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PROJECT PROPOSAL AND APPLICATION OF PROJECT MANAGEMENT METHODS FOR A SPECIFIC EVENT
NÁVRH PROJEKTU A VYUŽITÍ METODIKY PROJEKTOVÉHO MANAGEMENTU PRO VYBRANOU AKCI

MASTER'S THESIS
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Abstract

This master´s thesis focuses on the practical use of project management methods for the proposal of the project Circuit Days. The thesis is first focused on the specification of the theoretical knowledge of the given issue, then follows the analysis of the current environment of the company. Based on these outputs and specifics, the proposed solution itself is created. The aim of this master's thesis is to create a detailed description and plan of the project, which serves principally to improve the project management in the company, as a project itself.

Abstrakt

Diplomová práce se zaměřuje na praktické využití metod projektového managementu pro návrh řešení projektu Okruhové Dny. Práce je nejprve zaměřena na specifikaci teoretických poznatků dané problematiky, načež navazuje analýzou současného prostředí firmy. Na základě těchto výstupů a specifik je posléze vytvořen i samotný návrh řešení projektu. Cílem této magisterské práce je vytvořit podrobný popis a plán projektu, který slouží zejména ke zkvalitnění projektového řízení ve firmě, jakožto projektu samého.

Key Words

Project Management, Smart Goal, Project Planning, RACI Matrix, Gantt chart, Risk Analysis, Project, RIPRAN method, Circuit Days

Klíčová slova

Projektový management, SMART cíl, plánování projektu, RACI Matice, Ganttův diagram, analýza risků, projekt, metoda RIPRAN, Okruhové dny

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Introduction

This master´s thesis focuses on the issue of project management and associated project planning. As a result, it aims to analyse the current state, which will make it possible to assess whether to implement the project or not. The project will be planned carefully, allowing subsequent implementation to be smooth and successful and that stated goals will be achieved while maintaining planned costs and individual deadlines of the project.

Project management has recently become a very popular field, and its popularity is growing continually. Especially in large-scale companies, which are dealing with a number of projects (either internal or for clients), the project manager is the core part of the entire project team.

Planning and managing projects is equally important for smaller companies, and therefore, on a particular subject Okruháři, s.r.o. the author will deal with this issue. Selected project management methods and tools will inform a proposed new project for Circuit Days which will facilitate the successful plan implementation.

The thesis itself consists of three main chapters: theory, analysis and proposal.

In the first part, the thesis is devoted to the theoretical principles, which must be understood in order to recognise the analytical and proposal section. The greatest attention is paid to projects and project management, together with various analysis methods, time planning and project risk analysis.

The second part focuses on the analysis itself, which is based on the current state of the company. The individual results of the analyses serve to support the arguments for the creation of the proposal section, which include the analysis of the current state of the company, and the SWOT analysis, where the internal factors of the company are summarized.

The last part deals with the project proposal itself. It defines the project objectives, team and their responsibilities, work breakdown structure of the project and time planning, followed by risk analysis and evaluation of the project benefits.

Goals of thesis and methods

The objective of the diploma thesis is the application of theoretical knowledge, tools, and methods of project management within the specific event. The aim of this master´s thesis is to create a plan for the implementation of the project Circuit Days. The thesis demonstrates the use of project management methods used in each phase of this project. These techniques will help to analyse the environment of the company, create a proposal for improvement and, last but not least, ensure the success of the whole project.

Prior to the actual implementation, firstly, it is necessary to analyse the selected company and identify its current state and requirements using the project management methods, such as analysis of the current state, SMART goals, creation of WBS (Work Breakdown Structure), RACI matrix of responsibilities, risk and time analysis, or the SWOT analysis, which will identify strengths and weaknesses as well as opportunities and threats. Based on the analysis of current state of the company, the author proposes a change and compares it with an existing solution, after the proposal the implementation of the project can be realised.

In the final section, the author deals with the practical implementation of the project. The advantage of the project management methods is demonstrated. Project objectives, key activities and outputs are defined. Using the RIPRAN method, threats in the project are defined and measures are proposed to reduce the individual risk values. The Gantt chart is used to point out the sequence of activities within the project's time frame. Using a work breakdown structure to create a detailed sequence of activities and a detailed project description. In the description of project management and organization, the author will use contextual and behavioural competencies of project management according to the IPMA methodology. Finally, the project is evaluated by the estimated budget. At the end of the thesis, the author summarises the benefits of implementation of the proposed project.

1 A theoretical review of a problem

In this part, the basic concepts of project management will be explained, essence and the principles of project management, lifecycle and the most commonly used methods and techniques in the different phases that are commonly used in practice. Theoretical knowledge will be subsequently used in analysing and designing solutions.

1.1 Project management

Project management serves to planning and executing complex, usually one-off actions, which need to be carried out within the required timeframe with planned costs in order to achieve the stated objectives (Ježková, 2013). Project management is not only a matter of techniques and methods but a way of thinking and a style of work based on a systematic view of the thing combined with an effort to divide problems into smaller parts so that they can be managed more easily and efficiently (Doležal et al., 2012).

Project management is appropriate if the organization has problems meeting deadlines, costs, drawing on available resources, or failing to achieve the intended goals. On the contrary, in recurrent activities, risk-free routine actions or in extraordinary crisis situations, it is not appropriate to use these techniques. For these cases, there are other specialized procedures such as risk management (Doležal, 2016).

Project management involves planning, organizing, monitoring and controlling all aspects of the project, as well as motivating all stakeholders to achieve their goals. It also monitors, if the project in keeping with the safety aspects, the planned costs in the agreed deadline and meet performance criteria. For this purpose, the respondents use its knowledge, skills, tools and techniques (Ježková, 2013).

Basic principles of project management are (Kerzner, 2013):

- **System approach** - the way of thinking, negotiating or solving problems, while being phenomena comprehensively understood in their internal and external contexts.
- **Process approach** - systematic identification and management of processes used in the organization, including their interaction.

- **Systematic approach** - firstly it is necessary to analyse the situation and correctly formulate the problem, then to design relevant solutions, to select the appropriate and available variant, to draw up the plan in due time and to implement the measures.
- **Using the corresponding tools** - a large number of methods and techniques can be used to manage. The principle of using the appropriate means emphasizes that the tools, procedures and utilities used to respond to the nature of the project and the nature of the problem being addressed.
- **Teamwork** - due to the complexity of the projects, it is desirable that their design and management be ensured by a team of professionals from different professions and representatives of groups of people involved in the project.
- **Use of computer/software support** - a reasonable use of computing technology is today´s standard.

1.1.1 History of project management

According to Chiu (2010), history goes back to antiquity, where old Egyptians have used the basic principles of project management to build a pyramid, or somewhat later, the Chinese in building the Great Chinese Wall. Without learning, the practice of coordinating work efforts and management techniques would never have created those structures that still exist today. Modern history is from the early 20th century, where we consider Henry Fayoll and Henry Gantt as the forerunners of modern project management. Henry Fayoll described in his work 5 primary managerial functions - planning, organization, commissioning, coordination and control. Henry Gantt extended this theory and devised a graphical tool for sequencing activities at a time that bears his name - the Gantt chart (Svozilová, 2006).

1.1.2 Present project management

The present time is characterised by computational techniques, limited resources and time. Other factors include the dynamics of world economic development, globalization, stormy technology development, the scale and complexity of projects and their program boundaries, the aggressive market environment and the necessity for immediate response

to change, the competition of suppliers of supportive software tools, and the effective use of experts in international teams and remote locations (Svozilová, 2016).

Some standard forms of management are failing and agile approaches are being used. This is characteristic of high uncertainty projects for which it is difficult to build a usable project plan. Despite the fact that the key principles of project management remain, the difference is mainly in the level of detail needed for further progress (Heagney, 2016).

Project management differs from the normal form of operational management in the leadership of the company, mainly by its temporary nature and the allocation of resources for its implementation (Svozilová, 2006).

1.1.3 Advantages and Disadvantages of project management

According to Svozilová (2006), the benefits of project management include, above all, that activities and steps are managed by a pre-planned plan. The activities that are part of the project are clearly defined for all parties involved, as well as their owner and the corresponding person. The project goal, as well as the available resources and the quantified costs, are clearly defined in the assignment. The assignment is most often grounded in a contract or order. During the project, it is possible to monitor the state of the project against the plan, in the case of deviations it is possible to intervene operatively. Implementation resources are allocated over the life of the project and are released after the project is over. This allows to effectively manage and allocate resources to other projects. Due to the organizational structure and responsibility of individual roles, the rules of escalation can be used for deviations from the plan, conflict, or other unexpected situation. Project management principles also contribute to gaining approval to achieve or exceed the planned goal of the project. Last but not least, the system approach generates a lot of information that can be used in other projects (Tourner, 2016).

The disadvantage stems mainly from the importance of the role of the project manager, who is key to the project. The success of the project depends on its experience, skills, readiness and talent. For the success of the project, it is also necessary to have support from the project sponsor as well as from all the parties involved (Svozilová, 2006). Other disadvantages include constantly varying customer requirements often appearing in the run of a project, changes in organizational structure, project risks, and unpredictable

external influences, changes in technology, or the need to plan and deal with the project before the actual implementation (Doležal et al., 2017).

1.2 Project

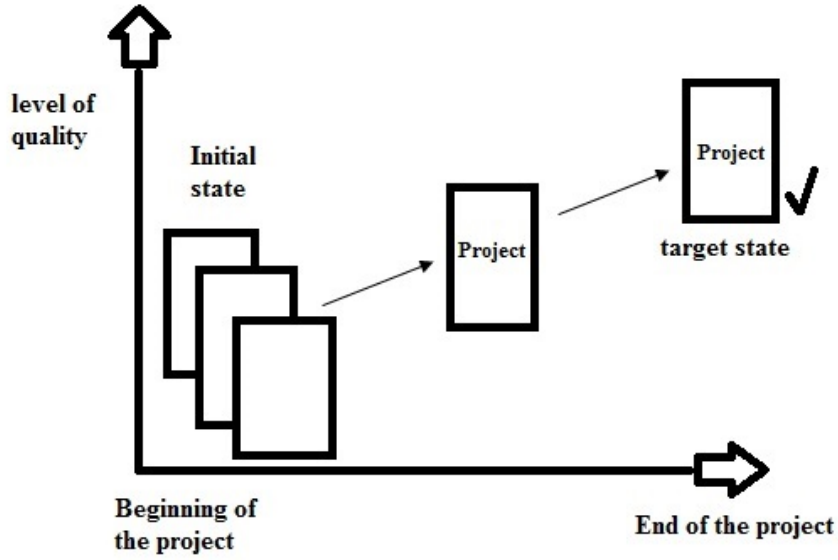
The project is the main subject of project management. Defined as a unique, time, cost and resource-limited process implemented to create defined inputs (meeting project objectives) of the required quality and in accordance with valid standards and agreed requirements (Doležal et al., 2012).

According to Ježková (2013), the project is done for a certain change, in other words, it is the process of change from the initial state to the final state. The duration between the target and the initial state is referred to as the duration of the project.

No project is implemented in isolation from its surroundings. It is true that the environment affects the project and the project affects the environment. Project boundaries on the environment are called context of the project (Walker 2015).

According to Svozilová (2016) basic project attributes are:

- The uniqueness of the process with the aim and the way to achieve it.
- Limitation of time, budget, and resources.
- The complexity of the project
- Project team management
- Riskiness



Picture 1: Project management (Source: own)

The project includes (Ježková, 2013):

- Setting the purpose and objectives of the project, including the benefits analysis.
- Finding activities to implement the project and determining the sequence.
- Planning time consumption for individual activities, sub-cost and resources.
- Determining the time course.
- Determining who, when, what and how, and what resource are required.
- Risk assessment and finding a risk mitigation or elimination measure.
- Ensuring the implementation of planned activities and their control.
- Processing the project documentation.

1.2.1 Triple Constraint

According to Doležal et al. (2012), the project is often expressed by triple constraint. The project is successful, if it fulfils the three-prongs, has achieved the planned objectives in the planned quality and at the planned time to meet the planned costs, efficiently utilized the required resources, did not produce negative impacts and was appreciated by the important stakeholders. Triple constraint is the expression of the goal in the dimensions

of the result, time and cost. It describes the relationship between the planned goal, the planned date and the planned costs.

Picture 2: Triple constraint (Source: own)

1.2.2 SMART objective

The goal of the project is to achieve a predetermined state that is agreed upon in a given business case. The Project Manager is not responsible for achieving the business benefits of the project. The benefits come out and are largely implemented by the organization after the project is submitted. In most organizations, the owner (project promoter) is responsible for the benefits (Newton 2015).

According to Doležal et al. (2017), the goal of the project is its final status after the end of the project and cannot be achieved directly. Its fulfilment occurs precisely through the project, which proceeds from the initial state to the final state by gradually realizing the planned activities. It is also a key factor in project success, so it is very important to clearly and precisely specify the project goal so that all stakeholders have the same idea of the target. We also need to set the criteria to evaluate the success of the project.

The success of the project is a positive appreciation of the project by various interested parties. The SMART technique is the most widely used technique for defining a goal. It is based on the fact that each goal should be met (Ježková, 2013):

- **S** as specified - It is clear what the project wants to achieve and can it be exactly described?

- **M** as measurable - What indicators will show that the project has reached its goal? How will the intersections be evaluated? What will show that the project deviates from the goal?
- **A** as achievable - Is the target achievable for all stakeholders? Can it be adopted in the light of current legislation and regulations?
- **R** as realistic - Is it possible to achieve the project goal under current conditions, with available resources and capacities? Is it clear how to proceed to achieve the goal?
- **T** as time bounded - Is it clear when the goal is going to be achieved?

1.3 Project life cycle

From a time perspective, we can see the project as a group of consecutive phases that reflect the progress of the project. The phase thus represents a group of logically related activities. The individual phases together form the life cycle of the project. The life cycle of a project may vary from project to project, but still the project can be generalized (Doležal, 2016):

- Pre-project phase
- Project phase
- Post-project phase

1.3.1 Pre-project phase

According to Doležal et al. (2012) the pre-project phase, the definition phase, or the project's start-up phase, is the period when the implementation of project ideas is analysed. It decides whether the idea for a project is viable and whether there is a demand for it. Then the way of its execution is considered. The outcome of this phase is the recommendation whether or not to implement this project.

The purpose is to explore the opportunity for the project and to assess the feasibility of the project. Sometimes a vision is included in this phase, the basic idea that a project could be implemented (Svozilová, 2006).

Various analyses and studies are often being processed at this stage, most often is the opportunity study and feasibility study. Other analyses include SLEPT and SWOT analysis, investment study, stakeholder analysis, critical project success factor analysis, or project logical framework (Ježková, 2013).

According to Svozilová (2016), the opportunity study results in recommending (or not recommending) the intended project and, in case of recommendation, the first more detailed description of the project. The feasibility study relates to the study of opportunities in case of the decision to implement the project. This study aims to show the most appropriate way to implement the project and should specify the content of the project, the planned start and end date of the project, the estimated total cost and the estimated necessary significant resources (Doležal et al., 2012).

The investment study is sometimes processed as part of a feasibility study. The content is an economic analysis of the project that answers questions about the project's profitability, financial risks, the return of the capital invested or the amount of profit. It also informs from what sources the project will be funded, how this funding will be carried out, what are the total project costs, and other specific financial issues with the nature of the project being implemented (Ježková, 2013).

Štefánek (2011) sees financial criteria as the main basis for deciding whether to implement the project or not. They are determined using the award and return methods of projects, including the return on investment of the project, the net present value method, the internal rate of return, the return on investment, the reversal point or the cost-benefit analysis.

Stakeholder's analysis is a method that allows you to define each project's stakeholders, including their interest in the project's objectives. It is an important basis for managing relations with stakeholders. A well-designed analysis allows you to identify the interests of groups that can affect the project, areas that may potentially threaten the project, key people and subjects that need to be informed about the project during and after the project, the points for the creation of communication strategy and communication plan (Svozilová, 2006).

Critical success factor analysis can be also the part of the feasibility study. It is worked out in a group and aims to formulate the most important factors that can support the

success of the project and then recommend measures that will ensure that these factors can be applied in practice. Critical success factors of the project include maximum project support by management, qualified project team and its leader, application of appropriate methods for project planning and management, effective project risk management, timely and corresponding communication with individual project stakeholders, well-specified requirements and others (Ježková, 2013).

Turner (2016) sees the pre-project phase as a process, where we should generally get a response to the strategic issues of the project - where we go, where we want to go, what a path to choose and whether it makes any sense to implement the project. The decision to start or end the project is usually in the hands of line management, the pre-project phase only provides the necessary information for this decision making.

SWOT ANALYSIS

SWOT analysis is one of the core tools of strategic management that examines key organizational issues based on a detailed analysis of their strengths and weaknesses and important external influences. The basic principle of the method is to identify important factors of the organization's external and internal environment and their interactions, such as how strengths and weaknesses can affect opportunities and threats in the organization environment. The analysis makes it possible to comprehensively assess the functioning of the organization and, at the same time, to name significant problems and opportunities for development. Firstly, it is necessary to clearly define the subject of the analysis, its purpose and the time horizon. SWOT analysis always takes place in a team and given the scale of the facts considered, this is not a one-day question. In practice, the SWOT analysis is presented as a four-pole table listing strengths and weaknesses, opportunities and threats (Doležal et al., 2012).

Picture 3: SWOT analysis (Source: Boagworld.com)

Comprehensively processed SWOT analysis of the project, which includes all individual analyses of the internal and external environment of the organization, leading to the choice of a strategy appropriate to the project, includes 4 steps (Ježková, 2013):

- Assignment of factors from the internal and external environment essential to the implementation of the project.
- Evaluation of individual items listed in the list.
- Determining dependencies between significant internal and external factors.
- Select a strategy appropriate to the project.

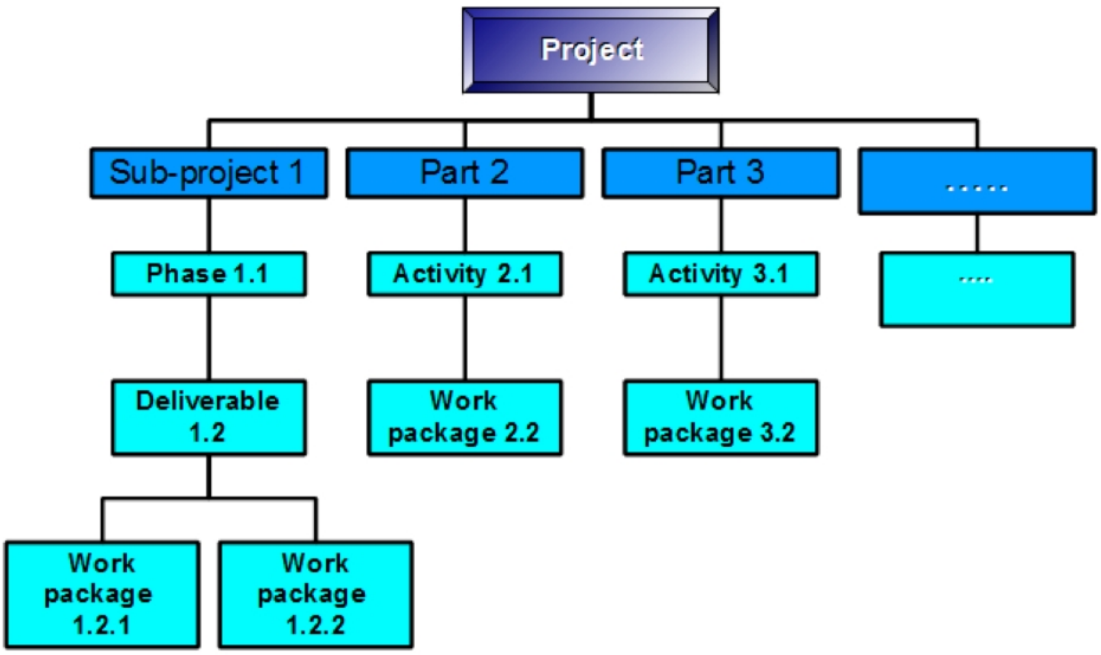
WORK BREAKDOWN STRUCTURE

WBS is a hierarchical breakdown of the project goal for the individual delivered products (results, outputs) and sub-products to the level of the work packages that must be created during the project implementation. It defines, as far as possible, the material scope of the whole project (Doležal, 2016).

According to the IPMA standard, WBS is portrayed as a product view that shows the individual products as they were designed at the highest level under project goals. The most common view is in the form of a tree, where the root as the highest WBS level,

represents the project goal. The next level of WBS is the level of products that need to be created in the project implementation. At other optional levels, products can be subdivided into sub-products, and the number of these levels is not defined. The last level is the level of work packages according to the IPMA standard (Doležal et al., 2012).

According to Ježková (2013) for the WBS, a method of numbering is defined, from which information about the level at which the element is located can be read. At the same time, this number is an unambiguous element identifier that can be used for further referencing in project documentation. The WBS is compiled more frequently by brainstorming members of the project team. To complete the disintegration of the project with a top-down approach, it is still necessary to divide the level of work packages from WBS into individual activities. According to the IPMA methodology, these activities are listed in the list of activities most often in the form of a table with a clear indication of the activity (identifier), the name of the activity (optional specification), the time required (total duration) and the necessary resources (material and working).



Picture 4: Work Breakdown Structure (Source: GanttPro.com)

RACI MATRIX

According to Doležal (2016), an effective tool for managing human resources can be the so-called RACI Responsibility Matrix. It uniquely determines the responsibilities and competencies of the individual project team members. In addition, this matrix provides information on who is solving what tasks and who will work on these tasks. The responsibility matrix uniquely assigns the members of the project team to individual elements of the WBS. The individual letters in the name of the RACI matrix express the type of responsibility the worker carries for the activity (Svozilová, 2006):

- **Responsible (R)** - Responsibility for the implementation of the task.
- **Accountable (A)** - responsibility for the outcome of the task.
- **Consulted (C)** - Responsibility for providing important or useful advice and consultancy.
- **Informed (I)** - Responsibility for the requirement to be informed about the course or decisions related to the task.

1.3.2 Project phase

The project phase involves the actual implementation of the project from its launch through detailed planning for implementation itself. Ideally, at the end of this phase, the project is completed, everything that has been promised and the project goal is fulfilled. We can divide this phase into a start-up, planning, or project implementation and close the project (Doležal et al., 2012).

Starting the project

If the project was decided in the pre-project phase, it is necessary to initiate and start the project properly. Ideally, this is a precisely defined process. At this stage, it is necessary to verify, specify or define the objective of the project, the scope of the work, the required outputs, the basic personnel occupation, the competencies and others, which are often included in the project document. This document is a basic project document defining the basic technical and organizational parameters of the project (Ježková, 2013).

Project preparation (planning)

According to Doležal et al. (2012) at this stage, the project team is nominated and defines the scope of the project most often in the form of WBS, creates a project management plan, identifies activities for implementation and creates the project schedule. This schedule once approved, is called the base-line, a valid, current project plan complemented by any approved updates and changes. The project team will start their meetings and think about the project, create a hierarchical and organizational structure together, divide the whole project into subfields bordered by milestones, search for connections and links between these units. A list of activities is created and their difficulty and effort are estimated, identifying the persons responsible for the individual tasks. This is could be seen clearly in the Gantt chart, which clearly shows the sequence of activities, their duration as well as the responsible person. Based on the workloads, budgeting is taking place. In the case that the project manager wants to identify critical activities that can endanger the success of the project, it will compile a critical path method using a network analysis. Based on estimated workloads, work is planned over the duration of the project. Organizations can run resource analysis. Last but not least, the risks are identified, a risk management plan is in place, the risk strategy, the elimination process or the risk acceptance are selected. There is also a project quality management plan (Svozilová 2006).

Project realisation

The start of the project's own implementation is accompanied by a kick-off meeting. It is a meeting of all important stakeholders, where the management plan and the schedule of the project are reviewed and the representatives are introduced and informed, and all of them are informed that the project started. During the actual implementation, the project needs to be controlled and compared to the plan. In case of deviations from the plan or in response to changes or new findings, it is necessary to make corrective measures, re-design or create a new, modified plan of the project (Ježková, 2013). In this part, the project manager mainly monitors the course of the project, manages operationally according to the approved schedule and timetable, regularly reports on the project in the

form of reporting and evaluates the status of the project. Stakeholders are very often attended, either personally or by teleconferencing, whose purpose is to inform all parties about the situation, to resolve possible deviations from the plan or problems. It is an option to settle the conflicts between the parties. From these meetings, reports are created, and in the event of any obligations on the part of the participants, they serve to record the tasks. The role of the project manager is not only to control and report the project but also to take care of and motivate its assigned team (Turner, 2016).

Finishing the project

At this stage are physical and protocol outputs, invoicing, and so on. The project team is used at this stage to process the final project report and project documentation, which summarizes the experience gained from project implementation and possible recommendations for other projects. This document will be used in the post-project phase. The project manager checks the completeness of outputs delivered and creates all the necessary project documentation and ensures the satisfaction of important stakeholders. There is the end to all project-related processes, the project team is released for further projects. Upon successful completion of the project, arises an opportunity and scope for stakeholder engagement to promote stakeholder analysis, to highlight the benefits, abilities and skills of the organization. Depending on the nature of the project, it may be business partners, partner organizations in their industry or the wider environment to the public (Doležal, 2016).

1.3.3 Post-project phase

The post-project phase takes place after all outputs have been submitted and project terminated. An important part of this phase is the analysis of the completed project and the evaluation of the success of the project. It also includes designing how to improve on the basis of new experiences in future projects and what else to do. This phase is also referred to as the evaluation and operational phase. An analysis of the completed project serves to evaluate the project as a whole, which is used to evaluate efficiency, improve the design and implement future projects so as not to repeat errors. It is important to

capture, repeat and highlight positive practices and experience in other projects (Svozilová, 2016).

1.4 Stakeholders

According to Ježková (2013), stakeholders in the project are people or organisations, who are actively involved in the management of the project or whose interest can be negatively or positively affected by the realisation of the project. Often, they can also affect the progress or results of the project.

Stakeholder analysis is a process used in project management or conflict resolution. It is the identification and analysis of subjects who are either actively involved in the project or whose interests are influenced by its implementation. The aim is to assess this impact and to plan a strategy for stakeholder engagement. This is an activity necessary for the subsequent management of stakeholders (Doležal et al., 2012).

One of the methods of stakeholder identification is questioning (Haegney, 2016):

- Who wants success (or failure)?
- Who can benefit from the result or, on the contrary, be damaged by the result?
- Who owns the right to use or ownership?
- Who has financial resources, relevant capabilities and information?
- Who is needed for the outcome and whose support is required?
- Who could prevent the implementation of the project?

For the description of stakeholders, criteria must be selected. Possible criteria for their description are, for example (Haegney, 2016):

- relationship and potential concern
- objectives and scope
- interest and engagement
- capacity and degree of organization
- awareness

The recommended procedure in the list of stakeholders is to assess and prioritize them. It is important to realize that one stakeholder can have several goals (Walker, 2015).

According to their role, stakeholders can be determined followingly (Doležal et al., 2012):

- The contracting authority/owner of the project – the initiator of the project, has the intention to realise the project.
- Users of the project – usually customers, who work with the outcomes of the project.
- Project sponsors/partners – can decide about project issues and support the project.
- Contractor of the project – realise the project
- Investor of the – influences the project regarding financial or other resources
- Affected parties – defending the interests of other groups, which are not mentioned above, but the project directly or indirectly affects them in some way.

Differences in names of roles used in different organisations can take place, however, the scope of responsibilities remain the same (Newton, 2015).

According to Doležal et al. (2017), stakeholder management is one of the components of complex project management. The goal of stakeholder management is to maximize the negative impact of the project and at the same time to support the achievement of the project goals. During the process of the project, stakeholder changes are taking place. There is a change in both the set of stakeholders, their attitude and the degree of influence. As a result of these changes, it is necessary to return cyclically to the stakeholder analysis and, on the basis of its outcome, to correct their management. Each monitoring process must also include monitoring and feedback. These are other important inputs for stakeholder analysis and scheduling (Svozilová, 2016).

The key factor to manage the stakeholders is communication. It is the basic way to influence the behaviour of stakeholders. Before the communication process itself, there is a need to consider the following questions (Kerzner, 2013):

- What do we want to communicate to stakeholders and for what purpose?
- What do we want to know and for what reason?
- How will we communicate?
- How often will we communicate?

- How do we get feedback?

On the basis of the evaluation of the answers, we will determine the objectives of the communication and its content. Part of the proposal of the way of communication is the agreement with the interested party. The choice of the form of communication is also governed by who is the interested party in the given case. Each form of communication has its advantages and disadvantages. Common forms of communication with stakeholders include telephone conversations and teleconferences, video conferencing, electronic communication, written communication, informal and formal meetings, questionnaires and surveys, press conferences or media campaigns (Kerzner, 2013).

1.5 Project team

The project team represents the basic executive component of the project. Basically, it is a group of people composed for the purpose of achieving the objectives of the project, which is of a temporary nature. The project team is subject to project manager management. There is a need to pay close attention to the cast individual positions within the project team, while it is important to consider in particular (Newton, 2015):

- project team expertise
- availability of the project team
- costs of the project team

The correct setting of the project team is one of the main determinants of project success. The project team and its composition have some specificities compared to the normal work team, specifically the following (Walker, 2015):

- Temporary character - exists only for the duration of the project.
- Specific composition - consists of people with different specific skills and experience (from the point of view of corporate management they can be co-workers at different levels of the company's hierarchy).
- The flexibility of response to change - individual team members must be prepared and able to flexibly respond to changing requirements.

Main tasks of the project team, important for the project (Walker, 2015):

- project management and problem solving
- financial management of the project
- ensuring implementation of activities
- project accounting
- project administration
- project monitoring
- project publicity
- selection of suppliers

The benefits of the project team include its diversification “more heads know more”; specialization -> members can complement each other's knowledge and skills; self-regulation -> mutual control; ability to adapt -> mutual support, learning from own mistakes and successes; synergy -> the outcome of the work is not dependent on the individual (Newton, 2015).

1.6 Risks and Opportunities

According to Štefánek (2011), risks are part of each project. Risk and opportunity management is a continuous process that takes place during all stages of the life cycle of a project. There are a number of internal and external dangers that can be a threat to the success of the project. Therefore, it is important to monitor especially those that have adverse effects on the project and to prepare measures and scenarios that lead to their reduction to complete elimination. We are meeting with them in the pre-project phase of the opportunity study and the feasibility study, they are contained in the SWOT methods. However, the complete risk analysis is at the beginning of the project solution in the project planning phase, specifically after the detailed plan has been elaborated upon and after the project management procurement has ended. This is in order to fully analyse all significant risks (Svozilová, 2006).

Risk management of the project is based on risky engineering. Risk engineering is a technical-economic discipline that deals with risk management and understand risk as an opportunity to suffer harm. The risk is understood as an uncertain negative event or threat. The opposite is an opportunity, which is understood as an uncertain positive event (benefit, profit). Every risk is quantified and has its value (Doležal et al., 2012).

The value is calculated as the product of the probability that the risk occurs and the expected impact value (Ježková, 2013):

$$\mathbf{VR = P \times I}$$

where **VR** is the value of the risk,

P is the value of probability, that the risk occurs,

I is the value of the expected impact, which risk causes.

Risk management involves these processes from the point of view of risk engineering (Ježková, 2013):

- context setting
- identification of risks
- risk analysis
- risk assessment
- monitoring and review the risks
- communication and consultation

Determining the context of risk

According to Svozilová (2016), management of risks of the project should be linked to risk management throughout the organization. Specific actions typically describe methods for risk identification and analysis (CRAMM, HACCP, FMEA, or RIPRAN).

Risk management can generally be done in two ways (Doležal et al., 2012):

- Immediately after the identification of the danger, to judge it and to find a suitable measure at the same time.
- To identify all significant dangers, then gradually to each judge and finally to find appropriate measures for all cases.

Risk identification

In this section, the project manager and his team are trying to identify the dangers that can threaten the project. These threats will be pointed and described as accurately as possible in the form of a spreadsheet. The brainstorming method is used to detect more threats, or the list is created based on the evaluation of past projects. By sequencing the checklist and considering the relevance of the identified risks, a new list is created for the existing project (Svozilová, 2016).

Risk analysis

This section is working with a list of risks. The task is to estimate the probability of occurrence of threats and to estimate their adverse impact on the project. Risk analysis can be quantitative - a numerical value is used for the probability value and the risk impact, or qualitative - a verbal description or scoring scale is used for the probability and impact of the risk (Doležal et al.,2012).

Risk evaluation

In this step, it will be decided for which criteria the measures will be proposed, which criteria will be neglected and which, on the other hand, cannot be accepted. In the case of a decision that the risk is the need to take into account, it is necessary to reflect on how we react. The aim of this section is to reduce the value of all risks to such a level as not to endanger the success of the project. The simplest response to risk is passive to accept it. It is rarely possible to take the risk without measures, so other options are (Doležal et al., 2012):

- transfer of risk to another entity - to be assured

- mitigate and reduce the value of risk by suggesting a measure that reduces either the magnitude of the impact or the probability of occurrence
- completely eliminate the risk by finding another alternative
- create a reserve that will compensate for the potential risk
- create a backup plan in case the risk occurs

Finding a specific action is the result of the work and creativity of the entire project team. In particular, a measure typically requires costs to be counted. It is important to propose measures whose cost will not be higher than the risk itself (Svozilová, 2016).

Risk monitoring

Various events may occur during the implementation of the project, which will change the conditions and change the impact or probability of risk. There may also be a new threat or, on the contrary, some risk can be completely extinct. Therefore, all risks need to be constantly monitored. This is done in the framework of project consultations unless the risk owner who monitors its development is identified. To record all the risks monitored, the document serves as a risk register (Doležal, 2016).

1.6.1 RIPRAN method

The RIPRAN (RIsk PRoject ANalysis) method is a simple empirical method for project risk analysis typical of medium-sized projects. It consists of 4 steps (Doležal et al., 2012):

1. identification of project dangers
2. risk quantification
3. project risk response
4. overall risk assessment of the project

In the first step, a risk table is compiled, where it is important to identify the threat and scenario. The threat is a specific expression of danger. The scenario is the one that occurs as a result of the threat. What is important is that the threat is the cause of the scenario. In the second step, the risks are quantified. The table compiled in the first step will be

expanded by the probability of the scenario, the impact value of the scenario, and the risk value results. Given that this is not an exact description, a spreadsheet is created that maps probabilities, impacts, and hence risk values. Individual values that determine the magnitude of the impact and probability may vary from one organization to another. In the third step, proposals for measures are being drawn up to reduce the risk levels to an acceptable level. Again, the table created for these suggestions will be expanded. In the final step, the overall risk value is assessed and the project as a whole evaluates whether it is risky or not. In case of high risk, it is advisable to recommend special measures (such as time, financial reserve) or the project to recommend not to implement (Ježková, 2013).

1.7 Time planning

One of the integral parts of each project is the timetable of the steps or schedule of the project. Its contents are the terms and time range of the individual work on the project together with their interdependence. The timetable gives us a comprehensive view of the timing of the project in terms of the individual milestones of the project (Kerzner, 2013).

Milestones of the project

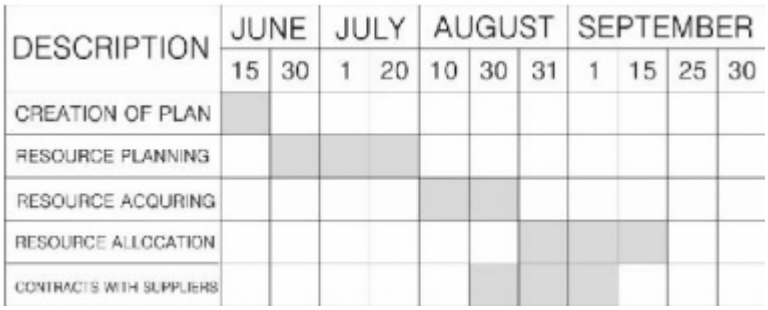
Milestones are defined as an important event on a project, represented by the time when the product is being evaluated and measured. In the timetable, a milestone is usually represented by a zero duration. This is an event (or a condition) when the defined stage of the project or a group of related tasks is completed. Once all milestones are reached, the project is completed (Heldman, 2013).

However, the milestone may be considered as the approval and signing of the project output, which of course may not have a zero duration. Other examples include application testing, approval of a contract, or completion of research. Each milestone should include an entry in the list that determines whether a milestone is mandatory (or must be respected), or only an optional (Heldman, 2013).

Gantt's charts

Gantt charts are especially useful for better visualization of the duration of each activity. Their creator, H. I. Gantt, introduced them during the First World War when there were no longer enough lists of calendar data for the construction of the seagoing ships with individual acts and end dates (Bentley, 2010).

The great advantage of these diagrams is their simplicity both in terms of understanding and in terms of creation itself. The principle consists of a table layout of the individual activities and milestones of the project at a time when each row represents a single activity (or milestone) and its course is interpreted graphically as a line. Logically, we usually structure events according to the date of their possible commencement or follow-up of activity within the WBS package of activities. In the "first line of a table" is usually define a timeline, divided by the project's needs (e.g. after weeks or months) (Hanzelková, 2017).



Picture 5: Illustration of Gantt chart (Source: own)

1.8 Cost and Budget

According to Kerzner (2013), an integral part of the planning and implementation of the project itself is the area of cost and resource management. Cost management consists of three activities. Estimation of costs, budgeting of costs and control of costs. This includes a budget, which should contain all information about the expected use of all resources, both in summary and in the breakdown of individual cost types. Projects are most likely to distinguish costs (Hanzelková, 2017):

- **Direct costs** - costs directly related to the implementation of specific project activities. An example may be the cost of project staff, material, services, etc…

- **Indirect costs** - costs that cannot be uniquely assigned to the project because they are common to the entire organization. An example may be the cost of building operations, taxes, etc…
- **Other costs** - costs not falling into the previous categories, the value of which is determined by specific analyses. An example may be the provisioning of reserves for risk coverage, commissions, etc…

Costs can be estimated in several different ways, for example, estimates of costs based on historical information of the organization, especially past projects; estimates are made up of managers or team members whose experience and knowledge of the subject matter are profitable to use; cost estimation according to previously known parameters or costs determined on the basis of an analysis of the potential suppliers' offers (Doležal, 2016).

The budget for the project consists of estimating and planning costs and revenues. The rough initial cost estimate is already in pre-project phase. At the project stage, a preferable budget is created. An important role in the project budget is also the creation of reserves. This is in particular to cover the risks arising from the project. The amount of reserves mostly corresponds to a specified percentage of total project expenditure but it is possible to set apart reserves for individual and specific budget items (Svozilová, 2016).

2 Analysis of the contemporary situation

The analysis of the current situation is firstly focused on the introduction of the company Okruháři, s. r. o. and their mission. Secondly, it is focused on the event *circuit day,* analysis of the previous years and the evolution of the event during the past years, followed by a swot analysis, that will help the company outline the potential and threats of the previous events, that may affect the future event. Based on the analysis of current situation a new solution is proposed based on the requirements for change.

2.1 About the company

The company is known within the community of riders as an *Okruháři* (the meaning could be described as a "guys from circuit" or "circuit riders") because their passion is to ride a motorbike on a circuit, mostly Masaryk´s Circuit in Brno, Czech Republic. In 2009 group of friends (racing riders), decide to share their passion with the other amateur riders and *Okruháři* was begun. Firstly, they started to share their experiences from racing competitions via photo reports. Secondly, they tried to share their personal riding experiences via articles with photos and recommendations, they wanted to help the riders to feel better and safer on a road. The initial idea was born, to help them physically, not just via photo reports or articles and they organised the *circuit day* for riders, who ride their motorbikes just for fun, not professionally (Kadlčík, 2017).

Picture 6: Logo of the company (Source: Okruhari.cz)

The company Okruháři, s. r. o. was established on the 26th February 2014 by Miloš Sochor, Roman Kadlčík and Jan Stárek. All of them are the founders, executives and companions of the company, with the same rights (Justice.cz, 2018).

Miloš Sochor is an enthusiast and admirer of every form of motorcycling. On roads and circuits, he reached over 500,000 km. From the past, it is worth mentioning, that in 2010 he became a Team Champion of the Czech Republic in Sports Motor Cycling (ČMF), in 2003 Clifford Cycles he was a team driver in the USA (Championship Cup Series). For the company, his responsibilities are Circuit Days and Marketing (Okruhari.cz, 2018a).

Roman Kadlčík is an editor in chief and webmaster of Okruháři.cz, instructor of Circuit Days and racing rider of Okruháři.cz racing team, focused on driving technique and motorcycle technique. Former competitor and winner of the Czech Endurance Cup 2 in 2011 (Okruhari.cz, 2018a).

Jan Stárek is an enthusiastic rider and exclusive photographer of the company. Externally the company cooperates with other professional riders and instructors (Okruhari.cz, 2018a).

Okruháři is event organisers and journalists in the field of motorsport with their own production photo & video team. They offer professional photo & video services from the field of motorsport (for racing agencies and racing teams, including MotoGP). They organise the Circuit Days and Off-road days (they teach beginners how to ride on enduro motorcycles). Okruháři organise the Tour de Europe - breathtaking moto trips to distant corners of Europe. They review motorcycles and moto products for their website and the most frequently visited magazine in the Czech Republic - MotoHouse. Their website, Okruháři.cz, is a comprehensive knowledge base for riders on the circuit. Riders can find there all the information about events, section "tests and review", news, reports and thousands of articles focused not only on driving techniques and motorcycles (Okruhari.cz, 2018b).

The company was not established in order to make a profit, their mission was to inform and help the riding community. They love riding on circuits more than anything else. For them, it's the best experience you can get on a motorbike and they want to share that feeling through Circuit Days. Okruháři knows, that none was born with the experiences and one day on the circuit can help them to gain more experience than the whole season

on the road. Their goal is to familiarize the riders with the essence of circuit riding with a carefully prepared theory of riding by experienced instructors who are available throughout the day. By riding on the circuit, riders will avoid dense traffic, slippery and dirty roads. They do not have to think about radars and speed limits, and they can concentrate purely on themselves, on their ride. Riding on a circuit helps riders improve their riding skills and they can enjoy their motorbike to the maximum (Kadlčík, 2017).

Partners and Sponsors

The company Okruháři, s. r. o. is supported from the side of their partners and sponsors. During the years the company has built up strong relationships, based on good experiences and long going friendship, with all of them. Generally, the community of moto riders and bikers is really strong (Okruhari.cz, 2018c).

Picture 7: Logo of partner (Source: Okruhari.cz)

For many years the company cooperates with moto shop Bonmoto.cz, which is the exclusive supplier of HJC helmets for the Czech Republic. Bonmoto sells the helmets, clothes and equipment for moto riders and with its offer is one of the biggest in Czechia (Okruhari.cz, 2018c).

Another important partner is Moto-Pneu.cz and MotoXN.

Picture 8: Logo of partner (Source: Okruhari.cz)

Moto-pneu is one of the largest Czech e-shops with motorcycle tires. Its greatest advantage, apart from low prices is, that they always guarantee fresh tires. As a partner of Circuit Days also provides advice on choosing the right tire for you and your bike (Okruhari.cz, 2018c).

Picture 9: Logo of partner (Source: Okruhari.cz)

MotoXN has been focusing on basic and professional motorcycle service since 2008. They are specialized in the overall adaptation of motorcycles for sports purposes. Their mission is a satisfied customer and honestly done work (Okruhari.cz, 2018c).

Picture 10: Logo of partner (Source: Okruhari.cz)

PSÍ is a Czech manufacturer of high-quality moto wear. They are sewn in the Czech Republic, they are not China imports. Their products can be tailored to the needs of the customer and offer a very safe racing suit. Also, the print centre GNT in Brno supports the company, with their high-quality prints (Okruhari.cz, 2018c).

Okruháři, s. r. o. has also their representation with media partners, where they contribute with their articles, reviews, reports from tours and races. Their media partners are (Okruhari.cz, 2018c):

Picture 11: Logo of partner (Source: Okruhari.cz)

2.2 About the event

During Circuit Days, Okruháři try to improve the teaching of safe circuit driving. Therefore, they decided to start their sixth season with a brand new format of Circuit Days. The new program reflects the requirements that have been collected by the participants over the years (more than 2000 bikers). Circuit Days are organised for the purpose of improving the riding skills on the circuit as well as riding in every day. Circuit Days are run during the moto season, once a month (May, June, July and August) (Kadlčík, 2017).

Circuit days - organised until 2017

According to Kadlčík (2017), in the past, Circuit Days were not well organised, the capacity of participants was too high (130 riders) and sometimes, it was very chaotic. Customers were complained about the time management, organisation and lack of the theory. Circuit Days have been organised on weekdays which caused problems for the participants, who have to take a day off from their jobs or they cannot participate in the event. Price was 2.990,- CZK per rider.

Table 1: Old program (Source: Kadlčík)

PROGRAM	
Circuit Days 2011 -2016	
9:00	Arriving on a circuit
10:00	Registration and technical inspection
11:00	Theory of riding
12:30	Lunch break
13:30	Riding on the circuit
17:00	Photo shooting
17:30	Official ending of the event

The new format of Circuit Days

The new program reflects the requirements that Okruháři have collected over the years. New Circuit Days are organised only on bank holidays or weekends. It offers historically the most time on the track (a combination of the polygon and the major circuit of Automotodrom Brno) and transmits the maximum amount of theory from the classroom straight to the track where the elements of riding on the circuit are tested (Sochor, 2017).

The whole day on the circuit begins with registration and every motorcycle and rider must go through a technical check before entering the track. The following aspects are checked for each motorcycle and rider (Okruhari.cz, 2018d):

- Wear tires and brake pads.
- Gas handle returns freely to the closed position.
- The tightness of operational fluids, oil filter and shock absorbers.
- Integral helmet, motorcycle gloves and boots (over ankles), protectors.
- The racing suit (leather or textile), the two-piece suit should have the ability to be fastened.
- A spine protector is recommended.

After the registration, the Circuit Day continues in the classroom with a lot of theory, where instructors talk about topics that include the preparation and technical state of the motorcycle (necessary for safe and fast riding on the circuit). Instructors show participants videos and photographs (capturing the correct/right track or position of the body on a motorbike), which serves them as a practical tool, how to point out the most common rider´s mistakes. There is also a thorough analysis of the track, including more insidious passages and information about them. Instructors give them all the information about riding rules on the circuit and flag signalling, safety rules, proper application of brakes and gas, tire selection, etc... (Okruhari.cz, 2018e).

Picture 12: Theory (Source: Okruhari.cz)

The newly acquired information needs to be applied in practice, so it is acompletely new part of the Circuit Days program to incorporate the theory from the classroom straight on the track - Polygon. Polygon is a test track in the middle of Masaryk´s Circuit, which serves riders for practising (Okruhari.cz, 2018e).

Picture 13: Polygon (Source: Okruhari.cz)

The first part of the day, before riding on a large track, takes place on a polygon, where the elements of advanced riding are trained in three different locations. The individual exercises are firstly explained and illustrated by the instructor, then each participant tries to practice it by themselves (Okruhari.cz, 2018d).

The first station is a circle-shaped track. Here is the training of the correct/right movement, the overall position of the body and especially the rider´s view of how to pass through the curve. For advanced riders, for example, there is a great space, where they can to try out their first "knee" as it is a safe and virtually endless circuit, where they can practice more tilt on each knee. The second station is a violin-shaped track. The rider traverses the track which copies the violin shape and trains the above-mentioned view as well as the movement of the body in a fast turn of turns. Therefore, a smooth, side-to-side movement is practised in order not to distract the rhythm of the ride. The third stop is the right track. It is the longest part of the polygon, where are variations of right and left turns/curves, climbs, descent, and a number of other elements that complicate choosing the right track. Mainly it is practised there how to pass through the turn/curve but always in such way that the riders are effectively passing the curve or plane that follows (Sochor, 2017).

As soon as the participants complete all three exercises, the program continues to run across the polygon track where all three stations are joined in one circuit. Before entering the "adult" track, the rider has the opportunity to get the newly acquired information and

experience under the skin on a 1.3 km long circuit. Riders are divided into three performance groups, the first ride on track is with instructors in the "train" formation. All rides take place under the supervision of instructors. It's the perfect way how to warm up riders before they enter the big track (Okruhari.cz, 2018e).

Picture 14: Practising on Polygon (Source: Okruhari.cz)

The second half of the day belongs to riding on the legendary Brno circuit. Riders are divided into two performance groups and they are ready for 3x20 minutes on the racetrack. After the training on the polygon, it was clear to all, that the new type of training, provided before entering the main track, was worth it. All the instructors agreed that the riders made a great improvement of themselves throughout the day and they really knew what to do while driving on the circuit (Okruhari.cz, 2018d).

Picture 15: Masaryk´s Circuit (Source: Okruhari.cz)

Experienced instructors and mechanics are available whole day with the option of booking an instructor for individual lessons. The professional mechanic during the whole event will help riders with the motorcycle setup and technique, proper maintenance and service. Other services as a continual medical and fire service, possibility to borrow HJC helmets directly on the track, professional photographer, rest zone (including toilets, etc.), fuel directly on the circuit and restaurant will be available all day (Okruhari.cz, 2018d).

The new format of Circuit days is for 90 participants only. Standard price for one rider is 3.990,- CZK, for first 40 riders is special price 2.900,- in advance. The price two weeks before the event is 5.200,- CZK. However, it is usually sold out for the "standard price" two months before the event (Okruhari.cz, 2018d).

Table 2: Program – new format (Source: Kadlčík)

PROGRAM	
Circuit Days - 2017	
8:00	Arriving on a circuit
9:00	Registration and technical inspection
10:00	Theory of riding
12:00	Lunch break
13:00	Practising the theory - Polygon
15:00	Free rides - Polygon
18:00	Free rides - Masaryk´s circuit
20:00	Photo shooting
20:30	Official ending of the event

2.3 Feedback and lesson learned

After every event of Circuit Days Okruháři receive the feedback through various formats. The most common way of giving the feedback from the participants is personally after the event. It the most beneficial way for the organising team, because they can discuss all points and requirements easily. Other ways are via e-mails or comments on their

Facebook page. The new format of Circuit Days had many positive reactions, but there were also some points and space for improvement in the future (Stárek, 2017).

Feedback

- Masaryk´s Circuit – amazing track, where the Grand Prix is organised, a lot of space and diversity of roads and curves. Amazing experience.
- Practising at Polygon – the most useful part of the day, instructors were prompt and helpful.
- Serviceability of Automotodrom Brno – great background where you can find a gas station, restaurant, ATM, wifi, toilets and showers.
- Classroom – during the summer days was too hot and heavy air. Sometimes there were troubles with a microphone, it was harder to hear the instructors.
- The theory given by instructors was sufficient.
- Lower capacity of participants – instructors agreed that lower capacity of riders was better than in previous seasons, they had more space for individual requirements.
- Early start of the event – for some participants who travel from a larger distance it was difficult to be there at 8 am.
- The frequency of the event – Circuit Days are organised only four times a year, it is almost impossible to register for next circuit day because the event is sold out.
- Organisers agreed, that management of the event was not sufficient enough. In the classroom, there were moments, when instructors did not know, who is on the turn with the theory. Also, the riders did not know, to which group they belong to on the Polygon or whether they should start (on which station). There is a need to improve the management of the event.

Lesson learned

- To continue with that great event and the new format of Circuit days at Automotodrom Brno.
- For hot summer days add some electric fans, in case that the air-conditioning is not working well.

- To have a spare microphone for the case when the previous one stop working or try to change it for a different type of microphone.
- For participants, who are travelling from a larger distance, make an offer on accommodation near to the circuit. Try to manage discount with the hotel for them.
- For future to consider the possibility of increasing the number of Circuit Days. Also to consider the possibility of adding the Circuit Day for Advanced Riders.
- To manage the event as a project could help the company in several cases. Careful planning and increased control leads to the creation of optimal conditions for the successful achievement of project goals and management. Providing greater responsibility and authority to project team members could help the company to soften the chaotic ways of managing the event. With such an approach, the company can achieve significantly better results thanks to a higher stakeholder initiative. For the company, the basis of the successful event is project management and flexible exchange of information.

2.4 Summary and Sustainability of the event

Compared to previous years, team organization has improved. The number of participants has been reduced from 130 participants on 90 riders, even thou the given theory was more detailed. There was added completely new part of the day – practising on polygon test track. This gives the possibility of riding on two circuits in one day. Newly the Circuit days are organised during the weekend or on bank holidays, not during the week as it was in previous seasons. The standard price increased from 2.990,-CZK on 3.990,-CZK with the possibility for first 40 riders to buy the ticket in advance for a special price – 2.990,-CZK. For that price participant gets the historically most of time spent on the circuit (Masaryk´s and Polygon), feedback immediately after their ride, technical support and photos from a professional photographer from the whole day (Kadlčík, 2017).

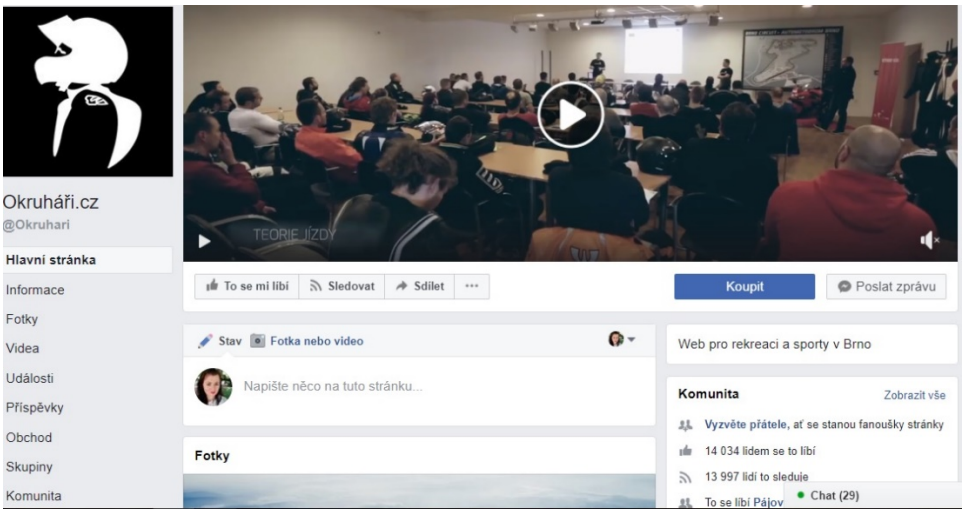
The event is supported from the side of sponsors and media partners. Company Bonmoto borrowed the HJC testing helmets for riders and instructors. Tires are supplied by MOTO-

PNEU.CZ. The technical part of the event is supported by the experienced mechanics from MotoXN. Customers can find all the important information about the event on the website Okruháři.cz (Stárek, 2017).

The decision to organise Circuit Days 2018 was made immediately after the successful new format of Circuit Days 2017 and continues with this program in the next years. To ensure, that the event is going to be sustainable in the future, the organising team will continuously improve the event by learning from mistakes, they will work more on marketing and will build the brand. They will work on new ideas and will try to innovate the next seasons, to make sure, that every season will be special (Kadlčík, 2017).

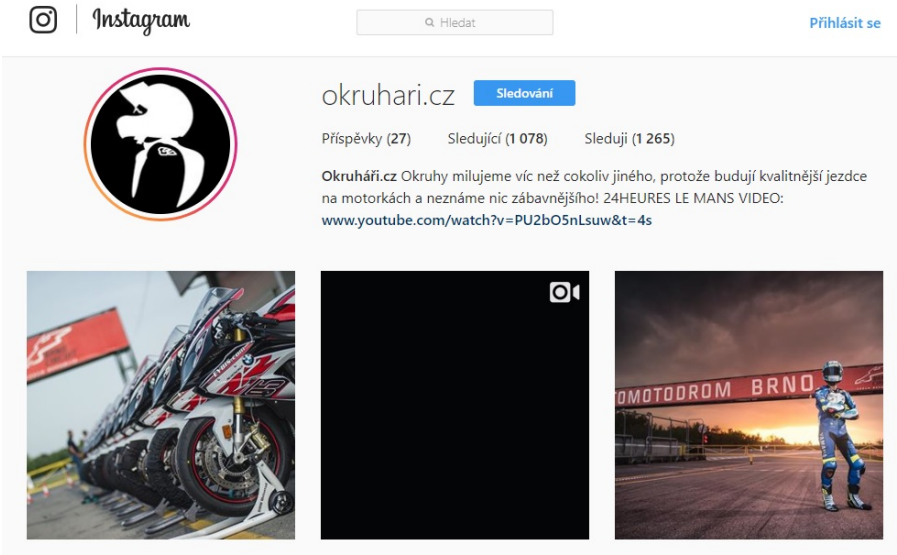
Regular communication with all participants of the event (riders, partners, instructors) strengthens the awareness about the event. Marketing of the event is based on a web page, Facebook and Instagram page of the company, there is all actual information about the event. Facebook event is stablished for each circuit day, for the purpose to keep all participants and fans of the event informed regarding to updates, important dates, organisation information etc. Time-to-time there are videos or photos from previous seasons released on the Facebook for the participants to stay tuned. Furthermore, the organising team ensures that after the event there are enough photos shared online, so the participants will have beautiful memories (Stárek, 2017).

Besides these marketing channels, there is also advertisement targeted to all fans of the motorcycle world via their media partners. Names of the sponsors and media partners are usually mentioned in the propagation materials, websites and the organisers also mention that during the event.



Picture 16: Company´s Facebook page (Source: Facebook.com)

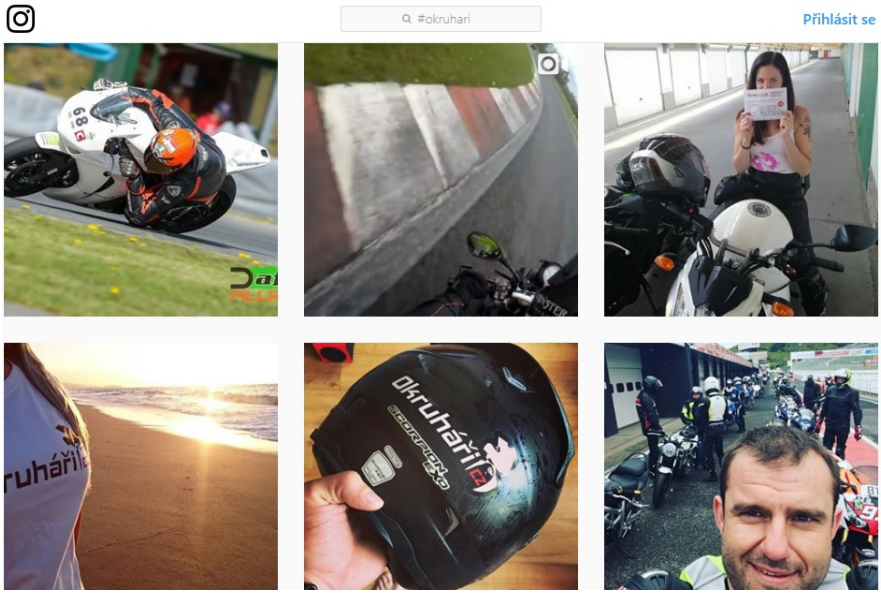
The Facebook page of the company is dedicated to posts about the Circuit Days (news and updates, photos, videos etc.), upcoming events, interesting news and events from "moto world". Fans could find here videos and photos from the "life on the circuit". Time-to-time there is a prize competition (free t-shirts or hoodies with logo "okruháři", free tickets or discounts for shopping) (Facebook.com, 2018).



Picture 17: Company´s Instagram page (Source: Instagram.com)

Instagram page Okruháři.cz is more dedicated to the circuit. Every post or photo is connected with the circuit with some interesting topic, for example, 13 inseparable things which belong on the circuit – each thing has its own post and it creates the story. "Ista-stories" shows the actual happening of the company, what the members of the company

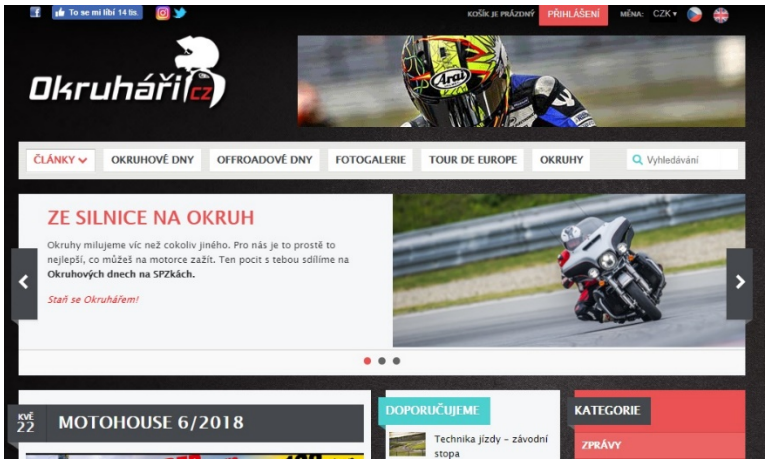
doing or want to share immediately with their followers. There is also a hashtag **#okruhari,** where all fans could tag their photos and videos from the circuit. This allows the organising team to watch the fans, how they are prepared for the event or how they enjoy it (Instagram.com, 2018).



Picture 18: hastag okruhari (Source: Instagram.com)

Facebook and Instagram are good marketing tools, which could be used as a zero-cost advertisement for the event.

Website of the company is http://www.okruhari.cz, it is the greatest source of all kind of information. Roman Kadlčík, the member of the team Okruháři, has the responsibility for its creation and all updates. All the partners of the company have advertising banners here. The web page is divided into several parts, where all the fans could find the information about the events as a Circuit Days, Offroad days or Tour de Europe as well as the articles, news and reviews from the motorcycling world. In the section Circuit Days are all the information about the event – dates, a program with photo documentation and the reservation system, where riders can buy the tickets for the event. In the case of any queries, people can use the section contacts (Okruhari.cz, 2018b).



Picture 19: Website of the company (Source: Okruhari.cz)

Continuous improvement facilitates the sustainability of the event. Crucial attributes are the program, marketing of the event, communication and people. The team members are not educated in Project Management, so the development of people is very important. It would be beneficial for them to organise a workshop about the project management and learn them, how the event could be realised efficiently and professionally. Also, the social channels such as Facebook or Instagram could be used more effectively for the advertisement of the event. Another improvement is based on the given feedback, mostly connected to organisational issues.

2.5 Analysis of the competition

Looking at the competition of such event as the Circuit Day is, there is no equal competitor for the company. In the Czech Republic, there are other circuits or auto-motodroms, but they are used for racing purposes only.

Automotodrom in Brno organise “Rides for Public”. This kind of event has totally different character then Circuit Days organised by Okruháři.

The public rides are a unique opportunity for motorcyclists to test their machine's limits in a secure race track environment. One ride lasts 25 minutes and only a limited number of motorcyclists are allowed to run on the track so that the maximum safety of all participants is maintained. During the public rides, Automotodrom Brno provides all the usual services for riding on the track, including line commissioners and health service.

The price is 600,- CZK per 25min of riding and the limited number is 45 riders per 25 min (Automotodrombrno.cz, 2018).

Automotodrom in Most organise “course of safe driving”. The course is aimed at acquiring the skills of safe riding on a motorcycle and dealing with a crisis situations on the road. It is suitable for beginning bikers. The theoretical part includes driving techniques, crisis situations and their prediction. It is conducted in the form of a discussion on a given topic. The practical part aims at mastering the stability and control of the motorcycle, the correct turning, the braking technique at different speeds, avoiding maneuvers in crisis situations. The maximum capacity is 10 riders per course and the price is 3.025,- CZK per participant (Autodrom-most.cz, 2018).

The Circuit Days organised by Okruháři with the service they offer make a unique event, with no competitors within the Czech Republic and makes it more attractive to everyone.

2.6 SWOT analysis

The SWOT analysis of the company and their event Circut Day focuses on the strengths and weaknesses as well as on the important impacts from the outside environment and therefore possible threats but also opportunities.

Table 3: Swot analysis (Source: own)

	HELPFUL	HARMFUL
INTERNAL FACTORS	**STRENGTHS**	**WEAKNESSES**
	• Location of the event • Knowledge and experience of the organizer • Competitive pricing • Long-term duration on market • The good reputation of the company • Permanent demand for the event - sold out • Relations between the "moto" community • Website of the company	• Insufficient use of social networks • The low number of team members • The insufficient organisation of the event • Insufficient project management • The limited capacity of participants
EXTERNAL FACTORS	**OPPORTUNITIES**	**THREATS**
	• The profitable character of the event • Increasing loyalty of riders • Attracting new riders • Use of social network, marketing communication • The innovation of the event - extra program • Attracting new partners and sponsors	• The creation of new competition in the market • Increasing costs • Weather • Loss of sponsors

STRENGTHS

The company has a long-standing tradition and good reputation in the biker community. They are experienced in their field, two members of the company are also the instructors for the Circuit Days. The website of the company is well designed, clear with all the important information from the motorcycling world and from the circuit as well. Fans can find here kind of "tutorials" how to ride on a circuit and what to avoid in their common rider´s life. Also, the location of the event is great, legendary Masaryk´s circuit, where the Moto GP is organised, is an attractive place for all riders and fans. The relationships within the motorcycling community are very strong, helpful and supportive. There is a permanent increasing demand for the events organised by Okruháři. Circuit days are always totally sold out 3 months in advance (Sochor, 2017).

WEAKNESSES

The organisation of team members and event is insufficient. Coordination of the whole event is problematic, the number of team members is low, the systematism is missing. The organising team is not using the tools of project management effectively. Also, the marketing communication channels and social networks are not used sufficiently, there is a significant space for improvement. The limitation on the participants capacity, in the case where all the dates of days on the circuit are sold out, force the customers to look for the substitution of the event, it could be also an opportunity for new competitors.

OPPORTUNITIES

The company could work on motivation and increase the loyalty of their customers, for example, discounts for next courses, discounts on shopping at their partners etc. Sufficient use of social networks could attract new customers as well as innovation of the event, for example, to add some extra/special program, interesting guests, to divide the event into two separate events for beginners and advanced etc. Changes and innovation could be also attractive for new potential partners and sponsors. The event is profitable, it is totally sold out in advance and demand is still increasing. In the case of increasing the prices or frequency of the event, the company could generate higher profit.

THREATS

Increasing cost from the side of Automotodrom Brno could endanger the company. Thanks to the open market in the Czech Republic, there is an opportunity for new competitors to organise similar event and services. The Circuit Days are mostly an outdoor activity, so the threat of bad weather is affecting the process of the event. The loss of an important sponsor or partner could frustrate the operation and promotion of the company.

2.7 Sum up of findings of the event

Before moving to proposals, there are some good points to be mentioned, which are helpful to conclude the part about the current situation of the company.

The company Okruháři, s. r. o. is successful and experienced in their field of competence. Their progress in organising the events, especially the new format of Circuit Days made their position on the market even stronger. On the other hand, there is still enough space for improvement. Stronger project management could help the company with the organisation and make the event more clear and systematic. It could help the organising team to avoid chaotic situations or any issue during the day on the circuit. Also, the idea to innovate the event with some extra or special program could attract new customers. Nowadays, the power of social media is significant a using this networks effectively will help the company with future development and performance.

3 Proposal of solution

The content of Chapter 3 is the project planning itself, the reasons and recommendations for its implementation, along with its added value for the company. An essential part of the project is the description of the project and the objective of the project. The planning phase of the project is done through the WBS method together with the time and risk analysis of the project, in terms of its feasibility.

The proposals are set up on the previous analyses from the Chapter 2. All the information is supported by interviews with owners of the company, members of organising team and instructors of Circuit Days. Chapter 3 utilises Project Management methods and theoretical knowledge from the Chapter 1.

The important information to be mentioned is, that the pre-project phase, was already completed. The analysis of opportunities and feasibility was made in 2011 before the introduction of the first event. The idea of realising the event was successful and approved for next years. Therefore, the proposals start at the initiation phase of the project.

3.1 Initiation phase

A decision to continue in the new format of the event was made. In order to react to customers feedbacks and requirements, the author of this thesis recommended to add one more day on the circuit, make the event special and open it up for the public. For the success of the event, it is necessary to have a clearly defined process for the project, as well as stakeholders, project objectives, project team and their responsibilities, expected outputs and milestones. These elements create a document for the company, which could be used as a source of information for the project.

3.1.1 Project stakeholders

The project organisation could be affected by interested parties, or the realization of the project could affect them. For the smooth flow of the project, it is crucial to know them and ensure the reliable communication within them.

The important stakeholders for the project are:

- Organising team
- Realising team, instructors and assistants
- Firefighters and rescue service
- Family and friends of the project team
- Project sponsors
- Partners
- Media
- Guests/Performers
- Automotodrom Brno
- Riders
- Public

3.1.2 PROJECT GOAL

The key success factor for the company is to correctly define the project objectives. As the theory in Chapter 1 declares, the formulation of the project goal is crucial. SMART technique is a helpful tool, for right definition of the project. The goal of the project could be defined followingly:

To organise the Circuit day: Closing up the season with Okruháři.cz for 90 riders and 500 viewers on 28th September 2018 on Masaryk´s circuit – Automotodrom Brno.

- ✓ **Specific** – the specificity of the goal is accomplished, the regular event of Circuit Days is specialized by the "closing up the season" and going to be done. Newly the event is going to be open for the public in order to increase the awareness about the company and their services. There will be a special program for the public with some interesting guests, guided tours and Moto School. For rides, there will be some changes as well, for example, racing competition in the end of the day.
- ✓ **Measurable** – there are various characteristics which could be measured, such as the capacity of riders or viewers, the duration of the event, the number of team

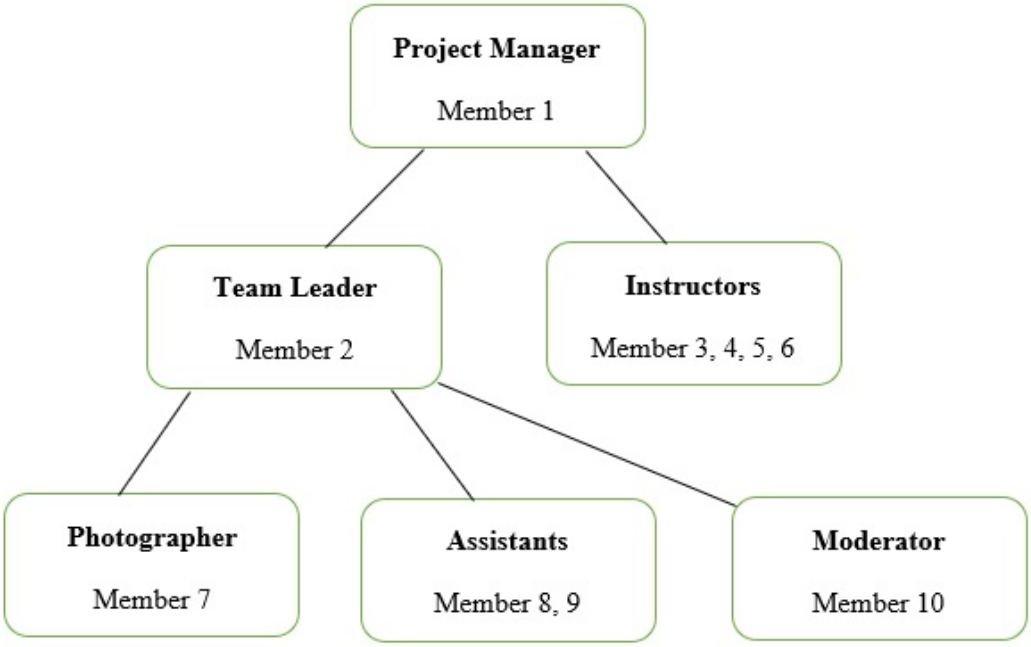
members, instructors and assistants, the budget of the project, the duration of the project from the initiation phase till the project evaluation. All these attributes should help to determine the achievability of the event.

- ✓ **Achievable** - the achievement of the partial project objectives was strictly divided into the individual activities and tasks. These tasks are assigned to the project manager, who is responsible for the project management and further delegates these tasks among the members of the project team who are responsible for their actions.
- ✓ **Realistic** – the Circuit Days for 90 or more riders were successfully organised in previous years, so there is the realistic feasibility of organisation this event again.
- ✓ **Time-bound** – the date and time duration of the event is clearly stated.

Benefits of the project are mainly to increase the awareness of the general public about the company and their services, as well as to attract new customers for their events.

3.1.3 PROJECT TEAM

For the smooth realisation of the project, the project team should consist of at least 10 members. The members number 1, 2 and 7 are also the co-owners of the company and organisers of the event. In the previous years the project team were consisted less number of members, however, changes in program and open it up the event for public requires more people. Also, it would be beneficial for the company, to have backup helpers as family members, in case of some sudden or unpredictable occurrence (Sochor, 2017).



Picture 20: Project team (Source: own)

3.2 Planning phase

A key part of the project is planning phase, where the organising team developes the project plan in detail. Firstly, it is important to think about the whole project in advance. Secondly, to identify all activities which need to be done before, during and after the event. These steps will help organisers to ensure, that project is run smoothly. Project planning should consist of the following tasks: breakdown of project structure, risk determining, time and budget planning.

3.2.1 Required outputs

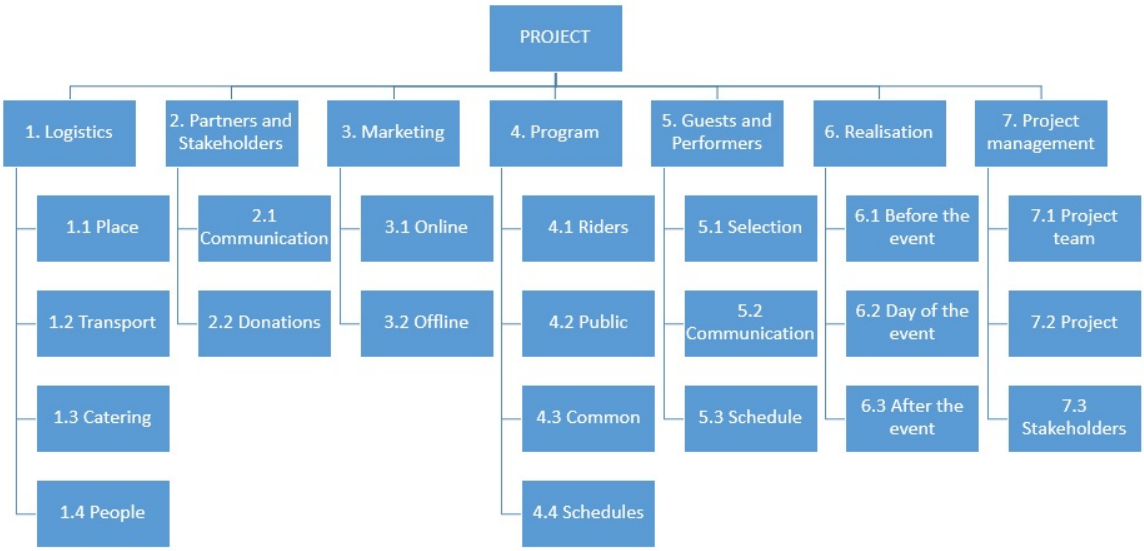
The clear goal of the project was set up. There are determined essential outputs, which are needed to be manage to achieve this goal. Regarding to the Circuit Day project, the suggested outputs are following:

1. **Logistics** – this feature is including everything, what is connected to the location of the event, the transportation, catering or people.

2. **Partners and stakeholders** – communication within the company´s partners is very important, good business relationships are beneficial for possible financial support and prizes for the contests.
3. **Marketing** – the creation of the event campaign is crucial for the company. The marketing campaign could help the company to draw the potential customers and the general public attention for up-coming events.
4. **Program** – to create an interesting program is one of the most important things within the project realisation, to prepare a useful program for riders and entertaining program for the public.
5. **Guests/Performers** – to address interesting guests from the motorcycling world such as Czech professional riders will help the company to make the program special and attract more customers.
6. **Realisation** – planning, preparation of schedules and management of the event is essential for the smooth realisation of the project
7. **Project Management** – to manage the project, to control team members and ensure, that the goals will be met is a necessary element in the realisation of the whole event.

3.2.2 WBS

Work Breakdown Structure is a great tool to identify the important activities of the project. After defining the required outputs, the WBS can be created. It could also help the company to point out the important milestones, risk and responsibilities. WBS could serve the company as a "cookbook" of the project. Name of the project: **Circuit Days** and project goal: **To organise the Circuit day: Closing up the season with Okruháři.cz for 90 riders and 500 viewers on 28th September 2018 on Masaryk´s circuit – Automotodrom Brno**, are already identified, as well as the outputs of the project. It is necessary to break them down into individual parts, which make it possible to assign a responsible person, date, risk or costs of each activity.



Picture 21: Project WBS (Source: own)

Tasks of the project could be break down followingly:

Output – **LOGISTICS**

1. PLACE

1.1 RIDERS
1.1.1 REGISTRATION
1.1.1.1 Papers/Documents
1.1.1.2 Table, chairs
1.1.1.3 Commercial banners
1.1.2 TECHNICAL CHECK-OUT
1.1.2.1 Tools
1.1.2.2 Documents
1.1.3 CLASSROOM
1.1.3.1 Tables, chairs
1.1.3.2 Air-conditioning, fans
1.1.3.3 Screen and Projector
1.1.3.4 Microphones
1.1.3.5 Sound system
1.1.3.6 Papers
1.1.3.7 Commercial banners
1.1.4 POLYGON
1.1.5 MASARYK´S CIRCUIT

1.2 PUBLIC
1.2.1 CASH DESK
1.2.1.1 Ticket selling/checking

1.2.1.2 Cash box
1.2.1.3 Tables, chairs
1.2.1.4 Tickets
1.2.1.5 Commercial banners
1.2.2 STAGE
1.2.2.1 Podium
1.2.2.2 Sound
1.2.2.3 Microphone
1.2.3 OPEN AREA
1.2.3.1 Place for performance
1.2.3.2 Area for Moto School
1.2.3.3 Rest zone
1.2.3.4 Photo shooting spot/wall
1.2.3.5 Catering

1.3 OTHERS
1.3.1 PLACE FOR STANDS (partners, sponsors)
1.3.2 LAYOUT

2. TRANSPORT

2.1 RIDERS
2.1.1 Car, Motorcycle
2.1.2 Orientation signs, navigation – maps

2.2 STAKEHOLDERS
2.2.1 Car, Motorcycle
2.2.2 Taxi
2.2.3 Public transportation
2.2.4 Orientation signs, navigation – maps

2.3 TECHNOLOGY AND ITEMS
2.3.1 Vans
2.3.2 Cars of Organisational Team Members

2.4 PARKING
2.4.1 Parking layout for riders
2.4.2 Parking layout for project team members
2.4.3 Parking layout for public
2.4.4 Parking layout for guests
2.4.5 Parking layout for sponsors and partners
2.4.6 Parking layout for catering
2.4.7 Signs and navigations

3.1 CATERING
3.1.1 Contract with catering supplier
3.1.2 Refreshment for project team and guests
3.1.3 Refreshment for the public

4.1 PEOPLE

4.1.1 INTERNAL PEOPLE

4.1.1.1 Organising team
4.1.1.2 Instructors
4.1.1.3 Assistants
4.1.1.4 Photographer
4.1.1.5 Moderator
4.1.1.6 Helpmates

4.1.2 EXTERNAL PEOPLE

4.1.2.1 Technical support
4.1.2.2 Ambulance
4.1.2.3 Fire-fighters
4.1.2.4 Guests
4.1.2.5 Partners and Sponsors
4.1.2.6 Security

Output – **PARTNERS AND STAKEHOLDERS**

1. COMMUNICATION

1.1 COMMUNICATION WITH PARTNERS, GUESTS
1.1.1 Email
1.1.2 Phone
1.1.3 In person

1.2 COMMUNICATION WITH CUSTOMERS
1.2.1 Email
1.2.2 Facebook posts
1.2.3 Instagram posts
1.2.4 Website

2. DONATION

2.1 PRICES
2.1.1 Addressing the partners
2.1.2 Picking up the prices
2.1.3 Allocating the prices

2.2 CASH
2.2.1 Addressing the partners
2.2.2 Collect the donations

Output – **MARKETING**

1. ONLINE

1.1.WEBSITE
1.2.FACEBOOK

1.3.INSTAGRAM
1.4.EMAIL NEWSLETTERS
1.5.MEDIA PARTNERS
1.6.SPONSORS PROMOTION
1.7.GRAPHIC VISUALS

2. OFFLINE

2.1 PROMOTION MATERIALS
2.1.1 T-shirts
2.1.2 Hoodies
2.1.3 Hats
2.1.4 Keychains
2.1.5 Silicone bracelets
2.1.6 Billboards
2.1.7 Posters
2.1.8 Leaflets
2.1.9 Banners
2.2 OTHER EVENTS OF THE COMPANY
2.3 PARTNERS AND SPONSORS
2.4 EVENT ITSELF

Output – **PROGRAM**

1. PROGRAM FOR RIDERS

1.1 PAPERS
1.1.1 Registration
1.1.2 Technical check-out
1.1.3 Theory
1.2 OPENING SPEECH
1.3 INSTRUCTORS
1.4 SCHEDULES
1.5 AMBULANCE AND FIREFIGHTERS

2. ACCOMPANYING PROGRAM FOR PUBLIC

2.1 OPENING SPEECH
2.2 PERFORMERS
2.3 MOTO SCHOOL
2.4 GUIDED TOURS
2.5 PHOTOSHOOTING SPOT/WALL
2.6 SPOT FOR AUTOGRAPHS
2.7 CATERING
2.8 REST ZONE
2.9 SPONSORS

3. PROGRAM FOR ALL

3.1 RACE
3.1.1 Timer
3.1.2 Starting gun
3.1.3 Prices

3.2 PERFORMERS
3.3 PHOTOSHOOTING
3.4 CLOSING SPEECH

4. SCHEDULES
4.1 INTERNAL SCHEDULE FOR PROJECT TEAM MEMBERS
4.2 SCHEDULE FOR RIDERS
4.3 SCHEDULE FOR PUBLIC
4.4 SCHEDULE FORMODERATOR
4.5 SCHEDULE FOR GUESTS/PERFORMERS

Output – **GUESTS/PERFORMERS**

1. CHOOSING THE GUESTS
1.2 RESEARCH OF CZECH PROFESSIONAL RIDERS
1.3 ADDRESSING THE GUESTS
1.4 LIST OF GUESTS

2. COMMUNICATION
2.1 EMAIL
2.2 PHONE
2.3 IN PERSON

3. SCHEDULE
3.1 PERFORMANCE
3.2 AUTOGRAPHS

Output – **REALISATION**

1. BEFORE THE EVENT
1.1 TO DECIDE ABOUT CONTINUING THE EVENT
1.2 TO DECIDE ABOUT THE EVENT DATE
1.3 TO CONTACT THE AUTOMODROM BRNO AND RESERVE THE DATES
1.4 TO CONTACT THE FIRE-FIGHTERS, AMBULANCE AND RESERVE THE DATES
1.5 SET UP THE START DATE FOR SELLING THE TICKETS
1.6 TO COMMUNICATE WITH PARTNERS
1.7 TO ORDER PROMOTIONAL MATERIAL
1.8 ADDRESS THE SPONSORS ABOUT DONATIONS
1.9 COMMUNICATE WITH STAKEHOLDERS
1.10 SIGN THE CONTRACTS
1.10.1 Automotodrom Brno
1.10.2 Fire-fighters and Ambulance
1.10.3 Performers
1.10.4 Project team members
1.11 NAVIGATION SIGNS
1.12 TO CHECK-OUT ALL CONTRACTS ARE SIGNED
1.13 TO CHECK-OUT ALL TASKS ARE ALLOCATED

2. ONE DAY BEFORE THE EVENT

2.1 NAVIGATION SIGNS ARE ON PLACE
2.2 AREA IS PREPARED
2.2.1 Riders
2.2.2 Public
2.2.3 Performers
2.2.4 Moto School
2.2.5 Sponsors
2.2.6 Catering
2.3 PARKING IS PREPARED

3. THE DAY OF THE EVENT

3.1 RIDERS
3.1.1 Registration is set up
3.1.2 Technical check-out is set up
3.1.3 Classroom is prepared
3.1.4 Tracks are cleaned and prepared
3.1.5 Prices are on place

3.2 PUBLIC
3.2.1 Cash desk is ready
3.2.2 Stage is ready
3.2.3 Performers are ready
3.2.4 Moderator is ready
3.2.5 Moto School is on the place
3.2.6 Sponsors stands are on place
3.2.7 Catering is on the place

3.3 OTHERS
3.3.1 The project team is ready
3.3.2 The ambulance is on the place
3.3.3 Fire-fighters are on place
3.3.4 Technical support is ready

4. AFTER THE EVENT

4.1 TO CLEAN UP THE PLACE
4.2 TO THANK STAKEHOLDERS ON SOCIAL MEDIA
4.3 TO UPLOAD PHOTOS AND VIDEOS ON FACEBOOK
4.4 TO WRITE AN ARTICLE WITH PHOTOS AND VIDEOS ON COMPANY´S WEBSITE
4.5 TO CREATE A QUESTIONNAIRE REGARDED TO CUSTOMER'S FEEDBACK
4.6 TO SEND “thank you” EMAILS WITH QUESTIONNAIRE
4.7 EVALUATION OF THE EVENT

Output – **PROJECT MANAGEMENT**

1. PROJECT TEAM
1.1 ORGANISING TEAM
1.2 STATED PROJECT MANAGER
1.3 MANAGING OF PEOPLE
1.4 STATED TEAM LEADER
1.5 STATED TEAM MEMBERS
1.6 COMMUNICATION RULES
1.7 TEAM RULES
1.8 STATED RESPONSIBILITIES AND DUTIES

2. PROJECT
2.1 SUSTAINABILITY
2.2 MARKETING
2.3 PROJECT PLAN
2.4 PROJECT MILESTONES
2.4.1 To set up deadlines
2.4.2 To monitor deadlines
2.5 REPORTS
2.6 BUDGET
2.6.1 To create budget
2.6.2 To monitor budget
2.7 PROJECT EVALUATION

3. STAKEHOLDERS
3.1 AUTOMOTODROM BRNO
3.2 FIRE-FIGHTERS AND AMBULANCE
3.3 BUREAUCRACY AND LEGISLATIONS
3.4 PARTNERS
3.5 RIDERS
3.6 PUBLIC
3.7 PROJECT TEAM
3.8 CONTRACTS
3.9 COMMUNICATION

3.2.3 RACI Matrix

Once the project team is set up, there is a need for division of the project's activities and the competence of individual members. RACI Responsibility Matrix is a useful method for managing human resources, for assigning responsibilities of individuals in task or project in the company. The main reason for creating and using RACI matrix is the easy orientation in the individual activities, tasks and objectives of the whole project. In the following table, the RACI matrix was created to assign activities and tasks to individual members of the project team, and then determine the extent of their concern in fulfilling of the task. There are four levels of individuals concern, each member could be:

- **Responsible /R/** - physically performs the activity and is responsible for carrying out the task.
- **Accountable/Approver /A/** - is responsible for the control and execution of the task.
- **Consulted /C/** - is contacted and consult the task with the R and A. Bi-directional communication has to be conducted and some reaction is expected.
- **Informed /I/** - is informed about the process of the task or decisions in the task.

Table 4: RACI matrix (Source: own)

Number	Activity	Project manager	Team leader	Photographer	Instructors	Assistants	Moderator
1	Decision about continuing in the event	R	A	C	I	I	
2	Selection of event´s date	R	A	C	I	I	I
3	Contact the Automotodrom Brno and reserve the place and date	A	R				
4	Assembling the project team members	A	R	C	I	I	I
5	Arranging the estimated budget	R	A	C			
6	Communication with partners	I	A	R			
7	Communication with stakeholders	A	R	C	I	I	I
8	Developing the concept of the program	R	A	C	C	C	
9	Creation of schedules	R	A	C	C	I	I
10	Creation of parking maps	I	R	A			
11	Creation of transporting guide	I	A	R			
12	Creation of navigation maps	I	A	R			
13	Ongoing communication within the team	A	R	I	I	I	I
14	Ticket pricing	R	A	C			
15	Organising pre-sales of tickets	R	C	A	I	I	I
16	Ensuring the tickets selling on websites	R	I	A	I	I	I
17	Online marketing	R	C	A			
18	Offline marketing	C	A	R			
19	Ordering promotional materials	C	A	R			

20	Sponsor´s donations	I	A	R			
21	Ensuring of security and rescuers	I	I	C		R	A
22	Ensuring of catering	I	I	C		R	A
23	Ensuring of performers	R	C	A	I	I	I
24	Ensuring the stage and sound equipment	I	C	I		A	R
25	Creation of feedback questionnaire	C	A	R	C	C	C
26	All contracts are signed	R	A	I			
27	To get all technology and items on the place	I	R	A	I	I	I
28	Cleaning the venue before the event	I	I	A		R	
29	Preparation of the venue - riders	I	A	C	R		
30	Preparation of the venue - public	I	I	C		R	A
31	Preparation of the venue - partners	I	I	C		R	A
32	Organisation on the day of the event	R	A	A	C	C	C
33	Places are ready and set up	R	I	A	I	I	I
34	Ending of the event	A	R	C	I	C	I
35	Collecting the feedback during the event	I	I	I	C	A	R
36	Cleaning the venue after the event	I	A			R	
37	Evaluation of feedbacks	A	R	C	C	C	C
38	Evaluation of the whole event	R	A	C	C	C	C
39	To pay to the project team and any individuals connected with the event	R	A	I			

3.2.4 TIME PLANNING

Time planning is essential to effectively and efficiently manage the project. Several tasks need to be done in advance. The output of the time planning is a clearly defined timetable for the work itself. The time plan also works as a checklist of activities that are the needed to carry out the project. For highlighting the important activities and dates is used Gant chart in the Picture 22 and Milestones in Table 5, it provides simple and clear control of deadlines.

The table with important milestones serves the project manager to monitor the individual activities at the required deadline.

Table 5: Important milestones (Source: own)

Important milestones		**Responsibility**
Resolved place and date	**30.09.2017**	Member 1 and 2
Start of campaign	**01.11.2017**	Member 7
Stated project team and responsibilities	**15.10.2017**	Member 1 and 2
Pre-sales of tickets	**1.-24.12.2017**	Member 1
Start of regular selling	**25.12.2017**	Member 2 and 7
Contracted partner´s support	**31.10.2017**	Member 7
Contracted performers	**31.10.2017**	Member 2
Agreed program	**30.11.2017**	Member 1, 2 and 7
Photo & Report on Social Networks	**30.09.2018**	Member 1

The following table is showing the important sub-activities with the start date of each task.

	Activity	Sep		October			Nov		Dec		Jan	Aug	September			Oct	
		15.	30.	1.	15.	31.	15.	30.	1.	25.	15.	15.	27.9.	28.9.	29.9.	1.	15.
1	Decision about continuing in the event																
2	Selection of event´s date																
3	Contact the Automotodrom Brno and reserve the place and date																
4	Assembling the project team members																
5	Arranging the estimated budget																
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25	Creation of feedback questionnaire																
26	All contracts are signed																
27	To get all technology and items on place																
28	Cleaning the venue before the event																
29	Preparation of the venue - riders																
30	Preparation of the venue - public																
31	Preparation of the venue - partners																
32	Organisation on the day of the event																
33	Places are ready and set up																
34	Ending of the event																
35	Collecting the feedback during the event																
36	Cleaning the venue after the event																
37	Evaluation of feedbacks																
38	Evaluation of the whole event																
39	To pay to the project team and any individuals connected with the event																

Picture 22: Time planning (Source: own)

The most important milestone for organising the event is to have resolved place and dates. This step needs to be done in advance, to prevent, that the place will be taken for the particular date. Another crucial milestone is to state the project team members and their responsibilities, after that, the company can start their campaign and pre-sell of tickets. Communication within the team members and project stakeholders is running during the whole time of project realisation. The day before the event, the day of the event and day after the event is essential for the success of the project, team members have to stick to the time table and schedule of their responsibilities, for the smooth process of the project.

3.2.5 RISK DETERMINING

With the planning and implementation of the project there are associated risks. These risks usually could have a negative impact on the realisation of the project. Therefore, it is important to identify the risks using risk analysis in order to minimize their impact. Table 6 identifies possible situations, which could affect the event, as well as the level of estimated probability of occurrence, impact on the event and the value of particular risk. For the evaluation and risk analysis the RIPRAN method is employed.

This project is a private event organised on private land. Automodorom Brno is an owner of this location and is responsible for permission to operate there. The company only rents a place and the track for its events. Therefore, the risks connected with getting permission does not endanger the organising of the event.

Table 6: Risk analysis (Source: own)

Risk Identification	P	I	RV	Solutions
Technical problem with electricity	MP	MI	MRV	Reserve of generators
Technical problem with sounds	MP	HI	HRV	Sound check-out in advance, spare microphones
Not enough space for performers	MP	MI	MRV	Check-out the place in advance and plan the area
Insufficient team organisation	LP	HI	MRV	To have enough meetings
Insufficient parking organisation	LP	MI	LRV	Parking maps, orientation signs, navigation
People get lost	LP	HI	MRV	Maps posted online in advance

Barriers on the track	MP	HI	HRV	Check-out and clean before the event
Risk of injury on the track	MP	MI	HRV	Ambulance and Fire-fighters on the place
Missing team member	LP	MI	MRV	Communication within the team
Not stick to a schedule	MP	HI	HRV	Strict supervisor
Low audience interest	MP	HI	HRV	Sufficient marketing, campaign in advance
Enormous interest about the event	MP	MI	HRV	Pre-sale tickets, a limited number of viewers
Lack of team members	LP	HI	HRV	Helpmates from the family side
Bad weather/rain - riders	HP	LI	LRV	Use of waterproof clothes
Bad weather/rain - others	HP	MI	MRV	Dry spots, tents
Delay of team members/performers	HP	HP	HRV	Agree on early arrival
Poor quality of catering	LP	MI	LRV	Tasting before the event
Insufficient catering	LP	MI	MRV	Choose a good and experienced supplier
Not enough prices	LP	MI	MRV	To have reserves, company´s propagation items
Vandalism	MP	MI	MRV	Security
Contracts not signed in time	LP	HI	HRV	Urging and controlling before the event
Bad schedules	LP	HI	MRV	Careful planning and preparations
Competition event at the same time	LP	HI	LRV	No one with the same service
Loss of partners/sponsors	LP	MI	LRV	Good communication
Unexpected costs	MP	HI	HRV	To have reserves

To explain the above table, described are the possible risks and their probability of occurrence (P), impact (I) on the project and their risk value (RV). The level of these risks could be described as a Low (L), Medium (M) or High (H).

The table below shows possible threats that may affect the course of the event. Company needs to pay extra attention to organisation of the event. Well-function organisation, responsible and prompt team members are important factors for realisation on the project. The project team should stick to established plans and milestones. Also, careful preparation of the venue should help the company to reduce the possible risks. However, appropriate measures can be taken against these risks to reduce their impact or probability

of occurrence. Most risks can be embedded directly in the contract or in other project documents. Assuming the signing of such a contract, after the acceptance of the analyses, the project plan and the timetable, the project is recommended for initiation and implementation. Possible risks solutions do not have the character of increasing the costs, but it is good for the company to create a reserve fund to cover unexpected costs.

3.2.6 BUDGET PLANNING

This chapter is dealing with all the estimated costs and revenues that are related to the project. In previous years the events were organized to a lesser extent, so the budget plan is only estimated. The budget could be planned by assigning the costs to the individual tasks in WBS. Table 7 can offer a brief overview of the estimated budget.

Table 7: Estimated budget (Source: own)

Estimated revenues		**Estimated costs**	
Tickets-riders pre-sale	119 600 CZK	Automotodrom Brno	225 000 CZK
Tickets-riders	199 500 CZK	Stage, sound	30 000 CZK
Tickets-public adults	87 500 CZK	Security, rescuers	25 000 CZK
Tickets-public kids	22 500 CZK	Program	35 000 CZK
Partners support	85 000 CZK	Marketing	50 000 CZK
Catering	16 000 CZK	Project team	70 000 CZK
		Reserve	15 000CZK
		Refreshment	4 000 CZK
		Fuel	6 000 CZK
TOTAL	**530 100 CZK**	**TOTAL**	**460 000 CZK**

On the left side of the table, there are the estimated revenues, consisting of the main items that could increase the company´s profitability. Regarding the selling of tickets, there will be 90 riders, 40 tickets are going to be sold in pre-sale for the lower price 2.990,- CZK. The rest of the 50 tickets will sell for the regular price 3.990,- CZK. The estimation of tickets sold for the public is 350 tickets for adults and 150 for kids. Suggested price for the adults is 250 CZK and for kids 150 CZK per ticket. It is obvious, that revenue from tickets sold and the partner's donations will cover the costs.

On the right side of the table are estimated costs. The highest cost is the rent of the venue. Also, the reserve is included in case of some unexpected costs. In such case, the estimated balance of the planned budget would be surplus 70.100,- CZK. However, there is a need to plan the budget in more detail, to assign the costs to all tasks of the WBS. The final budget plan could differ from the budget estimation.

3.3 Realisation and Benefits

After all these steps have been completed, the team members are prepared and know their responsibilities, the project can start to be realised. The WBS helps to detect several important activities, which could help achieve a successful event. For the success of the event, it is important the propagation and communication, as well as the three crucial days – day before the event, the day of the event and day after. It is necessary for the whole project team to stick with schedules, during these three days. The regular control of the plan and communication within the team is essential.

Organising the event would be beneficial for the company. This project could help the company to increase the awareness of the general public about their other events and services, thus attract new customers. In this case, propagation and communication are crucial. Social media is a great tool to effectively promote the event and communicate with people, who are interested. It also allows the company, to control the range of the promotion and modify changes in the situation. The promotion from the side of company´s partners as well as would help to increase the awareness about the company.

It would be beneficial for the company to increase the frequency of Circuit Days. The participants of Circuit Days want to registration after their course for the next event and practise more their newly acquired skills. Unfortunately, it is not possible because all the events of Circuit Days are sold out 3-4 months before the event. To add some days, and for example, to divide them into beginners and advanced participants of the event would help the company to solve this situation. The Circuit Days – Advanced riders would be accessible only for those, who already participated the regular Circuit Days. Advanced Circuit Days would offer less theory and more time spent on the track with the instructors. From an organisational and logistics point of view it would be beneficial for the company

to have the days blocked together, i. e. two days in a row with different riders attending on each day (beginners on Saturday, advanced riders on Sunday).

For the project to be successful, the organiser should consider the possibility to repeat it. For example, to add one more event, which would be open for the public with accompanying program for them. At the beginning of May, it could be "opening up the season" and at the end of September "closing up the season". Increasing the frequency of Circuit Days would also positively affect the profitability of the company.

Another benefit for the company could be the managing the whole event as a project. Project management would bring the company more supervision. With the project management, the planning and controlling of each task or team member´s responsibility are more effective and prompt. To have a SMART goal would help the organisers to understand all links between these elements. To breakdown the outputs would help them to plan and realise the project. A detailed risk analysis would help to suggest and decrease the risks and time analysis would help the company to manage every task in time. These steps would help organisers to have better control and to avoid chaotic organisation.

An important benefit of this thesis is the possibility to use the project as a kind of "cookbook" for actual and next events, organised by the company. Even thou, it could be used as a source of information for the other, different company´s evens, for example, Off-road Days.

Conclusion

The objective of the diploma thesis was the application of theoretical knowledge, tools, and methods of project management within the specific event. The main aim of this master's thesis was to create a detailed description and plan of the project, which serves principally to improve the project management in the company, as a project itself. The project as such would not be successful, if the methods and principles of project management, which were used in each phase of the project, were not implemented. The proposed solution is specific in the fact that for the first time the event is open to the general public with accompanying program.

In the proposal section, the author dealt with the project itself. In the beginning, the goal of the project, the individual outputs and the necessary activities were determined. Consequently, the detailed description of each phase resulted in the hierarchical structure of the work. Assigned timeline for individual activities created a project schedule. Using the RIPRAN method, significant risks were identified and measures proposed to reduce them. Finally, the estimated cost of the proposed change and the benefits of this project solution were summarised.

The project as such belongs to medium-sized projects, both in terms of scope, time and finance. For the company, the realisation of this project is very important, because thanks to it they increase the awareness among the general public about the event, company´s services and other events. This project brings many positive changes and there is a great chance to use the core of the project in future for implementation of other company´s events.

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