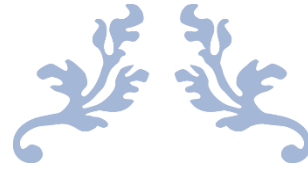




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BMSW5104 MANAGING PROJECTS IN THE ORGANISATION

Beach Volleyball Championship 2022



MARCH 25, 2021

LUCA ORENO

1906225

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1.0 Introduction

This report focuses on the management of an event: The *World Beach Volley Championship 2022*, the event has undergone variations and complications caused in the light of *Covid19*, a global pandemic which has affected all sectors which employ millions of people every day, but above all it has damaged the cultural, entertainment and restaurant sector. The author, in the role of Project Manager, will be the maximum responsible and organizer, bringing together experiences, knowledge and personal passions with the crowning of university studies.

1.1 The Project Management

The Project Management oversees all phases of the event, aiming at the integration of management plans from the different areas of knowledge into a cohesive and exploitable work plan for the entire project. Events are also responses to a constantly evolving economic and cultural environment and, as projects, they can increasingly make use of a pervasive management methodology. The report, of a purely experimental nature, therefore, goes to expose the management processes "hidden" behind an event that aims to achieve public and media success, combining theoretical models and results in each of the thematic chapters practical. In the literature of the sector, project management is also called "overlay", as it integrates all areas and disciplines of management; and each of these areas continuously influences the phases of the project. (Maylor, 2010)

1.2 Origin of the Project

The breadth of knowledge, skills and tools used made this experience highly stimulating, as well as the numerous challenges that have occurred in the difficult path to organize the best *Beach Volleyball World Championship* ever, due to *Covid19*. The creator of the event is the Project Manager himself, driven by a strong passion for beach volleyball, and above all motivated by the desire to do something for the activities local, for the culture and catering sector, among which they will be protagonists in the role of stakeholders, but I think it must be specified that the main institutional stakeholder will be the one who will host the event, the *Borough of Brighton, East Sussex*.

1.3 The Event Date

The project management of the event focuses on the management procedure to generate the event, not only on what happens to it: the start date of the event is scheduled for *12 August 2022* and will last only four days, *The Beach Volleyball World Championship* will last only four days, but the management process requires much longer times, and as already anticipated, it can be affected by complications and in this case it happened.

2.0 Project Management Software

In its simplest definition, the strategic planning process consists of identifying the position in which an organization is located, deciding where it should be positioned in the market to maximize its chances of pursuing its mission and creating strategies to achieve that position. For the realization of this event, I applied the use of PRINCE2, it is a common software for Project Management, so it can be applied for any project, from those lasting one or two days such as the realization of an event up to plans for the acquisition or even construction of a stadium. PRINCE2 divides the Management Layer from the work needed to create the essential product, that is what the project must produce. This means that the same level of management can be applied in diverse fields and therefore for different projects. *(ProjectManager.com, Inc., 2021)*

2.1 Why Prince2

The vast choice of project management software currently present, has meant that the PM has chosen Prince2 not because it is rated as one of the best, but because the alternatives offer longer event development times, also because programs such as Mavenlink, Hydra, Trello etc., are effective for long-term projects. As already noted for PRINCE2, is a Project Management method, whose goal is to deliver documented and certified finished works using a detailed and defined methodology, but at the same time it can be adapted to any project requirement required.

AgilePM is a simpler and more flexible method, with the aim of delivering the solution to jobs frequently and that over time gives the solution to the completion of the job: we can say that the jobs are less documented and therefore there is less rigidity, and some project variables no longer have tolerance (so they become fixed constants). Unlike other software, however, AgilePM also provides its own organizational structure and is called a project team, and also a vast series of management products, called documents, which in the time required in completing the project can undergo evolutions to finally generate the design solution. *(Royal Charter, 2020)*

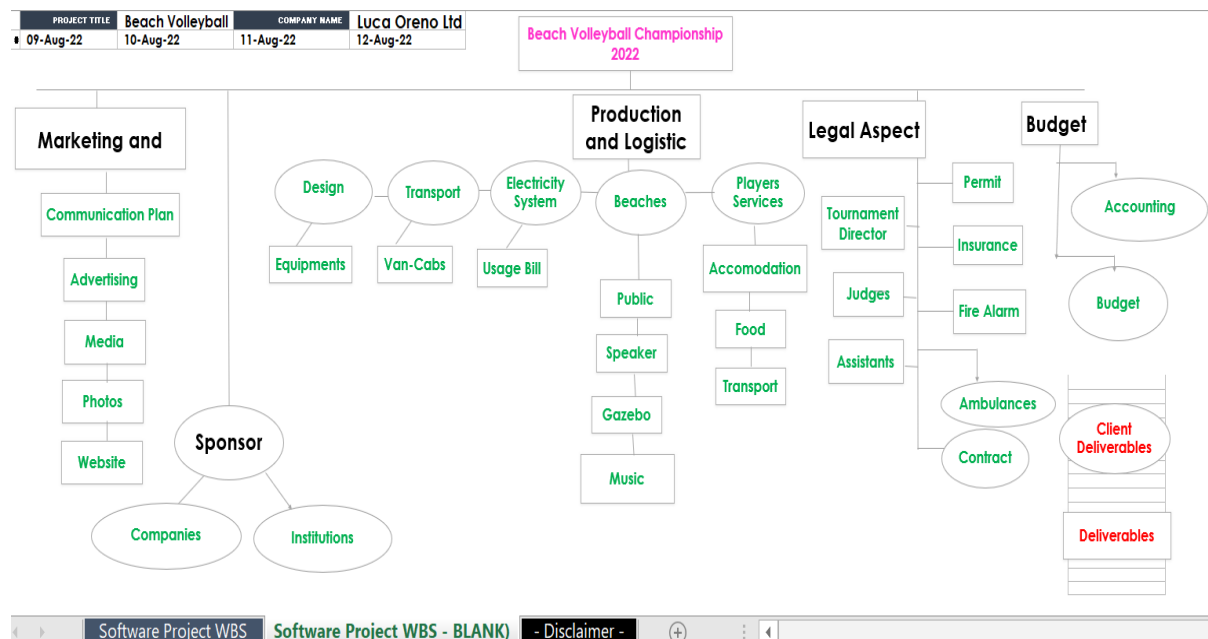
The common point between the two methods is TAILORING: both can be adapted to the needs of the client and/or the project manager, who remains a figure present in both good practices.

2.2 HR of the Event

Ensuring that an event has the right people, properly trained and motivated towards the objectives is fundamental in the event management process. The event represents a unique context for human resource planning. A first reason lies in the "pulsating" structure of the organization, which requires to increase the staff close to the event, and then shrink it again.

This generates several challenges, including the availability of adequate staff for such a short window of time and short lead times for recruitment and training. Another reason is the presence of volunteers, who make up the bulk of the workforce and introduce additional challenges such as recruitment, quality control, supervision, training, and motivation.

At this point, for a better learning of who will take part in the event, and how it will be organised, you can consult the *Work Breakdown Structure*. It is the technique that focuses on the management on this issue and consists in creating a visualization of all the work necessary to complete the event. (*Workbreakdownstructure.com, 2021*) In fact, there will be many tasks and a long list of tasks may not be so useful. One way to bring this back under control is to aggregate tasks into groups. All activities related to the production of the event and logistics can be grouped under the label, for example "Production and Logistics". Alternatively, it is possible to create groupings by management unit, often corresponding to the relevant knowledge areas.



The WBS produced has encompassed the numerous tasks identified in five digestion areas, considered central:

1. Marketing and communication (concept, communication plan, press office, social media, event registration)
2. Sponsor (companies and public funds)
3. Production and logistics, the most substantial and "difficult" services to the participants (communications, accommodation, dinners,), production of plans and documents, everything that revolves around the village (consumables, music and loudspeaker, training of the jury, public, sponsor gazebo and shop, platforms, relaxation areas),

transport, electrical system, competition management (tournament director, jury, category director).

4. Budget and accounting
5. Legal and safety aspects (permissions, contracts, insurance, ambulance)

Once created, the WBS was used for the subsequent planning stages.

2.3 Concept (Brainstorming)

Once the basic parameters have been set, the task is to choose a concept that best matches the needs of the event and gives an idea of the general format. Creativity is an indispensable ingredient in the project management process and the initial collective brainstorming is its first tool. The PM will have to bring together the organising team (and possibly some stakeholders), encouraging debate and stimulating participation. It is necessary to give free rein to everyone's imagination, to dream, to create: the goal is to find the right idea.

The brainstorming process is structured as follows:

- ❖ define the event parameters.
- ❖ form a group of colleagues and stakeholders.
- ❖ give him a brief on the event, context, and parameters.
- ❖ carry out the actual brainstorming.
- ❖ identify the ideas that best meet the needs of the event.
- ❖ evaluate these ideas and assign priorities.
- ❖ choose and refine the concept of the event.

To give a structure to the concept and summarize it, Goldblatt suggests the "Five Ws" model:

1. Why. Why the event? There must be valid reasons for this the importance and value.
2. Who. Who are the internal and external stakeholders?
3. When. When will the event take place? Is there enough time? They were considering the climatic factors?
4. Where. Where will the event take place? The chosen location must represent the right compromise between organizational, public, cost, etc. needs.
5. What. What is the content of the event?

(Glenn Bowdin, 2012)

2.5 Bidding and Pestle Analysis

The "sourcing" of the event can take place in different ways: bid (application to host an event), franchising, development of an existing event. The event treated comes from the first road: *The Beach Volleyball World Championships* are awarded annually by the *British Volleyball*

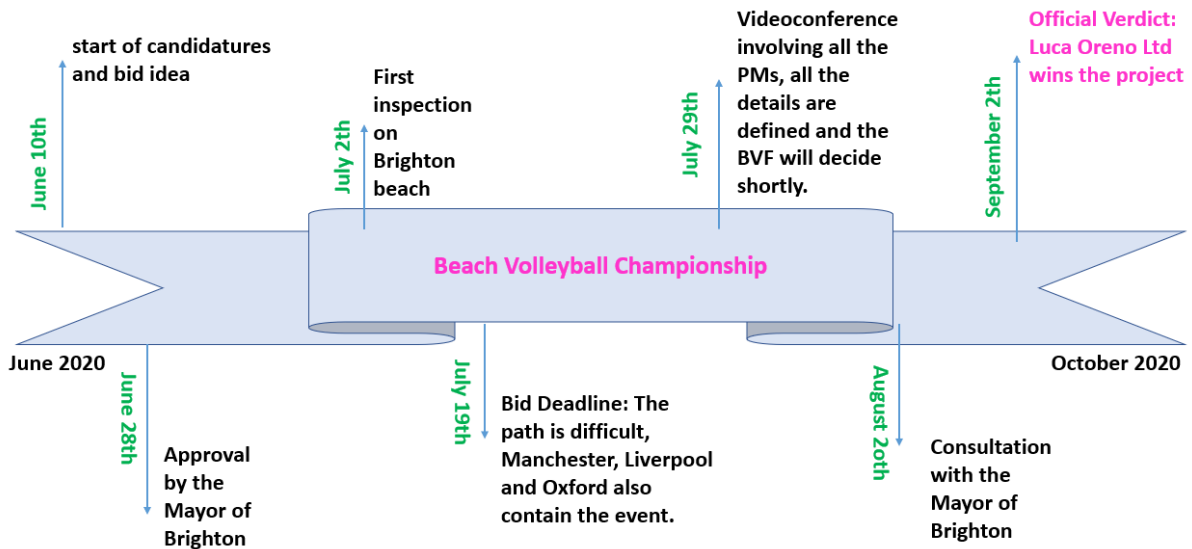
Federation to a different host city/organization, with a time lag of two years (i.e., you must apply two years before). The work behind this thesis therefore saw its real start in the summer of 2019, but as already mentioned several times, *Covid19* did not allow it to take place and therefore has been retrace the bidding process that the PM had prepared before the pandemic.

10 June 2019: *BVF* kicks off nominations for the *2020 World Cup* postponed to 2022. The document to be submitted must follow the guidelines and answer the questions contained in the *BVF Tournament Application* as well as include a rough budget following the *BVF Budget Worksheet*. Once decided on the candidacy, the PM starts working for the drafting of the official document. Let us see the key factors of this process also deepened as a Pestle Analysis:

- Political risk: a candidacy with a two-year advance must ensure that there is political continuity. This factor weighed notably on the choice of *Brighton* over *Southampton*, as the latter would have changed administration.
- Economical: various investigations bring the PM to organize the event in *Brighton* because there are many sponsors that would like to participate on the event budget to help community and activities after *Covid19*.
- Social: Brighton host every year million tourist especially in the summertime whereas the different cultures, ethnics, religions are mixed, and this ensure that socially the event will be a success for the PM and the *Borough of Brighton*.
- Technological: as already mentioned during the organisation of this event, many issues come up due the *Covid19*, and thank to the use of technological skills the PM was able to modify meetings date, and rearranged with the use of *IT*.
- Legal: All the legal process has been analysed by the specialist, to avoid any inconvenient. The *BVF* has provide all the documentation to be able to proceed clearly to the organisation of the event. (*Groucutt, 2005*)

The first step is met within two weeks, with the yes decided by the *Mayor of Brighton*. All the steps, documents and subsequent activities are the protagonists of the following three months, from the end of June to the beginning of October. The diagram neither illustrates the time flow, summarizing and highlighting the main points of the work done by the PM.

Bidding Process Template by Luca Oreno



3.0 Resource analysis

The list of resources derives from the *WBS* itself. Resources can be services (such as ambulance), goods (such as gazebos, tables, benches) or a mix of both (such as service).

This analysis made it possible to know if the resources had to be:

- ❖ obtained through suppliers.
- ❖ sourced through sponsors or institutions.
- ❖ created or built specifically for the event.
- ❖ moved from the company warehouse.

The importance is high as the result has a heavy impact on the budget. Among the outputs we also find the list of suppliers (which in turn will be input for contracts and invoicing). But an even more important deliverable is the human resources plan, which will then be enriched with tasks and responsibilities. By also measuring the amount of hours needed, it is possible to calculate the total cost; or try to give an estimate of the figurative one in the case of volunteers.

3.1 Identification of tasks and responsibilities

With the *WBS* it is possible to identify all the possible necessary tasks, but this is counterproductive as there are simply so many. These tasks must therefore be classified into management units and then grouped into work packages. For example, the "Sponsor" unit will include the identification of possible sponsors, the drafting of material, presentations, etc. Each task must be completed within a certain time by a certain person or group.

As we have seen, it is ordinary to map the WBS to the structure organisational. Every element of the organisational structure previously seen links to a section of the WBS. An output of the task analysis process is the task responsibility chart, which is a document listing the various tasks: who is responsible for them, by when it must be completed, how to communicate it. Several times, numerous task and responsibility checklists have been drawn up at the end of the meetings. Their usefulness lies above all in the ability to be "call to action". These tools applied in a very simple example, relating to the management of production and logistics of the event. Specifically, it takes the morning of 30 July 2022 and the relative assembly of the platforms on the site of the event. Here is the task responsibility chart, also known as "who does what".

ID	TASK NAME	UNITS	WORK	DELAYS	START	FINISH
1	arrival of wooden platforms	100%	1h	0	30 July	30 July
2	setting footrest warm-up	100%	0.25h	0	30 July	30 July
3	assembly of heating platforms	100%	3h	0	30 July	30 July
4	setting up the competition platform	100%	0,5h	0	30 July	30 July
5	levelling the ground of the competitor's platform	100%	2h	0	30 July	30 July
6	tender platform assembly	100%	4h	0	30 July	30 July
Time Required			10h	0h		
1-2	Mark Spencer(Staff)		1.25h	0h		
3-4	Tom Bake (Staff)		3.5h	0h	Project Manager	Luca Oreno Ltd
5-6	Daniel Arthur (Staff)		6h	0h		

3.2 Scheduling and Gantt

The schedule is a vital control tool for moving the project forward. An error in scheduling can jeopardize everything and the deadline is so important that all the work is organized backwards. The schedule is represented by a Gantt chart. Here the steps for creation:

The actual quality of a Gantt comes from the ability to estimate times in the right way possible. Underestimating them can lead to delays and additional costs, making any schedule useless. Overestimating them, on the other hand, means wasting resources. Continuing in the example, the Gantt related to morning of July 30th. (*Royal Charter, 2020*)

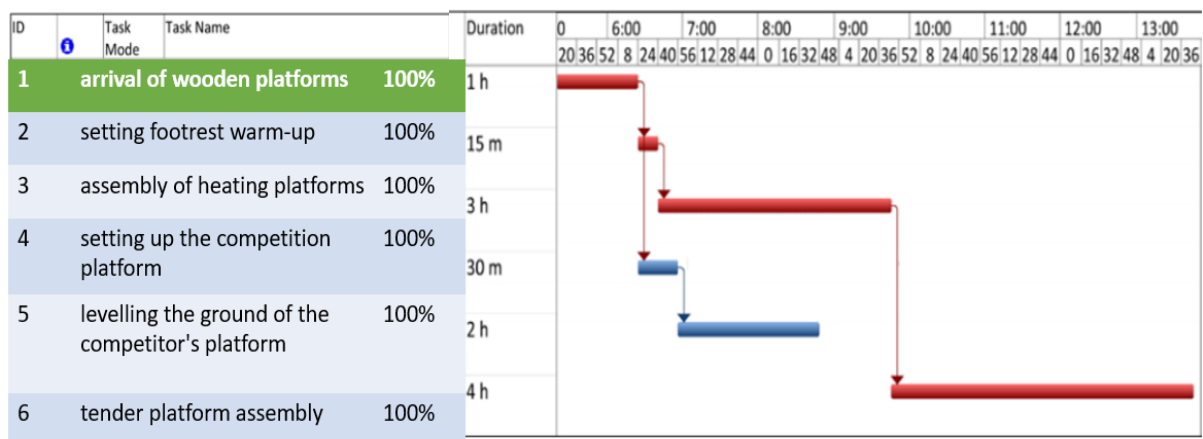
3.3 Critical Path Method (CPM)

The Critical Path Method is a planning method created in the 1950s by scholars Morgan R. Walker of DuPont and James E. Kelley, Jr. of Remington Rand. (*ProjectManager.com, Inc., 2021*). It allows those involved in project management to identify which activities, among all

those that can be contemplated, are critical for the purpose of respecting the deadlines and achieving the objectives.

This technique, in fact, leads to a clear definition of the activities that must be managed with greater attention, allowing those involved in management to immediately understand the risks and opportunities of the various times and ways in which the activities can be carried out. An organization of this type makes it possible to reduce time, ensuring flexibility and the ability to read situations. Here there is a graph that shows the related activity:

Critical Path Gantt Chart



Graphic by Luca Oreno

4.0 Financial Management and Budget Pan

The budget can be described as the translation of strategic and economic plans in numerical terms. The related activity contains the estimate of costs and revenues and the consequent allocation of financial resources. The budget is also a control tool that allows you to compare the ongoing figures with those of the project or to evaluate the work once completed.

There are two different types of budgets used in events management. The master budget and the functional budget, the first one is concentrates on each cost and revenue element of the whole event, the second one is created for a specific cost centre; in the case of the work, the latter type was used for the management of the shop and represented, as seen in the part concerning merchandising, the tool for achieving correct pricing. (Watt, 2014)

The event budget has always considered only a small number of sales, as these did not represent a certain event and any bad weather could have reduced them further. A draft budget was therefore created, to be submitted for the approval of the other managers of the event. The draft budget was also sent to the BVF, which requested it to then be able to deliver the promised monetary sponsorship.

In the costing activity it is first necessary to make a subdivision.

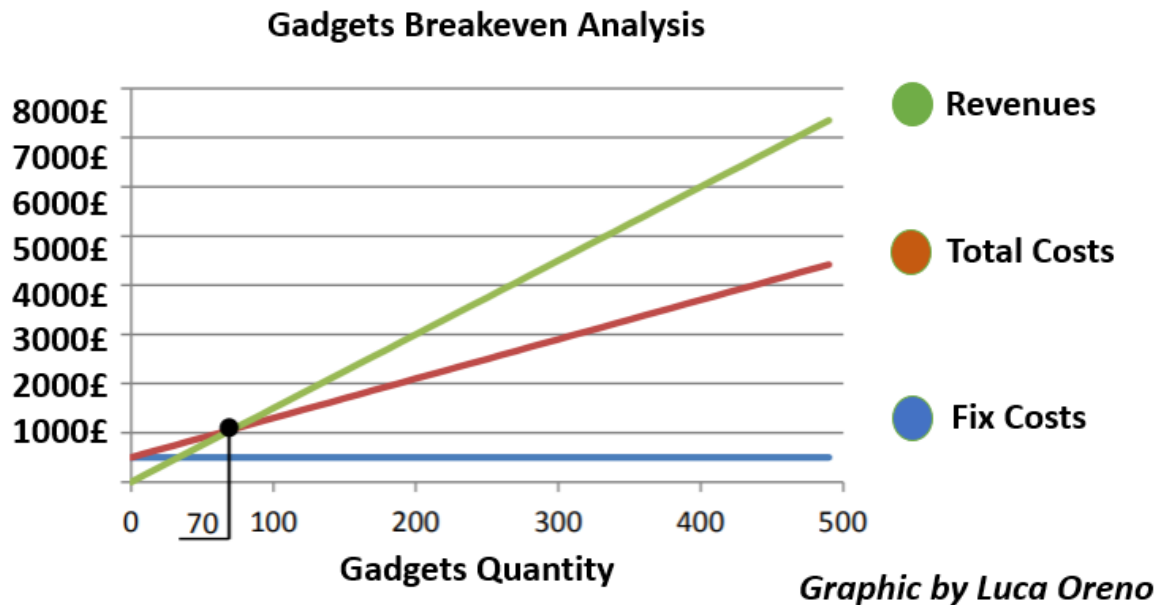
- Fixed costs (overheads): the expenses related to the event and which do not depend on the number of participants involved. That is, the rentals of the structures, the staff, the communication costs, etc. In particular, the term overheads have been associated with the portion allocated to the event of all those costs relating to the organizing company, such as cars and offices.
- Variable costs: the expense items that are directly attributable to the event and depend on the number of participants. For example, food & beverage and player packages are among these.

The last step involves the drafting of the official budget and related financial ratios. The main problem associated with the budget of a special event, however, is that it is only an approximation of reality, or rather a reasonable forecast made within an economic framework. The budget plan was therefore had to be adjusted several times in accordance with the changes in the event caused by Covid19.

REVENUE			COSTS		
INCOME	Numbers of players	£ 3.933	ORGANISATION	• HR department	£ 27.658
	Merchandising	£ 1.653	COMMUNICATION	• Online • Press office	£ 3.577
CONTRIBUTIONS	Charity	£ 21.550	PRODUCTION	• Services • Merchandising • logistic	£ 26.567
			SECURITY	• Staff • Ambulances • Fire Alarm	£ 2.728
SPONSORSHIP		£ 34.542	Total £ 60.530		
		Total £ 61.677	PROFIT	1.147 £	

4.1 Financial Control Process

Once the budget plan has been developed, it must be monitored and controlled implementation. The breakeven point analysis allows you to analyse an activity by finding the intersection of costs and revenues. This tool was used in the event shop to understand the minimum number of gadgets to sell to break even. From the point where revenues cross the total cost line (breakeven point = 70 gadgets), the shop is profitable and is earning. (D.Lesure, 2002)



Other control tools are identified in the financial indices.

4.2 ROI Formula

ROI represents the measure of the economic return generated by the event intended as a form of investment. An example applied to the event may be that of the sponsor who will appear on ITV. The value of this advertisement can be compared to the respective cost of the advertisements in the newspaper to reach the same number of contacts. Estimated this cost at £ 1,500 and given the value of the merchandise exchanged with the sponsorship £ 1,000, you get a 50% return. (BEATTIE, 2021)

$$ROI = \frac{\text{Return} - \text{Cost} - \text{Investment}}{\text{Investment}} = \frac{1.500\text{€} - 1000\text{€}}{1000\text{€}} = 50\%$$

Each stakeholder has its own specific return on investment, which however is not always easy to express in numerical terms. This is particularly true, for example, for public bodies: how can community happiness be measured in financial terms? This issue relating to the impact was dealt with in depth in Chapter 1.

4.3 SWOT Analysis



A well-known model aimed at defining and evaluating business strategies is the SWOT (strengths, weaknesses, opportunities, and threats) scheme. This scheme distinguishes between two characteristics of the internal environment, strengths, and weaknesses, and two characteristics of the external environment, opportunities, and threats. (Lim, 2021)

At this point the PM must develop a self-assessment plan using his skills, taking into consideration the main reason that prompted him to create this event, that is the strong passion for beach volleyball. Here is a checklist of the basic steps you need to consider when starting a project: The first step should be to get together with all interested parties to discuss the needs, expectations, and guidelines of the project. These include:

- The scope
 - The budget
 - The timeline
1. It is important to document all information in the project plan to make everyone aware and reduce the possibility of costly communication errors. Make sure you promise less than what you will deliver. Look beyond what stakeholders say they need and try to identify the underlying benefit they are pursuing. These are the goals your project should achieve.
 2. The timing of the project is fundamental as the budget derives from the timing. In order of importance, the task of primary need must be classified and then completed the project with the one of least need, the activities must be staggered to ensure that the team continues to work well and does not feel overloaded by the amount of work to be done.

3. It is important to specify how many people will be part of the project and which resources will be included, in this process we must be realistic also because the wrong calculation can compromise the timing and costs of the entire project.
4. Once you have established the resources you have to choose the right people who will use them, you must make sure that all people have all the tools to start the project.
5. Project planning is a vital process, it is necessary to specify who does what, which activities must be completed first and then continue with the others.
6. In this step it is important to group all the activities of the project in a schematic and temporal way, the milestones will be used to create a clear planning and the deadlines and final goals of the project will be set.
7. Any member of the project must be proficient in controlling all phases and activities, it is always advised to record the exact time of the start of the activity, to ensure that you have an effective estimate of the deadlines and costs that the project will include.

5.0 Risk Management Plan

Each part of the event's life cycle was subject to a risk attributable to two different types:

1. the possibility of failure that can derive from incorrect decisions or assessments, such as the wrong identification of the initial partners, the underestimation of resources and production times of the event or sudden restrictions by the bureaucratic authorities.
 2. the possibility that before, during or after the event, accidents to things or people occur with economic and / or legal consequences for the organization due to bad weather, theft, or other causes not directly attributable to specific management responsibilities.
- (Scavetta, 2019)

For these reasons it is essential to develop a risk process management as shown in the figure. Once the risk has been identified and assessed, it can be managed.

PM-Luca Oreno

<Beach Volley Championship 2022 > - Risk Register (as at 16/04/2021)

ID	Description of Risk (including any identified 'triggers')	Impact on Project (Identify consequences ¹)	Assessment of Likelihood	Assessment of Seriousness	Grade (combined Likelihood and Seriousness)	Change	Date of Review	Mitigation Actions (Preventative or Contingency)	Responsibility for mitigation action(s)	Cost	Timeline for mitigation action(s)	Work Breakdown Structure
ID 2	Weather conditions	<i>in case of bad weather and heavy rain, the tournament will suffer a temporary suspension</i>			10/10	<i>On August 12, temperatures are commonly high, check a week before</i>	10 August 2022	<i>A mobile protective structure, intent on sheltering only the players from the rain</i>	Mark Spencer Staff	1500,00€	11 August 2022	Production and Logistic Gazebo
ID 7	Communication due the Covid19	<i>Lack of availability will stall progress (i.e., delayed decisions will defer output finalisation, extend project timelines and staff lack of communication with borough's employee</i>			7/10	<i>organise meetings using video calling systems</i>	7 August 2022	Preventative: • Highlight strategic connection - link Project Objective to relevant Agency. • Zoom Video App	Project Manager	free	9 August 2022	Marketing and Communication Communication Plan

5.1 Self-Assessment plan

In accordance with the SWOT analysis, it can be remarkably understood that Covid19 and high temperatures or rains will perhaps be the main causes in the duration of the event, and for this reason the Project Manager must set up a plan to implement and improve the skills where may encounter greater risk of peculiarities.

Self-Assessment Plan

Name Luca Oreno				
Job role: Project Manager				

Please tick as appropriate to indicate how you would rate your skills in relation to the following work / functional areas.

	Very good	Good	Adequate	Little or no experience
Information Technology				
Use Microsoft Office Word	☒	☐	☐	☐
Use Excel spreadsheet	☐	☐	☒	☐
Use a Database	☐	☐	☒	☐
Use specialist HR software	☐	☐	☐	☒
Use the internet	☒	☐	☐	☐
Use e-mail	☒	☐	☐	☐
Use PowerPoint	☒	☐	☐	☐
Communication Skills				
Drafting contracts of employment	☐	☐	☐	☒
Taking notes of disciplinary	☐	☒	☐	☐
Write reports	☐	☒	☐	☐
Produce material to support presentations	☐	☒	☐	☐
Delivering a training session	☐	☒	☐	☐
Resolving disputes/complaints	☐	☐	☒	☐
Interviewing	☐	☐	☒	☐
Advising on HR issues	☐	☐	☒	☐
	Very good	Good	Adequate	Little or no experience
Problem solving skills				
Make good use of verbal reasoning skills, able to handle complex data and make selective use of information	☐	☒	☐	☐
Explore more than one solution in order to solve a problem	☐	☒	☐	☐
Consider the ideas of others to help solve problems	☐	☒	☐	☐
I declare that the information given in this form is true				
Signed	Luca Oreno			
Date	02/04/2021			

Based on a personal audit of the PM, it is evident that on communication skills there are high chances of establishing future online meetings using the latest generation apps but as regards problem solving, perhaps there will be an additional cost for external consultancy in assembling the gazebo as little time as possible, since the project manager even if he has good problem solving skills it must be said that he has not gained any experience in planning

an event, this is his first project and an extra workforce would cause an increase in costs but at the same time it would not jeopardize the conduct of sports competitions.

5.2 The Stakeholders

It was expressed how events affect the whole of society, taking place in different contexts and environments, with different characteristics and objectives. It is no longer enough to satisfy the tastes and needs of the public alone, but it is necessary to satisfy a plurality of needs. The subjects (people and organizations) with a legitimate interest in the event are known as interested parties. To survive, the Project Manager must be able to distinguish the set of stakeholders and monitor their personal needs and points of view, which will often overlap and even conflict. As anticipated, the main stakeholder will be *Brighton Borough*, but the following also have great importance and participation in the project: sponsors, media, communities, staff, supporters, players, organizations, etc. The event will ultimately be judged on its success in balancing a diversity of needs, interests, and expectations. The Project Manager has designed a diagram that represents all the stakeholders who will be part of this event, continuing the reading we will see what their perspectives and roles in the project will be.



5.3 Communication Plan

The communication plan created by the PM for the *Beach Volleyball Championship 2022*, turned out to be complicated due to the crisis that caused *Covid19*, causing delays in face-to-face commitments but at the same time, using digital skills, the plan of communication was created, and it was fundamental to be able to ensure that the event was reorganised without

creating complications for the stakeholders. It is also stated based on research that the communication is well delivered mainly face-to-face, following important criteria such as: produce formal and informal method, deliver the message on time, determining the number of communication channels etc: An Interactive Communication Method is used to show how the communication get delivered between stakeholders:

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	Face to Face Cancelled	Once	Project Sponsor Project Team Stakeholders	Project Manager	Agenda Meeting Minutes
Project Team Meetings	Review status of the project with the team.	Face to Face Conference Call	Weekly	Project Team	Project Manager	Agenda Meeting Minutes
Technical Design Meetings	Discuss and develop technical design solutions for the project.	Face to Face Cancelled	As Needed	Project Technical Staff	Technical Lead	Agenda Meeting Minutes
Monthly Project Status Meetings	Report on the status of the project to management.	Face to Face Conference Call	Monthly	PMO	Project Manager	
Project Status Reports	Report the status of the project including activities, progress, costs and issues.	Email	Monthly	Project Sponsor Project Team Stakeholders PMO	Project Manager	Project Status Report

**Cancelled due
the Covid19**

in addition, the number of communication lines that the event requires was calculated using this formula:

► Number of communications channels = $\frac{n(n-1)}{2}$

where n is the number of people involved

The total number of departments part of the project is five, so $5(5-1) / 2 = 10$ effective communication lines. (Fichtner, 2006)

6.0 Conclusion

It is clear at this point how much the skills and knowledge of a Project Manager were more than necessary to manage the complexity of such an event. And how the managerial theories of event management, project management, and so on have constituted a precious wealth of knowledge and tools. Their applicability has not always been possible in all respects, but it has instead had to be particularly flexible due to the completely extemporaneous nature of the events and the specific difficulties of the case, which have often forced the PM to act in very time frames. limited and with scarce resources available due to Covid19. But they have constituted a fundamental guide and a solid reference point, as well as at times a pleasant innovation. However, numerous critical issues emerged during the project. Among the most relevant, the fragmentation of knowledge and the scarce communication within the organization. This problem represents an area on which to work a lot for the next events, fortunately, the personal resources of the same event have proved to be a precious lifeline.

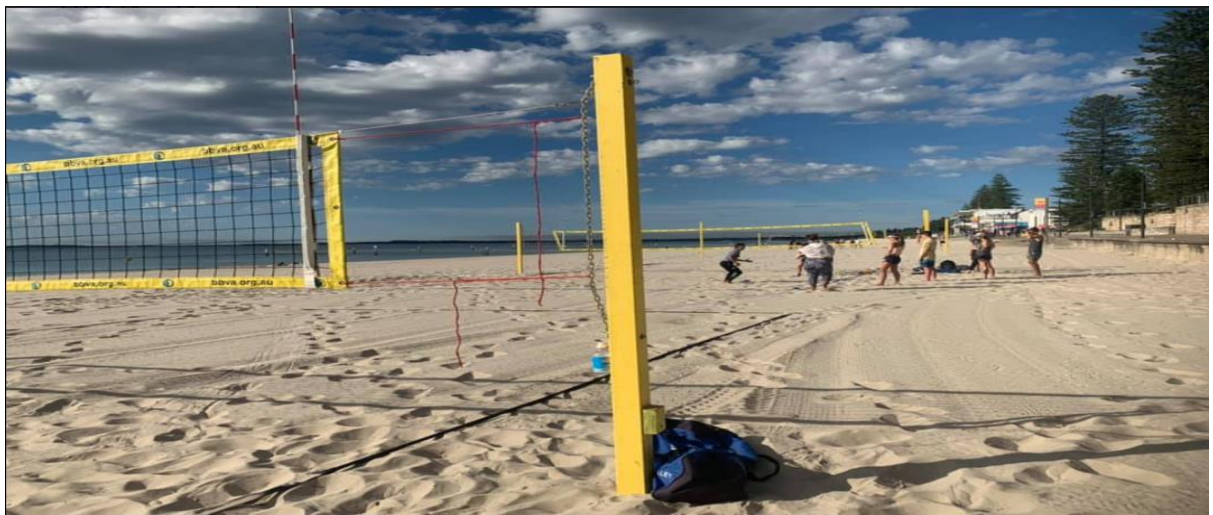
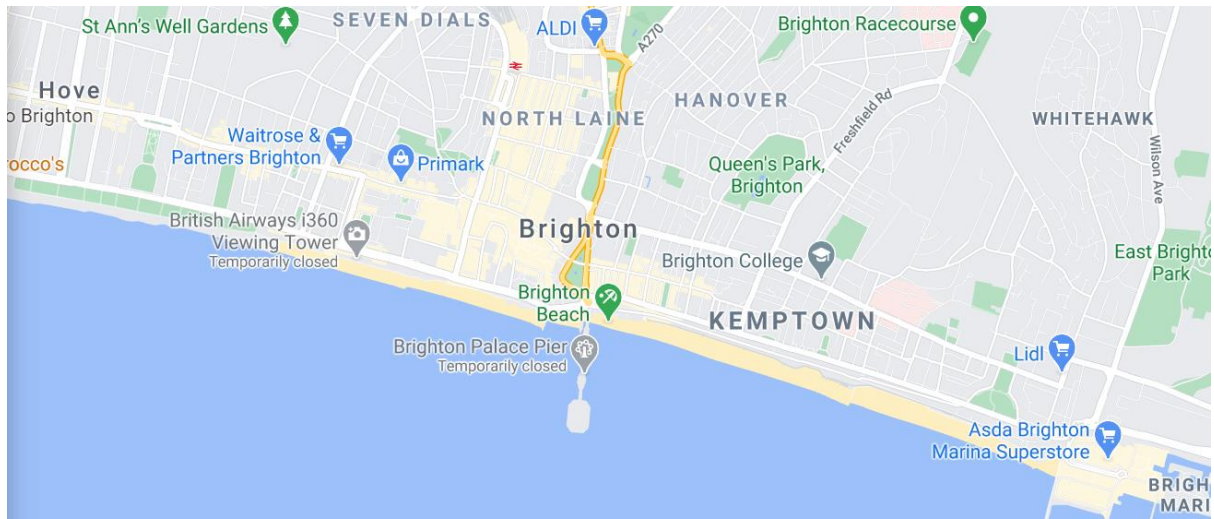
On the other hand, it was an experience of profound growth that involved numerous fields. First, the management of oneself. Organising your time, managing anxiety, prioritising the activities to be carried out and giving them the right importance is not always easy. But it was necessary to survive the event and carry out the objectives.

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Appendix

Brighton Beach Map Event



BVS Tournament Form

1.2 Tournament teams entry list

Each National Federation may directly know its own tournament teams entry list by following this procedure:

- Select "My home page" from the menu on the left-hand side;
- Once the **Beach Volleyball tournaments** dialogue box is displayed, you may select the desired tournament by clicking on number at the end of each row;
- Then the tournament teams entry list will be displayed, as shown below:

Tournament

Code: MALA2003
 Name: Alba Adriatica
 Country: ITA

Teams
 There are 10 teams in the list.

No.	Player 1	Pts.	No.	Player 2	Pts.	Total
102338	Amore "Euge"	8	103103	Pomili	8	12
104824	Casali	0	104825	Casali	0	0
118532	Cavaliere	0	103570	Ciochelli	0	0
101938	Cicola	22	102605	Bendandi	22	44
116407	Di Tommaso	0	104823	Falascetti	0	0
100899	Gelli P.	61	100903	Raffaelli	61	122
100006	Giarughi	0	100168	Maccagnani	0	0
100900	Lione	16	102648	Varnier "Cosa"	16	32
100901	Malavolta	0	104879	Piosecca	0	0
103108	Manni	0	118794	Monopoli	0	0

☒ The player has actually not accepted the agreement.
☐ The player is actually revoked

Deleted teams

No.	Player 1	Pts.	No.	Player 2	Pts.	Total
104822	Apicella	0	101260	Lorenzoni	0	0
102402	Casadei	0	101784	Maccagnani	0	0
104890	Grassani	0	118531	Salsano	0	0
102661	Marolda	0	100897	Bernabè	0	0
118548	Tronconi	0	102667	Cariani	0	0

Withdrawn teams

No.	Player 1	Pts.	No.	Player 2	Pts.	Total
102131	De Cecco	0	115726	Totomichio	0	0
104301	Desiderio	6	104302	Reinacci	6	12

Inserting a new team

If It might be necessary to insert a new team, you can comply with the following procedure:

1. In the menu, select Entries: **New Team**
2. Insert the **Country code** in the **New team information** dialogue box (shown on the right) and select the check box corresponding to the respective tournament type (qualification or main draw)
3. Click on the corresponding player's button ("Player 1" or "Player 2") then select team players from the list dialogue box that It will open.

New player (player not registered to the FIVB Database)

If It might be necessary to add a new player who has never not been inserted by FIVB, you can comply with the following procedure:

1. Open the **VIS Players Management** (click on the icon on your desktop shown on the right);
2. In the menu, select Player: **New Player**;
3. You must fill all yellow fields on the **New Player** dialogue box, as shown below;
4. Finally, click on button to save settings for next times then close this dialogue box;
5. In the menu, select File: **Export Database ...**; then open the folder **C:\VIS\VISDATA\PLAYERS** on the right of the **Export database** dialogue box and select the **Players.VIS** file on the left of it
6. Finally click on the **OK** button on the right of the dialogue box and close the VIS Player Management
7. Then follow the procedures as described on the above section (*Team composition changing or Inserting a new team*).

