)

2.1.3 Project phases

Project phases can be also illustrated in a form of a cycle (see figure 4). The phases in the cycle are progressive – each phase should be completed for the next to be tackled with success. Each phase has its own start and end point, and specific target to achieve (European Commission 2004: 16; Melton 2007: 7).

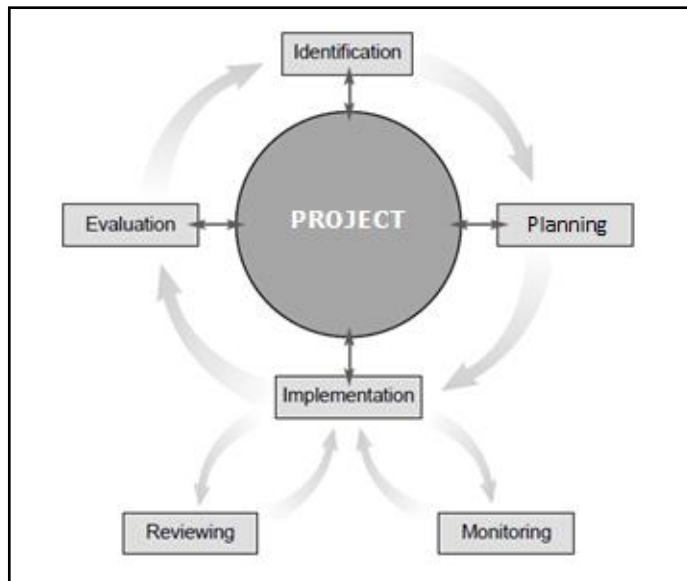


Figure 4. The project cycle (Modified from Blackman 2003: 10)

Identification / Initiation phase

The first phase of a project is the identification phase. The main tasks of identification phase are illustrated in the figure 5. The purpose of this phase is to clarify what needs to be changed or developed. The identification phase is the most critical phase of project life cycle as if the project is not properly initiated, the risk of project failure increases significantly. (Westland 2006: 3.)

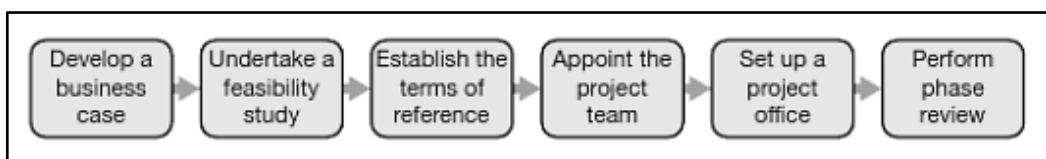


Figure 5. Activities of the identification phase (Westland 2006: 16)

First step of identification phase is to develop a business case, which is a document that justifies the start-up of a project. It includes information such as, description of the problem or opportunity, list of available options for delivering a solution to resolve the problem, list of costs and benefits and recommended solution for approval. Sometimes it might be necessary to undertake feasibility study (see second step in the figure 5). It is a process that undertakes more detailed assessment of the current business problem or opportunity. (Westland 2006: 17.)

In the third step the focus of the project is formally defined, following information needs to be defined: vision, objectives, needs and scope of the project (what project have to achieve), stakeholders, roles and responsibilities (who will take part in the project) and resources, financial and quality plans (how it will be undertaken). (Westland 2006: 32.) To analyze project's needs and focus, needs assessment can be used. It is a systematic process which determines and addresses the needs by evaluating the difference between current condition and desired condition, the wants. In order to identify and understand the project stakeholders, and their roles and responsibilities, stakeholder analysis can be used (see page 4). After the stakeholder analysis, the project management should have clear idea of the project team and their roles as in the fourth step the project team is appointed and their roles are assigned. The fifth step is to set up a project office, which is the physical premises from where the project is run. Final phase is to review that the objectives of this phase have been reached. (Westland 2006: 53.)

Planning phase

The next phase, after the decision to establish a project, is planning. In this phase the project is planned in more detail. According to Gido & Clements (2012: 11), the planning phase involves determining the following six points:

- what needs to be done (scope², deliverables³)

² In a project context, the term scope may refer to: *Product scope*: the features and functions that characterize a product or services, and to *Project scope*: the work that must be done to deliver a product with specified features and functions. (PMBOK Guide 2000: 51.)

³ Deliverable is a tangible verifiable work product, such as a detail design or a working prototype (PMBOK Guide 2000: 11). It is a result of a project which is delivered to a customer.

- how it will get done (activities, sequence)
- who will do it (resources, responsibility)
- how long it will take (duration, schedule)
- how much it will cost (budget)
- what the risks are

Determination of the previous points creates a baseline plan of the project, which is a roadmap for accomplishing the project within the requirements and constraints in the project charter⁴ or contract. This plan can be also used as a benchmark to which actual progress can be compared. The project team and other stakeholders should participate in planning and determining the baseline plan, as they usually have the most knowledge about the activities required to be done. (Gido & Clements 2012: 11.)

Planning is an important phase of the project, as good planning gives good structure and guidance to the project, without good planning there is a risk that the project will fail. Therefore, it is important to plan the work and then work the plan. (Gido & Clements 2012: 11.) Ensuring that adequate time and resources are committed to project identification and formulation is critical to supporting the design and effective implementation of relevant and feasible projects (European Commission 2004: 16). Throughout the project life cycle the project plans should be adjusted where necessary (Blackman 2003: 10).

Implementation / Performing phase

The third phase is implementation. Once the previously reviewed baseline plan has been developed, work can proceed. The project team, led by the project manager, will execute the plan and perform the activities to produce all the deliverables and to accomplish the project objective. (Gido & Clements 2012: 11.) During the implementation phase it is important to monitor and review the progress of the project on an ongoing basis (Blackman 2003: 10). Implementation should be seen as a continuous learning process whereby experience gained is reviewed and fed-back into

⁴ Project charter is a document that formally recognizes the existence of a project and provides a summary of the project's objectives and management. It authorizes the project manager to use organizational resources to complete the project. (Schwalbe 2009: 89.)

ongoing planning (see figure 6). The project managers are responsible for undertaking three main sets of tasks: 1) monitoring and regular review, 2) planning and re-planning, and 3) reporting. (European commission 2004: 41-42.)

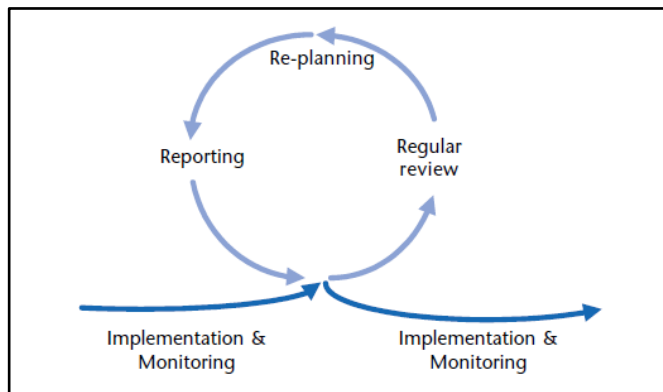


Figure 6. Implementation: a learning process (European Commission 2004: 42)

As follows, the previously mentioned set of tasks are explained briefly: 1) *monitoring and regular review*: project management must keep track of how the project is progressing in terms of expenditure, resource use, implementation of activities, delivery of results and the management of risks. Regular reviews provide an opportunity to reflect on progress, agree on the content of progress reports and follow-up action required. 2) *Planning and re-planning*: the planning must be modified on an ongoing basis to take account of what actually happens during implementation. 3) *Reporting*: project management must provide reports on physical and financial progress to stakeholders. The aim of these reports should be to inform stakeholders of project progress, provide a formal documented record of what has been achieved, document any changes in forward plans and promote transparency and accountability. (European Commission 2004: 41-42.)

Implementation phase should result in the accomplishment of the project objective, leaving the customer satisfied with the full scope of the work and with deliverables completed according to specifications, within budget, and on time (Gido & Clements 2012: 11).

Evaluation / Closing phase

Evaluation is the final phase in the project life cycle. Evaluation should be carried out at or after project completion (Blackman 2003: 10). The purpose of evaluation is to make an assessment, as systematic and objective as possible, of an ongoing or completed project, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful. (OECD/DAC cited in European Commission 2004: 46.) Finally, the project should be properly closed as closing is an important phase to gain the learning needed for the next projects (Westland 2006: 197).

2.2 Project management

Project management is planning, organizing, monitoring and controlling of all aspects of a project and motivation of all involved to achieve project objectives safety and within a defined time, cost and performance [within triple constrain] (Mishra 2005: 26). Moreover, project management is the applications of knowledge, skills, tools and techniques to project activities to meet project requirements (PMBOK Guide 2000: 6), as illustrated in figure 7. To undertake a project successfully, a set of skills, specialist knowledge and experience are required to reduce the level of risk within a project. Moreover, a various types of tools are used by project managers to improve their chances of success. Finally, various processes and techniques are required to monitor and control time, cost, quality and scope on projects. (Westland 2006: 3.)

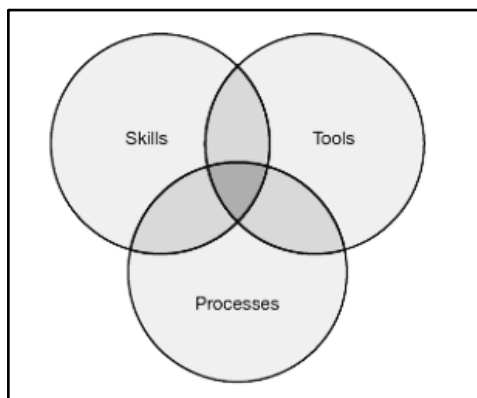


Figure 7. Project management components (Westland 2006: 3)

2.2.1 Project management knowledge areas

Project management knowledge areas describe the key competencies that project managers must develop. The figure 8 illustrates the nine knowledge areas of project manager, which are divided into four core and four facilitating knowledge areas. The ninth knowledge area affects and is affected by the other knowledge areas. (Schwalbe 2009: 9.)



Figure 8. Project management knowledge areas (Schwalbe 2009: 9)

The four core knowledge areas of project management are: scope, time, cost and quality management. They are the core areas because they lead to specific project objectives. (Schwalbe 2009: 9.) Brief description of each four core knowledge areas, by Schwalbe (2009):

- *Scope management* involves working with all appropriate stakeholders to define and manage all the work required to complete the project successfully
- *Time management* includes estimating how long it will take to complete the work, developing an acceptable project schedule and ensuring timely completion of the project
- *Cost management* consists of preparing and managing the budget for the project
- *Quality management* ensures that the project will satisfy the stated and implied needs for which it was undertaken

The four facilitating knowledge areas are: human resources, communication, risk and procurement management. They are the process through which the project objectives are achieved. Brief description of the four facilitating knowledge areas by Schwalbe (2009: 10):

- *Human resources management* is concerned with making effective use of the people involved with project
- *Communication management* involves generating, collecting, disseminating and storing project information
- *Risk management* includes identifying, analyzing, and responding to risk related to the project
- *Procurement management* involves acquiring or procuring goods and services for a project from outside the performing organization

The ninth knowledge area is *project integration management*, which is an overarching function that affects and is affected by all of the other knowledge areas. It involves coordinating the other knowledge areas, anticipating and dealing with issues, and making decisions each day about what is the best interest on the entire project. Project managers must have knowledge and skills in all of these nine areas. (Schwalbe 2009: 10.)

2.2.2 Project management tools and techniques

Project management tools and techniques assist project managers and their teams in carrying out work in all previously reviewed knowledge areas. It is crucial for project managers and their team members to determine which tools will be most useful for their particular projects. (Schwalbe 2009: 10.) There are number of different tools and techniques, see Appendix 1 for a larger list of commonly used project management tools and techniques organized by knowledge areas. In this chapter the three of the most commonly used tools and techniques, Work breakdown structure, Gantt chart and Risk management plan, are reviewed. Notice, previously reviewed stakeholder analysis is also a project management tool (see page 4).

Work breakdown structure (WBS)

A work breakdown structure is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project (Schwalbe 2009: 116). It is a chart in which the critical work elements of a project, called tasks, are illustrated to portray their relationships to each other and to the project as a whole (Rouse 2011). WBS provides a structural view into the project and its tasks. It is an essential tool for planning and executing a project. The most popular format of WBS is the tree structure view (see figure 9), as it presents easy to understand view into it. (Piscopo 2013.)

Gantt chart

Gantt chart provides a graphical illustration of a schedule that helps to plan, coordinate, and track specific tasks in a project (Rouse 2007). It is a bar chart that illustrates a project schedule, indicating the start and finish dates of the individual tasks, and a summary of all the project's tasks. The chart can be simple drawing as illustrated in figure 10 or more complex version created with tool such as Microsoft Excel. It is used for planning and scheduling projects, as well as for monitoring the progress of a project.

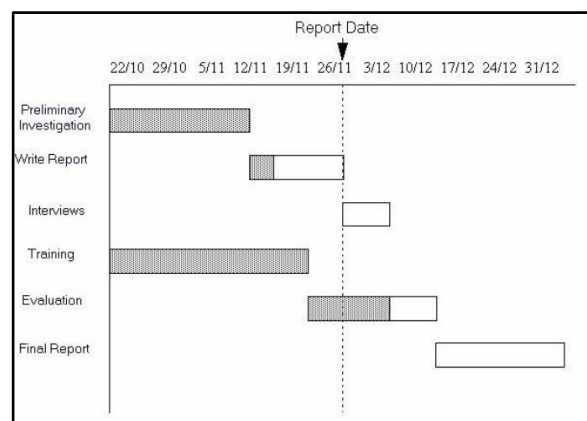
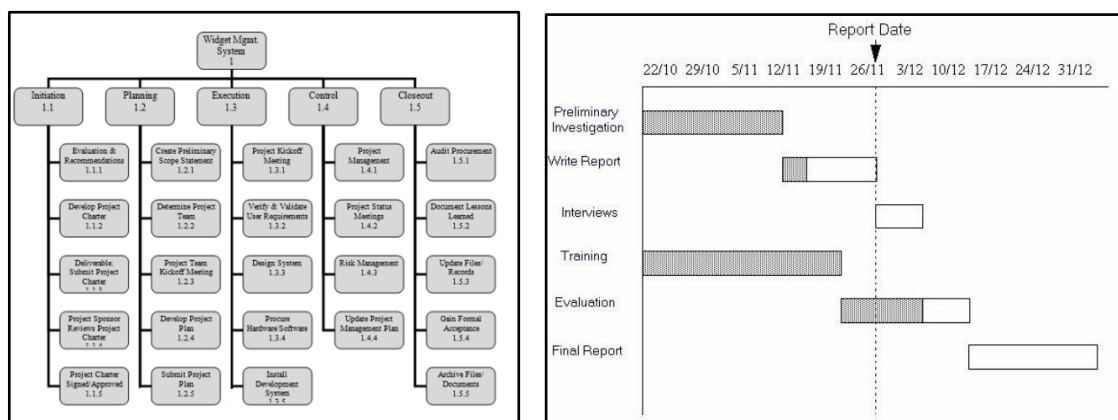


Figure 9. Example of work breakdown structure (Piscopo 2013) (figure on left)

Figure 10. Example of basic Gantt chart (Rouse 2007) (figure on right)

Risk management plan

One of the project management knowledge areas is risk management. A *risk* is an uncertainty that can have a negative or positive effect on meeting the project objectives (Schwalbe 2009: 443). A *risk management plan* documents the procedures for managing risk throughout the project life cycle. The process entails completing a number of actions to reduce the likelihood of occurrence and the severity of impact of each risk (Schwalbe 2009: 178; Westland 2006: 159).

There are four stages to risk management planning: 1) risk identification, 2) risk quantification, 3) risk response plan and 4) risk monitoring and control. In other words, first the risk needs to be identified and named, next the impact of the risk and probability of its occurring needs to be assessed. Third, risk response plan is created with following possibilities: avoid, transfer, mitigate or accept the risk. Finally, the risk should be continually monitored and any change in the status should be identified. (Järvensivu 2012.) Risk management model describes the possible risk management actions for different types of risks (see figure 11).

Impact	Risk Management Actions		
Significant	Considerable management required	Must manage and monitor risks	Extensive management essential
Moderate	Risks may be worth accepting with monitoring	Management effort worthwhile	Management effort required
Minor	Accept risks	Accept, but monitor risks	Manage and monitor risks
<div style="display: flex; justify-content: space-around; align-items: center;"> Low Medium High </div> <p style="text-align: center; margin-top: 5px;">Likelihood</p>			

Figure 11. Risk management model (Järvensivu 2012)

2.2.3 Project success

There are several ways to define project success, as follows few common criteria for measuring the success of a project is listed (Schwalbe 2009: 12 – 13):

- 1) The project met scope, time and cost goals
- 2) Customer or sponsor is satisfied with the project
- 3) The result of the project met its main objective, such as making or saving a certain amount of money, providing a good return on investment (ROI)⁵ or simply making the sponsors satisfied

The first criterion, 1) measuring projects success based on scope, time and cost goals, is a simple definition of project success which has become as a framework for project managers to measure project success. While the triple constraint⁶ is important, it can also narrow the focus away from other crucial factors that lead to project success. Based on today's project environments, project managers need to broaden their perspective to include other criteria to satisfy stakeholders and deliver business results. (Duggal 2010.) As an example, even if a project met the scope, time and cost goals the customer or sponsor might not be satisfied, and if he or she is not satisfied with important aspects of a project, it could be considered failure. Conversely, if the project did not meet the scope, time and cost goals but the customer or sponsor was satisfied, because the company spent more time or money to satisfy the customer, it still might be marked as a successful project. (Schwalbe 2009: 13.) Consequently, many companies have instead implemented the second criterion, 2) customer satisfaction rating system, to measure project success.

Moreover, time, cost and scope are related to project outputs, whereas the other factors, such as customer satisfaction or ROI, are related to business outcomes. While focusing on each of the triple constraints, the project manager has to reflect and make project decisions based on the achievement of the 3) corresponding business outcome (see figure 12 in next page). Cost and time focus has to optimize business benefits

⁵ Return on investment (ROI): financial metric for evaluating the efficiency of an investments

⁶ Triple constraint: scope, time and cost (the project outputs)

such as ROI and NPV⁷, and benefits of faster delivery or time-to-market. Scope has to mirror end-user adoption, and overall quality has to be balanced with stakeholder/customer satisfaction. (Duggal 2010.)

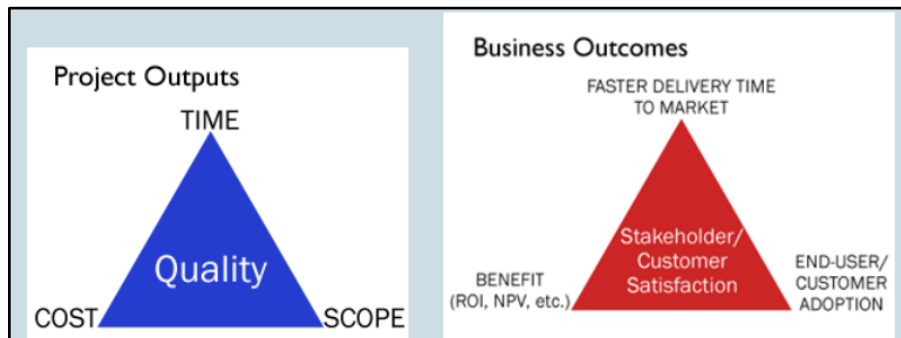


Figure 12. Project outputs related to business outcomes (Duggal 2010)

Therefore instead to only base the project success on scope, time and cost goals, the factors such as customer satisfaction and other business outcomes, should be taken into consideration when evaluating project success.

2.3 Social media and blogging in brief

Social media and blogging are covered next because it is important to gain a better understanding of the field where the case project was conducted, as the communication channel is based on a social media service, on a blog platform called Tumblr. Social media is part of digital marketing which in turn is part of the marketing function. Therefore it is important to review basic marketing and digital marketing concepts before focusing on social media and blogging in more detail.

Marketing

Marketing is a process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return (Kotler & Armstrong 2010: 6 of 61). The American Marketing Association (2007) defines marketing more broadly; marketing is the activity, set of institutions, and processes for

⁷ Net present value (NVP): a method to calculate the expected net monetary gain

creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Also it can be said, that marketing is the reason why people know about products and why they want them (Marqui Whitepaper 2006).

To better understand marketing, it can be explained in a nutshell through marketing process which is illustrated in the figure 13. In marketing process, in the first four steps companies work to understand consumers, create customer value, and build strong customer relationships. In the final step, companies obtain the rewards of creating superior customer value. By creating value for consumers, they in turn capture value from consumers in the form of sales, profits, and long-term customer equity. (Kotler & Amstrong 2010: 7 of 61.)

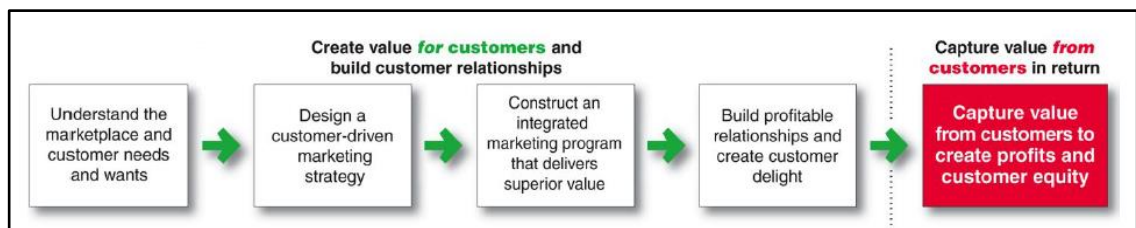


Figure 13. A simple model of marketing process (Kotler & Amstrong 2010: 7 of 61)

Moreover, the third step of marketing process introduces one of the basic marketing functions, *marketing mix*, which is a set of marketing tools a company uses to implement its marketing strategy (Kotler & Amstrong 2010: 20 of 61). Marketing mix includes four groups, the four Ps of marketing: product, price, place and promotion. They are the four controllable variables a company regulates effectively to sell a product (Clemente 2002: 241). To deliver on its value proposition, the company must first create a need-satisfying market offering (product). It must decide how much it will charge for the offering (price) and how it will make the offering available to target consumers (place). Finally, it must communicate with target customers about the offering and persuade them of its merits (promotion). (Kotler & Amstrong 2010: 20 of 61.)

Another relevant concept of marketing is AIDA model (see figure 14). It is a response hierarchy model that illustrates the stages through which a buyer learns of a product

and is ultimately moved to purchase it. The model is usually illustrated as a funnel and it includes four stages: Attention, Interest, Desire and Action. In the model the objective is that the buyer goes through the each stage which finally leads to the action. First the marketer has to create product awareness (attention), raise the consumer's curiosity (interest), motivate them to buy (desire), and then move them to purchase (action), and desired outcome of the model. (Clemente: 2002: 26.) The funnel shape illustrates how the amount of potential customers drops in each stage: at the beginning marketer must gain attention from a large group of potential customers, then by each stage potential customers drop off and only few of them stay until the end of the process, the action stage. Moreover, regarding the case project and the communication channel, it is relevant to note that AIDA model can be used also in communication. A message should get Attention, hold Interest, arouse Desire, and obtain Action (Kotler & Armstrong 2010: 18 of 47).

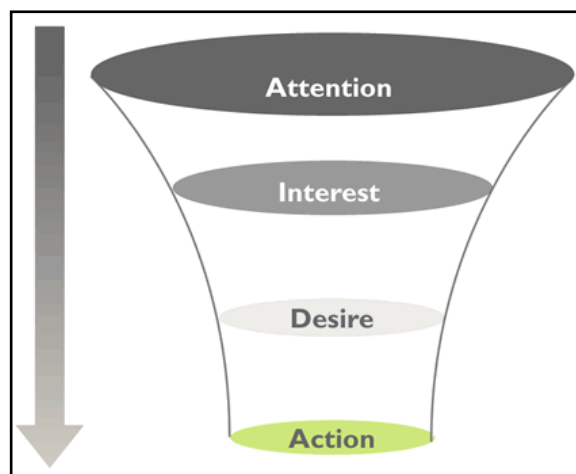


Figure 14. AIDA model (Tdme 2011)

Digital marketing

Marketing is in constant evolution, in recent years the technological development has been one of the reasons for changes in marketing and it has enabled new ways of marketing, one of them is digital marketing. Digital marketing is a practice of promoting products and services using database-driven online distribution channels to reach consumers in a timely, relevant, personal and cost-effective manner (Reitzin 2007). Digital technology has brought to marketers a new wave of communication,

advertising, and relationship building tools (Kotler & Armstrong 2010: 43 of 61). One of the biggest, if not most dramatic digital technology is the Internet, which new version Web 2.0⁸ offers fast-growing set of new Web technologies for connecting with customers, such as Weblogs (blogs) and vlogs (video-based blogs), social-networking sites, and video-sharing sites (Kotler & Armstrong 2010: 43 of 61).

Along with new technologies, the digital age has also provided marketers with exciting new ways to learn about and track customers and to create products and services tailored to individual customer needs. It is helping marketers to communicate with customers in large groups or one-to-one. The direct marketers can now reach and interact with consumers just about anywhere, at any time and about almost anything (Kotler & Armstrong 2010: 43 of 61; 23 of 64). Now, instead aiming to just blast out messages to the masses and hope someone to catch them, they aim to reach the customer directly and personally. Today's marketers want to become a part of customers' life and to enrich their experiences with their brands (Kotler & Armstrong 2010: 6 of 61).

At the same time, the digital era has switched the power to the buyers as today's digital technologies have empowered consumers and made marketing a truly interactive affair. Consumers do marketing when they search for products, interact with companies, obtain information and make their purchases. Marketers are no longer asking only *how can we reach our customers?* but also *how should our customers reach us?* and even *how can our customers reach each other?*. (Kotler & Armstrong 2010: 12 of 61.)

In over all, digital marketing offers various benefits (see figure 15 in next page). One of the biggest benefits over traditional marketing is that the marketers can better track and measure the success of their marketing campaigns. The companies can see in real-time how the campaign is performing, such as what is being viewed, how often, how long, as well as other actions such as responses rates and purchases made (Reitzen 2007). With digital marketing, the companies can reach large amount of

⁸ Web 2.0 is a term that was first used in 2004 to describe a new way in which software developers and end-users started to utilize the World Wide Web (Kaplan & Haenlein 2010: 60)

targeted prospective with cost and time saving manner, and then track them with easier and more precise manner.

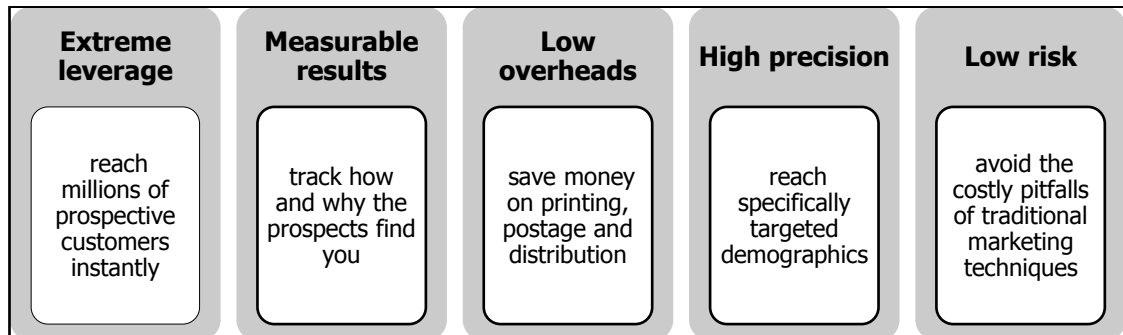


Figure 15. The benefits of digital marketing (Webdynamic 2013)

More and more marketers are now using social networking to interact with the customer. Marketers can engage in online communities in two ways: they can participate in existing Web communities or they can set up their own (Kotler & Armstrong 2010: 44 of 64). Social media and social media marketing will be reviewed in the next chapter.

2.3.1 Social media

Companies' social media adaptation has been increasing steadily in the past years. Small businesses are increasingly investing in social media applications including blogs, Facebook and LinkedIn profiles (Smith School News 2010). Traditional mediums, such as television and radio, are starting to become a thing of the past (Campbell 2012) and the companies are now using more and more social media along other digital technologies to reach and interact with the customers. As follows the social media will be briefly defined and introduced, including brief review to social media marketing and services.

Definition of social media

There is no one strict definition to social media but Lietsala and Sirkkunen (2008: 17) suggest taking social media as an umbrella term, under which one can find various and

very different cultural practices related to the online content and people who are involved with that content. As a term, social media came along with Web 2.0 rhetoric. The term social media is used to describe web services that receive most of the content from their users or that aggregate the content from other sites as feeds (Lietsala & Sirkkunen 2008: 17; 13). This is seen also in the fact that to social media it is characteristic that the user becomes *produser* [combination of producer and user], meaning that instead of inactive role as viewer, the user participates to the creation and produces content. (Bruns & Jabobs cited in Lietsala & Sirkkunen 2008: 18.)

Social media marketing

Social media marketing is an engagement with online communities to generate exposure, opportunity and sales (Stelzner 2009: 2). Social media marketing programs usually center on efforts to create content that attracts attention and encourages readers to share it with their social networks (Mashable 2013). Social media marketing offer numbers of benefits for companies, the number-one benefit of social media marketing is that it generates more business exposure (reported 85 per cent of marketers), followed by that it increases traffic (69 per cent) and provides marketplace insight (65 per cent), reveals social media marketing industry report of Stelzner (2012).

Social media services

Under the social media concept there are several services, such as Wikipedia, YouTube, Facebook and LinkedIn which all represent a different kind of social media service. Social media services can be categorized in different types or genres (see figure 16 in next page). The services are usually categorized by their main function, however it is important to notice that as some may have many functions and features they may overlap into several genres. Also it is important to notice that the social media landscape is constantly evolving and new social media services are introduced to the landscape.

In the figure 16, the services are categorized first into four main groups, conversation, sharing, publishing and participation. After, inside the main groups the services are divided under different genres, such as social networking, content publishing,

collaborative filtering and virtual worlds. Each main category has also a main purpose, which can be relationship building, content dissemination/distribution, rating/tagging and entertainment.

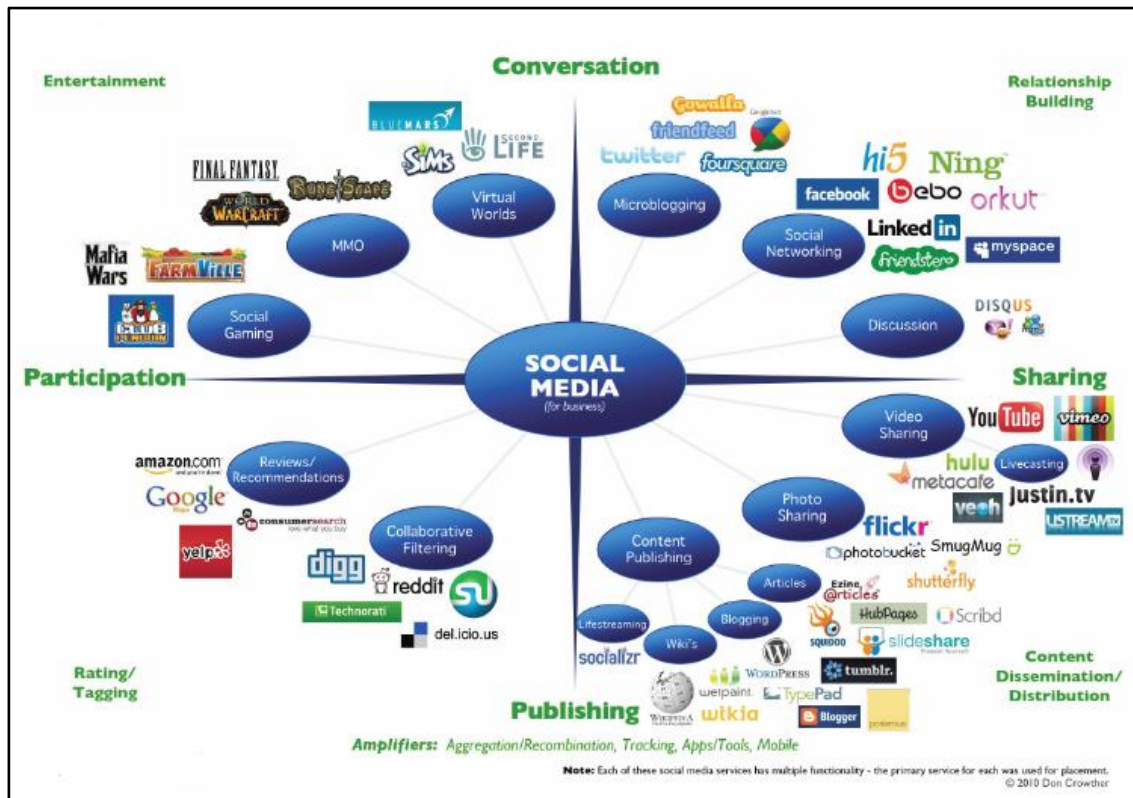


Figure 16. Social media landscape (Lima 2012)

From these different social media services, at the moment the most popular social media services used by marketers are Facebook, Twitter, LinkedIn, blogs and YouTube (Stelzner 2012: 5). The social media service used as base in the communication channel, called Tumblr is categorized under publishing/sharing – content publishing – blogging. In the next chapter blogging is reviewed and later the blog platform Tumblr is briefly described.

2.3.2 Blogging

A *blog* (also called a *weblog*) is a personal website on which individual records opinions or adds posts on regular basis, being similar to a daily journal. Blogs typically include features such as comments and links to increase user interactivity, and are created

using specific publishing software called blog platforms. *Blogging* is an act of adding new material or posting content on a blog, also can be posting comments on someone else's blog (Oxford University Press 2013a; Duermyer 2013).

Blogs can be relatively inexpensive and highly effective marketing tools, and therefore companies are also using it for marketing purposes. Marketing which uses blogs is called, *blog marketing* which is a process of reaching a business' prospects through the use of a blog. These efforts may be conducted for the primary purpose of promoting the company's website or they may comprise the only online presence and be used for direct promotion of a small business. (Duermyer 2013.) In matter of fact, companies make up 8 per cent of the blogosphere (State of the Blogosphere 2011). According to a State of Business Blogging study (2011) regarding companies' blogging, the three most common reasons why companies are blogging are: 1) share expertise, 2) professional recognition and 3) attract new customers (Furlong 2012).

The most common topics to blog about are technology and business, and typically the companies post new messages with frequency of two or three times per week. The most popular blog platforms used by companies are: Wordpress⁹, Blogger¹⁰ and Blogspot (see figure 17). Tumblr, is not among the most popular blog platforms but is continuously growing, and is seen by companies as one of the effective social medias for blog marketing and driving traffic (Furlong 2012).

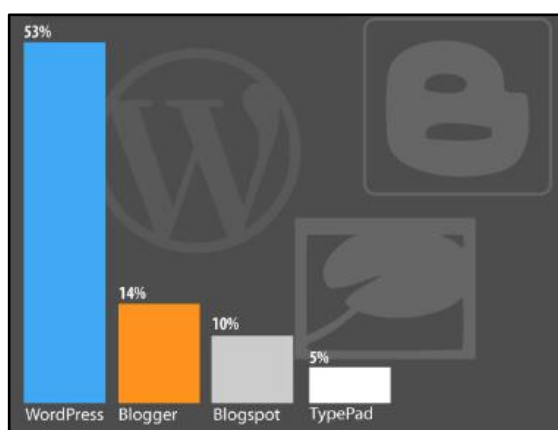


Figure 17. Most popular blog platforms among companies (Furlong 2012)

⁹ More about Wordpress.com at: <http://wordpress.com/>

¹⁰ More about Blogger at: https://www.blogger.com/tour_start.g

Tumblr

Tumblr¹¹ is a “blog-meets-social-network service”, an open microblogging¹² platform and social networking website, created by David Karp (Van Grove 2011). The service allows the users to effortlessly share multimedia content, such as photos, videos, links and text. The users can easily customize everything, from colors to the themes, and follow other users’ blogs. Once the blog is established it is possible to make it public for everyone to access. However, the administration including customizing and content posting, is done through a dashboard interface.

Tumblr differentiates from the other blogs as the site offers a unique opportunity as a blogging platform. On Tumblr the *follow*, *like*, and *reblog* features are dialed in, creating larger opportunities for good content to spread. (Keath 2011.) There are some large business brands, such as fashion and publishing brands, which use Tumblr in their social media marketing. In general, Tumblr is growing fast, at the moment it has over 170 million users and 100 million blogs. Moreover, Tumblr have over 44 billion posts and over 88 million daily posts, which drive some 18 billion page views per month (Smith 2013; tumblr.com 2013; Bercovici 2013).

¹¹ More about Tumblr at: <http://www.tumblr.com/about>

¹² Microblogging: posting of very short entries or updates on a blog or social media website, typically via a cellular phone (Oxford University Press 2013b)

3 Methodology

Methodology is used to give a clear cut idea on what the researcher is carrying out in his or her research (Williams 2011). Research can be defined as a scientific and systematic search for relevant information on a specific topic. The purpose of the research is to discover answers to questions through the application of scientific procedures. Each research has its own specific purpose, however research objectives can be categorized in following groupings which also presents different types of research: 1) *exploratory or formulative* research studies' objective is to gain familiarity with phenomenon or to achieve new insights into it, 2) *descriptive* research studies' objective is to portray accurately the characteristics of a particular individual, situation or a group, 3) *diagnostic* research studies' objective is to determine the frequency with which something occurs or with which it is associated with something else, and 4) *hypothesis-testing* research studies' objective is, as the name reveals, to test a hypothesis of a causal relationship between variables. In addition, *quantitative* and *qualitative* are types of research. Quantitative research is based on the measurement of quantity or amount, whereas qualitative research is concerned with qualitative phenomenon, which is relating to or involving quality or kind. (Kothari 2004: 1-2.)

Part of the research process is data collection; it involves collection of two types of data: primary and secondary data. *Primary data* are those which are collected for the first time, and thus happen to be original in character. Secondary data are those which have been already collected by someone else and which have already been passed through the statistical process. The collection of these two different types of data, differ from each other. The methods to collect primary data are for example, observation, interview, questionnaire and other methods such as distributor audits. Secondary data can be either published, including for example books, reports prepared by economist and public records, or unpublished data, which includes for example diaries, letters and unpublished biographies. Secondary data is collected by looking into various sources from where it can be obtained, such as libraries and other public sources. (Kothari 2004: 95; 111.)

3.1 Research methods

This thesis is aiming to study and analyze project management with the help of a case project. The thesis is conducted using case study research with qualitative approach as the research method. Case study research falls into exploratory type of research, as it aims to understand a complex issue or object. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. (Soy 2006.) Robert Yin defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin cited in Soy 2006). Case study research is chosen because the case project was conducted in real-life context, and the purpose of this thesis is to investigate and evaluate that phenomenon. Moreover, the qualitative approach is chosen because the phenomenon, primary data and its collection method are relating to quality and observations, rather than quantity.

The objective of this thesis is to generate description of the case project, which was conducted following the nature of the case study research in real-life context, and later evaluate it. The study is carried out by first reviewing the current theories and models of project management, then describing the case project, and finally by comparing the project management concepts to the case project evaluate whether the case project was well conducted and what could have been improved.

The primary source of data is collected during the case project (September 2012 – February 2013) by observation method and the data include memos, notes and other documents such as the action plan of Team Finland in Spain. The secondary source of data, presented in literature review, is collected from books, articles and other literature sources. It includes literature of project and project management which gives background and theory to the main part of the thesis, and to evaluation of the case project. Part of the secondary data is related to social media and blogging. It offers theory to understand better the field where the final product of the case project, the communication channel, was conducted and is currently operating.

3.2 Research question

The thesis aims to analyze and answer the following question:

Was the case project carried out in the correct manner and what could have been improved?

The research question is formed by two interdependent questions. The main question is: was the case project carried out in the correct manner? This question analyzed and answered in the evaluation part (see chapter 5 page 36). The secondary question is: what could have been improved? This question is dependent on the main question and therefore will be answered after the main question is answered. The result of the thesis is analyzed in frame of this research question. It is conducted by first reviewing the current theories and models of project management, then describing the case project, and finally comparing the project management concepts to the case project.

4 Introduction to the case project

In this chapter the case project will be described and explained in more detail. The chapter will first introduce the project, then explain about the project objectives and phases, and finally describe the end product, the communication channel.

4.1 Description of the case project

The case project was about creating a communication channel based on social media service for Team Finland in Spain network. The origin of project was a need to improve communication and networking between the Team Finland in Spain organizations and increase the networks visibility, published in the action plan of Team Finland in Spain network (2012). A part of the communication plan was suggestion to create a common online communication channel preferably based on social media. The idea was that through this channel the network can share interesting information relating to economic, cultural, tourist and social relations between Finland and Spain. The project started in September 2012 with project announcement. The author was nominally named as project manager by the Team Finland in Spain network, to establish the project team and start the preliminary project planning with the team. The project team was formed by Team Finland in Spain network (project sponsor) which main organizations are Finpro, Embassy of Finland, Finnish Institute and Visit Finland (project leaders) and the interns of the three organizations (project implementers). In overall the project team (including project leaders and implementers) had 12 members. The project team hierarchy is described in figure 18.

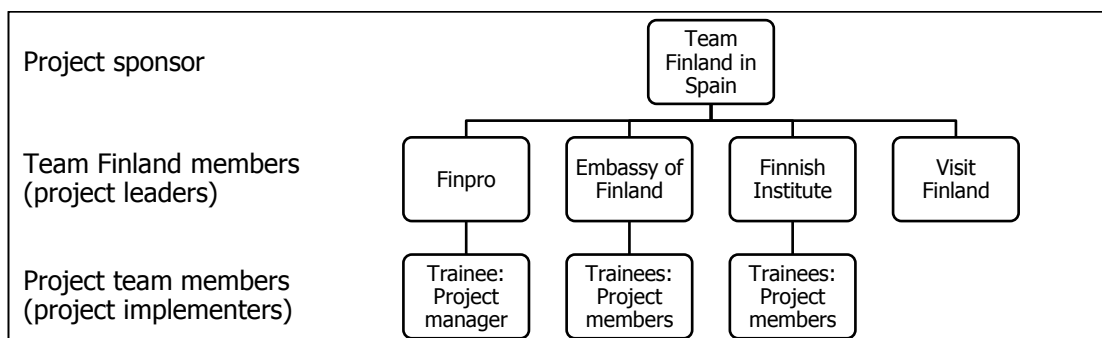


Figure 18. Organizational chart of the case project team

Each level had different tasks: the project leaders were supervising the whole project and made the final decisions. The project implementers were responsible of planning and implementation of the communication channel. Throughout the progress the project implementers presented the ideas and plans to the project leaders and made adjustments and changes to the final plan based on their comments. This cycle type of action was following the idea presented in chapter 2.1.3 (see figure 6 page 9), as the progress of the project was constantly reviewed and monitored by the project leaders. The project manager was responsible of forming the project implementers' team. Her tasks at first was to inform the trainees of upcoming project, deal the necessary information and hold kick-off meeting to establish the implementers team and start the project. Later on her tasks included for example working as mediator between the project leaders and implementers, organizing meetings, delegating the tasks, reporting and help in monitoring the progress in early stages. The project leaders were responsible of the whole project, and were in charge of other typical tasks of a project manager.

In total the project lasted 6 months (September 2012 – February 2013). The outcome, a communication channel, was launched on 4th February 2013. The communication channel is further described in the chapter 4.4.

4.2 Objectives of the case project

The main objective of the case project was to generate exposure and opportunities through online community and encourage readers to the share the posts, following the definition of social media marketing (see page 21). Moreover, the objectives were to improve co-operation and communication between Team Finland in Spain network, increase visibility of the network and promote country images of Finland and Spain. Also, through the communication channel the network was aiming to gain the interest of established target groups who could participate by sharing the posts.

4.3 Phases of the case project

Identification / Initiation

The project started with identification of a need: improve communication and networking between the Team Finland in Spain organizations and increase network's visibility. A business case including a list of possible options to answer this need was already created in the action plan of Team Finland in Spain network which was published earlier in 2012. The need would be answered in many ways, one of the possible options was online communication channel based on social media service for Team Finland in Spain network, and this case project undertook that option. Other options would be further developed in other projects.

After identifying the need and solution, based on the business case published in the action plan, the product and project scopes were briefly viewed. The product scope was that the project should produce a well-functioning and easy to use communication channel where the Team Finland in Spain network and its individual organizations could easily share interesting information and through that increase their visibility and gain interest of the established target groups. Also the channel should be open for everyone to access, and it should be visual and only informative. The project scope was to deliver that product by first choosing the correct social media service which offers these functions, and later keep the product scope on mind when creating the channel.

Moreover, in the identification phase the key stakeholders were discussed and briefly determined (see figure 19 in next page). The internal stakeholders of the project were the project team, project manager, sponsor, and other employees of the different organizations of the network. These stakeholders were affecting the most to the project and were affected by the project. Project team, manager and sponsor can be identified as positive and direct stakeholders, because they were concerned with the design and implementation of the project with the object of completing it (see page 3). Other employees are positive and indirect stakeholders, because their opinions affected the decisions of the project and the project affected them as it introduced them a new tool. The external stakeholders were the global Team Finland network, suppliers (the

social media service supplier and suppliers of other materials), user group (the end users of the communication channel, the target group) and society. They could be identified as indirect but positive stakeholders. These external stakeholders were less affected by the project, but were taken into account as they affected to some of the project decisions.

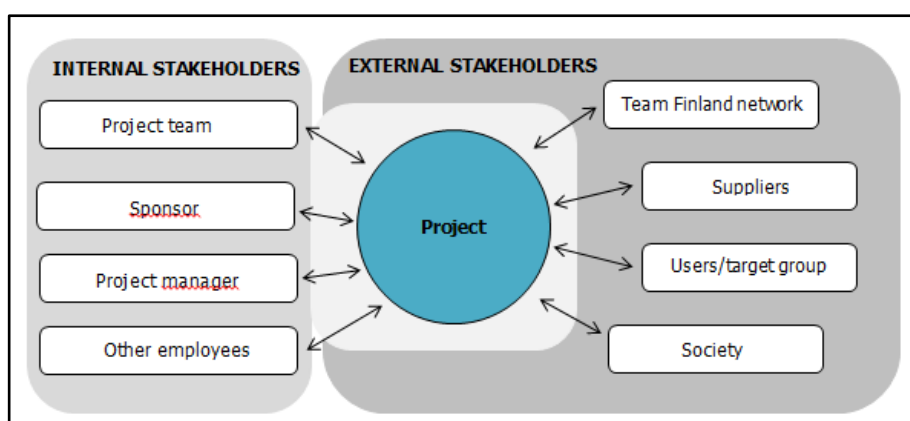


Figure 19. The case project stakeholders

After determining the stakeholders, the project team and their roles were planned (see organizational chart figure 18 page 28). Regarding resources, time and human resources, they were briefly reviewed. The plan was that the project would use resources of a group of trainees who would be the primary team which would plan the project and then implement that plan with guidance and monitoring of the project leaders team. Regarding time, the project were planned to finish by end of the year (by December 2012) thus time calculated for the project was around four months. Proper project schedule was not made. Finally, the project office was established and premises of one organization was planned to be the project team's main meeting point.

After the identification, the project manager created a plan how to initiate the project. Then based on that plan she informed the trainees of upcoming project, dealt the necessary information to be read before the first meeting and finally held kick-off meeting to formally establish the team, and initiated the project. The team then started the planning phase which is reviewed next.

Planning

In general, the planning was strongly focused on product, and the product planning started before the actual full project plan was made. In the kick-off meeting the project implementers team started the planning, focusing mainly on product and product scope (what needs to be done). The team planned on what features and functions the product should have. The product plan for example included plans of visual aspect and messages, also the team decided already in early stages that the best social media service for the channel should be Tumblr (see next chapter 4.4. for more information about Tumblr and why it was chosen). In addition, some planning was made regarding activities and resources (how it will get done and who will do it) based on the plans determined in identification phase. The list of activities to be conducted before the next meeting was created and the project manager divided the activities to each team member. A further delegation of the tasks for the whole project life cycle was not done; instead the tasks were delegated again in each meeting.

The planning continued when the project manager had a meeting with one of the project leaders. In the meeting, the planning was taken further; for example the previously determined project scope was established and approved, with some actions were included (for example, the other employees' opinion of the product would be taken into account in implementation phase of the project, to collect feedback about the channel). Also, some parts of the product plan were approved as for example the project leader approved using Tumblr as social media service.

In general in planning phase, the product plan was reviewed and changed until it reached the final version, which was then introduced to the whole project team (including all members of project leaders and implementers) in a meeting which was organized in December 2012. During this meeting the planning of actual project plan was started. However, the planning of project plan still continued and overlapped the implementation phase. Nevertheless, after the product plan was approved the project implementers team got permission to move to the implementation phase.

Implementation / Performing

After the project leaders approved the product plan, the implementers team started to implement the plan and work on the product. The implementation was monitored and the product version reviewed constantly, following the theory in chapter 2.1.3 (see figure 6 page 9) which illustrates the cyclic movement. The team created a version, showed it to the project leaders who reviewed, commented and suggested changes to the version. The team took those suggestions into account and re-planned and modified the version which was then again shown to the project leaders and who again reviewed the version. This continued several weeks, during those several project team meetings were held to monitor and report the progress. Project manager offered documents to the internal stakeholders and held extra meetings to inform about the progress.

Some difficulties were met during the implementation phase. As each member of the implementers team were located in different offices, it was difficult to work together on the product. Therefore two members of the implementers team took over the implementation of the plans to the final product. The implementers team planned and monitored the progress together, but two members then actually made the modifications. Therefore, the roles of the team changed and new position was made, one of the team members were signed as *product manager* and she had tasks such as inform the project team about the product versions and organize meetings to review the progress. Also the team had other changes, some of the members left the project and some new were involved. It caused extra work as the new members had to be introduced to the project and it also delayed the project. In general the project had some delays, the implementation phase lasted longer than expected. However it did not affect the overall result of the project.

Evaluation / Closing

The project finished when the final version of the product was launched on 4th February 2013. The project took longer than anticipated and it had some minor difficulties on the way, but the team was satisfied with the result. To evaluate the project success, customer satisfaction was used as project success criterion and the

project was evaluated as success. The project sponsor was satisfied with the project's progress, and based on the feedback the project had met the objectives and was successful. The evaluation focused also on evaluating the product, which was evaluated as a success. The project created a communication channel which answered the need and had the wanted functions: it is easy to use, well-functioning, open to everyone to access and it is informative. The network can easily share information through the channel and it is expected to affect positively to the visibility of the network and its communication. More about the result of the product is discussed next.

4.4 Final product of the case project

The following chapter focuses on presenting the product, the communication channel. The chapter will give brief introduction to the channel, explain reasons why Tumblr was chosen as social media service, and finally give brief insight to the launch and promotion of the communication channel and to the results.

The communication channel

In the communication channel the Team Finland in Spain network¹³ share interesting information relating to economic, cultural, tourist and social relations between Finland and Spain. The channel is open for everybody to visit. It is informative; the information sharing is one way. However, even though the channel itself is not interactive and does not include any commenting possibility some commenting is possible through Twitter and Facebook, of some individual Team Finland in Spain organizations, as some of the post are shared there. The general visual aspect, such as the colors, shapes and theme, are following the global Team Finland network style¹⁴. This way the channel fits well to the whole Team Finland theme and also replicates Finnish design as the choice of colors is blue and white, and the design is clear and minimalist.

The administration of the channel is done through the Tumblr dashboard where only limited amount of people inside Team Finland in Spain network have an access. A

¹³ The channel can be accessed at: www.teamfinlandspain.tumblr.com

¹⁴ Team Finland network webpage can be accessed at: www.team.finland.fi

typical post has an interesting photo and short text which is linked for example to internet article. The messages are written in three languages: Spanish, Finnish and English. The posts are added on weekly basis usually around two posts per organization per week. The interesting posts are collected during the weekly meetings per organization, where one person is in charge of creating and adding the post to the channel.

Reasons for choosing Tumblr as social media service

The project team decided to choose Tumblr as social media service because of the following reasons: it is easy to use, it can be easily modified, and the posts can be linked to other pages making it possible to have short messages with main focus on the visual aspect such as photo. Another reason was that the site is relatively new to the people; the organizations already were using Twitter and Facebook so they were interested to introduce new type of service.

Launch and promotion of the communication channel

The communication channel was officially launched on 4th February 2013. Right before the launch the leaders of Team Finland in Spain network started to promote the channel to the selected target groups through their social media pages (such as Facebook and Twitter). Also the web address of the channel was posted in the official webpages of different organizations of the network.

Result of the communication channel

When the project ended the team was satisfied with the communication channel. According to the feedback given by the project leaders, the communication channel answered well the need and the expectations. The channel was well planned and implemented and it is considered to be valuable for the network. Therefore based on the feedback the project's final product was a success and met well the expectations and product objectives set at the beginning of the project.

5 Evaluation of the case project and Recommendations

The aim of this chapter is to analyze the result in frame of the research question presented in chapter 3.2 page 27. The research question: was the case project carried out in the correct manner and what could have been improved? First, the chapter analyzes framing the main research question, was the case project carried out in the correct manner. This is conducted by comparing the case project (introduced in chapter 4) to the theory and models of project management reviewed in the literature review. First the project life cycle is analyzed and then at the end the case project is summed up to general evaluation. Second, the chapter will analyze the secondary question, what could have been improved. Finally, the chapter 5.2 gives recommendations of actions the project team could have taken to follow better the project management models, and therefore gaining more out of the project.

5.1 Evaluation - was the case project carried out in the correct manner

The case project went through four phases of the project life cycle. First of all, regarding the identification phase, its aim is to clarify what needs to be changed or developed (see page 6). In the case project, the need and option to answer that need were part of the action plan of Team Finland in Spain network (2012). Therefore, the need and option were well clarified and justified. However, there was no feasibility study undertaken, which sometimes might be necessary to undertake as it is more detailed assessment of the current business problem or opportunity (Westland 2006: 17). By undertaking a feasibility study the project team would have a chance to tackle the opportunity and analyze better what the option requires; this would have also help to define better other important information such as focus and objectives of the project.

To identify the focus of the project, following information needs to be defined: vision, objectives, needs and scope of the project (what project have to achieve), stakeholders, roles and responsibilities (who will take part in the project) and resources, financial and quality plans (how it will be undertaken) (Westland 2006: 32). In the case project there were problems in identifying the focus, vision, objectives and

needs. The identification focused more on identifying product scope which was well identified. However the project scope and other important information were hardly determined. The case project team could have used needs assessment to better analyze project's needs and focus.

Moreover, the stakeholders, their roles and responsibilities were briefly analyzed, however a full analysis were not made. Identification of all stakeholders is an important activity of the project manager to ensure project success (Babou 2008) . The stakeholder analysis would have helped to analyze better the key stakeholders, and later to manage relationships with them. Also, a proper stakeholder analysis would have helped in appointing the correct person on most suitable role and delegate the responsibilities since the early stages, and that way gain most of the human resources and avoid some difficulties what lack of analysis may have caused.

Regarding the planning phase, it is an important phase of the project, as good planning gives good structure and guidance to the project, without good planning there is a risk that the project will fail (see page 8). As in the identification phase, also in in the planning phase the project team was mostly focused on planning the product instead planning the project. The case project did not to create a strong baseline plan of the project. By creating a well conducted baseline plan, the project would have had better structure and guidance. Baseline plan helps to accomplishing the project within the requirements and constraints (Gido & Clements 2012: 11). Also, one of the biggest problems in the planning phase was that at the beginning only half of the team (implementers team) was doing the planning. The project team and other stakeholders should participate in planning and determining the baseline plan, as they usually have the most knowledge about the activities required to be done (Gido & Clements 2012: 11). Important information which was needed earlier, was established much later in the project life cycle when the project leaders joined the planning and determined the project objectives, focus and scope. Adequate time and resources were not put in the identification and planning phases, causing that the planning phase overlapped the implementation phase. It is typical for projects to happen, but ensuring that adequate time and resources are committed to project identification and formulation is critical to supporting the design and effective implementation of relevant and feasible projects (European Commission 2004: 16).

As there was no strong baseline plan made, neither schedule nor WBS, the implementation started later than expected. The project team had difficulties to implement the plan as it was not well conducted and missed critical information at the beginning. Schedule and WBS would have helped to monitor the progress and stay better on schedule. Nevertheless, in some points the implementation phase followed the project management models. During the implementation phase it is important to monitor and review the progress of the project on an ongoing basis (Blackman 2003: 10). During the case project's implementation phase, the planning of the product and implementation was monitored, and the product version reviewed constantly, following the project management theory. Also the progress of the implementation phase was reported and the stakeholders were kept informed about the progress during the whole project.

Regarding the final, evaluation phase, the aim of this phase is to determine the relevance and fulfillment of objectives (OECD/DAC cited in European Commission 2004: 46) and also it is an important phase to evaluate the project success. The evaluation focused more on evaluating the product than the project. However, some feedback was given in the final project meeting. Based on that feedback and satisfaction of the sponsor, the project was evaluated as success. This also followed project management theory as customer satisfaction criterion is one of the success metrics presented in project management theory.

As a result, the project followed at some points the project management models. Some of the concepts were used, such as cyclic monitoring, reporting and re-planning. The project was evaluated lightly based on theory, as the customer satisfaction was used as a criterion. In addition, at the beginning the project need and option were well identified and throughout the project the stakeholders were kept informed and the communication worked fine. However in identification and planning phases, the project had problems to create a proper project plan with schedule and WBS. Also, other project management tools and techniques were hardly used, which might have caused some difficulties and delays in the project. Nevertheless, the project sponsor, and stakeholders participating the project were satisfied with the project, and both project and product were evaluated as success. Finally, it is important to notice that this case project was an internal project with internal sponsor which differentiated from typical

projects of the network, but it gave a great chance to practice and study project management in real life context and learn valuable skills, as it fulfilled the characteristics of a project.

5.2 Recommendations – what could have been improved

There are some points already mentioned in the previous chapter which would have improved the project result, making it follow more closely the project management theory and models. First of all the biggest improvement would have been to create a proper project plan in early stages of the project and with whole project team participating. The objectives, needs, focus and project scope could have been outlined by using needs assessment, which is a systematic process which determines and addresses the needs by evaluating the discrepancy between current condition and desired condition, the wants (see page 7).

Also to avoid delays and track better the project's progress the team should have created a project schedule and list of tasks. The team could have created them using some tools such as Gantt chart and WBS. Gantt chart provides a graphical illustration of a schedule that helps to plan, coordinate, and track specific tasks in a project (Rouse 2007). On the other hand, WBS provides a structural view into the project and its tasks. It is an essential tool for planning and executing a project (Piscopo 2013). To improve human resources management, the team could have but more time on conducting proper stakeholder analysis. Identification of all stakeholders is an important activity to ensure project success and should be made at the beginning of the project as the project stakeholders have high influence over the project at the start and it decreases as the project continues (Babou 2008).

As a result, the case project used only few methods and techniques of project management models. With better project planning, including baseline plan, and use of some project management tools and techniques, such as stakeholder analysis, WBS and Gantt chart, the team could have improved the tracking and managing the project's progress, avoid the difficulties and follow better the project management models.

6 Conclusions

Project management is important part of businesses and it is vital to run projects in successful manner within the triple constrain. Project management is the applications of various areas including, knowledge, skills, tools and techniques to project activities to meet project requirements. With project management, project such as the case project can gain better results. It offers various benefits, such as better control of the resources, lower costs and higher quality.

The case project successfully created a product which is based on social media. Small businesses are increasingly investing in social media applications including blogs, Facebook and LinkedIn profiles. More and more companies are now using social networking and other digital marketing tools to interact with the customer as it offers various benefits such as better tracking and measuring of success campaigns, large amount of targeted prospective within a close reach with cost and time saving manner. In addition, social media marketing offer numbers of benefits for companies, such as generating more business exposure, increasing traffic and providing marketplace insight.

The result of the thesis is that the case project was partly following the theories of project management. It was applying some concepts in project management, in areas of identification of need, communication, monitoring and reporting and evaluating project success. However, there were some areas which could be improved to gain more advantages of the project. With better project planning, including baseline plan, and use of some project management tools and techniques, the team could have improved the tracking and managing the project's progress, avoid the difficulties and follow better the project management models. Nevertheless, the project and final product was evaluated as success by project sponsor and team as customer satisfaction was used as project success criterion. Finally as noticed before, the case project was an internal project which differentiated from typical projects of the network, but it gave a great chance to practice and study project management in real life context, and learn valuable skills, as it fulfilled the characteristics of a project.

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Appendix 1. Commonly used project management tools and techniques by knowledge areas (Modified from Schwalbe 2009: 11)

Knowledge area/category	Tools and techniques
Integration management	Project selection methods, project management methodologies, stakeholder analyses, project charters, project management plans, project management software, change requests, change control boards, project review meetings, lessons-learned reports
Scope management	Scope statements, work breakdown structures, mind maps, statements of work, requirements analyses, scope management plans, scope verification techniques, scope change controls
Time management	Gantt charts, project network diagrams, critical-path analyses, crashing, fast tracking, schedule performance measurements
Cost management	Net present value, return on investment, payback analyses, earned value management, project portfolio management, cost estimates, cost management plans, cost baselines
Quality management	Quality metrics, checklists, quality control charts, Pareto diagrams, fishbone diagrams, maturity models, statistical methods
Human resource management	Motivation techniques, empathic listening, responsibility assignment matrices, project organizational charts, resource histograms, team building exercises
Communications management	Communications management plans, kickoff meetings, conflict management, communications media selection, status and progress reports, virtual communications, templates, project Web sites
Risk management	Risk management plans, risk registers, probability/impact matrices, risk rankings
Procurement management	Make-or-buy analyses, contracts, requests for proposals or quotes, source selections, supplier evaluation matrices