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THE ENHANCEMENT OF THE PROPOSAL AND THE APPLICATION OF THE PROJECT MANAGEMENT METHODS FOR THE SPECIFIC PROJECT.
ZEFEKTIVNĚNÍ NÁVRHU PROJEKTU A APLIKACE METODIKY PROJEKTOVÉHO MANAGEMENTU PRO VYBRANÝ PROJEKT.

MASTER'S THESIS
DIPLOMOVÁ PRÁCE

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Základní literární prameny:

DOLEŽAL, J. a kol. Projektový management podle IPMA. 1. vyd. Praha: Grada Publishing, 2009. 512 s. ISBN 978-80-247-2848-3.

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Abstract

The Master's thesis is dedicated to the application of methods and tools of Project Management within the project "You2ber Life!". Chapter 1 studied the theoretical background of the Project Management and its methods. Chapter 2 evaluates (the current situation, sustainability of the event, competition and sum up lessons learned for improvement in the next years). Chapter 3 simulates (financial analysis and budget proposal), defines (SMART goal, WBS and time management using the Gantt diagram), explains (the importance of human resources in project management), clarify (importance of human resources in project management), evaluates (risks), and consists of proposals applicable for the project "You2ber Life!". However, after adjustments, it can be applied in the next years as well.

Abstrakt

Diplomová práce je věnována aplikaci metod a nástrojů projektového řízení v rámci projektu "You2ber Life!". Kapitola 1 studovala teoretické základy projektového řízení a jeho metod. Kapitola 2 hodnotí (současná situace, udržitelnost události, konkurenci a shrnutí poznatků získaných pro zlepšení v příštích letech). Kapitola 3 simuluje (finanční analýzu a návrh rozpočtu), definuje (cíl SMART, WBS a řízení času pomocí Ganttova diagramu), vysvětluje (význam lidských zdrojů při řízení projektů), objasňuje (význam lidských zdrojů při řízení projektů), vyhodnocuje (rizika) a skládá se z návrhů platných pro projekt "You2ber Life!". Nicméně, po úpravách může být použita i v příštích letech.

Key Words

Project Management, Project, You2ber Life! festival, SMART goal, Risk analysis, WBS, RACI Matrix

Klíčová slova

Projektový management, Projekt, festival You2ber Life!, SMART cíl, Analýza rizik, WBS, RACI Matice

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Honourable Statement

I declare that the submitted Master's thesis is original and I processed it independently. Quote of bibliography is complete and I did not violate any copyrights (in term of Acnt no. 121/2000 Coll., about Copyright and right related to Copyright).

In Brno, 25th July 2018   Student's signature

Acknowledgement

Content

Introduction

The topic and the idea for the creation of the diploma thesis was given to the author of the work right after the lectures on this issue led by the supervisor of this work Lenka Smolíková. In addition, the author desires to help the organizing team to improve the project You2ber Life! festival within more successful Life! festival, as it had the opportunity to observe the realization of the event itself in the previous years, and occasionally to discuss with the organizers about the whole management. In 2017, the third year of the event was held, but the previous year's missed project documentation that would facilitate and speed up the preparatory parts and the course of the whole festival. In this work the author forms on previous experience of previous years.

Nowadays YouTube becomes a huge phenomenon, but also a big business. This also brings the need to sufficiently develop management, marketing, and staffing or expertise in this area. The world's biggest celebrities, teams, companies, or Youtubers themselves are working as highly organized companies to connect YouTube and business together. Furthermore, YouTube is to provide entertainment, information, and relaxation from the present action.

In the thesis, the author prepared the project documentation including the application of suitable project methods. This documentation is then put into practice and used in the implementation of the project itself.

In the theoretical part, the author will focus on the description of the important basic concepts which are further used. The issues of project management in terms of approaches, roles and methods used to manage small and large projects will be described.

The You2ber Life! Festival will be introduced at the beginning of the second part. An analysis of the current state will be followed by the methods described in the theoretical part of the thesis.

The proposal, contribution and the benefits associated with it are the last chapter in which practical application of the You2ber Life! project management methods, models or tools are being used. Finally, the benefits of the proposal for the organizers are described.

Goals of the thesis and methods

The objective of the diploma thesis is the application of theoretical knowledge, tools, and methods of project management within the current state of the You2ber Life! project and to make their own suggestions supported by using the theoretical knowledge of project management chosen in such a way as to be able to ensure a smooth and successful project implementation.

This diploma thesis deals with the problem of the project proposal, for its implementation will be used in the project management methodology, which is elaborated in detail in the theoretical part of the thesis. Analyzed data on which the work is based was obtained from internal documentation project team You2ber Life!, controlled interviews or from publicly available sources such as the final report, etc.

The individual steps, methods, models and tools, project design, were selected for maximum use within this project, and the work includes the following:

- Analysis of the current state;
- Identification of the project team;
- Specify SMART goals;
- Create WBS (Work-Breakdown Structure);
- Project timetable;
- Risk analysis of the project;
- RACI (Responsibility assignment matrix) Matrix;
- Cost analysis;
- Benefits of project design for a given project.

The thesis will be divided into the theoretical and practical part. In the first part, the author will focus on the definition and benefits of project management and especially the clarification of the concepts and methods to be used.

In the practical part, the author will focus on the analysis of the current situation. The work will focus on the current vision and contribution of the festival, contemporary planning, and management together with the analysis of competition. Next comes a description of the project, which will provide basic information, information about the organizer and objectives of the project itself. In the next phase, project management

techniques will be used. The first step will be to build a SMART goal, a project team, and the WBS will identify the specific sub-activities that the project team members will be responsible for. The next step is the time analysis and the creation of a Gantt diagram. This will be followed by the RACI Matrix and Financial Resources Analysis, where the final estimated budget of the project will be compiled. A full risk analysis will be included to clarify the possible causes of non-fulfillment of the targets. The penultimate chapter will summarize the benefits of the work and the last will sum up the overall conclusion of the diploma thesis.

1 The theoretical review of the problem

1.1 Project

In this chapter, the basic theoretical concepts and methods used will be clarified through the definitions.

Project (from the Anglo-Saxon project - the process of planning and managing large "operations"). Due to the nature and characteristic of the projects carried out, a clear definition of the project covering all project aspects cannot be formulated precisely - therefore, the author is referring to selected general characteristics of the project (Dolanský et al., 1996, p. 14).

According to Dolanský et. al (1996, pp. 14-15) project is:

- characterized by uniqueness, system, limited resources, uncertainty, and risk;
- the work process aimed to achieve the objectives set in the process through many stages and phases;
- an effort in which material, human and financial resources are organized in a specific way to carry out a unique set of activities within the defined costs and time to achieve the competitive advantage defined by the quantitative and qualitative objectives.

Skalický et al. (2010, p. 46) prefer the definition according to IPMA (Potifob.cz, 2018). SPŘ (Project Management Company - operates in the Czech Republic and is a member of IPMA) saying that "The project can be defined as an activity that is limited to resources, costs and time with the aim of reaching a set of defined outputs (the scope of the project goals) according to the appropriate standards, quality requirements, and user requirements for outputs." This definition of the project is the most significant according to the author.

1.1.1 Project management

If we want to get to know the term project management in more detail, we will come out of the definition of a significant Czech theorist Vladimír Němec (2002), respectively the above-mentioned world-renowned IPMA organization. According to the first one, project management is "... an approach to project management with a clearly defined goal

that must be attained at the required time, cost and quality, while respecting the strategy, while using specific project procedures, tools, and techniques."

According to IPMA, "project management of application of knowledge, capabilities, tools, and technologies to the project's activities so that they meet the requirements of the project." (Svozilová, 2011, p. 19).

The essence of the two definitions is similar: the project is a certain short-term effort that is accompanied by the application of methods and knowledge whose purpose is to transform non-material and material resources into a set of objects, services (or a combination of both) in order to achieve the stated goals (Svozilová, 2011, p. 19).

Under the term "project management", it is possible to find specific managerial tasks that indicate the absence of a routine approach, as it is a unique process. On the contrary, "project management" hides the methodology of planning, designing and implementing the project.

Large corporations and corporations usually work in parallel on several projects. There is often interrelationship and coordination of projects, and it is, therefore, necessary to effectively manage them (Němec, 2002).

1.2 Stakeholders

Stakeholders (or interested parties) are individuals or groups who are actively involved in the project or are affected and limited by the implementation or outcome of the project - whether positively or negatively. All these entities are needed to map, to identify their interests and to prioritize them, and to manage them efficiently as well (Heagney, and Lewis; 2016).

Depending on the significance, the groups can be divided according to the role they play:

- The project owner (owner) - is interested in realizing the project, respectively achieving the required changes (benefits, benefits);
- Customer (user) of the project - advocates the interest of those who will work with outputs/results of the project in the operational phase;
- Project sponsor - A person with sufficient authority to decide on the essential aspects of the project;

- Realizer (contractor) - advocates the interests of the contractors (eg I members of the project team);

- Project Investor - represents the interest of the owner of financial or other resources;

- Interested parties - promote the interests of those who do not belong to any of the above categories, but the project directly or indirectly affects them.

It is usual that some of the above-mentioned roles often coincide with one person, but this may not always be the case (Doležal et al., 2012).

1.3 Project requirements

1.3.1 SMART objective

If an organization wants to achieve its goal successfully, it needs to define it correctly. The more general the goal is defined, the higher the risk that it will not be fulfilled. This is one of the key success factors of each project (Heagney and Lewis, 2016; Doležal et al., 2012).

Defining a goal correctly means that it understands all stakeholders, not just the project promoter.

A SMART technique is a very useful and widely used tool for defining objectives. This technique includes the following elements:

- Specific (Specific, Specified) - Says exactly what to achieve;
- Measurable - it must be possible to measure the achievement;
- Agreed - all stakeholders have to understand and agree with the target, there are many other meanings for this element, for example: Appropriate, Attainable, or Assignable (Attributable);
- Realistic - the goal must be achievable under the given conditions and at a given time;
- Timed - must be time-bound (Doležal et al., 2012).

1.3.2 Triple constraints

When setting goals for each project, the teamwork with at least three factors that affect the project. The most common factors are:

- Time
- Resources
- Results (Haughey, 2011)

The purpose is to optimally balance these three dimensions, which are interconnected. If one variable changes, it must react to it by changing the other variable. This is also illustrated by the Figure 1 below (Doležal et al., 2012).

The wishes of each project promoter are a mix of activities leading to the project being executed in the shortest possible time, in the best possible quality and at the lowest possible price.
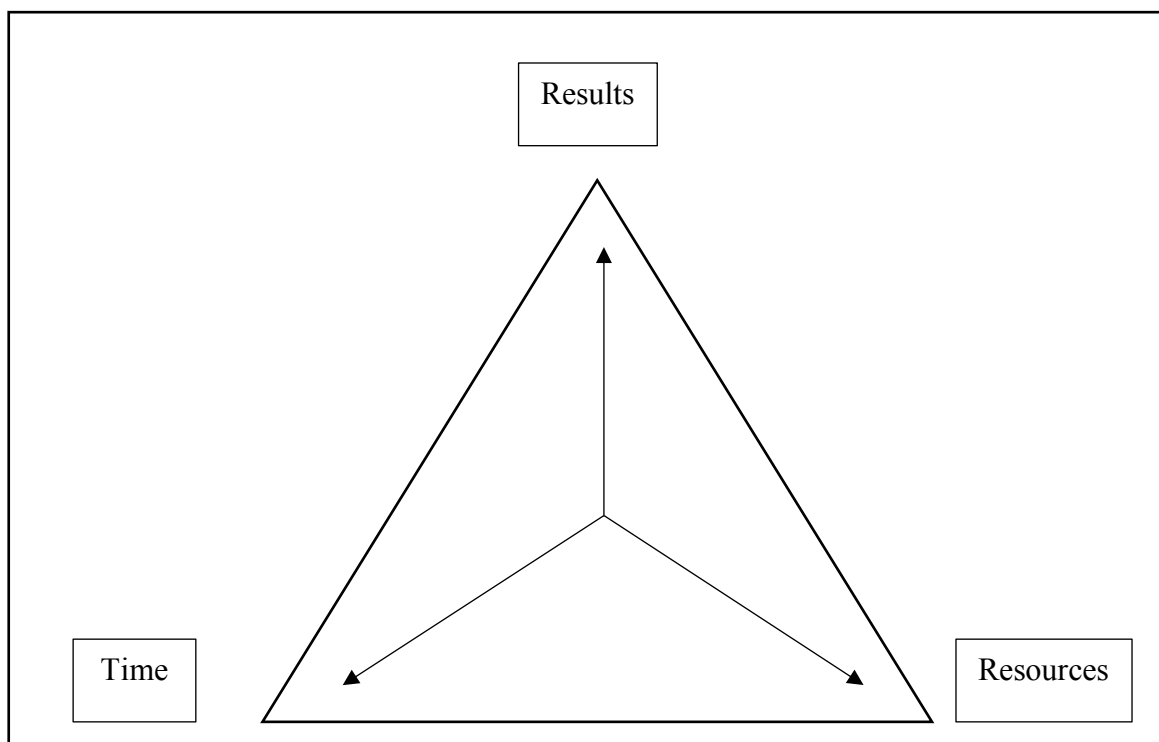
Figure 1: Triple constraints (Doležal et al., 2012)

1.3.3 Project team

Nowadays, a larger group of specialist specialists is involved in projects of a greater scale, but also on smaller projects, as projects involve a multitude of specific activities. This

group of people can be called a project team. The project team is managed by the project manager (project coordinator), who is usually elected by the statutory body of the contracting authority. Such a manager is usually an experienced leader who must be able to coordinate the whole team and effectively delegate work to individual members. The project team can be divided into individual staffs, which again have their head of staff (Němec, 2002; Doležal et al., 2012).

Team project management requires adherence to certain policies and rules. This is a close cooperation between the project team and the leadership of the company. Among the most important building stones are regular meetings, which deal with individual tasks and their assignment together with time fulfillment, solving problems, responding to unexpected situations, etc. A clear definition of tasks should be clear from the outset (Němec, 2002; Doležal et al., 2012).

In a company that creates a project, members are often divided into the following groups:

- Project sponsor - usually senior management of the business;
- Supervision Project - may be Project Manager (Coordinator), often one of the senior management, responsible for the project;
- Expert Team – an auxiliary body of top management, creates an advisory function, internal and external specialists, participates in project input and procedures;
- Suppliers - intermediaries of the resulting product, usually multiple suppliers;
- Project Team Managers - Managing Assistance Projects (Němec, 2002).

1.4 Project life cycle

We can divide the project as a whole from the time perspective and from the nature of the activities carried out from the managerial point of view into several stages of project management. These stages together form the life cycle of project management (Doležal et al., 2012; Turner, 2016).

Each one is characterized by specific methods and documents that we can best share in the following way and can be also seen in Figure 2 below:

1. Pre-project phase (preparatory, definition)

2. Project phase (implementation)
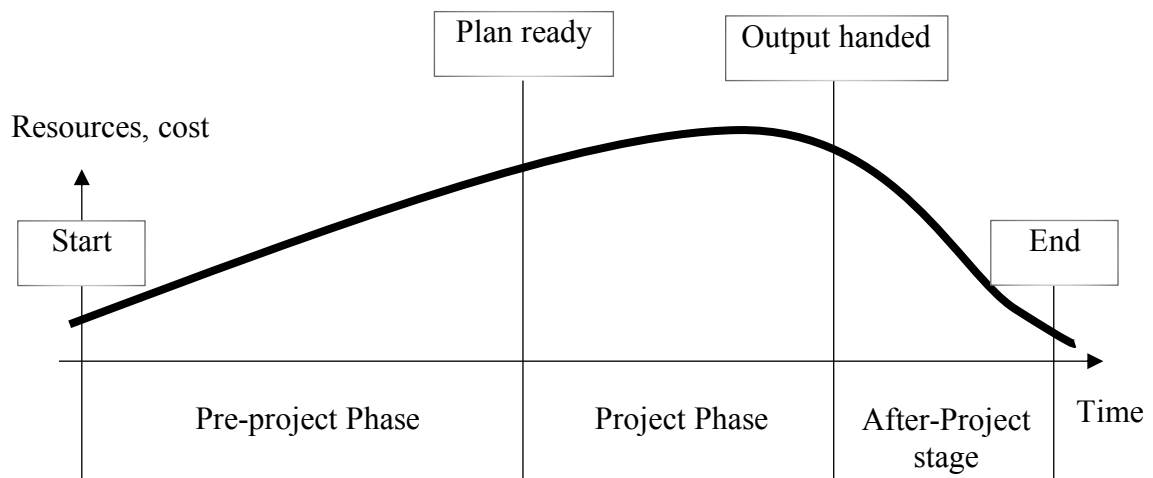
3. After-project phase (evaluation)

Figure 2: Project life cycle (Štefánek, 2011)

1.4.1 Pre-project stage

The pre-project phases are designed to examine the opportunity for the project and assess the feasibility of the project. Sometimes this phase includes the vision, the basic idea if a project could be implemented.

Various analyzes and studies are often processed at this stage. Two main types of documents are common in this phase:

Opportunity study

The opportunity study should answer the question of whether, is the right time to design and execute the project with regard to the intended and financial, personnel, time, and other options. Furthermore, the study should assess and take into account the situation in the organization, the market, and its further anticipated development.

The result is a recommendation or non-recommendation to implement the intended project, and in the case of recommendations to prepare the first more detailed description of the project (Doležal et al., 2012).

Feasibility study

The feasibility study builds on the previous phase of the project. The purpose is to evaluate possible options for the implementation of the project and to determine the feasibility and viability of the selected optimal solution. It should also specify the content of the project, the planned start and end date of the project, the estimated total costs and estimated significant resources needed.

For simple projects, only one document is processed. The so-called pre-project consideration combining the above-mentioned documents.

At this stage of the project, we should be able to answer questions about the project strategy - the start, the goal, which strategy to choose and whether it makes sense to realize the project. Whether or not to implement the project is usually in the hands of the liner management organization (Doležal et al., 2012).

1.4.2 Project stage

The basis of the project phase is a thoroughly prepared pre-project part of the project. In the project phase, the proposed team is being set up, the project plan is created and then implemented. The final result is the transfer of the results and the transition to the next stage.

The project phase can be divided as follows:

Initiation

At this stage, it is necessary to give the project a formal framework and define its basic attributes. An important document drawn up in the start-up phase is the founding (identification) document of a project that formally declares the existence of the project and authorizes the project manager to use the organization's resources for project activities (Doležal et al., 2012).

Planning

The project team immediately creates a project plan to which a specific project assignment is available. Planning takes place across all important areas - time, costs, resources, technologies, and methodologies. The usual outputs of project planning are a timeframe, a budget setting, a risk management plan or the WBS (Doležal et al., 2012).

Implementation

At this point, all the necessary documentation is available, and it is, therefore, possible to start the physical implementation of the project. During the realization part the main monitoring and control of the current status and results. At this stage, the project manager, apart from his main activities, focuses on the comparison of reality with the plan, assessing the current state and responding to possible deviations or changes (Doležal et al., 2012).

Conclusion

Physical and protocol transmission of outputs, billing (Doležal et al., 2012).

1.4.3   After-project stage

Part of the project phase is mainly the evaluation of both the project itself and the evaluation of the project's benefits. Since the project implementation can bring a number of new knowledge and experience to be used in future projects, it is necessary to analyze the entire course of the project. Identifying good and bad steps or experiences will cause the same mistakes not to be repeated in other projects. An example may be cooperation with a particular supplier - with a good supplier, we can establish cooperation in the upcoming project, while we will avoid such a step in the case of poor quality (Doležal et al., 2012).

Benefits can be evaluated for many projects with a certain amount of time and it is , therefore, appropriate to draw conclusions only after a certain period of time - the date and method of evaluating the benefits of the project must be adapted (Doležal et al., 2012).

1.5   WBS

WBS (Work Breakdown Structure) is a hierarchical structure of division of labor, a technique designed to divide the project into individual parts up to a level of detail to assign responsibility, labor, and time horizons (Turner, 2016).

Often, this tool is considered to be one of the most useful, if not the most useful, project management tool. WBS is a comprehensive tool that can be used with good knowledge

throughout the project. It can be used for planning, budgeting, setting deadlines, as well as checking (Turner, 2016).

Using this tool, you can divide the project into individual structured parts or levels. The bottom line is based on a level that is easy to understand and meaningful.

Each of the following levels provides a more detailed description of the project products and includes all the elements of the parent element. WBS lowest-level elements are called work packages that include individual activities and tasks (see in Figure 3 below) (Doležal et al., 2012).
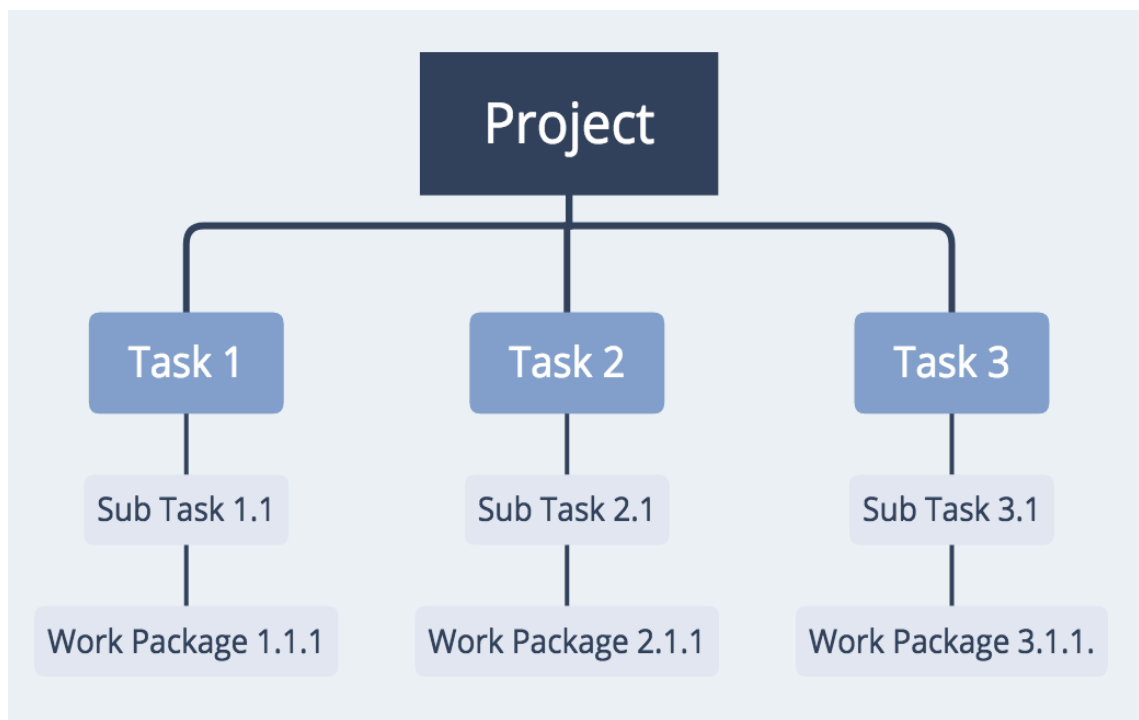
Figure 3: WBS (Own)

1.6 RACI Matrix

The desirable tool for formalizing (defining the competencies and roles) of the project team is a RACI matrix. This matrix describes the relationships between the sub-tasks that are addressed within the project, the members of the project team and the outside entities. It also presents the relations of individual institutions and workers with activities within the project (Dolanský et al., 1996, p. 112).

The Matrix of Responsibility presents a concrete and clear definition of the competencies of the members of the team for the relevant project activities (work packages, tasks), eg

for the creation of plans, implementation of relevant activities, drawing of finances, etc. This matrix clearly defines the competencies of designated responsible members in relation to all elements of the above-mentioned WBS (Doležal et al., 2012).

The advantage of a matrix of responsibilities is to link the activities with its bearers, to streamline the relationships in the project team, including a clear idea of the role and share of the project to each member. In addition, during the project, this matrix allows control over the adherence to specified responsibilities. As part of the work on the project, the matrix of responsibilities is supplemented and modified in order to best explain the needs of the project management. An example of the responsibility matrix is given in Table 1 below (Doležal et al., 2012).

Table 1: RACI Matrix (Doležal et al., 2012, p. 123)

Elements of WBS	Project manager	Team member 1	Team member 2	Team member 3	Sub-contractor	Expert
A..						
B..						
C example	A	R	R	-	I	C
D..						

Type of responsibility:

R – Responsible; A – Accountable (Approval); C – Consulted; I – Imformed.

1.7 Risk

It can be clearly assumed that the project management objective is a perfectly managed project. There are two general questions that should always be asked about the potential risks, namely (Doležal et al., 2012):

- What can the project endanger?
- What can be done to eliminate potential risks and increase the probability of success of the project?

Of course, it is not possible to completely avoid the risks. Each project should include an analysis of the possible risks that may arise in its implementation. It should also identify how these risks can be eliminated (Doležal et al., 2012; Walker, 2015).

The risk in project management is associated with negative effects that could endanger the whole project, or give rise to economically quantifiable losses.

For a successful project, the risk limits that the organization is willing to tolerate are important (Walker, 2015). Correct determination of potential risks in the design of project documentation leads to the reduction of negative impacts in the implementation of the project (Doležal et al., 2012).

As the risk increases, the activity, creativity and innovation efforts of the employees increase, but there is also the risk of threatening the project. To manage the project, the high level of risk is typical, precisely because of its unique intention (Doležal et al, 2012).

For the above reasons, it is advisable to focus on the most important variables that may pose potential risks for the project. In project management, the most frequently used risk identification tool is a table of possible risks and their impact on the project. Potential risks need to be addressed and it is, therefore, appropriate to supplement this table with a draft measure to eliminate the identified risks. The table thus drafted demonstrates to all stakeholders the readiness to solve the risks that may arise when implementing the project. The resulting risk table is presented in the practical part of this paper.

1.7.1 Risk analysis

The risk analysis process can be divided into five consecutive activities.

- Finding the risk – identifying the risks if any risks exist;
- Risk analysis – filling in the information on individual risks, finding the causes of their occurrence and subsequent assessment;
- Risk assessment – evaluation of individual risks numerically on a predetermined scale or verbally;
- Risk management – risk response, risk reduction (or passive risk acceptance);
- Risk monitoring – continuous monitoring of risks due to changing conditions • eventual process repetition or risk elimination (Doležal et al., 2012).

1.7.2 RIPRAN method

There are several methods for risk analysis. They can be divided into two groups, namely the project risk analysis method of the project or methods for risk management analysis of the project (Doležal et al., 2012).

The RIPRAN (Risk Project Analysis) method is a universal method for project risk analysis and is suitable for all phases. The risk analysis process according to the above method can be divided into five phases:

- Preparation of risk analysis
- Risk identification
- Quantification of risks
- Risk response
- Overall risk assessment

Individual processes are interrelated with each other, but the method does not include risk monitoring, but whenever a new risk arises, the method can be reused (Lacko, 2014).

1.8 Time planning

Project time planning is a key part of project planning. The timetable for each step contains all the information on the timing and timing of the work on the project. Each section is then assigned implementation resources that will perform the performances according to the input of these sub-sections. These resources are also responsible for accomplishing tasks and relying on outputs associated with the specific assignment of the subtask (Doležal et al., 2012; Walker, 2015, Kerzner, 2013).

The timetable for the project is represented by diagrams and timetables. The most important are:

- Milestones of the project;
- The logical and hierarchical structure of the work transferred to the time sequences of tasks and tasks;
- Data on the expected duration of individual work segments;

- The links and the sequence of the segments of the law, which help the logic of the work performance as well as the time changes in the timetables (Svozilová, 2011, p. 133).

The output of the process of sorting activities and graphically illustrating the connections between the individual activities is the network graph (Svozilová, 2011, p. 133). Doležal et al., (2012) argues that in today's practice pure network charts are no longer used. A preferred choice is the display that combines the above-mentioned chart with the Gantt chart.

The planning phase ends with the approval of the initial timetable and its official launch (Doležal et al., 2012).

1.8.1 Milestones

The milestone is a clearly defined significant event on the project (time point) in which product progress is measured. The milestone represents the back-scrutiny point, the decision point or the point of acceptance. Milestone has usually a zero duration in the schedule. During initial planning, we often work with milestones, and later we get to a more detailed view of the project (Doležal et al., 2012, Kerzner, 2013).

According to Dolanský et al., (1996) milestones present the purpose or reason for their occurrence and indicate significant events (finalizing several challenging tasks, beginning of tasks or blocks of activities, changes in responsibilities). For these reasons, the final decision or the successful completion of blocks of activity is referred to as milestones, as they signal the continuation of the project. On the contrary, their non-fulfillment is a reason for revising the timetable and the project budget.

The Milestone Plan should be compiled in the case of strategic planning of the project implementation, in which time, cost and resource variables are attached to the decomposition of activities. The milestone plan thus establishes a stable framework and firm targets for the project team (Dolanský et al., 1996, p. 118).

1.8.2 Gantt Diagram

Using Gantt diagram, you can clearly see the logical sequence of project activities. Its advantage is that the duration of the partial activity is proportional to the length

of the segment of this displayed activity. From the Gantt diagram, therefore, the actual course of the project implementation can be clearly seen and compared to the planned course. The individual steps (activities) are represented as time-proportional frames, which are connected in the form of a network of clearly marked nodes. Figure 4 below shows an example of the Gantt diagram (vertical axis describes individual activities and horizontal time) (Dolanský et al. 1996, p. 145-146).
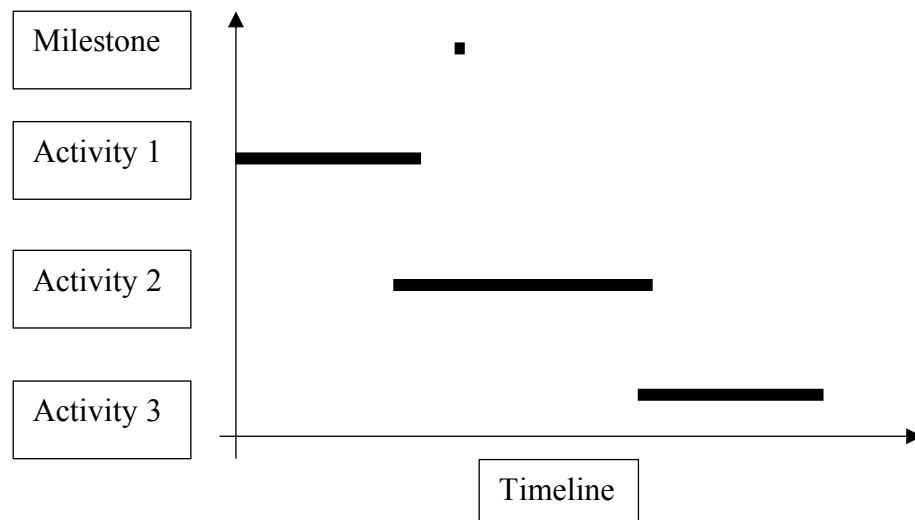
Figure 4: Gantt Diagram (Dolanský et al., 1996, p. 145)

1.9 Cost and budget

The budget is the total amount of funds allocated to the project. This is a basic financial plan that lists the planned revenue and expenditure. The budget is a key part of the project plan and helps to achieve financial goals. The budget is mostly of great interest to all project stakeholders.

Doležal et al. (2012) define the cost of the project in several phases. First, as a rough estimate of project costs in the pre-project phase. We can proceed with estimation using analogy (similar types of budgets in the past) or parametric estimation. A rough estimate is one of the most important criteria in creating a study of opportunities. In the second phase, we are talking about setting up a detailed budget at the planning stage. When compiling, we use the previous steps from the planning phase (project timetable, decomposition of activities or competency matrix). Often, so-called expert estimates,

where the manager or members of the project team estimate their costs with their experience and knowledge.

A very complicated part of the project is the planning of project costs and their management. When planning the costs, it is necessary to identify all the effects that occur not only during the project implementation but also in the pre-project phase and subsequently in the project phase. In this way, it is possible to achieve as accurately as possible the evaluation and evaluation of all expenses related to the planning and implementation of the project. According to Rektořík et al. (2015), it is appropriate to incorporate the following aspects into the planned costs:

- Identify and identify all the resources involved - people, equipment.
- Source Fee and associated costs - cost allocation to planned resources and their allocation to individual planned works.
- Budget creation - Chronological determination of individual budget items with their quantification and determination of the method of drawing.
- Cost Control - the way to detect deviations and any changes to the planned budget.

In order to determine the cost of the project, it is appropriate to divide the main objective into smaller sub-objectives and to assess these individual objectives. After setting the budget for the whole project, when the overall pre-cost is known, it is advisable to develop tools to implement the budget when it comes to solving it (Rektořík, 2015).

2   Current situation

This chapter is going to draw the attention to specific event chosen for the thesis - You2ber Life! (YTL) analyse its history, the previous years of the festival in 2015, 2016 and 2017, their success and lessons learned, providing valuable information for next projects. Furthermore, sustainability of the event is described and there is an analysis of the competition as well.

2.1   About the event

The event YTL was set up in 2015 to make the Sport Life! Fair and Festival more varied and it has been growing ever since. Nowadays it is one of the sections that young visitors are aiming for. The YTL Festival attracts younger festival visitors to about 18 years. The main idea is to bring the well-known Czech and Slovakian YouTubers to one joint event, offering young spectators the opportunity to meet and greet and to take a photo. The YTL festival is a one-day event, part of the two-day Sport Life! The YTL festival is organised by BVV (Brněnské veletrhy a výstavy) and it is held on its exhibition ground in the middle of Brno, Czech Republic.

Picture 1 listed below is the logo of the Life! festival. Picture 2 shows the YTL festival logo. The logo of the event organizer can be seen in Picture 3. And last but not least, the venue is visible in Picture 4.

Picture 1: New logo of the whole festival Life! (bvv.cz, 2018)

Picture 2: Logo of You2ber Life! (bvv.cz, 2018)

Picture 3: Logo of Organizer (bvv.cz, 2018)   **Picture 4: Venue** (Own)

2.2 Vision

Due to the fact that the trend of YouTube has been rising in the last decade (see Appendix YouTube statistics), the BVV decided to organize an event that could be a competition for Utubering (Utubering.cz, 2018), which was held for the first time in the same year in Prague, however with negative feedback. The main idea is to bring YouTubers to the enthusiastic young audience within reach, just as they can meet, embrace, or even take a picture of their idols. Thanks to this impulse, children, and adolescents can once become or even surpass those whom they are looking for today. On the other hand, organizers are receiving reactions similar to those of music festivals. Such, confirming that they are doing their job well. Lastly, companies can benefit from subsequent collaboration.

2.3 YTL 2015

In the first year of its life, the festival was not introduced as the separate body of the festival. It was just a small part of Festival of Sport, Dance, and Joy and it was held on 7th November 2015 in the Brno Exhibition Centre. Teenagers could enjoy having the Czech famous YouTuber named FattyPillow (iDnes.cz, 2017), which was a true driver why to go, simultaneously with an idol of young girls Jiří Mádl as an actor. The project was realised just to diversify program mainly in Dance and Joy area of the Festival. The project was realised for up to 3 000 visitors, which was fulfilled by 92,8 %. The feedback on the project which wasn't supposed to shine was very good. Reaction from visitors, YouTubers, and other contributors was very positive (Kuběna, 2018;

Brančíková 2017). Those kinds of reactions help organisers to prepare the festival following year (Brančíková, 2018).

2.3.1 Summary

Picture 5: Banner 2015 (bvv.cz, 2018)

Table 2: Overview 2015 (Own)

Date	7.11. 2015
	9:00 – 18:00
	Start 10:00, Hall B
Turnout	2 784 visitors; 6,4% out of total visitors (Appendix YTL statistics);
Place	Held jointly with Play zone; There isn't even a separate stage for YouTubers according to Brančíková;
Tickets and capacity	Price of the ticket online in advance is 150 CZK; on the place 200 CZK;
Partners and support	Generalli, Prima, Evropa 2, CARent, Holiday Inn, MusicData, RENTALpro, Jihomoravský kraj, Veletrhy Brno;
Organising team	Project manager only;

Program	Prepared program for YTL visitors from introduction, dancing event, through interviews to autographing and photos;
YouTubers	FattyPillow came to a festival for the first time in his career and it had a major effect on teenagers. As he never leaves a house and not going anywhere to perform except Brno. This statement is valid till upcoming festival in 2018 (Brančíková, 2018). Others where in that time just unknown names to see such as Pedro (PedrosGames), Ali, MenT, Johanka, Herdyn (Pavel Mikeš) (Idnes, 2017) and Raego;
Marketing	Promotion through three well-known YouTubers - Pedro, House, and MenT. On Facebook run only a paid form of advertising (Brančíková, 2017).

2.3.2 Feedback and lesson learned

Table 3: Statistics 2015 (bvv.cz, 2018)

Feedback 2015	
Overall satisfaction	**2 449 visitors; 88 %**
Declares participation in the next year	**2 227 visitors; 80 %**
Average time spent	**6,7 hours**

Table 4: Feedback 2015 (Own)

Banners	Not even slight mention about YouTubers attending the event in the banner;
Tickets	Organisers what to raise more money, however, are afraid of raising the value of tickets. The functionality of tickets software was without a problem;

Partners	However, there are numerous partners of the Life! festival, there is not even one exceptional partner for YTL festival;
Organising team	The project team consisted of a project manager (which was the PR manager for whole exhibition centre in one) only – Dita Brančíková. She managed the whole project on her own. The major areas were the public relations with YouTubers and communication;
Program	To prepare unforgettable program;
Place	Organizers declare, that there wasn't any problem, or any negative feedback hasn't been said;
Start	Despite the fact, that the start of the event was at 10 am, there was almost everyone out of total turnout. The biggest part of the start was overcoming the dance record, which was attended by YouTubers as well. Another reason was simply the duration of the event, which was held only on Saturday;
Continuity	The overall continuity continues smoothly and, for example, after the end of one participant, there were no deaf places;
Meet&Greet/ autographing	Long queues were formed, and some stood for minutes or hours for their favourite YouTuber;
Time management	A bad organization with a time that can be seen, for example, in the overall planning of the event, when it is seen that the organizers do only when necessary;
Risk management	Missing any type of risk analysis;
Communication	Except for calls and face to face communication the communication is missing (Brančíková, 2017).

As the manager of the project, Dita Brančíková said "It was done it very good. I was satisfied with the first year of the festival. It just surprised us, because we had almost nothing to loose."

The feedback from YouTubers was very positive because even for them it was a good event where they could meet each other (Brančíková, 2018).

Lesson learned

Banners	Improve YTL promotion on the major banners;
Tickets	Increase in ticket prices due to the overall profitability of the event;
Partners	To get the main partner who will sponsor the whole event;
Organising team	To expand the team that will work on the following YTL festival;
Program	To work on the overall program to make it as interesting as possible for young visitors;
Place	Satisfaction, do not change the place;
Start	The start of the event at 10 am is set good and it suits the organizers, YouTubers, and visitors as well;
Continuity	To be better prepared for continuity of the event. To hand over all necessary information to the stuff in the field;
Meet&Greet	Speed up a visitor's sign-up, and give him a limited time to get everyone in line;
Time management	Create time analyzes and milestones;
Risk management	Creating risk analyzes that do everything possible to avoid risks and avoid losses. They help identify the risks that have the greatest impact on losses;
Communication	Improve communication via communication channels such as Trello or Slack.

2.4 YTL 2016

As the entire Festival of Sport, Dance and Entertainment has been given the new name - Festival Life!, The YouTube section has now its own name and its presented under the new name - You2ber Life!.

More known YouTubers were invited, ticket prices remained almost the same, and that was also one of the reasons why the 2016 year was the most successful year in terms of paid visitors with the number of 2 118.

The 2016 edition offered early admissions free entry to the YouTube Zone within 12 pm. The afternoon paid program audience waited for a three-hour line-up of challenges, workshops and meet & greet - a young audience, the most important aspect of why to go to such a festival.

As the PM of the event said: "It is still a small – homemade – festival for a couple of friends."

2.4.1 Summary

Picture 6: Banner 2016 (bvv.cz, 2018)

Table 5: Overview 2016 (Own)

Date	5.11. 2016
	9:00 – 18:00
	Start 10:00, Hall C

Turnout	2 118 visitors; 4,6 % out of total visitors (Appendix YTL statistics);
Place	Brno Exhibition Centre. Venue moved from Hall B to Hall C. Just like the previous year, the event was held simultaneously with the PlayZone to reduce the total cost of the project. The change of the pavilion was due to safety and a reduction in total costs for stage management;
Tickets	180 CZK
Partners and support	Prima, Evropa 2, BRNO, Jihomoravský kraj, AGrotech Group, Holiday Inn, Playzone, CARent, Ruhler, Oriflame, Veletrhy Brno;
Organising team	Dita Brančíková; The project team consisted of project manager (which was the PR manager for whole exhibition centre in one) only – Dita Brančíková. She managed the whole project on her own. The major areas were the public relations with YouTubers and communication;
Program	Prepared rich program for YTL visitors from an introduction, interviews through challenges to autographs and photos. For a detailed description see Appendix YTL 2016;
YouTubers	Even though the participants of the event were known for the name of the YouTube scene, one month before the event, the program was not known to the public;
Marketing	The main marketing target group was clearly young YouTube users. Promo videos were created together with YouTubers who participated in them. The target audience is children aged 6 to 15. Facebook was another used means of social media. However, only a paid form of advertising was used, not an organic part of similar posts directly from the "festival life" page. Organizers were not sure about the

overall online promotion, and therefore used the old form of visibility - poster as well. The existing number of e-mail addresses for promotion was used. Instagram page hasn't been even created in 2015 (Brančíková, 2017).

2.4.2 Feedback and lesson learned

Table 6: Statistics 2016 (bvv.cz, 2018).

Feedback 2016	
Overall satisfaction	**1 927 visitors; 91 %**
Declares participation in the next year	**1 715 visitors; 81 %**
Average time spent	**7,1 hours**

Table 7: Feedback 2016 (Own)

Banners	Improvement in at least a minor mention in comparison to 2015. However, an action of such a format would deserve its own banner;
Tickets	Organisers what to raise more money, however, are afraid of raising the value of tickets. The functionality of tickets software – okay;
Place	Despite the fact that the organizers were happy with Hall B, they decided to move the project to the smaller hall C;
Partners	However, there are numerous partners of the Life! festival, there is not even one exceptional partner for YTL festival;
Organising team	Insufficient team;
Program	Late promotion of the project. The organizers think that even this circumstance could lead to a smaller turnout;

YouTubers	YouTubers went very satisfied and pleased with such a large number of viewers. They had full hands on their autographing and photo shootings; There are examples of given feedbacks: • Martin Carev: "I'm really enjoying it is an action with a supreme atmosphere." • FattyPillow - "I'm signing up to 5 thousand people (exaggeratedly), I'm totally wet, but I'm absolutely enjoying it, people are amazing - loves them, stay alive and enjoy."
Marketing	Youtube video and Facebook advertising were the only indicators you could measure if it was successfully targeted. Targeting at primary and secondary schools was successful. The poster version of the advertisement is unfortunately not measurable at the YTL festival scale, so we can not judge whether it was successful or not. The whole promotion of the festival was attended by one PPC specialist. Email promotion has more or less missed the effect, as existing visitors data are not the target group of the YTL festival;
Time management	The same problem as in 2015 when organizers do not take time analysis in the account and leave the time management on one person only;
Risk management	Risk analysis has remained unnoticed;
Communication	Except for, calls and face to face communication the communication is missing or any type of usage of communication tools (Brančíková, 2018).

Lesson learned

Banners	Create custom banners promoting only YTL;

Tickets	Still the same problem as in 2015. It is necessary to increase the price of tickets so that the event is profitable;
Place	Even after moving the event to another pavilion, there was no problem. The organizers have an advantage in this regard because they know the fairgrounds;
Partners	To find out the main partner to cover the overall event expenses;
Organising team	Increase the number of people in the team that could provide better preparation for the event;
Program	Ensure earlier project promotion;
YouTubers	Ensure a similar number of YouTubers that lures the same and higher audience;
Marketing	Promote more through social media like YouTube, Facebook, and Instagram, where we can see whether or not we've reached the target audience. Moreover, the target group is operating on the social platforms mentioned above. To skip the poster version of the ad completely. Even though the email campaign has missed a little effect, it is free and therefore it is the reason why it will continue. One PPC specialist may have a very narrow view of the certain matter, so the owner of a marketing company would recommend a multi-team or hiring an agency (Tuma, 2018);
Continuity	To be better prepared for continuity of the event. To hand over all necessary information to the stuff in the field;
Meet&Greet	Speed up a visitor's sign-up, and give visitors a limited time to meet their idol;
Time management	Create time analyzes and milestones;
Risk management	Creating risk analyzes that do everything possible to avoid risks and avoid losses. Risk analysis helps to identify the risks that have the greatest impact on losses;

Communication   Improve communication via communication channels such as trello or slack to have the overall control over the project.

2.5 YTL 2017

The official second year of the YTL 2017 festival has ended below expectations. As part of the bigger festival, the project became non-profit. The main reason was the increase in the entry fee from CZK 180 to 590 CZK, which was inadmissible for some visitors who are used to pay a single entry fee.

The program, which was known only a month before the festival, and its poor and late promotion, resulted also by the chaotic VIP ticket sales directly at the event, left a lot of opened questions to the organizer (Brančíková, 2018).

The festival was attended by about 20 Czech YouTubers with the main star known to Brno's crowd very good - FattyPillow. Despite the insufficient amount of VIP tickets sold, the cost of festival increases due to the cost of stages, security, facilities, meeting points and safety (bvv.cz II, 2018).

2.5.1 Summary

Picture 7: Banner 2017 (bvv.cz, 2018)

Picture 8: Banner 2017 II (bvv.cz, 2018)

Table 8: Overview 2017 (Own)

Date	11.11. 2017 9:00 – 18:00 Start 10:00, Hall C
Turnout	1 213 visitors; 2,5 % out of total visitors (Appendix YTL statistics);
Place	Brno Exhibition Centre, Venue Hall C, Just like the previous years, the event was held simultaneously with the PlayZone to reduce the total cost of the project;
Tickets and capacity	Price was set higher than previous years, to 590 CZK when buying online or on the place or 890 CZK. Although the ticket was valid for entry into the whole Sport Life! festival, parents of children were very dissatisfied with this factor (Brančíková, 2018). An effort to increase sales at the last minute was a raffle released on November 1. When you bought a VIP ticket by Tuesday, November 7th, you might have won one of the prizes in total value of 3 434 CZK from GoGEN (bvv.cz III, 2018). Last but not least, the first 500 visitors received premium Granini juice from the spring water Aquila (bvv.cz IV,

	2018). However, none of the above-mentioned positives resulted in increased turnout;
Partners	BRNO, Veletrhy Brno, a.s;
Organising team	There is a staff problem when people are not assigned to a separate team. Dita Brančíková, who is in charge of the whole YTL 2017, is also the PR in Brno Exhibition Centre;
Program	Setting the final program a month before the start of the event is too late. Changing the program the day before the event is not possible and may be the start of another problem such as attendance, even if the organizer of the event claims that the pull is just part of the meet&greet. The organizers do not know how to make the overall program to be profitable. Only a small part of the overall environment and budget is defined - about 10 %. Compared to the main competitor of Utubering, the program is insufficient. The overall program can be seen in Appendix YTL 2017;
YouTubers	The leading names of the Czech YouTube Scene. For more info see appendix YTL 2017. Announcing of YouTubers was very late in comparison to other festivals. Until 29 August, no one even knew a single name of any YouTuber. The main performer - FattyPillow - were announced on August 30th (bvv.cz V, 2018) Following YouTubers were announced 26 days (October 16th) before the festival started (bvv.cz VI, 2018).
Marketing	The same as last year the festival is aimed at children and adolescents from 6 to 15 years of age, thus at primary and secondary schools. PPC campaigns, paid promotion on Facebook, addressing customers by mail, and last but not least, the most important part - Youtube videos, were

selected as marketing strategies. 50 % of the total spending on the festival was spent on marketing (Brančíková, 2018; Kuběna, 2018).

2.5.2 Feedback and lesson learned

Table 9: Statistics 2017 (bvv.cz, 2018).

Feedback 2017	
Overall satisfaction	**1 152 visitors; 95 %**
Declares participation in the next year	**952 visitors; 79 %**
Average time spent	**7,5 hours**

Table 10: Feedback 2017 (Own)

Banners	Finally, the event got its promotional banner;
Tickets	Poorly highlighted that this is an extra separate program and VIP ticket is necessary. Since the target group is children aged 6-15, parents usually did not allow them to attend the festival itself, so it is necessary for the parents to buy the ticket as well. Nothing was offered in addition to previous years, and therefore parents did not understand ticket price rises;
Partners	No special partner for YTL festival, only those known to the whole festival;
Organising team	Insufficient division of tasks between individual members of the organizational team. Avoiding essential methods and practices of project management;
Program	As mentioned above, the program has not changed since last year and is not sufficient for current trends and competition, which does everything to be better;

YouTubers	The organizers are not sure whether the current setup of YouTubers and their program is satisfactory and would like to change it somehow;
Marketing	The marketing of the event has not changed for all years, and against this, the organizers are looking for a necessary change that could lead to an increased number of viewers and the following years;
Time management	Even in 2017, no importance was attached to project management tools in this example to time management and without which no project should be dispensed with;
Risk management	Even in 2017, no importance was attached to project management tools in this example to risk management and without which no project should be dispensed with;
Communication	Except for calls and face to face communication the communication is missing. Especially within team members (Brančíková, 2018).

Lesson learned

Tickets	VIP Tickets - promotion. Providing free entrance for parents. Ensuring the justification of ticket price growth. Earlier notice on the raffle;
Partners	Need to find a sustainable partner for the upcoming year;
Organising team	Creating project phases, WBS methods, risk planning, etc.;
Program	From the perspective of the organizer, not knowing the performers one month ahead is crucial, this must be managed properly and much longer in advance;
YouTubers	Confirm YouTubers much longer in advance so that children can enjoy, prepare, convey parents, etc.;

	Think of a new set-up how to work with YouTubers and what program to offer to the young audience;
Marketing	Think about the overall promotion of the YTL festival, including possibly contacting a new agency for promotion. Usage of all social media;
Time management	Create time analyzes and milestones;
Risk management	Creating risk analyzes that do everything possible to avoid risks and avoid losses. They help identify the risks that have the greatest impact on losses;
Communication	Improve communication via communication channels such as trello or slack.

2.6 Sustainability of the event

The decision to continue the fourth year of the festival was not certain after the event, but the decision to end this project was on the table as well.

Organizers looked at indicators such as attendance and, in particular, revenue from ticket sales, which were falling year-on-year (Appendix YTL statistics).

The trend of YouTubers is still on the rise (Appendix YouTube statistics) as well as metrics showing the growing trend of usage of this social platform (Appendix YTL statistics).

On 16th of April 2018, the CEO of the event Jan Kuběna decided to continue with this particular event and to hold an event in Pavilion C, where the event was held last year (Kuběna, 2018).

Veletrhy Brno a.s. as an organizer decided to avoid the mistakes that occurred in the previous years. As the main task, the organizer of the event emphasized the use of project management tools such as risk analysis and time analysis (Kuběna, 2018; Brančíková, 2018).

There has been a trend of year-on-year decline in attendance of visitors (Appendix YTL statistics), but on the other hand, overall satisfaction with the festival is improving year after year (Appendix YTL statistics) as well as the average time spent at the festival (Appendix YTL statistics). As one of the options, it is possible to find more space for those who want to see YouTubers personally. The number of visitors who declare participation in the next year remains roughly the same year on year (Appendix YTL statistics).

2.6.1 Building brand

In 2016, the festival's overall name changed to Festival Life! The Youtube subproject got its name You2ber Life! and has since been presented as a part of the larger project - Festival Life!

Changing the name and logo was inevitable from the organizer's point of view to make it clear that the YouTube project is part of the Festival Life! and not as a separate event.

The slogan and the motto were not selected for the project and, according to the organizers, it would have no effect (Kuběna, 2018).

In 2019 there will be 5 anniversaries since the foundation of the project.

2.6.2 Marketing of the event

As far as the marketing of the YTL festival is concerned, even though the marketing costs of the project exceed 50 %, they could be used more efficiently. The YTL festival benefits from the Festival Life! marketing campaign, however, is not the target group of the YTL festival.

Facebook is used sporadically to promote or create individual events of the day of the event. Even here the YTL festival benefits from the base of 33K fans of the facebook site (Appendix YTL statistics).

Instagram, as another social platform, was founded for Festival Life! at the beginning of April 2016 (instagram.com, 2018.) and is similarly used as a facebook to promote the larger festival.

Website is an important means of communicating current news that the festival uses to keep the visitor informed and tuned. Likewise, mobile apps are available for both iOS and Android users, but they are again more likely to promote the whole Festival Life!.

The most important marketing tool is undoubtedly YouTube. Most visitors to the YTL festival (excluding their parents etc.) use this platform and has been informed about the event through it (Brančíková, 2018). The organizers of the event, however, use only the channel of the "VeletrhyBrno", not their own, at least for the whole Festival Life!

In addition, the organizing team arranges photographers, allowing visitors to have unforgettable memories.

2.6.2.1   Facebook

The YTL Festival does not have a separate Facebook page. It is only as part of the Life! Festival, which has a broad base of fans (31 K) (Appendix YTL statistics). Unfortunately, from the visual point of view (see Picture 9 below) it is clear that the festival presents very little of the YTL festival.

PR manager - Dita Brančíková - uses Facebook to share news, information, and photos about the YTL festival.

The Facebook page is: *https://www.facebook.com/bvvlife/*
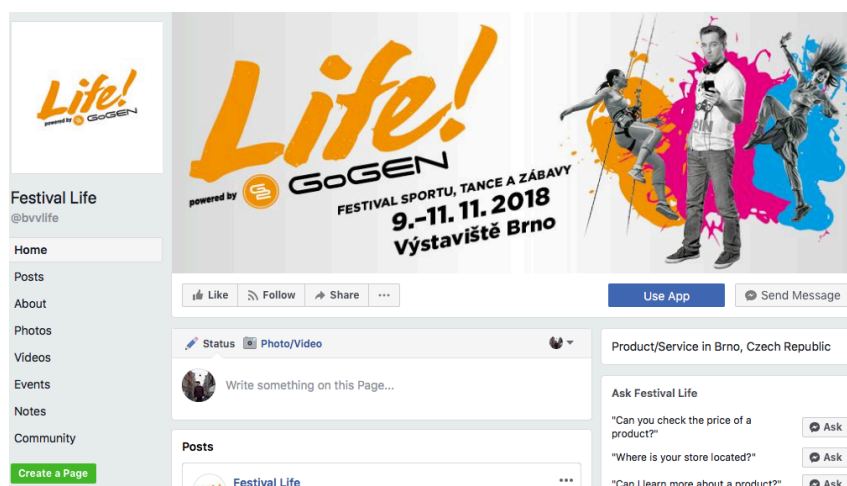
Picture 9: Visualisation of the Facebook page of Festival Life! (facebook.com, 2018)

2.6.2.2 Instagram

Even in the case of Instagram, the YTL festival is part of the Life! festival. Instagram page was created on 10th April 2016 (Instagram.com, 2018) and has 215 posts (see Picture 10 below). However, only 4 posts relate to the YTL festival.

Viewers and performers have created at least a hashtag to promote "#you2berlife" (see Picture 11 below), which contains 149 posts as of 13th of June. This form of advertising is for free.
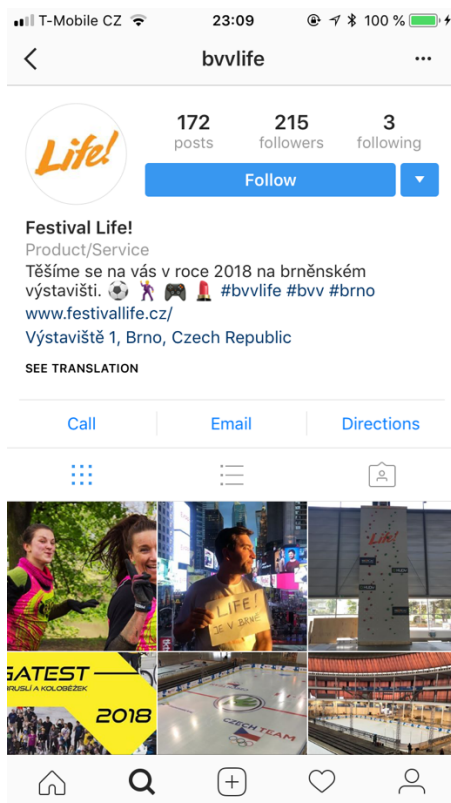
Picture 10: Visual of an Instagram page of the Festival Life!, (instagram.com, 2018)
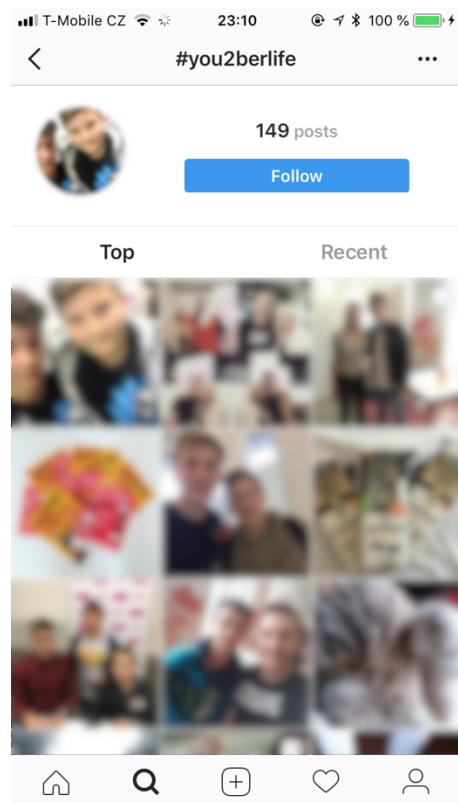
Picture 11: Instagram posts with the #you2berlife hashtag (instagram.com III, 2018)

2.6.2.3 Websites

Last but not least, there is a website that informs visitors of up-to-date news and changes.

The content is in charge of PR manager - Dita Brančíková (Brančíková, 2018). On the Website, you can find up-to-date informations, organizational informations, videos, a photo gallery or final reports from previous years (bvv.cz, 2018).

The websites are in author's view not at all tailored to the YTL festival target group.

The visual page can be seen on pictures 12,13 for both desktop and mobile devices.
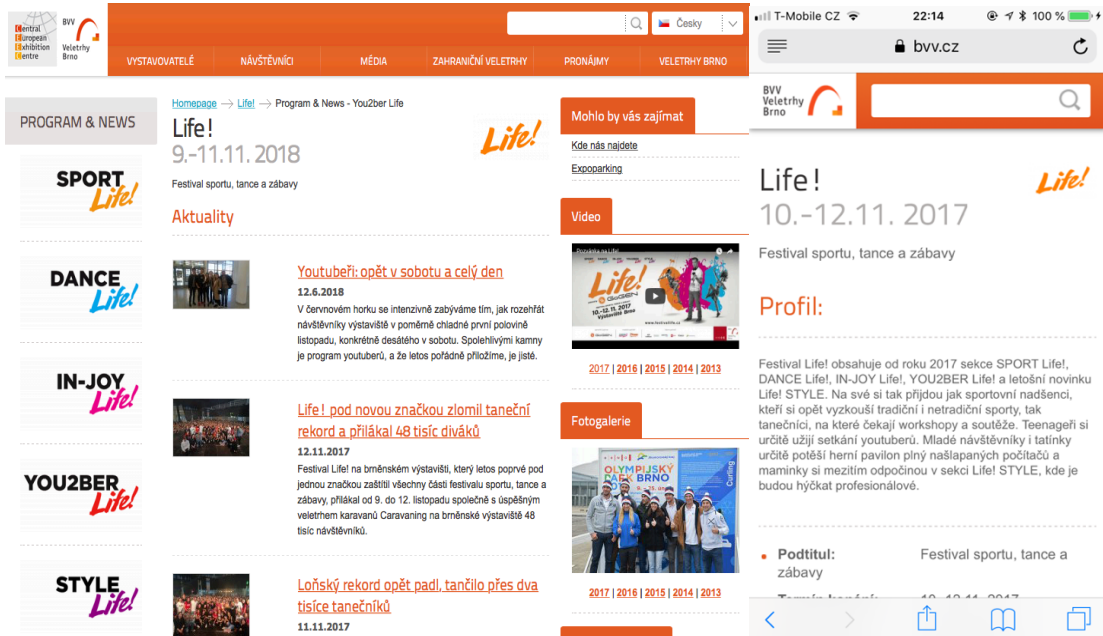
Picture 12: Visualisation of the You2ber Life! Page on the Festival Life! Website on PC (bvv.cz, 2018)

Picture 13: Visualisation of the You2ber Life! Page on the Festival Life! Website on a Mobile device (bvv.cz, 2018)

2.6.2.4 App

Veletrhy Brno a.s. has prepared an application for mobile phones, which offers a selection of all fairs and festivals held at the Brno Exhibition Center.

The visual page can be seen in Picture 14. Unfortunately, there is no mention of the YTL festival.
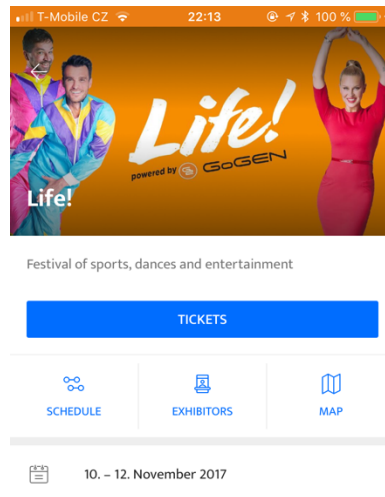
Picture 14: App layout (Bvv.cz, 2018)

2.6.3 Continuous improvement

An important point in the successful continuation of the event is the continuous improvement at all points of this project such as logistics, program, people, marketing, communication and more.

Logistics is an integral part of the YTL festival and all members of the Life festival team are involved in it.

The development of people working on a project is very critical because they work in a very fast-growing area and every hesitation is fatal. The organizer of the event has a long experience in organizing festivals and fairs, but the YTL festival is rather a modern festival than old-fashioned fair trade. Furthermore, the organizers themselves claim they do not even understand this trend of YouTubers (Kuběna, 2018).

Marketing strategies offer better and better opportunities to promote the festival and increase the number of visitors and the organizer should keep this in mind.

Communication channels are another crucial factor and there is room for further improvement and use of new resources as well.

The program and layout of YouTubers is the most important part of the whole YTL festival, so there is a need to make changes and not repeat the same program year after year.

2.7 Analysis of the competition

The biggest and the only competitor in the Czech Republic is the Utubering festival. The festival is one-day as well as the YTL festival, but it exceeds it in all directions except for one and that is the date. The Utubering Festival is held together with the Majáles Festival in April in Prague and in May in Brno and offers 4 stage full-fledged performances (utubering.cz, 2018). The YTL festival takes place on November 11 and during the autumn and winter, there is no direct competition in the Czech Republic.

Facebook of Utubering festival has nearly of 65k fans (see Appendix Utubering) and its Instagram page has almost 80k followers (see Appendix Utubering). Both these platforms use the festival to inform, enjoy and share the moment with all the visitors (Utubering, 2018).

An integral part of Utubering's marketing strategy is of course YouTube. On YouTube, the festival has 2,5k subscribers and has countless videos each year. Videos related to both promotion, live stream, or after party. Not to mention the videos made by each of performing YouTubers (youtube.com, 2018).

The festival on their website claims they are not just a signing event, but a full-fledged festival, which can be seen at the price of 1000 CZK for each visitor, including parents.

Besides the classical tickets, the festival offers an exclusive form. Thanks to which the visitor will receive a 3h VIP program in addition (utubering.cz, 2018).

For further picture, visualisation of Utubering festival's Facebook, Instagram, YouTube, Website, and app can be seen Appendix Utubering.

2.8 Sum up of findings

Before moving to the proposal, there were certain pluses and also some drawbacks in the feedback and lessons learned from each year, that the authors of this thesis would like to sum up in order to suggest action steps in the proposal.

- The organizers found out during the three years of the event that there is a target group of visitors who are interested in this type of event.

- As a big plus during all the previous years, the organizers and visitors evaluate the venue of the festival, which is held in the second largest city of the Czech Republic and at its center for all regardless of disability.
- The date of the competition is an advantage because the competitive festival Utubering is held in the spring.
- Saturday, the day of the event, proved to be a good move, as the target group is students who attend school for over weekdays.
- Following the Utubering competition, there is a space and potential for gaining independence over the Life! festival.
- As the YTL festival is part of a larger festival, it is a problem to find an independent partner to support the event, as there is a conflict of interest in the current situation.
- YouTubers invited are vital to the whole festival. The positive relationship between the organizer and YouTubers is a good aspect of cooperation.
  One of the main icons of the Czech YouTube scene, the YouTuber FattyPillow, goes exclusively only to the YTL festival.
- In promotion, the festival spends a lot of money, but it does not use unpaid marketing options such as a separate Instagram, Facebook, and YouTube account.
- YTL festival websites are not user-friendly, especially for the young users. The web interface is desktop-only, as we cannot count the mobile version of the website as suffcient.
- As a major drawback of the project, the author of the thesis sees in the pre-project stage, the project stage and after-project stage, and therefore proposes that these parts should be approached from the point of view of the project and project management itself.
- In addition, the organizer does not use any tolls of time management, WBS analysis, does not have a risk analysis, nor does it use any communication channels.

3 Proposal of solution

The proposal part is devoted to the realization of the project - YTL Festival 2018.

The proposal is prepared on the basis of analyzes from previous years, together with the recommendation of the current organizational team for each year and last but not least, using the theoretical knowledge analyzed in the first chapter.

The Pre-project stage was completed before the first YTL festival in 2015 and after the director of the Life! festival Jan Kuběna approved the project stage.

The same process took place in 2016 and after the successful completion of the project, the project was also approved for 2017, after which the organizers of the event hesitated to continue in 2018. However, after execution of feasibility study which suggested to realize the project, the decision was made on 15th of April to continue with the YTL festival in 2018 as well (Kuběna, 2018).

For the above reasons, the project proposal starts from the project phase.

3.1 Project phase - Initiation

After the decision on the continuation of the project was granted, now it is crucial to follow a well-defined process of initiation phase.

It is essential to verify and, if necessary, specify or define the objective of the project, the required outputs, project team, competencies, stakeholders, milestones, communication channels and is the last suitable moment to process the logical framework of the project.

3.1.1 Project stakeholders

The stakeholder is actively involved in the project or whose interests may be positively or negatively affected by the project's implementation or its outcome. The interested party may influence the course of the project or its results. From this point of view, it is critical to know all stakeholders and ensure communication fluency with them (Doležal et al., 2012).

From the author's point of view, the key stakeholders are following:

- Project team;

- Project sponsors;
- Realising team, assistants;
- Co-operators;
- YouTubers;
- Contractors;
- BVV – Veletrhy Brno;
- Partners;
- Employees of the BVV – Veletrhy Brno;
- Economic department of the BVV – Veletrhy Brno;
- Legal department of the BVV – Veletrhy Brno;
- Public relation department of the BVV – Veletrhy Brno;
- Visitors;
- Competitive event – Utubering;
- Media;
- Public.

3.1.2 Project goal

As stated in the theoretical part of the thesis, the correct definition of the goal is one of the key factors in the success of the project. For this work, the author chose the SMART technique. According to SMART, the goal should be:

Stakeholders approved **that popularity of YouTube allows** to create and to organise the **YTL festival 2018 for 3000 visitors on 11ᵗʰ November 2018 from 9 am to 6 pm in the hall C of Brno Exhibition Center** with a **budget** not exceeding **1 500 000 CZK**. **Prepared** by the **team of 7 members** with the **duration** from its preparation to the evaluation of **213 days.**

Specific/Smart

The YTL festival is for the general public, it supposed to raise awareness of YouTube as a brand-building platform and as a tool for influencing younger generations.

Measurable

There are several ways to evaluate measurability of the project:

Date - 11.11.

Place - Brno Exhibition Center

Turnout - the expected number of people 3,000

Team members - the organization will be attended by 7 people

Budget - the budget will not exceed 1.5 million CZK

Duration - The duration of the project from its preparation to the evaluation will not exceed 214 days.

Achievable/Agreed

The fulfillment of the partial projects was strictly divided into the individual activities and tasks that the Project Manager is responsible for, and he then delegates them among the members of the project team.

The project stakeholders have met and approved the YTL festival and the date and place

Realistic

The popularity of YouTubers so far allows creating a popular event every year that can also become a traditional event associated with a city of Brno.

Time-bound

Here, the author has several paths that can measure time-boundaries of the project:

When and at what time is the event held – on Saturday 11th of November from 9:00 am to 6:00 pm.

From which date it will be prepared – 16th of April

How long will the preparation part last – 213 days

End of the project – Thursday 15th of November

3.1.3 Required framework

There is a well-defined aim of the project. To accomplish the goal, there are certain obligatory outputs required to be created. Regarding the YTL project, the author of the thesis suggests following outputs:

Venue	This attribute would include everything connected to the place, transportation, environment, tickets, and people
Project Management	Generally necessary element, to manage the project team and ensure the goals will be met
Marketing	For online campaign creation; to enhance the awareness about the event and ensure graphics visualisation
Finance	It is important to have enough finances for Budget, Insurance and report to do so, address the partners for possible financial support
Entertainment	To find out well-known YouTubers of Czech YouTube scene and interconnect them with a young audience as well as to prepare fulfilled program
Evaluation	To appraise the project in after-project stage with all stakeholders

3.1.4 Project Team

When designing the project team for the YTL festival 2018, the author of the work was based on experience from previous years and therefore the organizing team is composed of 7 people.

In previous years, the team consisted of the most of two people, which was considered insufficient in the previous analytical part, as the preparation of the festival had no exact order or plan. For the preparation and implementation of previous years, there was not applied any technique or project management method. It was rather a market gap associated with an enthusiasm and desire to organize a festival that would bring the Czech youtube scene closer to young audiences.

Thanks to the knowledge I have gained during my studies, experience from past festivals and competition studies, I have managed to create a quality project team. I applied my knowledge from studies to prepare the whole event and created a plan for the whole YTL festival 2018 because the order and plan are an integral part of a successful event.

The project manager, the main member supervising at the financial side of the project and the major marketing and entertainment member, have a salary rating. Other members of the teamwork without financial compensation, as there is an opportunity for personal development in project management, communication, and other skills.

As a member of the team, it is advisable to select proactive students, even from lower grades, who could continue the project even in the following years and have experience in managing smaller projects or can be accepted at the base of the internship.

The project manager for the YTL festival 2017 was Dita Brančíková. Once a team is created, a meeting is best suited to familiarize all team members. During the first team meeting, the project manager can look for certain skills and attributes of individual members to help determine the further position in the team.

The following parts consist of the setting the communication tools that will be used for internal communication as well as setting the competencies of the team members and planning the project is another necessary aspect for the continuation of the project.

The Figure 5 and Table 11 below shows a project hierarchy that gives all participants a basic overview of the status of individual entities in a given project.
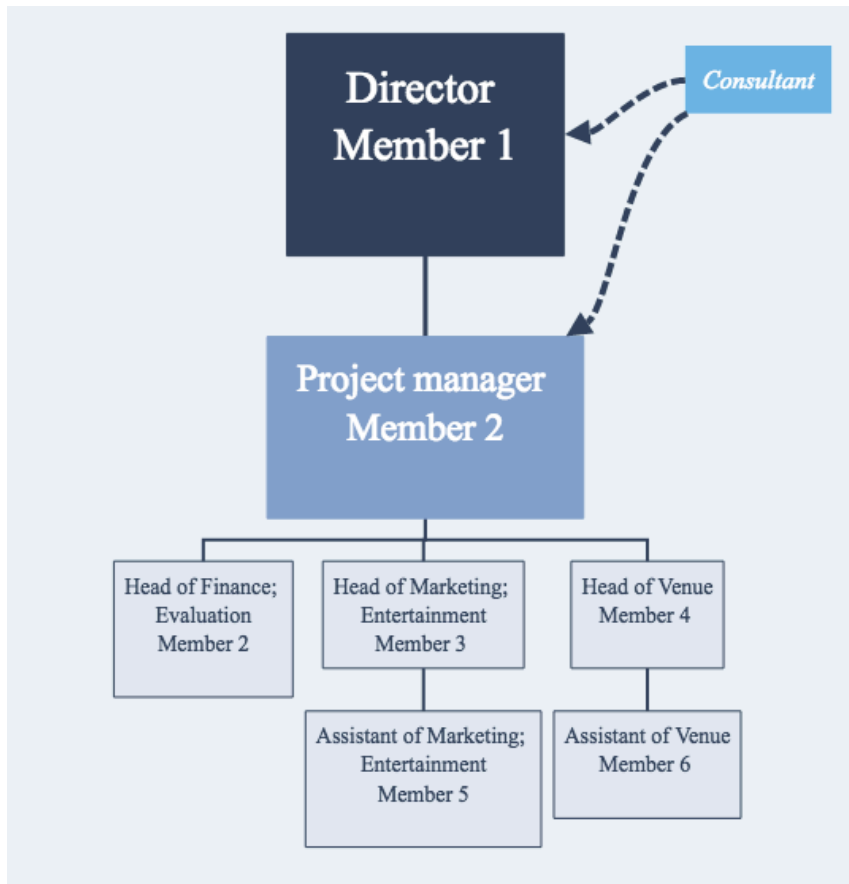
Figure 5: Project team diagram (Own)

Table 11: Project team (Own)

Organising team			
No.	**Name**	**Position**	**Responsibility**
1.	Member 1	Director	Supervision; Control
2.	Member 2	Project manager	Project management; Finance
3.	Member 3	Head of Finance and Evaluation	Finance, Evaluation
4.	Member 4	Head of Marketing and Entertainment	Marketing, Entertainment
5.	Member 5	Head of Venue	Venue

| 6. | Member 6 | Assistant of Marketing and Entertainment | Marketing, Entertainment |
| 7. | Member 7 | Assistant of Venue | Venue |

Project manager - Assembles and supervises the project team. The project manager has also partial tasks on the project see specific the RACI matrix. The project manager leads the organization of the team on the day of the festival.

Head of Finance and Evaluation - Ensures the financial side of the festival. His main activity is finding partners for the project, creating (together with the director and project manager) the budget of the festival and evaluating the festival.

Head of Marketing and Entertainment - Creates marketing and programming.

Head of Venue - Ensures venue, equipment, catering, and other material.

Assistant of Marketing and Entertainment - Assists Head of Marketing and Entertainment

Assistant of Venue - Assists Head of Venue

3.2 Planning phase

Planning and management should be given a firm order. Irregular meetings, unclear goals, and terms are almost always a precursor to the coming problems. In the case of application of project management techniques, this risk should be undermined or at least limited to the lowest possible limit.

3.2.1 WBS

Project (YTL Festival 2018) and Project Goal (Stakeholders approved that popularity of YouTube allows to create and to organise the YTL festival 2018 for 3000 visitors on 11th November 2018 from 9 am to 6 pm in the hall C of Brno Exhibition Center with a budget not exceeding 1 500 000 CZK. Prepared by the team of 7 members with the duration from its preparation to the evaluation of 214 days) are identified. Now,

it is necessary to break down the individual outputs in order to assign the responsible person, time and cost.

The author of the thesis suggests the following work-breakdown-structure, which can be seen in figures 6 and 7:
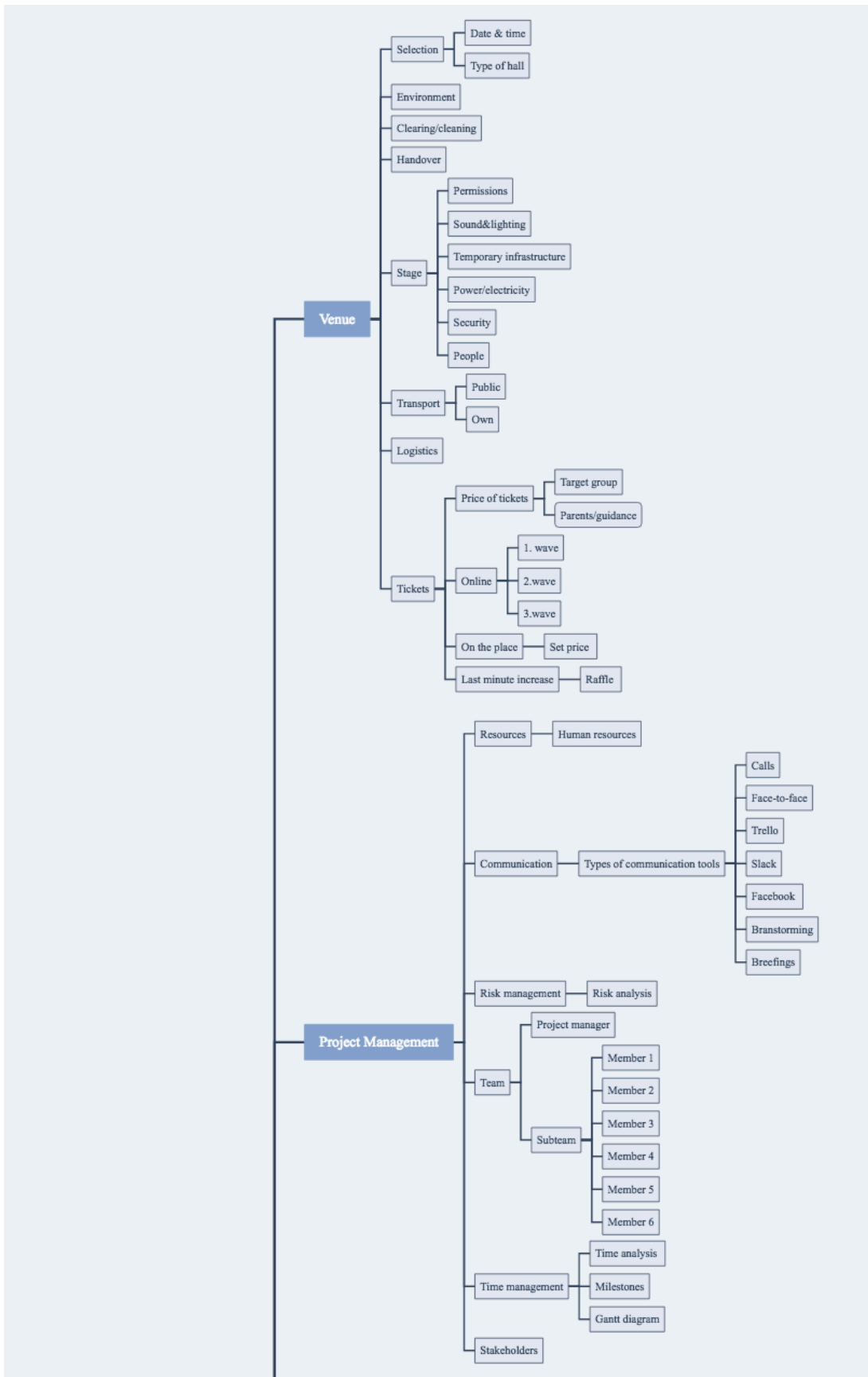
Figure 6: WBS I (Own)
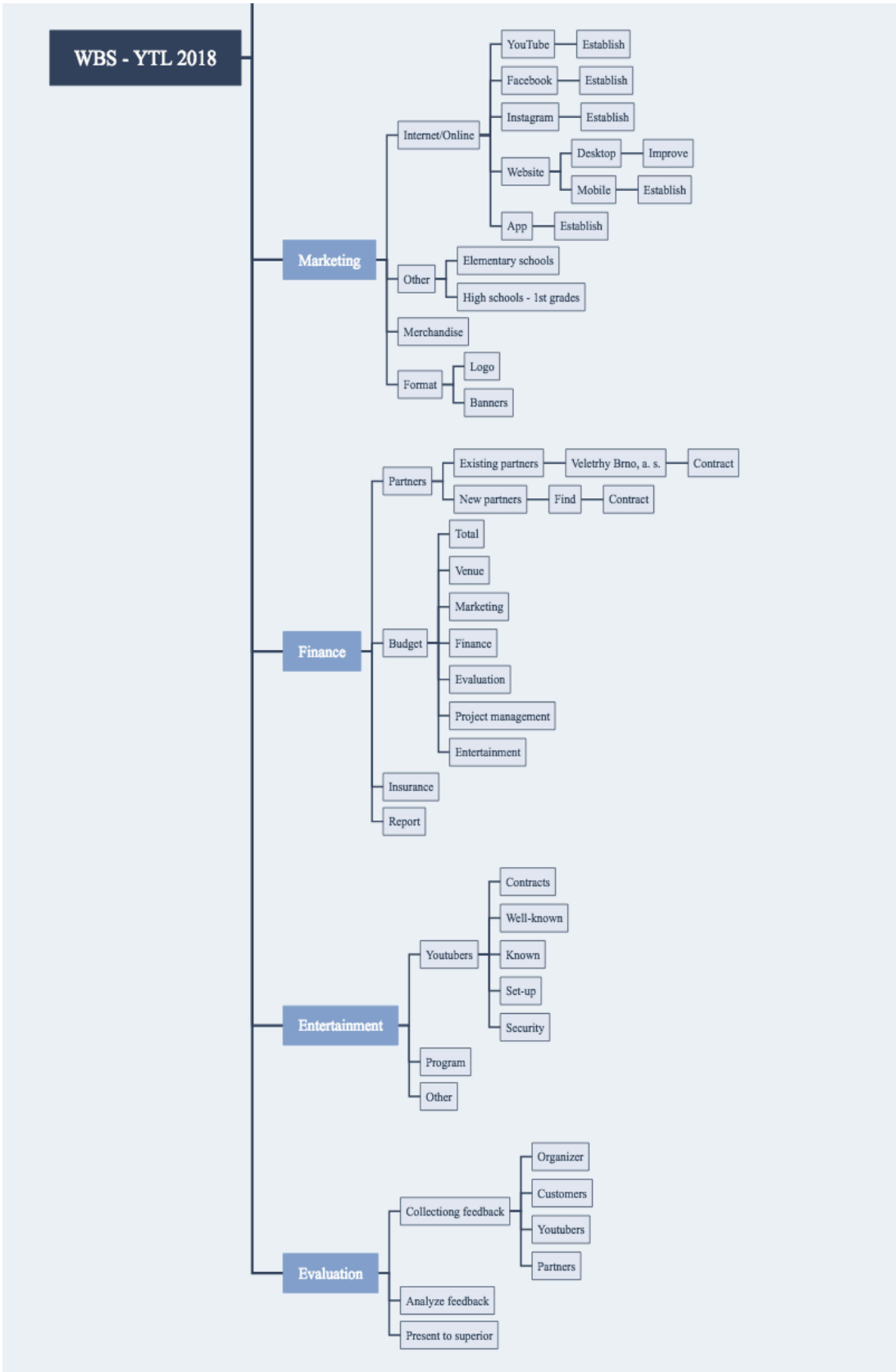
Figure 7: WBS II (Own)

3.2.2 RACI Matrix

The project hierarchy constitutes the basic organizational assumption for achieving the objectives of the project. It also establishes the interrelationships of the superiority and subordination of the entities involved in the project work.

As a result of the interview with the main ex-coordinator (Dita Brančíková) and from the analysis of the previous years, the progress of meeting the partial goals was checked at irregular meetings, where the results are presented and further procedures in the preparatory work, creating new tasks and goals.

In connection with the YTL Festival 2018 project and the exclusivity of this event, it is necessary to give management and planning a consistent order to eliminate possible risks - this elimination will be supported by the RACI Matrix application seen in table 12.

Table 12: RACI Matrix (Own)

Number	Activity	Director	Project manager	Head of M/E	Assistant of M/E	Head of Venue	Assisstant of Venue	Head of F/Ev	Consultant
1	Assembling the team	A, I	R, I	I	I	I	I	I	
2	Selection of date and place	A, I	R, I						
3	Analysis of the current state	A, I	R, I						
4	Searching and signing new partners	A, I	R, I					R, I	
5	Ensuring insurance	I				A, R, I	R, I		
6	Arranging the rental of the venue	A, I				R, I	R, I		
7	Developing the concept of the program	A, I		R, I	R, I				
8	Analysis of necessary equipment	I				A, R, I	R, I		

#	Task								
9	Arranging budget draft	A, I						R, I	C
10	Risk analysis	A, I	R, I						C
11	Time analysis	A, I	R, I						C
12	Comunication with stakeholders	I	R, I					A, I	
13	Setup the program of the festival	I	A, I	R, I	R, I				
14	Establisment and taking care of social media (Facebook, Instagram, YouTube)		I	A,R, I	R, I				
15	Website edits		I	A,R, I	R, I				
16	Ensuring Youtubers	A, I		R, I	R, I				
17	Ensuring suppliers for venue		I			A,R	R, I		
18	Ensuring security		I			A,R	R, I		
19	Ensuring public transport		I			A	R, I		
20	Ensuring suppliers for catering		I			A,R	R, I		
21	Ensuring a ticket system		I			A,R	R, I		
22	Ticket pricing	A, I	I			R, I	I		C
23	Keeping internal communication going	A, I	R, I						
24	Offline marketing		I	A,R, I	R, I				
25	Online marketing		I	A,R, I	R, I				

26	Organizing ticket pre-sales		A, I	R, I	I				
27	Ensuring merchandise		I	A, I	R, I				
28	Preparation of the venue		I			A,R, I	R, I		C
29	Tickets on site		A, I			R, I	I		
30	The beginning of the event		A, I	R, I		R, I	I		C
31	Organization on the day of the event		A, I	R, I		R, I	I		C
32	Ending of the event		A, I	R, I		R, I	I		
33	Feedback collecting during the day of the event		A, I					R, I	
34	Cleaning and clearing		A, I	R, I		R, I			
35	Evaluation of the given feedbacks		A, I					R, I	
36	Evaluation of the festival	A, I	R, I					R, I	

To explain the abbreviations used in the chart:

R – Resoucable; A – Accountable/Approved; C – Control; I – Informed

M / E - Marketing / Entertainment; F / Ev - Finance / Evaluation

3.2.3 Risk determining

When realizing any project, it is necessary to focus on the risks that come with the project. Risk analyzes should be part of each project.

YTL Festival 2018 has its own risks as well. Their identification is shown in Table 13 below. The RIPRAN method was chosen for risk analysis, which is based entirely on accurate difficult estimates, but on the other hand, it has a great ability to tell.

Table 13: Risk analysis I (Own)

		Type of risk	Proba-bility	Level of impact	Value of the risk	Prevention
Venue	Hall	Not having the hall allocated	Low	High	Medium	Strict selection; definictiono of conditions in the contract
	Stage	Not having the stage allocated	Medium	High	Medium	Strict selection; definictiono of conditions in the contract
		Technical probem with electricity, lights or sound	Low	Medium	Medium	Having a spare generator as well as spare lights and sound maker
		Insufficient quality of contruction	Low	Medium	Medium	Be present, supervise and contrl the course of the construction
		Hall looking optically empty	Medium	Medium	Medium	Prepare the look with design programs
		Not enough space at backstage	Low	Low	Low	Oversee enough space built during construction;

					Maintain intnernal communication on the festival day
	Unsufficient parking organisation	Low	Low	Low	Arrange parking supervisor; the day before the event stick the navigation sign
	Poor quality of logistics and catering	Low	Medium	Medium	Finding quality and reputable suppliers with good reviews
Logistics	Not enought tickets sold	Medium	High	Medium	Ensuring the course of marketing campaigns; Také steps to improve (competition)
	Not possible to buy the ticktes due to serves failures	Low	High	Medium	Sufficient contractor over the years; good communication
Date	Inappropriate term	Low	Medium	Low	Analyze the pre-scheduled event calendar in the CR; A

					satisfactory term in recent years
Project management	Team	Not enough team members	Medium	High	Medium	Strong internal team; Possible promotion of intership at universities witha nedeed skills
		Insufficient coordination of people	Medium	High	Medium	Good command skills of the project manager; testing; communication
		Organasing team; extra people on the day of the event not cooperating	Medium	Medium	Medium	Terms of cooperation listed in the contract
		Poor communication	Low	Medium	Low	Establish communication channels on Slack, Trello or Facebook
	Time management	Poor time management	Low	Medium	Medium	Set up miletones and time analysis

Marketing	Website	Not established mobile version of websites	Medium	High	High	Terms of cooperation listed in the contract with the company
	Internet	Campaigns not prepared soon enough	Low	High	High	Check deadlines for the project
	Merchandise	Merchandise not ready in the day of festival	Low	Low	Low	Check deadlines for the project
Finance	Partners	Not enough financial partners	Medium	High	High	Look for opportunities on the market, new contracts, invtensive addressing and communication
		Lack of funds	Medium	High	High	Attemp to increase the number of partners
	Budget	Low interest of other suppliers	Medium	Medium	Medium	Finding and reaching out to identifying and addressing a large number of suppliers vendors

		Cost overruns	Low	Medium	Low	Budget control by a team member
		Unexpected costs	Medium	High	High	Sufficient budget reserves
Entertainment	Youtubers	Inviting unknown Youtubers	Low	High	Medium	According to the analysis of the Czech youtube scene, invite familiar faces
		Contracts not signed in time	Medium	Medium	Medium	Sufficient communication with Youtubers
		Youtubers will promise to come, but cancel it in the last minute	Low	High	High	Definitions of conditins in the contract with Youtubers
	Program	Badly selected program	Low	Medium	Low	According to the analysis and previous years choose the best possilbe
		Poor layout of the Meet&Greet places	Low	Low	Low	Prepared upon three years of experiences; check day before the event

		Fail to stick with the plan	Low	Medium	Medium	Control and motivation of team members by the project manager
Evaluation	Feedback	Not able to get the feedback from stakeholders	Low	Medium	Low	Urging team members to collect the feedback

From the above risk analysis, it evident that it is needed to pay extra attention to finding new partners for the event. Another important point is prevention against when closing contracts, which should also be given greater attention. And not least an important factor is a well-functioning team, which should be guided by established plans and milestones.

3.2.4 Time planning

3.2.4.1 Milestones

In the case of strategic planning of the "YTL festival 2018" project, it is advisable to make a milestone timeline. In this case, it is a project in which time, cost and resource variables are attached to the decomposition of activities. The milestone timeline thus establishes a stable framework and fixed targets for the project team - the Milestones Plan of this project displays the Table 14 below.

Table 14: Milestones (Own)

Date	Activity	Responsibility
16-May	Date and place selected	Project Manager (Member 2)
22-May	Rental of the venue agreed	Head of Venue (Member 4)
24-May	Analysis of the current status	Project Manager (Member 2)

7-Jun	Facebook, Instagram and YouTube established	Head of Marketing and Entertainment (Member 3)
30-Jul	Final program setup	Head of Marketing and Entertainment (Member 3)
23-Jul	Agreed YouTubers	Head of Marketing and Entertainment (Member 3)
2-Aug	Start selling tickets	Head of Venue (Member 4)
2-Aug	Start of marketing campaings	Head of Marketing and Entertainment (Member 3)
30-Aug	Agreed Partners	Head of Finance (Member 2)
10-Nov	Venue prepared	Head of Venue (Member 4)
15-Nov	Final evaluation given	Head of Finance (Member 2)

Part of the time analysis is another project management tool - the Gantt Chart (see Figure 8 below). This is a graphical form of term list formulation that takes into account the length of the project's running time - the Gantt diagram shows the deadlines and the duration of each step in workdays. In simple terms, it shows the logical sequence of the following activities - the X-axis shows the main activities necessary to meet, the Y-axis representing the day the activity is started and the duration of the activity.
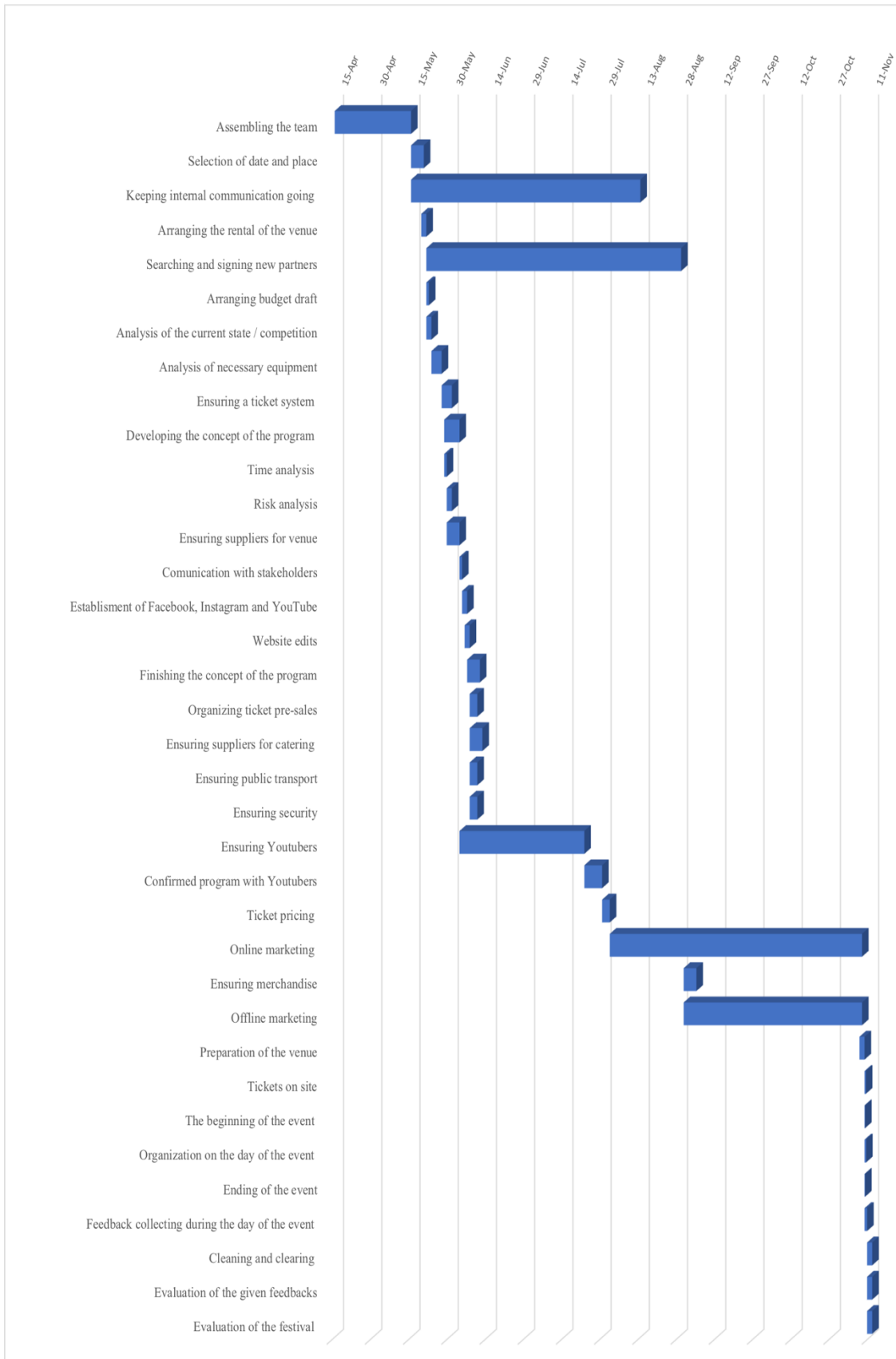
Figure 8: Gantt Diagram (Own)

3.2.5 Budget planning

For confidential reasons, a detailed analysis of YTL 2018 funding cannot be made. Revenue and costs are trade secrets and are contractually bound in confidentiality. In the thesis, the author used a coefficient for the percentage distribution of partial expenses.

In the Table 15 below are the estimated costs and revenues in the percentage of the YTL 2018 festival.

When determining the costs and revenues, the author of the work was based on the experience of the past festivals held and the prices of external contractors.

The financial elements of the event corresponding to the member 3, who is part of the project team. However, all costs are discussed with the members of the project manager and the director of the whole race.

Cost coverage will be covered by the company's own resources and only after receiving partner gifts and ticket sales the funds will be returned to the cashier.

Table 15: Estimated expenses YTL (Own)

	Expenses		%
	Rental of the venue		5,67 %
	Ticket on site		0,35 %
	Security		3,55 %
	Electricity		0,71 %
	Background (refreshments; consumables)		
Technical part		refresments	0,35 %
		consumables	0,35 %
	Suppliers for the venue (hygiene, toilets, barrier)		
		TOI TOI	2,13 %
		Barries	1,42 %

	Ticket system		3,55 %
	Stages (Preparatino, Clearing)		10,64 %
	TOTAL		28,72 %
Team	Salaries		10,64 %
	TOTAL		10,64 %
YouTubers	Fee		17,73 %
	TOTAL		17,73 %
Marketing	Website edits		2,13 %
	Online marketing		0,00 %
		YouTube	17,73 %
		Facebook	7,09 %
		Instagram	5,32 %
		PPC campaigns	3,55 %
	Offline marketing		5,32 %
	Ensuring merchandise		1,77 %
	TOTAL		42,91 %
GRAND TOTAL			100,00 %

Table 16: Revenues YTL (Own)

Revenue	CZK
Partners (estimated)	500 000,00
Catering (estimated)	60 000,00
Tickets (estimated)	1 500 000,00
TOTAL	2 060 000,00

Table 16 shows estimated earnings at the ticket price of CZK 500 per ticket.

3.3 Realisation and completion

The organizing group already has experience with the organization of events and projects and, of course, also a three-year experience with the YTL festival.

The implementation of the event itself will be carried out in cooperation with the project team members of the contracting entity and the contractor.

The core of the organizing team will be different than previous years, therefore it is necessary to observe the fulfillment of the partial goals and to preserve the predetermined program. The first part is the construction of the stage, two days before the festival. The construction is carried out according to the specified schedule, under the direction of the project manager. In addition, the cashier, catering equipment, fencing and hygiene part are being built.

The day before the festival are created meet & greet points, branding (marketing panels, promotional items, and flags), signs (parking, background, stage, and meet&greet points).

On the day of the event, an early arrival of all the festival participants is scheduled. This is followed by the opening of the visitors to the festival grounds and the holding according to the schedule. Team member collects visitor's feedbacks from the event on the same day, following the day after from YouTubers and partners. That same day, the branding and navigation signs are taken down.

After finishing the festival, it is necessary to place the site in the original state. It lasts up to 3 days of cleaning up everything from stage to cashier.

3.4 Benefits

The greatest benefit of the work is seen by the author of the work as an application of project management tools for You2ber Life! festival, since it was discovered after analyzing that no tools haven't been used so far.

The author of the thesis proposes the structure of a seven-member project team, to which the activities are specified and assigned in the proposed WBS (which brings a clear set of rules to the work and involves individual members of the project team in the delegated

activity), RACI matrix (where the qualification of individual members should, of course, correspond to the content of their work) and detailed time planning.

Autor suggests numerous milestones to be set and used while realizing the project. However, the main milestone of the whole project, that is, the very beginning of the event itself, is predetermined and it is not possible to move it after it has been accepted for several reasons.

Therefore, further usage of a time analysis contains significant reserves to mitigate the risk of project threats due to non-compliance of deadlines. The project could be implemented in a much shorter time, but some activities (such as providing financial resources, ensuring YouTubers or rental the venue) require work at certain times of the year.

For these reasons, the CPM was initially released from the project proposal, which was originally used. After developing the network chart by the method mentioned above, its proficiency was minimal and therefore author suggests usage only of the Gantt diagram, which is considerably more efficient in this case. Therefore, to the use of the Gantt diagram, which could be helpful to detect deviation from the project plan and as well as to give a certain response.

The author suggests above mention budget of the project which is a kind of sketch that could draw and settle the funds and definitely not the final form. Especially the cast of Youtubers, sponsorship gifts in the form of material support or marketing costs are not strict and certainly will change to the beginning of the event.

A very valuable asset is also risk analysis, where the author has defined more than twenty of the most important risks that could be jeopardized the project's goal. One of the most important tasks is to find a sufficient project sponsor. Thanks to this analysis, it is possible to prepare for the hazards with the greatest impact on the project in advance and at best eliminate them or at least minimize their impact. However, in this section, the author recommends consultation with a lawyer when concluding contracts with individual parties.

Overall, the use of the proposal could improve the effectiveness of the project team, set up the milestones, use time management or risk analysis. Likewise, the proposal could lead to increased attendance at the festival.

The author created handbook for other projects, where BVV Veletrhy, a.s. could be more effective and more systematic. Another aspect is the profitability of the project and its increase.

Conclusion

The YTL 2018 festival, for which the project and the new design proposals were developed, is very specific because the festival is part of the bigger festival Life! It is, of course, the product of the whole project, which is not the subject of discussion but, above all, the character of the course of the realization work.

The main aim of this work was to create a proposal documentation for You2ber Life!. The goal was met. At the same time, its implementation so far is carried out according to the specified project documentation. This corresponds to the secondary aim of the work, which was that the project would serve as a manual for future years.

Project management tools have been used in the work. The first is the identification of the project and the project team. Another part is the WBS, which gives a detailed view of individual activities and identifies many essential information and links associated with the realization of the festival. Timing analysis planned the project activities required to reach the goal, expressing it in the graphical form of the Gantt chart. While the RACI matrix has assigned the roles and responsibilities of individual activities. The next step was to draw up a risk analysis that identified and quantified some of the potential risks of the project while suggesting possible measures leading to their reduction or retention.

The last step was to compile the budget of an event, which is rather indicative since it often changes in events of a similar nature.

The diploma thesis shows that all the estimated prices or items (cost/income) applied in this project were based on an analogy in the past (following a controlled interview with the past coordinator of this event from previous years) - nothing can certainly be regarded as guaranteed - the fact that everything is questionable (including the created financial reserve as a cushion against unexpected changes or outages against the past).

The last part of the thesis evaluates the benefits of project proposal solution, which will bring the project correctly implemented.

The thesis can bring a simplification and efficiency to work on the preparation and progress of You2ber Life! festival. The project team, which participates in its implementation, has a fundamental benefit. So far, the organization has been very chaotic and lacked clear order.

The author of the thesis considers that this type of event has its application in Brno and a wide base of potential visitors. In addition, the action of this format would make the town or region more visible.

The challenge for future years could be to improve project documentation so much that a routine project could be talked about, making implementation work even easier and quicker.

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List of Abbreviations

YTL – You2ber Life!

BVV – Brněnské výstaviště

WBS – Work-Breakdown Structure

RACI – Responsibillity assignment matrix

List of pictures, tables, figures and appendices

List of pictures

List of tables

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Appendices

Appendix 1: Appendix YTL 2015

Picture 15: Banner 2015 (bvv.cz, 2018)

Appendix 2: Appendix YTL 2016

„You2ber Life"

Sobota 5. 11. 2016, BVV

PROGRAM:

10:00 – 11:00 Warm up v Game Hall (pavilon C)

    10:00 Moderátor představí koncept celého dne

    10:05 Představení všech youtuberů, kteří přijeli

    10:20 Rozhovor s Mishou a jeho rodinou

    10:25 Misha koncert

    10:30 Soutěž s diváky Mishův merch – Head's Up

    10:40 Představení Veroniky Spurné + **koncert**

11:00 – 12:00 Společný oběd v tiskovém středisku

12:00 – 12:30 Kdo je tady Šéfík internetu? – SHOW STAGE (pavilon B)

12:00 Moderátor představí **Fattyho** a projekt **Šéfík internetu**

12:05 Záznam ze soutěže, ukázky videí výherců

12:10 Rozhovory s Fattym a šéfíkama

12:20 Pozvánka na odpolední show

12:25 Fattyho show – Tin Can Challenge

13:00 – 13:45 Hvězdný Flash mob – překonání loňského rekordu

    13:00 Moderátor **Ondřej Vodný** (E2) vysvětlí princip, pustí záznam z loňska a předloňska…

    13:10 Představení aktérů letošního Flash mobu – **Ondřej Sokol, Lukáš Pavlásek, Jakub Kohák**

    13:15 Průběžné učení choreografie, zahřívání

    13:25 Projížděčka se všemi, poslední rozdávání lístků, představení komisaře, představení štábu, představení hvězd…

    13:30 Nástup youtuberů

Picture 16: Program 2016 (Brančíková, 2018).

    13:35 Pokus o překonání loňského rekordu 1216 tanečníků na jednom místě

    13:45 Vyhlášení – překonali jsme?

15:00 – 18:00 Meet Your YOU2BERS

    15:00 Moderátor vysvětlí, co se bude následující tři hodiny dít a představí všechny youtubery

    15:15 **Blindfolded makeup challenge** – fashion youtuberky nalíčí tři dobrovolnice z publika. Účastnice se s nimi pak vyfotí.

        https://www.youtube.com/watch?v=JncFDONaacc

    15:30 **Head's Up challenge** – tři dobrovolníci si se třemi youtubery zahrají Head's Up.

        https://www.youtube.com/watch?v=zyofL8pbc4s

    15:40 **Never Have I Ever** – všichni youtubeři hrají Never Have I Ever challenge.

        https://www.youtube.com/watch?v=zgA_3KpEUB4

    16:00 **Would You Rather** – všichni youtubeři hrají Would You Rather.

        https://www.youtube.com/watch?v=keF-R-reINE

    16:20 **Diskuze** na téma YT – všichni youtubeři diskutují na témata – jak založit kanál, co vede k úspěchu… Diváci z publika se jich ptají na to, co je zajímá.

    17:00 **Fotozóna a autogramiáda** na stanovištích jednotlivých youtuberů

Picture 17: Program 2016 II (Brančíková, 2018)

Appendix 3: Appendix YTL 2017

Picture 18: Banner YTL festival 2017 (bvv.cz, 2018)

Picture 19: YTL Festival's program 2017; (bvv.cz, 2018)

Picture 20: Obrazek XY: Banner 2016 (bvv.cz, 2018)
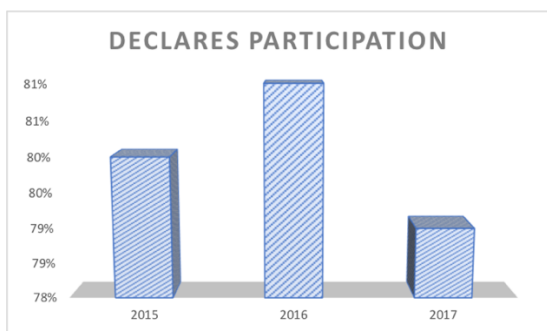
Appendix 4: Appendix YTL statistics
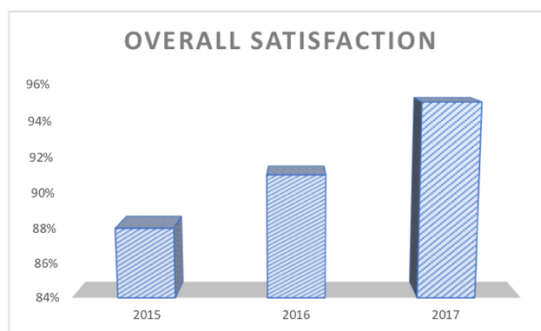
Figure 9: Participation YTL festival (Own)

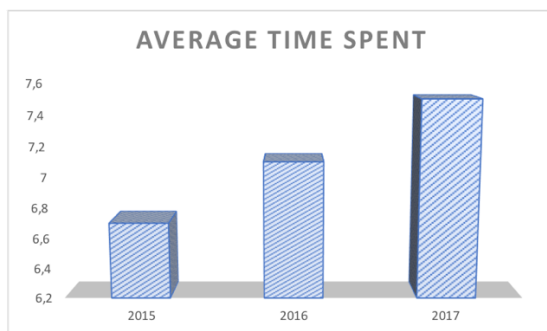**Figure 10: Satisfaction YTL festival** (Own)
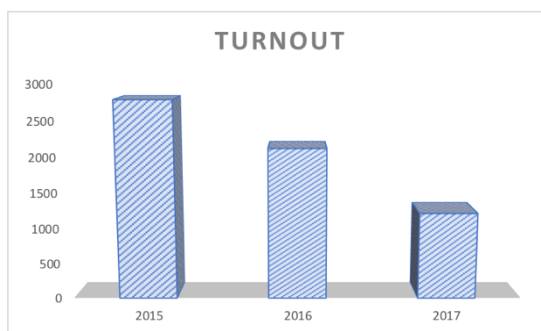

Figure 11: Time spent YTL festival (Own)

Figure 12: Turnout YTL festival (Own)

Table 17: Source for graphs (Závěrečné zprávy – 2015, 2016, 2017)

	2015	**2016**	**2017**
turnout	2784	2118	1213
overall satisfaction	2015	2016	2017
	88%	91%	95%
declares participation	2015	2016	2017
	80%	81%	79%
average time spent	2015	2016	2017
	6,7	7,1	7,5

Appendix 5: Appendix YouTube statistics

In average month, 8 out of 10 18- to 49-years-olds watch YouTube.

In 2015, 18- to 49-year-olds spent 4% less time watching TV, while time on YouTube went up 74%.

The time people spend watching YouTube on their Tv has more than doubled year over year.
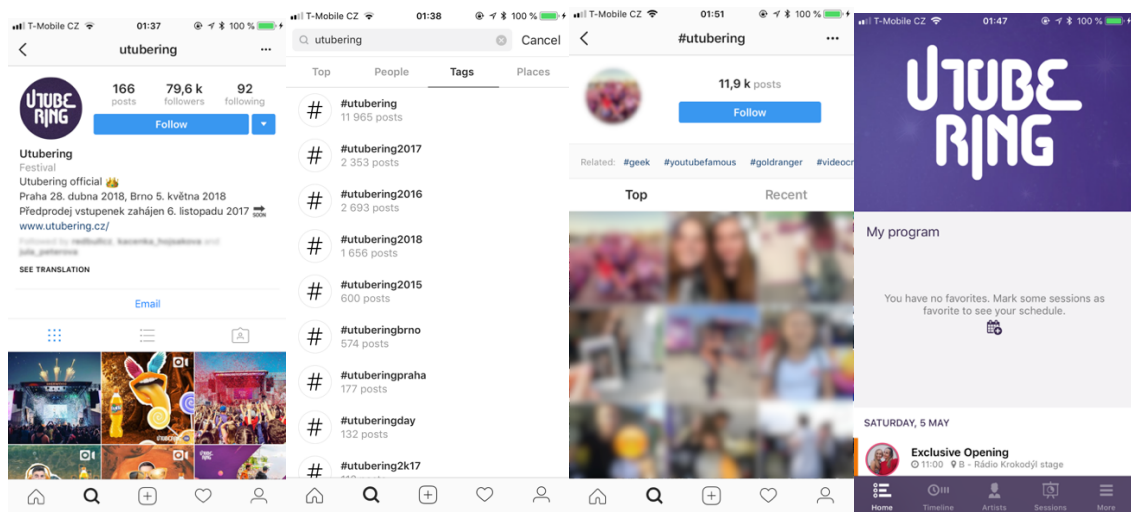
Worlds stats:

In the U.S., watch time of top 20 TV celebrity videos on YouTube has tripled since 2013

Watch time of TV channels on YouTube has grown 50% from 2015 to 2016.

In 2016 there were 75% more channels with more than a million subscribers than in 2015 (Google.com, 2018).
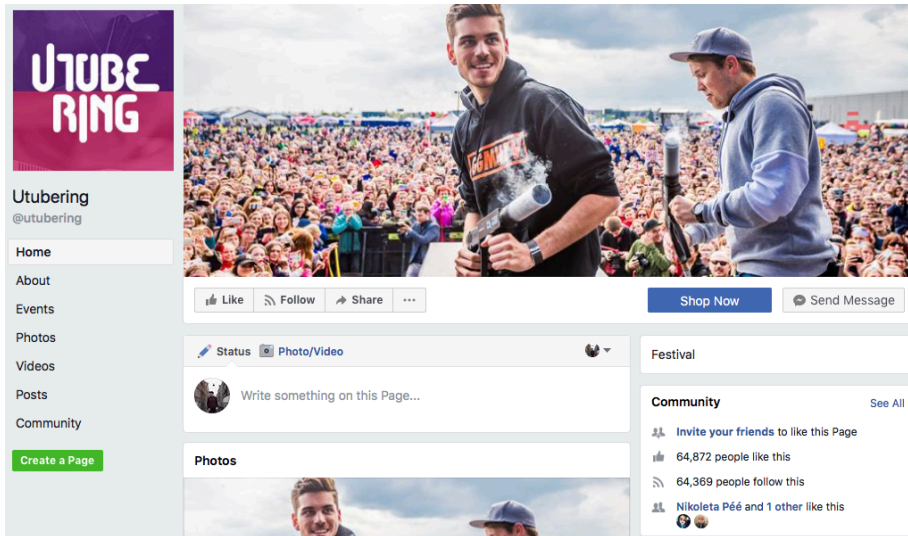
Appendix 6: Appendix Utubering

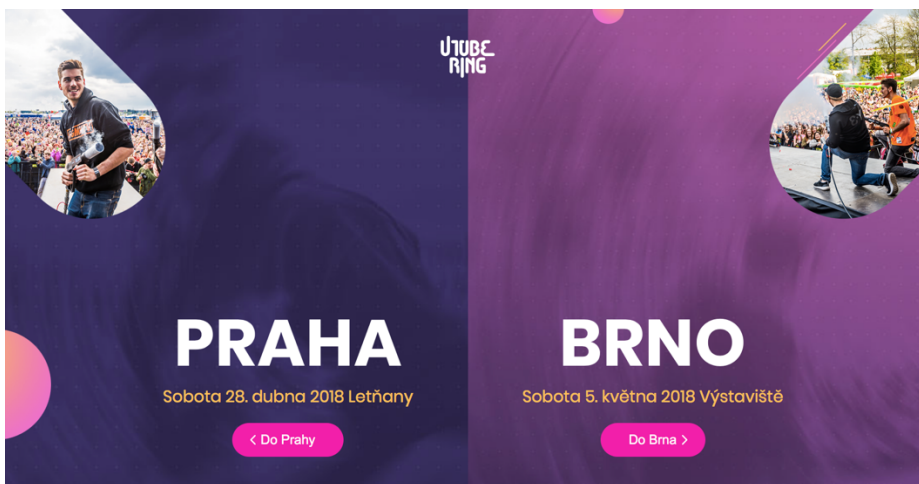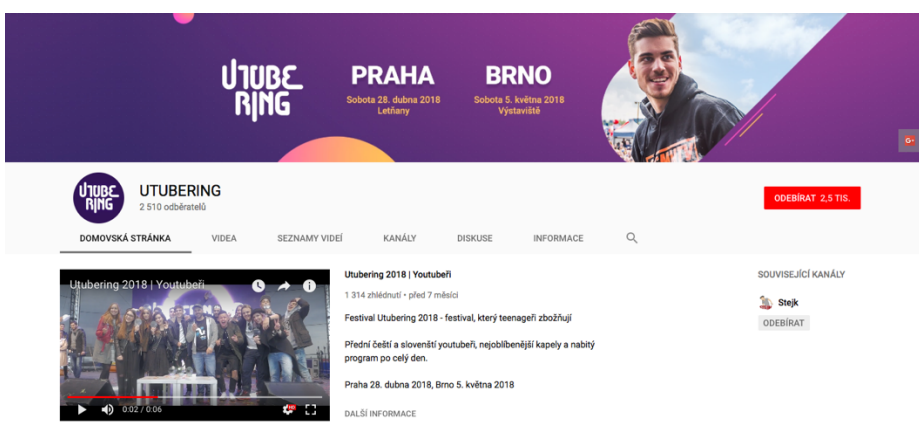| **Picture 21: Utubering's Instagram page** (instagram.com IV, 2018). | **Picture 22: Search of utubering tags on intagram** (instagram.com II, 2018). | **Picture 23: Hashtag "#utubering" on Instagram** (instagram.com II, 2018). | **Picture 24: Utubering's App on iOS device** (utubering.cz, 2018). |

Picture 25: Utubering's facebook page (facebook.com II, 2018)

Picture 26: Utubering's website (utubering.cz, 2018)

Picture 27: Utubering's YouTube page (youtube.com, 2018)

Appendix 7: Appendix Gantt Diagram

Activity	Start Date	Days to Complete	workdays	End date	member
Assembling the team	16-Apr	30	23	16-May	PM
Selection of date and place	16-May	5	4	21-May	dir, pm
Keeping internal communication going	16-May	90	65	14-Aug	PM
Arranging the rental of the venue	20-May	2	2	22-May	Venue
Searching and signing new partners	22-May	100	73	30-Aug	PM,Fin
Arranging budget draft	22-May	1	2	23-May	Fin
Analysis of the current state / competition	22-May	2	3	24-May	PM
Analysis of necessary equipment	24-May	4	3	28-May	Venue
Ensuring a ticket system	28-May	4	5	1-Jun	venue
Developing the concept of the program	29-May	6	5	4-Jun	Mar/Enter
Time analysis	29-May	1	2	30-May	PM
Risk analysis	30-May	2	3	1-Jun	PM
Ensuring suppliers for venue	30-May	5	4	4-Jun	venue
Comunication with stakeholders	4-Jun	1	2	5-Jun	PM
Establisment of Facebook, Instagram and YouTube	5-Jun	2	3	7-Jun	mar/Enter
Website edits	6-Jun	2	3	8-Jun	mar/Enter
Finishing the concept of the program	7-Jun	5	4	12-Jun	mar/Enter
Organizing ticket pre-sales	8-Jun	3	2	11-Jun	mar/Enter
Ensuring suppliers for catering	8-Jun	5	4	13-Jun	venue
Ensuring public transport	8-Jun	3	2	11-Jun	venue
Ensuring security	8-Jun	3	2	11-Jun	venue
Ensuring Youtubers	4-Jun	49	36	23-Jul	Mar/Enter
Confirmed program with Youtubers	23-Jul	7	6	30-Jul	mar/Enter
Ticket pricing	30-Jul	3	4	2-Aug	Dir, venue
Online marketing	2-Aug	99	72	9-Nov	mar/Enter
Ensuring merchandise	31-Aug	5	4	5-Sep	mar/Enter
Offline marketing	31-Aug	70	51	9-Nov	mar/Enter
Preparation of the venue	8-Nov	2	2	10-Nov	venue
Tickets on site	10-Nov	0,5	0	10-Nov	venue
The beginning of the event	10-Nov	0,2	0	10-Nov	všichni
Organization on the day of the event	10-Nov	0,6	0	10-Nov	PM
Ending of the event	10-Nov	0,2	0	10-Nov	PM
Feedback collecting during the day of the event	10-Nov	1	0	11-Nov	fin
Cleaning and clearing	11-Nov	3	3	14-Nov	venue
Evaluation of the given feedbacks	11-Nov	2	2	13-Nov	fin
Evaluation of the festival	11-Nov	4	4	15-Nov	director