Lahden ammattikorkeakoulu
Lahti University of Applied Sciences

COMMUNICATION DURING A CONSTRUCTION PROJECT

Case Lahti Travel Centre

LAHTI UNIVERSITY OF APPLIED SCIENCES
Faculty of Technology
Environmental Technology
Master's thesis
Spring 2016
Susanna Poutanen

Lahden ammattikorkeakoulu
Degree Programme in Environmental Technology

POUTANEN, SUSANNA:

Viestintä rakennusprojektin aikaina

Tapaustutkimus: Lahden matkakekskus

Master's Thesis

100 sivua, 12 liitesivua

Kevät 2016

TIIVISTELMÄ

Viestintä on läsnä päivittäin, se on yleistä ja ajankohtaista kaikille. Viestit koostuvat sanojen, kuvien, äänien ja videoiden yhdistelmistä sekä vuorovaikutuksesta ihmisen ja koneen välillä. Eri käyttäjäryhmät arvostavat kuitenkin erilaisia asioita ja niin ollen organisaation maine riippuu siitä, kuka sitä arvioi. Tämän lähtökohdan pohjalta organisaation tulee päättää viestintänsä pääkohderyhmä.

Lahden Matkakeskus valmistui yhteen Lahden vilkkaimmasta risteyskohdasta. Se toteutettiin allianssimallilla, jonka osapuolina olivat Lahden kaupunki, YIT Rakennus Oy ja Sito Oy. Ympäristöön ja alueelle tehtävät muutokset aiheuttavat hämmennystä, joka edellyttää reagointia ja joitain toimia toteuttajalta. Viestintä ei ole perinteisesti ollut etusijalla rakentamisessa eikä tämäkään projekti ollut poikkeus. Resursseja ei ollut mitoitettu riittävästi viestintää varten ja sen edellyttämät toimet toteutettiin käytännössä henkilöiden muiden töiden ohella.

Viestintä oli arvioitu yhdeksi merkittävimmistä tekijöistä arvioitaessa rakentamisen onnistumista. Tässä tutkimuksessa perehdytään aiheeseen syvemmin projektilla tuotetun materiaalin, internet sivujen, viikkokirjeiden ja muun ohjeistuksen pohjalta. Projektilla toteutettiin merkittäviä toimia tavoitteen saavuttamiseksi ja alueen käyttäjiin kohdistuvien vaikutuksien vähentämiseksi. Viestinnän tehokkuutta mitattiin seuraamalla eri viestimien julkaisuja. Hankkeen keskeiset henkilöt haastateltiin ja näiden haastattelujen pohjalta sidosryhmille valmisteltiin kyselylomake, jolla selvitettiin heidän mielipiteitään.

Tämän opinnäytetyön perusteella viestintä koettiin pääosin positiiviseksi, mutta ehdotuksia viestinnän kehittämiseksi annettiin myös. Jotkin sidosryhmistä toivoivat enemmän yhteistyötä työmaan kanssa sekä yksilöllistä lähestymistapaa sekä mahdollisuutta vaikuttaa muutoksiin ja tilapäisten järjestelyjen suunnitteluun.

Asiasanat: viestintä, sidosryhmät, rakennusprojekti, ympäristömuutos, seuranta

Lahti University of Applied Sciences
Degree Programme in Environmental Technology

POUTANEN, SUSANNA:

Communication during a construction project

Case Lahti Travel Centre

Master's Thesis

100 pages, 12 pages of appendices

Spring 2016

ABSTRACT

Communication is present daily; it is common and applies to everybody. The content of the message is a combination of words, pictures, voices, videos, and interaction between human and machine. However, the different stakeholder groups value different matters so the reputation of organizations varies according to who is evaluating it. From this starting point the organization needs to decide the main target group of the communication.

The project of Lahti Travel Centre, constructed at one of the busiest crossroads in Lahti. It was accomplished through an alliance between the city of Lahti, YIT Construction Ltd and Sito Ltd. Changes in the neighboring area and environment cause confusion, which requires some reactions and actions from the constructor. Traditionally, communication has not been the priority of construction and this project was not an exception, there were no resources for only communication and it was practically carried out among other duties of the personnel.

The communication was evaluated to be one of the significant factors when determining the success of the construction. In this study the subject was considered in more depth through written project material, internet pages, weekly newsletters and other guidance information. The project made substantial efforts to reach this aim and minimize the impacts on users of the area. Monitoring the efficiency of the communication the publications in different media were followed. The interviews with an insider were carried out and those led to the preparation a questionnaire for stakeholders to define their opinion.

According to this study the communication was received as a positive overall. Proposals for improvement were also given. Various stakeholder groups wished for more cooperation with the work site, an individual approach, and opportunity to influence when the changes and the temporary arrangements were planned implemented.

Key words: communication, stakeholder, construction project, change of the environment, monitoring

CONTENTS

1 INTRODUCTION

Communication is a process where people create, sustain and deal with the meanings of word and symbols using also non-verbal communication (Aula 2008, 16). All of this comes with a reputation that an organization has, but also feelings that the communication raises. An essential part of communication is to be aware of your stakeholders and get to known them as well. Communication with unknown targets is entirely ineffective and there is no guarantee of its consequences for the reputation of the organization. (Luoma-aho 2008, 80.)

At the same time the communication is a set of various processes and means. Information statements and newsletters are common as well as answering journalists' questions. Other means depend on the organization's business, size, and needs of communication. An important phase constitutes a process description to clarify it as a whole. In other words the purpose of the process description is to help to find out all critical points that affect the end result. Establishing the description helps to recognize afterwards where functions were successful and also where improvements are still needed. Furthermore, the documentation is important because even the details of a big happening are forgotten surprisingly fast. In the same way questions about how communication works or how it has been experienced give valuable information for development work. (Juholin 2013, 418 – 420.)

There is no standard for communication, nor one right way to implement it. The communication should be based on the needs of the organization's own policy and they must carry out all the measures necessary to achieve good results. (Aula 2008, 13.) Legislation gives some guidelines to follow in the big project, but the fact is that every construction project differs from every other in size and scope, season and duration, and place (SYKE 2014).

This study concerns more precisely the communication of the new Travel Centre. The study approaches the subject through theory mainly in chapter 3. Generally speaking, in the field of construction people who do not have any education for this quite often do the communication. A small amount of knowledge helps to avoid mistakes other have already made. That is why it is vital to concentrate on it a bit more. Communication from the viewpoint of marketing has been investigated a lot and the importance of it is widely known. The project of Lahti Travel Centre was non-trade and this part has therefore not being covered during the study. Chapter 4 covers the practical implementation of communication. It explores the planning of the communication in section 4.1, and the implication methods of which are detailed in 4.2. Next in 4.3 it is time to introduce the groups of stakeholders. Without stakeholders there is no need for communication. Communication without feedback and investigation of it is fully a waste of recourses. Section 4.4 concerns actions which were carried out to follow the success of the communication. Lastly, 4.5 deals with the question of what are planned with communication when the project is finalized.

1.1 Aim of the study

The main objective is to describe and form a simple framework of the communication as a process in the construction project especially in the field of infrastructure. From this framework personnel of the project can find out why the communication is needed and to whom. Identification of the stakeholders is one main point of communication. Only through that is it possible to choose the right kind of channels to communicate, which is not necessarily the largest media. As important is to understand when it is time to start, how long before and how often the communication is needed. Obviously the style of communication is strongly dependent on the stakeholders; the most important people, the receivers of the message.

Even though projects are unique and the variety of the needs and means of communication could be wide, at the end of the project an examination should be performed. It starts by checking of the methods and measurements that have been used. If there are issues, which could be done better then one must make suitable corrections. Preparing for the next project begins in this phase.

1.2 Research questions and methods

The development task is to improve voluntary communication between the developer, people on the construction site and stakeholders.

This research attempts to find out answers to the following questions:

- What was done in Lahti Travel Centre for the benefit of communication?
- Why communication is useful / worthwhile?
- How the experience that is obtained can be used in the next project?

Answers to these questions were sought from three different areas. Firstly, written material, which was produced during the project is used as a base to make clarifications from communication as well a support material to other methods used. Secondly, interviews were carried out with key people who were responsible for communication. Those interviews were focused on different themes in their scope; indeed, there were common questions as well. The third method was a questionnaire to recipients of the weekly newsletters. The questions were selected to give answers that measure the success of the communication. Furthermore, all other project material available, like meeting minutes of the communication group, weekly newsletters, and the material of the project's internet page, were utilized in the research.

During the summer and autumn 2015, four of the project's core people were interviewed. The interviews focused to deepen the experience of each interviewee. During those focused interviews the knowledge of the communication process became increasingly more detailed. Hirsijärvi & Hurme (2000, 35) have listed the advantages and disadvantages of interviews in their book. A considerable advantage mentioned is that people themself have an opportunity to point out issues, which are important to them and generally to familiarize the interviewer with the subject if it is not so well known. A major disadvantage according to them is the time it will take for an interview and transcribing especially in a thematic interview, which does not have any predetermined questions. Moreover, analysis, interpretation, and reporting of this material are complicated because there is no specific concept available. (Hirsijärvi 2000, 35.)

The questionnaire for stakeholders was carried out in autumn 2015. The questionnaire was endorsed because the groups of stakeholders that have sent the weekly newsletter by e-mail, were a few dozen and the effectiveness of the newsletter could not be verified by any other method. Questions were taken into consideration about issues which came up and were thought out in discussion with people who were interviewed. Each of those questions included a place for verbal comment because it is not possible to list every possibility, nor could any other know the thoughts of respondents. Hirsijärvi & Hurme (2000, 37) mentioned that one challenge for questionnaires might be the small amount of respondents, but clearly an advantage is the swiftness of handling the material.

1.3 Findings

Recognizing the stakeholders is a vital task for the planning and preparation phase of the construction project. Different groups have their own needs and expectations for the situation. Good cooperation with them helps to consider those. (Olander & Landin 2004.) In the case of Lahti Travel Centre construction project the stakeholders were listed from sources of the city of Lahti and YIT Construction Ltd to find out all possible groups or individuals in whose interests this project might be. The list was not locked instead it was updated whenever necessary.

In this case the communication with stakeholders was carried out mainly through weekly newsletters even other media, like the project’s internet page, were used as well. Weekly newsletters were experienced to be a functional way to get the voice of the work site to a wider audience. Contacts based on these newsletters were made by media and other stakeholder groups. In the final phase of construction it was, however, perceived that all stakeholder groups were not recognized or could not be served as they hoped.

During the construction the publicity in newspapers and other media was followed closely. The tone of articles was compared to what was written before the construction was started. Through this monitoring it was noticed that the publications mainly continued to be positive and there have been a lot of publications in different media. Furthermore, it was identified that most of those publications were based directly or almost directly on weekly newsletters.

The questionnaire directed at stakeholders showed clearly how important the communication had been seen. The questionnaire was sent to all recipients of the weekly newsletter, a total of 57 e-mail addresses. 82 answers were received in time. The great amount of responses was partly due to the fact that the questionnaire was open and it could be sent to other people in his or her own organization. The answers gave significant information about the sense of communication. By being aware of those findings it will be easier to continue the development of the communication process for the next project.

2 LAHTI TRAVEL CENTRE

The new strategy of Lahti, strategy 2025, was approved in 2013. It includes several visions and program to follow. There are guidelines about land use, housing, traffic, and construction, for example. One aim of the strategy is to be a leader in environmental technology, including residents' habits and industries technics. Growing sustainability to become a vital and attractive city needs good organization and a lot of innovations. This target is not easy, but it is possible with positive reputation and widespread marketing. The strength of each field needs to be combined without prejudice to be even stronger. To put the strategy into practice one significant part is the travelling of people. It should be flexible and combining various forms of transportation. One big challenge will be the development of a pedestrian-friendly city. (Strategy 2025.)

2.1 Background of the Travel Centre

The Travel Centre has been under planning and discussion for decades (Paldanius 2010, 6). The construction of the new Travel Centre is a part of bigger development in the areas of city centre, railroad, and Ranta-Kartano. The political decision of construction was made in 2003. A new kick-start of the planning was 2010 when the city of Lahti made a report of public transportation. It was mentioned that a new Travel Centre should be the main project of developing the city centre. After many years awaiting the political decision, in 2011, it was decided to start the planning. The planning process was focused especially on functions of the area and concentrated to ensure the high standards of quality. In the local detailed plan the area of the Travel Centre was admitted in 2012. (LahtiUudistuu 2014.)

The structure of Lahti is dense, which means smooth and effective travelling between city centres and neighboring area (Lahti 2015). Lahti is situated in a great place from the point of view of transportation, but at the same time it is a little bit complicated place considering combining different modes of transportation. The Salpausselkä ridge is between the current bus station and railway station and the distance between those two stations is now one and half kilometers. (Paldanius 2011, 6.) The area surrounding the railway station is a nationally significant cultural environment (Museovirasto 2014).

The wish was that the new Travel Centre would be a visiting card for travellers and business in Lahti. One of the first-class development projects in Lahti is to bring the bus service near to the railway station (Figure 1). This simplifies and integrates facilities and in that way it means better services for customer. (Niskanen 2011, 3.)

Figure 1. The translocation of the bus station (Matkakeskus -hanke 2013.)

A significant bus station for long distance and regional transportation is situated in the city of Lahti. In addition, about 180 bus shifts drive through the city every day. For example the bus to the Helsinki-Vantaa airport goes every hour. Lahti is also the second busiest cargo terminal in Finland. (Lahti 2015.)

The Kerava–Lahti direct railroad was the first part of developing the railway and also a first step of the new Travel Centre. Since the 2006 opening it has increased the number of passengers not only in Lahti but also in the whole of eastern Finland. (Liikennevirasto 2015.) Travel with the fastest train takes only 48 minutes between Lahti and Helsinki. The international train Allegro goes from Helsinki to St Petersburg via Lahti four times per day (VR 2015.) Furthermore, the working environment has changed dramatically since distance work has become more and more popular.

2.2 A brief overview of the new Lahti Travel Centre

The new Traffic Centre combines public transport, bicycle and pedestrian with long distance bus and railroad traffic. Estimated costs will be almost EUR 18 million. It includes a new station area and traffic arrangements. The main purpose to build the new centre is to make the change between buses and train as easy as possible not forgetting bikes and pedestrians either. The city of Lahti anticipates public transport to double in five years. The new centre will benefit city residents and tourists equally. (Vaskelainen 2014.)

Construction project of the new Lahti Travel Centre combines the railway and bus traffic in the same place. The project was implemented in one of the busiest places in Lahti. It included building of a new bridge over the street Vesijärvenkatu and shelters where to wait for buses, heated area that melt snow and ice away from the platform area, bus stops on the streets Mannerheiminkatu and Vesijärvenkatu, three elevators, reorganization of the streets Rautatienkatu and Askonkatu, and lightning and some other electricity and technical work. A platform area for long distance buses was implemented to the deck of the new bridge. A cargo service could be found in the ground floor of a new office building BW tower, which is, however, a separated building project but closely connected to the Travel Centre by underground structures. (Hankesuunnitelma 2013, 9 – 10.)

The platform area as well as the other structures was designed to be a high level quality and suitable for the architecture of the old railway station. The planning office Sito and JKMM architects were responsible for the plans of the project. (Lahti 2015.) City’s architects had worked over ten year with structural planning of the whole railway area. The plans were based on an old solution launched in the 1990s. The city of Lahti organized an international competition in 2012, aimed at collect ideas for the development of the area. (LahtiUudistuu 2015.)

The paths for pedestrian have been planned to serve smoothly from all directions. The new area provides a lot of new parking space and services. To facilitate transitions there was built 230 new bicycle stands in a new bicycle tunnel. A new carpark for over 200 vehicles and the reorganization of the old places will help to solve the problem. (Lahti 2015.) These steps are enormously important to the development of the areas business. (LahtiUudistuu 2015.)

Local transport started to use new routes via the Travel Centre on the 1st of July 2014. Long distance transport is moving to the new location at the beginning of 2016. This change of the routes required a lot of communication and guidance. Practical and workable solutions were sought and found in cooperation with public transport operators. Workable information for travellers will be the subject of on-going development. (LahtiUudistuu 2015.)

2.3 Implementation of the construction project

The project was implemented as an alliance model. Partners were the city of Lahti as a customer, the planning office Sito as a planner and YIT Construction Ltd as a service provider. The city of Lahti had a dual role in this project: it is the developer but also the customer of the Travel Centre. In the alliance model the customer, planner and service provider form a partnership group, which implements objectives that have been agreed collectively. For benefit of all partners is to find out innovative solutions to implementation of the project. (Lahti 2015.)

The city of Lahti decided on the alliance model to achieve the targets of the implementation. The frame of the Travel Centre was carefully advised. The city committed itself to the construction and had prepared the funding to the amount of 18 M€. Right from the beginning of the project planning, in autumn 2013, it was clear that the schedule was going to be very challenging. Firstly because it was decided that routes of the local bus will change in July 2014 and start to operate between the street Mannerheiminkatu and the Travel Centre, and secondly the Travel Centre should be in service in autumn 2015. One big issue was to start the preparatory work in spring 2014 and coordination of the related project, which were the construction of the office building BW Tower and the tunnel for pedestrians, and also other development projects in the same area of the city. Furthermore, the nature of the project as well as the quality and materials was partially specified beforehand. (Lastikka 2015.) Despite all these challenges, the atmosphere was positive and the project was chosen to be implemented within a short schedule (Vaskelainen 2016).

2.4 Alliance as a model of contract

An alliance is a partnership between the customer and one or more contractors. It is mainly used in large-scale construction projects where the risks and objectives are shared. The target of the partners is to work in all ways for the benefit of the project. This means that they make all decisions with a single voice, they share the risks but also the benefits. Alliance partners should give their best know-how for the project. This ensures that the participants can influence the plans. They try to find out solutions that save costs or give some other benefits for the end result. The important issues are also flexibility and regard between the participants. The alliance of the Lahti Travel Centre was the first one for company YIT where it was as a participant. (YIT news 2014.)

The principles of the alliance form some challenges to the project. This requires a totally new way of thinking from participants. One of the most important challenges is transparency. In this kind of model the participants must present and open documents like the costs and all elements behind those. Alliance partners cannot have secrets during the project and all know-how needs to be shared. Openness and commitment to the project have been addressed by providing an applicable incentive system. The main thing in this project was capable management, which can convey the practices and targets to aware for all partners. (YIT news 2014.)

The procedure of alliance is divided into three main stages; contract negotiations, development and implementation. During the negotiation stage the customer assesses and choses a partner with which the planning and construction will be carried out. In the development stage partners together define the operational and financing issues of the project. The last stage, the implementation, consists of the construction phase and the guarantee period. (Takamaa 2015, 10.)

Alliance of the new Travel Centre was carried out with a slimmed-down model because of the very tight schedule. This did not enable the right kind of development phase, which should be at least six months in this scale of project. Furthermore, a decision of the customer to choose designer without alliance procedure and very precise specifications of architecture and materials to use did not allowed innovation in every detail, which is, however, one principle of alliance. Instead the open atmosphere was at a good level. (Saharinen 2015, 29 – 30)

3 THEORY OF COMMUNICATION

> *The primary purpose of communication' is to keep people informal. Communication is a reciprocal, two-way and continuous social process. It should serve the organisational objects. (Rayudu 2010, 34)*

The environment of communication culture has gone through a huge change during the last two decades. The development of internet and social media has influenced also ability and possibility of organizations to communicate straight to their stakeholders. Nevertheless, so-called traditional media still plays an important role in communication and is a crucial mediator of the messages. (Cehrs 2015, 36.) When in earlier times the communication included editing of magazines and notices nowadays it is more marketing, investing, and network communicating as well branding and building the reputation. It has been a pivotal part of the organizations' management and daily operation. (Melgin 2012, 11.) Melgin (2012, 32) also points out that the communication as it is now is far advanced and professional business. Overall, a good message is an interactive act, not only one-sided notice (Ikävalko 1995, 11), although it is rarely perfectly balanced (Luoma-aho 2008, 81).

3.1 The aim of communication

ProCom - The Finnish Association of Communication has listed five important megatrends that influence in corporates communication. Those are:

- Increasing variety in the field of activity;
- Communities becomes more depended on each other and they form networks with each other;
- Knowledge has increased manifold and become more complicated;
- Communication is everywhere and it is changing people's behavior;
- The meaning of the communication is emphasizing in the near future.

The starting point of the communication is that it is public and, in fact, all the activities should be transparent and responsible. The strategy of the communication provides a framework, which guides towards the target that has been set. The meaning of the collaboration emphasizes between the colleagues and actors in other lines of business. (ProCom 2012.)

3.2 Who is a communicator

The professional communicators of organizations are working on an incredibly wide-ranging and complicated area (Forssell 2007, 43). The duty of the professional communicators is to chart thoughts and feelings inside an organization and around its environment. They have special knowledge and wide experience, which give more value and competitivity to the organization. (Forssell 2007, 17.) Understanding of the interdependent relationships of the stakeholders' network requires smooth cooperation ability. Sometimes the professional communicator acts as a sparring partner to the manager of the organization. Consequently, the communication should be tightly bonded to the management of the organization. (Juholin 2013, 39-40)

From the perspective of the organization, it makes no difference who the communicator is or what his or her the background is, if the actions carried out support the organizations aims and fit its image. However, a journalist's background and education might be helpful in some tasks, like to deal with media relations, the practices and procedures of which are familiar to them. On the other hand, too much attention drawn to media might seriously hinder the other communication, if such as internal relations are forgotten, which, anyhow, is a basis of the whole communication and binds the communication to the organization's strategy. A favorable communicator knows what the real message is instead of just regurgitating the announcements of others. (Forssell 2007, 44-47)

3.2.1 Outsourcing

Outsourcing of the communication is one solution and can be profitable when the organization does not have own professional communicator or have a special case to implement. The major advantage is also that it is adaptive and an outsider might have a new kind of vision. The professional communicator have already drawn and shaped relationships with journalists, which might help to get the message out there to people. (Forssell 2007, 51-52.) In any case the organization needs a contact person who controls the process (Juholin 2013, 170).

The communication is outsourced also in many organizations, when their own know-how is aimed at something else (Mantere 2008, 43). Outside aid is used also in short-term when the need of the communication is unexpected for example as a result of some crisis or when the organization knows what they want but they do not have enough recourse. (Juholin 2013, 433.) As well the long-term partners can take on responsibility of implementation and development of the communication. Strategic help is also common when the transformation is planned. (Juholin 2013, 444.)

3.3 Management of the communication process

Communication is exchanging of knowledge and experience, as well it is an expression of belonging to a certain community. Therefore the definition of the communication concept is not easy and varies depending on the scope of application. (Aula 2008, 12; Juholin 2013, 44-45.) In reality, the organization must be aware of what the aim of their communication is and they should also act on it (Juholin 2013, 118).

Plans and execution of them does not occur spontaneously. The implementation should always be carried out by the senior management or management team. Occasionally the responsibility can be determined on the basis of the organization’s structure, from its functions, or from the viewpoint of stakeholders. Exceptions like changes and crises are often situation where information is needed immediately. When something does happen, it is no time to plan or negotiate instead quick understanding the seriousness of the situation prescribes the liability. As important are also define tasks and responsibilities of the communication field. (Juholin 2013, 121 – 124.)

According to Huse (1995), trust between the management and stakeholder is essential to good communication. The organization and its communication management should be connected to definition of responsibilities. Equally both the communicators and the whole organization must know who is leading the communication process and from where or who carry out the practical tasks in it. The practice where the communication is led by the management team means that the communication is part of the organization’s management and decision-making. (Huse 1995, 210 – 211.) An individual department of a big organization can also organize the communication by themselves. However, there is a risk, in this case, that the communication will deviate from organizations line and a common vision disappears. One useful and feasible practice is to build networks. The network can be involved in also external parties like advertising offices. By working through the network it enhances the communication and gives more competence to the organization’s action. (Juholin 2013, 125 – 126.)

3.3.1 Resources

It might be thought that if one has the right equipment to implement the communication it will be enough but it is not so simple. The sort of message defines what kind of equipment people need to reach the proper stakeholder. (Ikävalko 1995, 26.) Resources consist of all material and immaterial ingredients. Beside professional people, the realization of the successful communication needs appropriate tools. Professional skills are still significant resources of the communication. Without ability to write, talk, or listen it is not possible to communicate. More specific abilities are needed in special cases when the communications professional can cooperate with an expert to get enough knowledge for further communication. (Juholin 2013, 118 – 119.) Hung (2010) shows in his research that the personnel should be educated to realize the importance of interpersonal communication and also be prepared to face up to challenges and conflicts in communication.

Material resources include also money. The amount of money to be used depends on the number and quality of the communication. (Juholin 2013, 120.) Extra money of the organization is rarely invested in the communication process. This is the reason why communicators need to carry out a clear message for the management team. The first thing is to identify the influence to the stakeholders' weather they exist or new one, or the effects of the new strategy. Secondly, they need to clarify what are their targets and how these fit the organizations objectives. The last point is to establish the risk, comparing alternatives between investing or not. Logically, the budget should be drawn up to show an estimate of amount of money that is needed and it should be checked over at agreed intervals. The basis of the budget should be how much the communication can provide rather than how much it can cost. (Juholin 2013, 163.) Young & Aitken (2007, 47) term this to ICE checklist, which can help to create hooks for advertising overloaded stakeholders to grab. At this list the letter I stands for identifying the points of leverage, C means clarifying the objectives of the investments and E for establishing risk.

3.3.2 Digitalization

Development of the digital communication channel has changed the ways of organizations communication. The meaning of the strategy is further emphasized (Forssell 2007, 57). At its best the digital communication can be an important mainstay of everyday business (Juholin 2013, 310). E-mail and organization's web pages are the most used digital channels available (Matikainen 2012, 151). In general, the change over of the data transfer has enabled an increase of interactive activities and development of information tools, Matikainen (2012, 52) points out.

The best result is achieved by proceeding step by step. The technical solutions are expensive and everything is not worth renewing at once instead the organization should try out what works and how people find out them and then continue to chosen a direction or change it. Digital communication requires up keeping as well development of knowhow. Only by understanding how the media works is it possible to generate efficient media completeness. (Juholin 2013, 311 – 315.)

The production of the digital communication is always a part of the strategically collaboration. (Juholin 2013, 317.) Telling a story is good for a big heterogeneous group (Forssell 2012, 63) but the specialist in the field appreciates details and facts (Juholin 2013, 321.) Between these two extremities is the space of an organization’s internal communication. Sometimes this space determines the success of the whole communication that it aspires to perform. (Juholin 2013, 230.) Taken as a whole, at its best the digital message can reach the mass audience cost-effectively (Forssell 2012, 63).

3.3.3 Social media

Digital solutions have offered a channel to allocate the messages and information to the right target group. However, to be able to use those it requires precise analysis of the user groups, investigation and monitoring of the use, and further development of up keeping. (Juholin 2013, 326.)

The traditional media have some rules and principles on how to behave and what kind of material is suitable to press. Instead in the social media anyone can communicate and interact with each other using the subject and style they want without any outside control. (Juholin 2013, 24.) To address this challenge, it requires good balance between the professionals, communicators, and management. That is why the recipient of the communication acts as a critic. Likewise, for these reasons the feedback usually comes immediately. (Juholin 2013, 318.) In order that the message would be understood correctly it should be directed to the right target group (Juholin 2013, 319).

Some organizations did not want to have any publicity. In that case, however, there is a danger of loosing control of what and how it is written about. Sometimes this could be a conscious choice and tactic mean to raise public awareness and to make people interested in the organizations aims and actions. (Forssell 2007, 72-73.)

3.4 Phases of communications

As already mentioned, without communication no organization can work. It is a prerequisite for actions and a huge resource, but the use of it requires many kinds of knowledge and skills. The truth is that it is impossible to tell everything to everybody. The main communication process starts when an organization starts to find out what kind of communication and information is needed, what form, and how often the different groups need to be informed. The communication plan gathers together all these demands. (Ikävalko 1995, 10.)

In the communication plan and strategy of the organization it is described how communication contributes to achieve the target. The targets of the communication and the targets of the organization should be congruent. The situational awareness and scenario affect how relevant those targets are. Different organizations have different targets, communities, associations, companies; they all are concentrated to the different targets. When the companies target is to increase sales the association can fight on behalf of some opinion and the community provides information of reorganization of the services. The success and failure are both related to the level of the communication. (Juholin 2013, 131.)

The organization is supposed to be an open and transparent with its communication but sometimes this is learned by some negative situations, which have managed badly. According Juholin (2012, 93) the planning of the communication consists of two levels. An operational level that focuses on operative issues like organizing the actions and the schedule of the communication. Practically this means presentations at different kinds of events, publication of notices, updating the internet pages and such tangible arrangements. Equally, it includes monitoring of the implemented plan. Instead a strategy level is more complicated. It requires the ability to see future changes and results that support the target of the organization. It is closely linked to the whole business idea and principle of it. This question has an influence on how people receive the information, what kind of mental images, attitudes and beliefs they have. Thus, it has an influence on the results of the entire organization. With all aids of the communication is possible to provide information, increase understanding and raise awareness of the situation and opportunity to impact. Important is also to analyze the present, assess the communication, and lead it in the right direction.

Between those two levels, there are other planning levels, too. These help to solve problems with resource, budget, selection of the objectives and partner groups, procedure, and crisis communication. However, all these levels are connected to each other somehow. A common thing for them is that the resources like time, people, knowhow, and technology should be reserved. Despite that, it should not be made too bureaucratic. (Juholin 2013, 94 – 95.)

The strategies and plans are worthwhile only if they lead to concrete action. Implementation of the plans belongs to everybody but the management of the organization and the professionals of communication are responsible for the strategy and reputation. (Freeman 1984, 242-243; Juholin 2013, 243.)

3.4.1 Strategy

Everybody in the organization should be aware what the main strategy of communication is and be committed on it. The definition of the strategy takes time and resources but the investment is worthwhile. (Forssell 2012, 57.)

Each organization needs to form a list of key questions of communication. Particularly important is to recognize the main questions and concentrate on them. These questions answer for example where communication is required or what kind of task and target it has been set. The definition of these questions depend the extent of the activities, which is defined in the strategy. (Forssell 2012, 58-59.) In addition, it is always better from the standpoint of the final results if stakeholders can be listened already at this phase. (Juholin 2013, 108.) If the substance of the communication strategy includes or consists of abstract concepts it can confuse people in the both private and public organizations. (Juholin 2013, 408.)

The targets of the communication strategy act at two levels. They give guidelines for concrete action and on the other hand by them it can be estimated if the planned actions correspond to the strategy. (Juholin 2013, 132.) Some targets are permanent, like the reputation and others are related to a specific situation like a large change process (Forssell 2012, 65).

The main requirement for the communication strategy is that it implements the strategy of the organization; it should not include any copied or general issues (Juholin 2013, 137). The headers of the strategy may include for example the following issues:

- Background, why the communication is needed;
- Current situation, what are the challenges;
- Principles and values;
- Stakeholders, who they are;
- Contents and visual image;
- Targets, specific and permanent;
- Indicators, means of measuring;
- Responsibilities, sphere of responsibilities and partnership;
- Resources.

With these issues the organization can choose aspects that are the most related to its functions. (Juholin 2013, 139 – 140.)

3.4.2 Communication plan

Ikävalko (1995, 13) points out that the organizations mainly focus on the positive aspects like what the benefits are or how to obtain something useful, instead the negative issues are not so often take into account in their communication plan.

A successful and credibility communication process requires a complete commitment of the management group. By their example the process receives credibility. Participants in the communication group should be chosen from among the organization. It is significant that during the first session the plan will be discussed and the following appointments agreed upon. The process must be scheduled as well. (Juholin 2013, 129.)

The practical planning defines what is going to be done, when, how, and with whom. In other words, it means the implementation of the strategy. The scope of the plan varies depending on the organization. In some case it needs a very specific plan with a list of the next work and in other cases it is enough to have a skeleton plan of the deal. At least some kind of paper should be in written in case of unprecedented situations. In a large organization more planning is needed than in a small one. As well in the public organization the planning is a necessity. Characteristics of professionalism are congruence of both the organization and the communication strategies and how well the implementation of the plan follows the strategy. (Juholin 2013, 141 – 142.)

It is not enough that the communication has been set certain targets instead it should be ensured that people are committed to following them (Juholin 2013, 127). Especially in the situation that the plan will take place for the first time the clarification of it needs much more time than a minor modification. The most important thing is to understand the basic issues, ask questions, find answers and if necessary return to them later. (Juholin 2013, 129.)

3.4.3 Internal Communication

Some organizations can be very complicated in their structure and there might be several different departments and own needs for their communication. Despite this the organization's communication should be coherent. When everything is proceeded as planned the channels of internal communication will support the functions of external communication. (Freeman 1984, 216-218.)

In big organizations the intranet is one channel to reach all personnel. However, the risk might be that the communication becomes a part of the organization's dictation. (Matikainen 2008, 156.) At its best well-planned and well-established internal communication acts as a source of inspiration and motivation (Forssell 2007, 62).

Schreiner proposes an interesting way to outline the internal communication in the view of receiver. The phases of communication are described in a simple figure below (figure 2). The process begins with the need to introduce and to approve new ideas or principles to the internal stakeholders. The first step is the creation of a message where a new idea or issue will be introduced. The communication has to be carefully planned and this phase is probably the most important of all. It includes decision of the style and the media that will be used as well the timing of it. Then the message will be transmitted to the receiver via chosen channel and in his or her own time the sender gets feedback from the message.

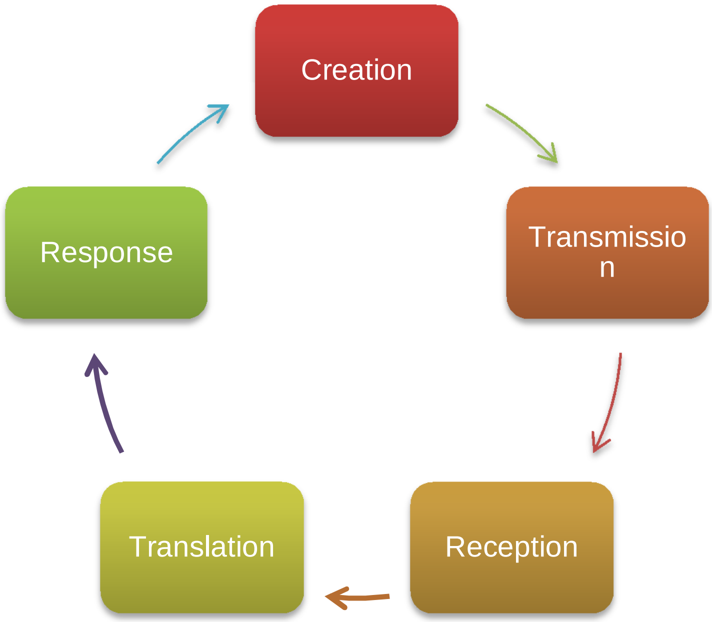


Figure 2. 5 steps of the communication in the workplace (Schreiner.)

3.4.4 Communication in crisis and change situations

Changes and transformations can be positive or negative occurrences. By means of the communication there can be an effect on how these are received. The best crisis situation is when the media have not noticed it at all. (Forssell 2007, 152.) Particularly the generation of the feedback system and responding to the feedback as soon as possible is essential for a successful change process. For crises digital media is unquestionably the best way to send information. (Juholin 2013, 329.)

The communication during the change process is more challenging than normal daily communication. It includes different kinds of briefings, meetings, group conversations, exploitation of the internet, and social media. In a change situation it is important to ensure availability and comprehensibility of the information, although, when the information is new and complex, people might be unable to ask more questions. (Juholin 2013, 409 – 410.)

Crisis that have serious consequences for the organization’s future and actions should be prepared in advance. It requires drafting the plan of the actions, how to prepare for the crisis, how to act during it, and what are the actions after the crisis when the normal functions starts again. (Forssell 2007, 152-153.) There is a variety of reasons for crisis. They can be due to external actions, breakdown of the technology, or the reason might be completely the organization's own miscalculation. Well-communicated organization can manage the crisis better than one with bad communication skills. (Juholin 2013, 367.)

In all cases, the organization should learn something from a crisis and develop actions that in the event of the next crisis it would be able to prepare and maintain it even better. The plan of the crisis communication should be prepared for same principles than any communication plan of the organization and it should be tested in practice as well. Maintaining the crisis during the first hours are the most important, at this time the media and stakeholders need credible information from a reliable source. The management of the organization has always liability for statements. (Juholin 2013, 373 – 379.)

Change and transformation means passing from one action or situation to another. These might be scary because the end result is unknown. Communication, when it is justified and is based on facts, is useful and generates safety even if the news is bad or unwanted. In connection with the change resistance arises which must be taken in account in the implementation of the change. Through communication the change becomes visible; it indicates what the aims of the change are. In any case, even when the transformation is continuing, and it affects people's basic safety it creates a new environment and habits, and makes people to give their best. (Juholin 2013, 388 – 392.)

The change situation affects many stakeholders. As a consequence some products or services might change or disappear totally and concepts of services as well. The organization needs to be ready to give answers sometimes even immediately. In these situations the stakeholders are waiting for interactive and equal dialog. Especially in the case of the public organization where the stakeholders are all inhabitants and as well the politicians, the situation is many times complicated and challenging. However, it should not be forgotten that everybody has his or her own responsibility to find out an important issue before the final decision is made. (Juholin 2013, 397 – 399.)

The strategy of the change communication varies. In the worst case the communication plan and strategy is missing and demand for it can arise after something has happened and then the communication is just an explanation of what has happened. Some organizations still do not take into account their stakeholders, instead people are recommended to accept change as a thing like that. The best situation is when the communication is well planned beforehand, it is open, and strives toward a mutual understanding. People like to act as an author instead of being a target. Therefore, for keeping an organization's head above the water, a good solution is to develop and co-create the solution together with stakeholders. Through this suspicions of secrecy disappears and acceptance increase. In the case of the political decisions where the change is given somewhere from authority people should still be able to influence and decision-makers should give them an opportunity for that. (Juholin 2013, 404 – 406.)

3.5 Communication is a part of organizations business

Communication with an organization's stakeholders is merged with many of its other actions too. It is linked to marketing, human resources management, public relations, and information technology. It is also a solid part of a corporation's communication and organization's reputation. (Freeman 1984, 215; Juholin 2013, 83.)

Planning of the communication is based on the organization's basic tasks and objectives. The management of the organization sets the direction for future vision and specified values that should be taken into account. The strategy gives guidelines for practical activity. It should not be too rigid instead it should be flexible for unexpected situations. The larger and more diverse the organization is, the more detailed the communication should be designed. The strategy is a common view how the organization communicates. (Freeman 1984, 239; Juholin 2013, 86 – 88)

3.5.1 Daily communication

The daily communication is successful when information is accessible to enough people and nobody gets the feeling that he or she does not know what is going to happen. It contributes to realization for the targets of the strategy and the plan of action. It is important to agree what kind of issues belongs to the daily communication and who is going to carry it out. Those issues are depending on the size of the organization, its functions, and sometimes stakeholders as well. (Juholin 2013, 114 – 146.)

The skills of the communicator should be refined so that a positive interdependency is achieved and the end result is a win-win situation for all participants (Freeman 1984, 223). An open and casual atmosphere contributes to success in the communication. For different situations and different groups clear rules need to be established. For exceptional situations there must be an agreement of the communication practice. Repetitive situations should be agreed in time and for example a yearly clock can be used to help. (Juholin 2013, 147 – 150.)

3.5.2 Implementation

The implementation of the communication needs time. It is worthwhile to start scheduling the process from a deadline. This procedure guarantees sufficiency of the resources. (Juholin 2013, 156.) The management team has again a key role. A lot is expected of them; they should take responsible for the anticipation and procedure in all situations. This kind of leadership requires a strong sensibility to read unwritten and unspoken messages and ability to transform into each group to get a message across. The specialists of communication have a main role to support management in their job. Another important key is learning. People are encouraged to see and do things another way. They should have possibilities to submit their concerns and their own visions, but to use their influence to contribute to the goal. (Juholin 2013, 395 – 397.)

At the beginning the organization lays down the general guideline principles of the communication. It should also be decided how the communication is carried out. One alternative is to externalize it to the separated communication department or to the other company. This method includes a risk of loosing of the overall picture. Other opportunity is to combine the communication and business tightly together. Then the communication is led by professionals but carried out by everybody in organization. Third option is that the communication is a continuing process performed between everybody without any principles agreed on. Depending on the expanse of activities and the size of the organization all of these are viable and have their own advantages and disadvantages. (Juholin 2013, 98.)

Principles should be defined and everybody should commit to them. The clarification of the principles for all participants requires that enough time is used to discuss and write those down in an understandable form. The principles are not worth announcing, it might even be harmful, if they is not any commitment made to them. (Juholin 2013, 101.)

3.5.3 Visibility of the organization

The public visibility is a prominent issue regarding what kind of reputation and how acceptable the organization is in the media and in the stakeholder’s opinion. The top management of the organization should be firmly committed to its target that the desired results could be achieved. (Heinonen 2008, 63.) When preparing the communication strategy it should be defined what those public fields are and how they appear to be taken advantage of. Publicity is different in external and internal fields although it should be well organized in both situations. (Juholin 2013, 116-117.)

The communication policy serves as an instruction how to act. It helps to keep communication similar depending who is communicating. The organization might have certain graphic style like a logo or text, which are used in all communication. Instructions can be done for messages, emails, or situation with customer. Those can be very helpful especially when communication is done as a part-time job or alongside of their own duties. The best instruction has been tested within person who does not know the subject. (Juholin 2013, 160 – 161.)

The visual identity gives an expression to the organization's image. It acts as a co-worker of a story, about which it is desired to inform. The power of visualization is speechless expression and the message on the subconscious. To build a new identity of the organization it is the most powerful, but a very expensive means and therefore it needs to be considered carefully and used as a last resort. (Juholin 2013, 111 – 112.)

The communication strategy and visual image are both significant matters for an organization's viability. Consequently the management of the organization should always carry on the responsible of the implementation. Obviously this requires transparency in action and commitment from all participants. (Vuori 2008, 102; Juholin 2013, 113.)

3.5.4 The image of the organization

We live in a world where an abstract concept forms a mental picture in our mind. Images and brands swarm in everywhere. By them people and organizations tell stories to influence people's opinions and habits. (Juholin 2013, 228.) The image does not arise spontaneously. Instead it is mainly build by the organization when it tries to form a desired profile. (Vuori 2008, 98; Juholin 2013, 230.) Correspondingly the reputation reflects all that is around the organization, it becomes visible everywhere when stakeholders and representatives of the organization meet one another. (Vuori 2008, 101; Juholin 2013, 231.) The reputation is influenced by responsibility and ethical business, publicity including collaboration with the media, culture and basic values of the organization, and its purpose too. A risk of loosing the reputation increases when an organization truly acts do not met the expectations of stakeholders, especially nowadays when the influence of the social media is quite unexpected. (Juholin 2013, 232 – 233.)

The company or organization can be remembered based on just one issue (Tuomisto 2013). It is important to decide what is the most significant message that helps to stand out amongst others. That message should be a unique slogan, a leading thought of the business or action. (Juholin 2013, 107.) Whichever definition is chosen, it must be based on reality, otherwise it does not achieve its purpose and target (Heinonen 2008, 65).

The image is an organization’s property similar to as immaterial know-how and material machines and devices as well as money. The image and reputation consists of experiences that have been seen and read. It is also being influenced by the way people talk about it and how the media shows it. (Heinonen 2008, 70; Juholin 2013, 63.) Image is a mixture of words and acts. The organization’s verbal expression of values become visible expressly through how it acts. Sometimes there is a risk that communication becomes one-sided PR exercise if the organization concentrates only on establishing the image instead of consider the needs of stakeholder. (Freeman 1984, 166 – 167.) However, the acts require words to tell them. In its entirety the image is the compact form of the information. (Juholin 2013, 239 – 240.)

A good example of building an image in the field of construction comes from England. The Considerate Constructors Scheme is a non-profit-making, independent organization. It is voluntarily and the registration is allowed to construction sites, companies as well as suppliers. The main aim of the Scheme is to improve the image of construction. It has launched a method called the Code of Considerate Practice. It enables an organization to create a positive and caring image for the field as a whole. (Considerate Constructors Scheme 2015.)

3.6 Different kinds of organizations as a communicator

The expression of the communication varies depending on the organization’s operational models (Aula 2008, 12). Companies are established to be productive, but usually the aim of a public organization is to promote citizens’ wellbeing and opportunity to influence. (Juholin 2013, 25.) The communication and means of it can be used to produce, uphold, and reorganize of the organization (Aula 2008, 14). The strategy of the organization will take its place only if the communication is built on interactive discussion and becomes a functional combination of all deliberations (Mantere 2008, 47 – 48). The aim of the communication is usually to get people to act according to the organization’s aim and give information about issues concerning the aims, but also to uphold the image and good reputation (Aula 2008, 18 – 19).

3.6.1 Public organization

The public organization has an obligation to develop the communication (Bryson 1999, 5). The latest trends shows that interactive relations have an increasing influence on the communication (Åberg 2012, 18), which should be implemented in sufficiently clear and concise way so that the message will be conveyed to the receiver as it was aimed (Kivistö 2012, 82). The municipality has a responsibility to let citizens know for example about new services. (Juholin 2013, 241.) Furthermore, according to Bryson (1999) as well they have duties towards taxpayers, the governing body, employees, unions, political parties, the financial community, interest groups, and other municipalities.

It is based on Finnish law and acts that people have rights to participate in decision-making in many different ways. An individual person or community can be involved in a municipality’s planning of master and local plans. Smaller scale decision in each individual case like developing of one’s own neighborhood services and public transport is also allowed. (SYKE 2014.)

3.6.2 Projects and a need of communication

The nature of projects varies. It can be a big change inside of organization like a fusion or totally new development like a construction project normally is. The common thing in these is that they are solitary and efficiently managed within the organization. The project has a clear schedule, target, and it goes on step by step. When the communication of the project is at the planning stage an important question is who is affected and who needs information about it. Again different groups need a different kind of information. The more widespread and larger group of people the message is going to be sent to the more carefully it needs to be planned and defined. (Juholin 2013, 153.)

Projects also have a certain life cycle. However, rarely demand of the communication starts only when the project starts and ends immediately it is finish. The aim of the communication and the style of it should change and vary according to the situation. (Juholin 2013, 155.)

One key issue is to define a basic message and what supports the main objective of the project. Firstly the description, targets and schedule needs to be presented as accessible and understandable as possible, but anyhow comprehensive. Secondly, it should be decided a little wider, which are the matters to communicate, interesting issues for different stakeholder groups should be sought and the different phases of communication thought about. If the project is part of a bigger process of the organization' communication the overall impression is important to harmonize with it. Juholin (2013, 154) gives example from two separated construction project that were both new shopping malls. One carried out an interactive communication and organized many public events during the construction process. It got a lot of interest and became acceptable. Instead the other case the communication was poor and the whole construction area was isolated and the building was covered. After opening for one reason or another the mall did not have much customers. (Juholin 2013, 154 – 155)

3.7 Stakeholders

Stakeholders are all groups or individuals who can affect or who are affected by an organization's functions. Freeman (1984) has made a model of the organization's stakeholder (Figure 3). All actions are effected by the impulses from inside and outside of the organization. Consequently, any of stakeholder groups cannot be excluded from consideration. (Freeman 1984, 52.)

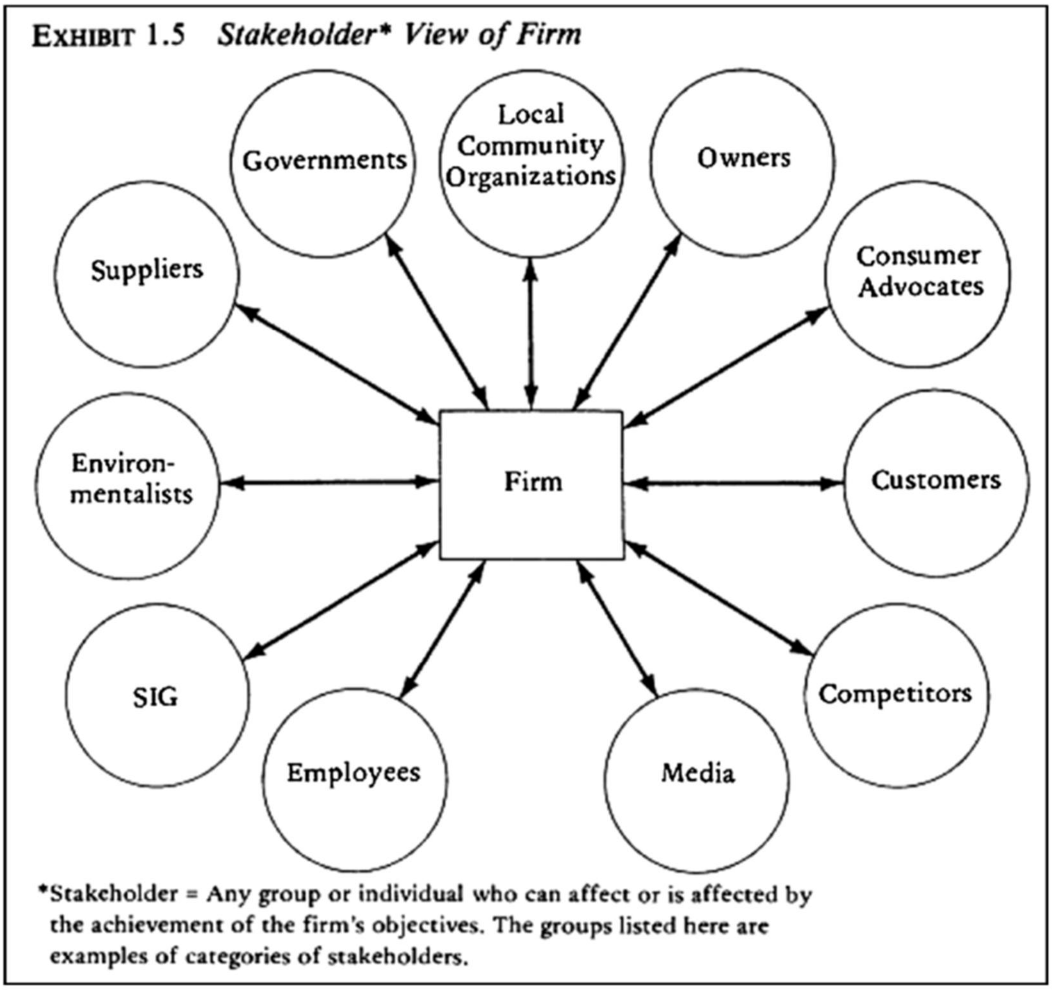


Figure 3. Stakeholder map (Freeman 1984, 25)

Every group has an important role in an organization's daily actions and progress. The organization should have a clear strategy how to manage each group and what issue they represent. As important is to create an approach which is aimed at deal with a different kind of groups that have a different kind of concerns. The responsible of the organization is to learn how to form, implement and control the relationship with the groups of stakeholder. (Freeman 1984, 25 – 26.)

The behavior of people is dominated by emotions. The organization can benefit from stakeholders who take a positive and favorable view to organizations actions. These faith-holders act as if they were an extra resource that build an organization’s image and which the organization should attend to. The other extreme represents stakeholder groups that are doing everything they can to harm the organization’s actions. Especially in internet it is easy to spread their own message via so called hate-sites. These hate holders bring the organization’s reputation into disrepute in the very short time. It is surely reasonable for the organization to establish the best possible partnership whit these groups and for example, to try also to look for better solutions with representatives of non-profit sector. (Luoma-aho 2008, 86 – 90.)

When all this has been taken together, it can be seen that the framework of stakeholder is very wide and also their interest can differ from each other (Näsi 1995, 22). In any case, the prime duty of the organization is to ensure the survival of the organization and to reach its aim. Consequently, the acts of the organization should be obliged to give equal treatment to all groups concerned. (Näsi 1995, 25.)

3.7.1 Stakeholder identification

Stakeholders and all message receivers should be determined separately in each case. To consider choosing stakeholders critically it could help to avoid unnecessary work and ensure that an important message achieves its aim. (Ikävalko 1995, 24.) Even though, when discussing about the group of people that are interested in the organization’s business, they all acts as an individual person, they are tightly bonded together along the common purpose (Freeman 2011).

Stakeholders’ classification requires that they are well known. The most important groups need to be known well, some even personally. However, from all groups need to know at least something. (Juholin 2013, 114.) The identification of the stakeholder groups can be achieved through examination on the strategy and values of the organization. (Freeman 1984, 239 – 240). After classification and grouping it is time to analyze and ask questions about attitudes toward the organization. At least it is necessary to check somehow what stakeholders know and what their opinions about the organization are. (Juholin 2013, 115.) In this regard, questions like how stakeholders value the reputation or future as well as what kind of expectations they have regarding to the organization's actions can be brought up (Freeman 1984, 242). The analysis becomes more detailed the fewer themes it consists of (Juholin 2013, 116).

The organization can allocate and classify their stakeholders in a number of ways (Näsi 1995, 126-128). An easy distinction is to use internal and external groups (Ruohonen 1995, 135). The internal group consists of employees and employer's representatives, but sometimes this group also includes people from an external group such as shareholders and local residents. However, all of these are stakeholders and they have various kinds of expectations. The company succeeds better when it is able to take into account those as a whole. The same rule is valid for the public entity or organization as well as communities too even it is not such direct action. (Aapaoja 2013; Juholin 2013, 51.) The groups of stakeholders can appear completely unexpectedly in the kind of situation that they are afraid or cannot influence an important issue. This might happen for example in project that is harmful to the environment. In this context, as in some others, the legislation gives many means and opportunities to stakeholders to implement. (Juholin 2013, 53)

Identification of the stakeholders of the public sector relates to political, economical and legal considerations. Local authorities have many kinds of duties and different group of stakeholders have their own interests, which need to be followed according to the situation in question. The estimated level of interest and power sets the way to react, and that can be improved and deepened together with these groups. (Perrott 1999, 225.)

Perrott (1999) shows in his research a framework for how the organization can define and manage their stakeholders. He uses a matrix (Figure 4.) that sorts stakeholder groups for four different zones according to interest and power. Stakeholders in Zone 1 have a lowest priority, but if the situation changes also this group might be more interesting in or powerful. Zone 2 consists of groups that are interested in the organization's issues. They also may influence others and are linked in Zone 4, the group that have power, but not an interest, by lobbying them for or against an issue. In Zone 3 the organization will find the group that has both an interest and the power to influence. That group should be the main group. However, none of those groups should be diminished, but furthermore all need tailor-made communication. (Perrott 1999, 226 – 227.)

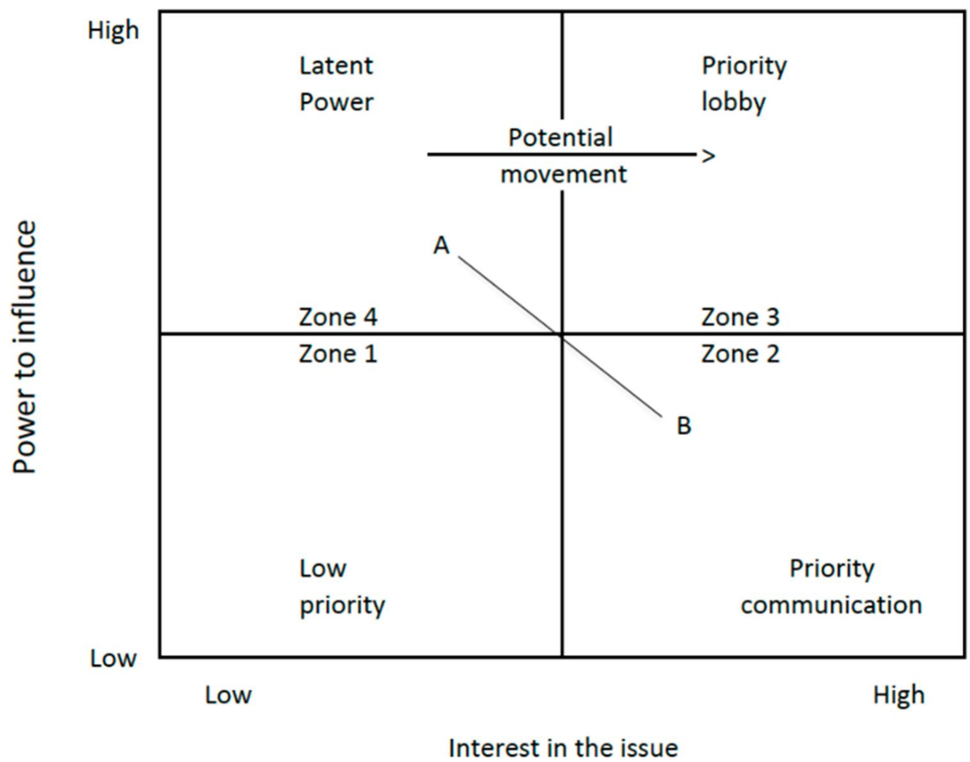


Figure 4. Stakeholder action matrix (Perrott 1999, 226)

Especially in a construction project every group of stakeholders have their own expectations, which could potentially conflict with others. Well-functioning actions of the project management are fundamental to solve conflicts and to ensure operational requirements of the project. Aapaoja and Haapasalo (2013a) introduce a method (Figure 5.) of the identification process step by step. It starts from definition of the project purpose and the end result is a phase where stakeholders are classified and when the teamwork is allowed with them.

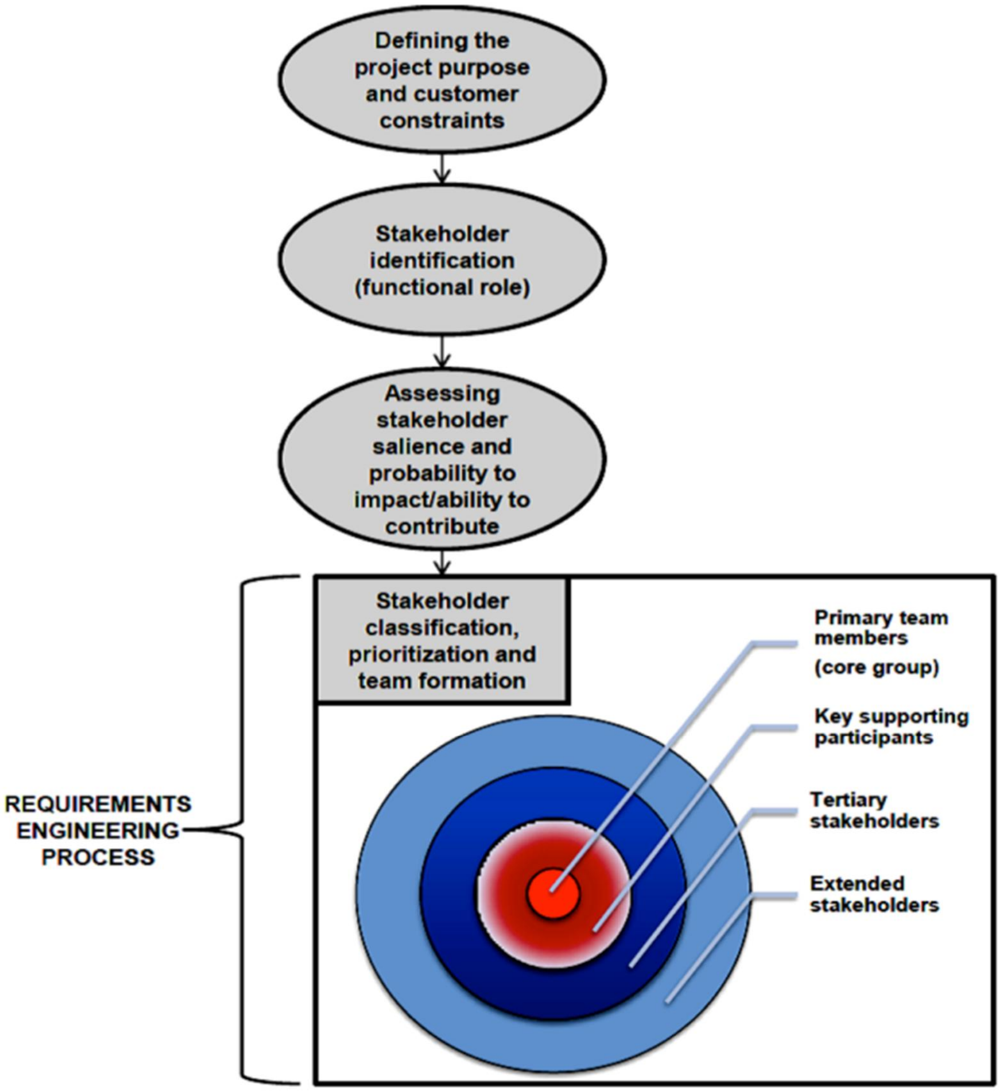


Figure 5. Framework for stakeholder identification and classification. (Aapaoja 2013a.)

Some groups are more salient and have more power to influence the success of the project. To find out these groups the project manager should clarify not only the project itself but also other function included in it. Very early on it should be clear what the role of those stakeholders is.

Good communication is like an engagement between the core group of the project and the main stakeholders. (Aapaoja 2013b.)

3.7.2 How to achieve stakeholders attention

The stakeholders and message receivers are the most important actors in the whole communication process. In fact, without these groups there is no need to communicate. How then can the organization offer and the media convey the kind of information which is relevant, new, surprising, and sometimes also funny too? (Forsell 2007, 15.)

The duty of the communication and communicator's is to give real-time information for stakeholders and make asking questions and giving ideas easy, which also require answers as well. (Juholin 2013, 393.) Dialogue with stakeholders is divided into spontaneous appointments and planned sessions. It opens the door to transparent dialogue and helps reach a mutual understanding where all willing participants can take part to the discussion. One challenge is to get to know all notable stakeholders. Some groups might have a legitimate right to get information. Juholin (2013, 250) takes an example of a very hot topic. The incorporation of the communities brings a lot of change for the communication demand of new communities. The realization of the contemporary situation and repairing the gaps in the knowledge by improving the know-how the communicator will change attitudes towards to the neutral direction. (Juholin 2013, 248 – 252.)

Building the confidence requires a thorough control of basic matters. However, an open dialog starts only if the organization has recognized its stakeholders. The most important groups require bilateral dialogue but for some groups the importance of the communication might arise later. (Perrott 1999, 299 – 301.) It should be kept clearly in mind that too much communication can be as harmful as too little of it. The organization can provide events for stakeholders where the promoter of the meeting can introduce its views, actions, or targets to the public. These kinds of events should be planned and considered carefully from the organizations viewpoint; they should be connected to the strategy and targets. After arranged the event feedback should be sent to the participants. It can be an official report or a short letter of thanks. This will, in turn, eventually ensure that people start to trust that they get information when they need it. (Juholin 2013, 254 – 255.)

Especially when planning a public facility like a new library or neighborhood services a crowdsourcing event should be held. During these events people can form think-tanks to find out the best result. (Juholin 2013, 256.) Perrott (1999, 299) says that the public sector should treat the group of stakeholders as a customer. By complying a commercial model the organization have an opportunity to improve their strategy towards a future-oriented policy. (Perrott 1999, 299.) As well an open doors day will be an event that can be as an activator for an open dialog between organization and its stakeholders. (Juholin 2013, 259.)

3.8 The media as one stakeholder

The media provides information to the other groups and it is not insignificant what kind of relationship the organization can achieve. For these reason it is one of the organization’s main stakeholders. When talking about media it is not the only one actor in this communication field, instead there are several different kinds of channels to utilize. Among this mass the organization should pick up the media, which correspond to the aim in the best possible way. In this competition the biggest is not always the best choice. (Forssell 2007, 21)

As early as 1984 Freeman argued in his book Strategic Management: A Stakeholder Approach that especially large organizations live in a fishbowl. According to Freeman (1984, 221) the establishment of good relations to the media is one main duty of the organization’s communicators. This kind of thinking has also prevailed in Europe. Nevertheless, over the past 30 years, the devices and means of the communication have hugely improved, but the basic issues remain as before, even in the age of the internet. The organizations and companies have developed interactive web pages where they try to raise their profile and discuss important issues. Moreover, anyone can express his or her opinions rather freely through the social media. (Lehtonen 2012, 244)

The traditional media, like a printed newspaper, still have an obvious role in the communication, even as the social media have gained a significant foothold of stakeholder's attention. Through the media the organizations try to reach their stakeholders. (Åberg 2012, 18.) However, the traditional media has a dual role. It has own expectation of the organization's action and thus it is one of the stakeholders, too. In the social media the organization seeks publicity for its action and becomes bit-by-bit more dependent on it. The media all in all needs organizations to provide material to publish. In most cases the notices sent by the organization is based of the news items and in some case as it stands. (Juholin 2013, 281 – 283.) There is absolutely no doubt that the organization needs the media and publicity (Åberg 2012, 38). It offers many ways and channels to provide information about plans, which sometimes is an obligation, based on the legislation, influencing general attitudes and their own reputation, to raise issues to the discussion, and marked their own products. Altogether to win the media attention requires that the stakeholders are known. Different groups need to speak with their own language. That is the sector where some traditional media like professional magazines have still better opportunities. (Juholin 2013, 285.)

Collaboration with the media belongs to everyday life in the large organization. Instead smaller organizations have rarely such an opportunity, nor is it compulsory for them to be public. The consequences are the same, regardless of the size of the organization; the news value depends on the media, timing, and other news available. The competition of the space and visibility in the media is so intense that the issues have to be interesting, topical, widely reaching, new, and all in all exceed the human interest. The offering is endless and the same news can be found in many different forums. From the organization perspective, this situation offers a lot of potential place to introduce itself. However, the substance and view of the issue can be formed one-sided. (Juholin 2013, 289 – 291.)

Even the media is unpredictable and it has certain some rules how it acts. It also depends on who is responsible for publishing the information. At least as important is the subject: how timely and effective it is. It should be extraordinary, have closeness to the audience, and sometimes remarkable is also how negative the subject is. (Forssell 2007, 31.) The duty of the communication professionals is to build and extend cooperation with the media to promote the organizations issue. It is significant to find out a confidential relationship between the journalist and organization's communicator. A good communicator knows the working methods of the journalist, practices and information sources of the organization, and he or she is willing to help journalists. On the contrary a good journalist should have enough time to check the facts in order to avoid causing an incorrect images. (Juholin 2013, 293 – 294.)

3.8.1 How to get media attention

The news is not news before it is released. To reach this state the interest of the press needs to be aroused. Releasing is limited by the working hours of reporters and the columns, which are fulfilled anyway. The use of the social media might be one solution and possibility. In this case, however, it should be prepared for that the message might change and become uncontrollable. In addition the extraneous notes distract the important points. (Juholin 2013, 275 – 276.)

The world of journalists is overloaded with the knowledge and case material. The notices are sent by mail, providing during the events, coming through the internet, or are based to other cases. In the each case the media consider how interesting the case is, and is it worthwhile publishing. (Juholin 2013, 296.) They do not publish anything just for the reason that the organization wants it or just for advertising (Forssell 2007, 27).

A press release is a quick and easy way to arouse public interest and awareness. A briefing or press conference is worth of arranging just in the major situation when the release is not enough. A significant factor to the press is also who is available to respond to the questions. That should be mentioned in the invitation in addition to subject and duration of the event. It should be remembered that everything that is said in the press conference is public. (Juholin 2013, 298 – 302.)

3.8.2 The significance of the message’s content

It is essential that the message sent out be based on facts. As well the messages should show credibility, news or novelty values. It should respect the stakeholders and all message receivers. The messages the organization produces compete for the receivers’ time and attention with many other messages and generally those, which announce changes will be noticed the best. The most effective message is simplified and easy to remember as a whole. (Ikävalko 1995, 21 – 23.)

The message should be directed at the correct audience, written in plain language, include important news, be clearly structured. One important point is that it should include the name of the contact person for further information. The structure should be clear and the main issue be written to the title and first chapter. Also in email the title is as important because it solves whether the message is red or deleted. (Juholin 2013, 299.)

3.9 Measurements of the communication

The communication is an endless process. One challenge is how to measure its efficiency. The measuring requires monitoring of the communication at the moment and in the long term. It requires also setting up targets. One measurement can be a survey that is sent to stakeholders or an interview that is implemented with a smaller group. After setting the targets and measuring it is time to evaluate the success. The communication can be developed in the desired direction with the aid of all available data. (Juholin 2013, 414 – 416.)

Setting the objectives and targets of the results is required for the communication like other functions of the organization. Those are not easy to measure in their own because they are so closely linked to everything else. In addition the changes takes time and the communication is only one factor among many others. (Juholin 2013, 69)

However, the success of the communication can be measured in many phases. The measuring itself is not important instead the direction and mode of the action means more. Milestones are steps beyond to final target. The most decisive factor is how the communication has helped achieving the final result that has been set. (Juholin 2013, 134 – 136.)

Organizations normally do not have extra money on their budget. People who are in the marketing and communication business needs to show what kind of benefit the organization can have when it invests to the communication. Metrics are useful means to find out the best way to achieve the target. (Young 2007, 62)

3.9.1 Return on investment

Return on investment (ROI) is a measure of profitability, which indicates how efficient the organization uses its recourses. To put it bluntly, the aim is to minimize risks and maximize profits. (Freeman 1984, 65.) Measuring of the communication is a little complicated because it is not only factor instead the result of marketing or prevent conflicts affect many other, too. (Watson 2011, 6; Juholin 2013, 416.) This might be one reason that the term is not so used in the communication connection (Watson 2011, 6).

Young & Aitken (2007) go into greater detail on return on investment. They concentrate to the marketing communications and how to be profitable with it in the business. In practice the same principles are equally valid for all communication. In the book of Profitable Marketing Communication they defines Marketing ROI as a name profit. Providing profit needs many kinds of recourses from time and money to people who are executing the communication process. Moreover, one common problem of the organizations is how to reach the right audience as well as the lack of time to carry out analysis of the former campaigns. All this means that marketers must be able to work with the finance person and all groups of stakeholders as easily. By talking about value rather than cost and recognizing the reliable metrics the basic objective can be gained. In the business this means promotion of the sales of products or services, which are always expressed in the financial terms. (Young 2007, 17 – 27.)

3.9.2 Evaluation

The evaluation is necessary to be carried out for the development of the organization practices. It starts from assessment of the plan, proceeding through monitoring of process and efficiency of the assessment, ending up in the development of the communication. This endless process is tightly bounded to the organization’s other actions. (Juholin 2013, 417 – 418.)

Gauging and following are both important subjects to find out the development of the process and the opinion of the stakeholders. Following expressly what is happened just now and gauging concentrates more on the future. Both of them help to anticipate and manage with issues that are common themes. In clearing of the process the important materials are also reclamations from customers, feedback from stakeholders, writings to the newspapers editor, societal themes, to name a few. The gauging is suitable for sites on the social media where it allows finding out information about daily topic in some area or subject. (Juholin 2013, 426 – 428.)

Monitoring the media and analyses of it provides information for gauging and following of the communication. Sometimes the publicity is so important that it affects the image or it has financial consequences. Monitoring itself is fast and goes automatically, but the analysis of the data belongs normally to the professionals. Issues that are monitored are tailor-made to fit each purpose or organization individually. Sometimes prominent is a financial value but as well notable can be a tone of the text or extent in generally. (Juholin 2013, 428.)

Evaluation of the communication’s efficiency the target is to form a picture of how effective the communication has been and how existing resources have been used. The evaluation helps to compare how well the communication plan reflects the implementation or are the results improved to the common target. (Juholin 2013, 432.)

A remarkable viewpoint is the relation between the result and resources. The more investments the better results are, is a common truth. The communication is efficiency only when the results are achieved with reasonable resources. (Juholin 2013, 433.)

4 COMMUNICATION DURING THE CONSTRUCTION PROJECT

Construction causes both short-term and permanent changes to people's normal routines and mobility nearby the work site. Changes that has been planned can be opposed because lack of knowledge for example. For dealing with this resistance it was decided to pay a special attention to the communication in Lahti Travel Centre construction project. The key aspect of the communication is, regardless of the projects size, to create legitimacy for the project itself and develop the reputation of its message (Tykkä 2015).

The level of the communication played an essential role in the alliance of Lahti Travel Centre. It was vital for the whole project to succeed and one issue that the city of Lahti as a customer drew attention to. Property development manager Mika Lastikka from the city of Lahti pointed out that performing the guidance and implementation of the project as smoothly as possible was strongly emphasized already in the kick-off happening in September 2013. This objective was included in the aim of the first-rate communication and guidance to implement. The hope of Lahti was that the communication in this project would be as a model that could easily be copied for the other projects. The communication was agreed as one key result in this alliance. The implementation of it is followed by an evaluation method accepted in the management group of alliance. According to Lastikka (2015) well-functioning communication is a very important element and it will also ensure that audiences have no need to make assumptions.

Main elements of the communication were outlined also in the YIT's proposal to the city of Lahti. It highlighted the importance of the pre-information. Furthermore, it pointed out the traffic arrangements when working at the busy and central place in the heart of the city. The target groups of the communication were divided among internal and external ones overall. In the proposal there were responsibilities aligned and practical distributions of the communication, means and media were conceived. Communication phases in crises were also introduced. (YIT Infrapalvelut 2013.)

In the operational agreement of alliance the more detailed communication plans were provided. The guidance and information about traffic arrangements was raised to first class level and directed towards inhabitants, public transport and its users, transit vehicles, authorities, as well as other groups of stakeholder. (Lahden matkakeskus 2014 a.)

This work site can be heard in its environment, it can be seen in the window of apartments, workplaces, trains, or a nearby hotel and beside that it affects citizens daily life one way or the other, so it is no insignificant matter how we are going to tell people about current work phases, said communication expert Hanna Tykkä (2015) from Advertising Agency Redland. Good communication helps actions and it also gives a common approval for the efforts already made. It is not going to be any hat or PR-trick; instead it is going to give updated information about what is going to happen on the work site, she continued. (Tykkä 2015.)

During this project my own my understanding of the validity of the communication has totally changed, told Timo Parikka the project manager of Travel Centre. By means of the communication we reach a common acceptance for traffic arrangements nearby the work site and as well as the project itself overall. Beside this people have easily got site information via the city’s internet pages and the media like newspaper and radio. The communication in advance is key to everything. The communication after the matter is only an explanation of the state of the situation. (Parikka 2015.)

4.1 Planning of the communication

Planning of the communication was started at the same time as the planning of the whole construction project of the new Lahti Travel Centre. The project was seen as a positive change from the very beginning of the preparation stage and this feeling should not be destroyed by bad implementation. Before choosing of the alliance partner the city of Lahti had drawn up a communication plan that included a rough rate for further communication. An important point was that the work site should not be a surprise to anyone instead the information should start in sufficient time in each direction. (Lastikka 2015.)

According to Timo Parikka (2015) the planning of the communication was based on supporting the construction arrangements by means of the communication. Streets, where the work would be concentrated over one and a half years, were very important routes in both vehicles and pedestrian traffic. In the initial planning a lesson was learned from the experiences from earlier city projects of the service provider, although those experiences could not be copied directly to use in this project. It was clearly realized that the pre-communication with both journalists and other stakeholders would be remarkable, stressed Parikka. (Parikka 2015.)

4.1.1 Communication plan

The communication plan should include all key issues of the communication and should be easy to understand but still be kept at a general level (Lastikka 2015). The city representatives had prepared a preliminary plan before the development phase of the project had been started. The current communication plan was built on the basis of both city and YIT plans. The headings of the plan are shown in table 1. The city’s hopes and targets were paid very close attention to when communication was planned. Furthermore, the companies in the area and all users of the area were taken into account to ensure the best result. Tightly cooperation within the communication group members helped to create an effective strategy to move the communication quickly forward.

Table 1. Headings of the preliminary communication plan (Lahden matkakeskus 2014 b.)

Issue	Targets or reasons of the communication	To whom the information is directed?	Implementation (means, measures, channels)	Schedule	Competent person or people	Monitoring and evaluation

The first task in the table was recognizing an issue. After that it was time to think of the aims and reasons why the communication was needed and to identify the stakeholders. The best way of doing actions and schedule were based on previous findings. One important point raised was the appointment of the person responsible. The last point was monitoring and evaluation and in that way the preparation for the communication situations in the future. (Lahden matkakeskus 2014 b.)

During the development phase of the alliance project the target of the communication was to provide proper information in advance. It was told what is going to happen and principles of the selection process of the alliance partners and planning process, which was just started. The information was designed widely for the general public in the city but also for the companies in the neighborhood. Media that was used were internet pages and the bulletin. The preliminary plans were expanded on when the communication group started to work in spring 2014. It was clear that the communication process had to start immediately because the preparatory work, which had to start before the actual construction, started as well. The preliminary activities were among other things the different kinds of cable and pipe displacements, construction permits for the bicycle tunnel and Travel Centre, and bus stop arrangements in the street Mannerheiminkatu. Moreover, in the plan it was written down tasks that would be done during the planning and construction, but also when the Travel Centre would be introduced and maintenance period started. (Lahden matkakeskus 2014 b.)

A communication calendar took the place of the communication plan when the communication group started to work. The calendar, in turn, was refined to the guidelines of the communication, which gave an answer to the crucial questions and needs of the communication. There were multiple operators in this project and the process from the planning to the construction took little too long, regrets marketing manager Mari Sohlman (2015) from YIT Construction Ltd. Especially in the beginning, when it was time to clarify an approach, many good ideas were not implemented, she continued. (Sohlman 2015.)

4.1.2 Guidelines of the communication

The communication group of the alliance assembled guidelines that gathered together actions of the communication, arrangements, persons in responsible, and the steps for crisis situations just in case. The guidelines for road and traffic arrangements included detailed instructions how it should be announced. First of all the arrangement should be carried out on preliminary planning when permission to close roads was given by the city of Lahti or The Centres for Economic Development, Transport and the Environment (ELY Centres) (Mäkitalo 2015). Furthermore, the guidelines named authors of the weekly newsletter and main stakeholders, and the media where the information would be sent further. (Lahden matkakeskus 2014 b.)

Responsibilities for the communication were shared between site people, advertising agency, communication group, and Technical and Environmental Services department of the city. Figure 5 clarifies the distinction of the tasks. The work site dealt with supplying the plans and drawings of the traffic arrangements. It collected materials for the weekly newsletter, answered the urgent inquiries and also collected the feedback on the work site. The advertising agency edited the weekly newsletter and sent it further to the receivers, and attended the implementation of the communication calendar, guidelines and measures of the plan. The communication group coordinated all communication and was responsible for planning of the communication and followed the implementation. The Technical and Environmental Services of the city forwarded the weekly newsletter to the city’s internet pages and the social media channels and it also collected feedback sent to the internet pages. (Lahden matkakeskus 2014 b.)

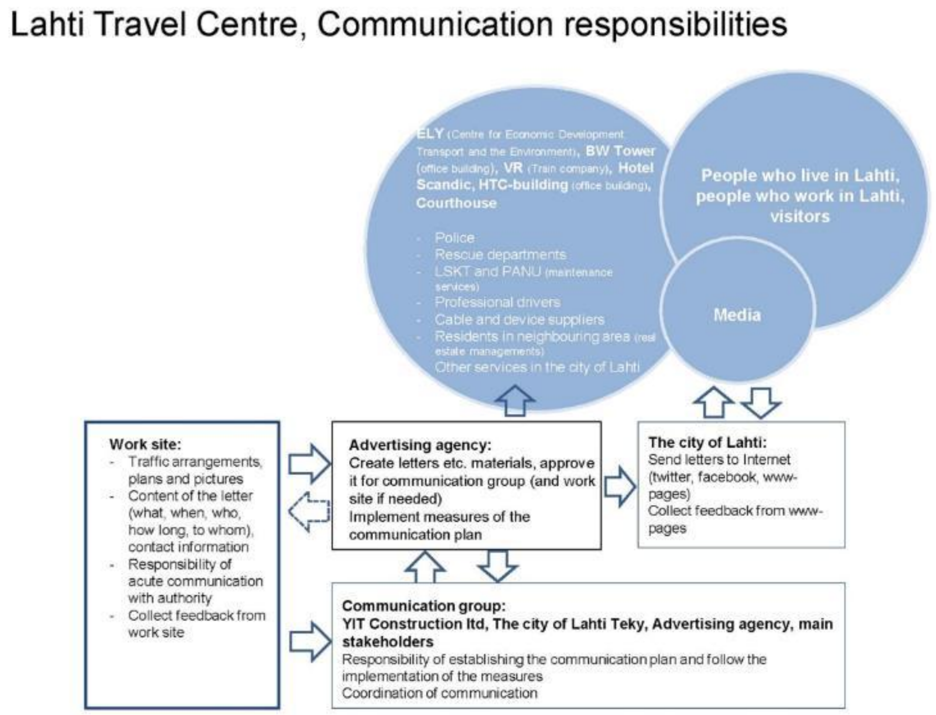


Figure 5. Communication responsibilities (Lahden matkakeskus 2014 b.)

The guidelines included also the guidance in case of crisis and practices when speedy decisions and quick actions will be needed (Appendix 1. only in Finnish). It proposes a detailed plan for the phases of crisis situations and defines the response time when the information should gain the next liable person. The notice about damage, however, can be reported straight to the authority by a third party and in this case the work site might not get information at all. (Lahden matkakeskus 2014 b.) The communication in a crisis situation was tested once when a landslide occurred in the neighboring work site of BW-Tower and one of the pedestrian lines needed to be closed (Lastikka 2015).

4.1.3 Changes during the prosess

The roles and tasks between the site and advertising agency were specified and changed in the beginning of 2015. The reason why this was done was that the work phases were long-lasting and the traffic arrangements stayed more or less unchanged as well. Furthermore, one thought was that the unnecessary information might even be irritating and mind numbing where the weekly newsletter and the articles based on them would not be published and read as much as earlier. After all, the promotion of a positive or at least neutral image was one of the important issues. It was decided that the weekly newsletter would be sent in the future approximately once in month. Beside this, it was planned to publish articles on the project's internet page related to the planning and construction of the new Travel Centre as well as some hopes and expectations of end-users. (Lahden matkakeskus 2015.)

The new responsibility for the implementation was shared between advertising agency and work site personnel. The advertising agency concentrated on continuing with a media report monitoring and started to make articles from persons involved in the project. The work site, for its part, took responsibility of the weekly newsletters. The newsletters were sent via same channel as earlier and the articles were published on the projects internet pages. The communication group continued with their duties despite these change. (Lahden matkakeskus 2015.)

Monthly themes of article series, person interviewee and date of publishing were introduced in the communication calendar. It explained also some interesting issues that aroused in articles. However, it was mentioned that the weekly newsletter would still cover the site work and traffic arrangements. The most important work during the spring was the concreting of the bridge deck, which was calculated to take over 24 hours continuous work, and all the activities of the work site also the viewpoint of the communication were charged to it. Especially the articles wanted to concentrate on the future and point out what new things the Travel Centre would mean in practice to the neighborhood and Lahti as a city. One aim of the article series was to express also negative or challenging issues and to present what has been done to solve the problems. (Lahden matkakeskus 2015.)

4.1.4 Internal communication

When working in the part of the alliance project all participants have to have a clear picture what the on-going and planned activities are. During the tender procedure all alliance partners and also personnel of the subcontractors were identified as a target groups of internal communication. It was highlighted the significance of the cooperation that would help to achieve the common objective. Risks management and safety, which are closely interconnected to each other's success, were also important principles of the internal communication. (YIT Infrapalvelut 2013.)

A functional model of the internal communication ensured a smooth flow of the communication. This was highlighted especially in the beginning, when the pipes and gables were replaced by several operators. The coordination meetings were held with these operators and there they informed each other about their own schedules and organized work with cooperation. Internal communication of the project expanded to bind together other projects, like bicycle tunnel and BW Tower, related to the Travel Centre. (Lastikka 2015.)

4.2 Practical implementation of the communication

Channels that city of Lahti already had, were utilized into the implementation of the project communication. Many contacts with journalists and cooperation with authority took in place as well as some channels of the social media were utilized. Even the social media was not the official media it had significant role in the establishment of the quick and unofficial communication. (Lastikka 2015.)

Success of the communication had a pivotal role talking about the progress of the whole project. Alliance partners itself did not had to address enough resources for implementation of the communication. As a result, practical measures of the communication were decided to outsource. Advertising agency Redland came along in spring 2014 (Tykkä

2015). The rules of communication were clarified in the first briefing meeting. Central points were:

- Detached communication group will be launched;
- Work site is in charge of traffic arrangement, they will produce up to date guidance and information to put on site;
- Advertising agency will edit weekly newsletters to the agreed form;
- Technical and Environmental Services will forward the weekly newsletter further to the media. (Lahden matkakeskus 2014 b.)

The communication group coordinated external communication. It was also responsible for the plan and followed the implementation of the communication and directed the actions of the advertising agency. The group was made up of people from alliance partners and advertising agency. (Lahden matkakeskus 2014 b.)

At the beginning the communication group gathered together often, at least once in month. The questions at issue were more depended to guidance, but as equally they took account some big events where a lot of people were expected by train. As well they considered to the stakeholders and the needs of specified communication for those groups. (Tykkä 2015.)

4.2.1 Expression

Expression of the communication was planned to be uniform through the internet pages, guidance sign nearby the work site, inside of the railway station and in the weekly newsletters. The expression followed same line as other development projects of the city. (Lahden matkakeskus 2014 b.)

The aim was to achieve an easy to read, user-friendly and uniform model that would cover the whole communication. The principle was something for everyone where verbal and visual information would combine and complement each other. At the beginning the site personnel and the advertising agency concentrate to modify maps more understandable for readers, but without this the expression of the weekly newsletters were complete and we did not made more change to it, described Hanna Tykkä (2015).

For the first time the expression presented in the regard of the public event in the middle of April 2014 (Lahden matkakeskus 2014 b). On the internet pages LahtiUudistuu.fi there was set own color code for each of project, which was used in all publication of the project. (LahtiUudistuu 2014.)

4.2.2 Press conference

Aim of the press conference was to familiarize press representatives with the site personnel, but also raise awareness and willingness to write articles about the project and changes it cause. One aim was also present those difficulties it would cost in the form of the traffic arrangements. An agreement to hold this meeting was made in the first communication meeting in April 2014. It had to be dealt with a very quick schedule because the work was going to start within the next week. (Lahden matkakeskus 2014 b.)

The conference took place on 8th of April 2014. Representatives of the city of Lahti and YIT Construction answered the questions of the press. In addition there was introduced the project of the new Travel Centre, but also next construction site BW Tower. Journalists from local press Etelä-Suomen Sanomat, Helsingin Sanomat from capital area and broadcasting company YLE Lahti were present in the conference. There were questions about schedule, traffic arrangements, structures and materials, choosing the place, and costs. (Lahden matkakeskus 2014 b.)

4.2.3 Public events

The first of public events were held on 5th of November 2013. In this event the representatives of the city, planners and architects of the project and the developers of the new office building BW Tower were present. They rose on important targets and dates from the perspective of the constructor. Moreover, there was introduced an alliance process which was chosen to be a contract model in this case. However, difference compared to usual alliance was that same planner who was responsible for planning phase continued also in the implementation phase, but a service provider was selected with a normal negotiation procedure during the beginning of 2014. (Lahden matkakeskus 2013.)

A steering group of the project planning phase and a monitoring group of project implementation phase was introduced in this event. There was also introduced a wide range of maps and information about traffic arrangements during the construction. Planners introduced future plans of the street arrangements and functionality of the terminal area. The pedestrian routes and car parking were taken into the discussion. They introduced initial construction plans of the streets and architecture of the area as well. (Lahden matkakeskus 2013.)

Other projects that were tightly bonded to the new Travel Centre were already clearly introduced in this first public event. First was the implementation of a huge work where all underground structures, gas and water pipe, electricity and telecommunication cable, which different operators would be translocate to a new place. This translocation had partly started earlier in autumn, but most of the work was waiting for spring and all change would be done during the early summer before the construction starts. One separated project included renovation of an old protected Stationmaster house yard. Two other separated projects were bicycle tunnel that would connect pedestrian routes nearby and office building where the cargo terminal was planned to be locate. (Lahden matkakeskus 2013.)

The second public event was held in the middle of April 2014. The invitation was send through the different media to the public. The managers of the neighborhood property got a special invitation. The responsibility for the organization of this event fell to the representatives of the city and YIT. (Lahden matkakeskus. 2014 b.)

All demonstration materials of the project were more detailed and contained an illustration of the traffic arrangements, circuitous routes and distance guidance. It demonstrated more change work that would be done in the streets Mannerheiminkatu and Rautatienkatu. As well it showed the arrangements in the pedestrian routes especially in street Vesijärvenkatu. On the map there were drawn areas of noisy work that was planned to start soon. (Lahden matkakeskus. 2014 b.)

Internet pages, LahtiUudistuu.fi, were introduced in this second event and especially a part of the new Travel Centre. On those pages could be found material of the city planning and construction process including both planning and building sections. In addition there were current information about the work phases, traffic arrangements and report of progress in generally. Other communication channels, like social media, were also presented. The names of contact persons to whom people can ask the questions and the feedback section where to send messages were on pages Lahtiuudistuu.fi. At the same event was launched an information card that included addresses of internet channels of the project (Figure 6.). (Lahden matkakeskus. 2014 b.)

Figure 6. Information card (Lahden matkakeskus. 2014 b.)

Furthermore, the material that introduced the project was presented also other events like garden party of the city hall in September 2014. The material of the new Travel Centre and the changeover of the bus routes were available in full. (Lahden matkakeskus. 2014 b.)

4.2.4 Weekly newsletters

A major part of success of communication is repetition. As important is also right timing. Newsletters, which were initially sent every week, were chosen to be the main channel to spread information about the project. Weekly newsletters have served as a good background material for the communication as well. According to Mari Sohlman (2015) the information about actions of the work site and traffic arrangements nearby have spread over a wide area.

The first weekly newsletter was published in April 2014. Form this start point of the construction project the newsletters were published weekly until the end of year 2014. After that the newsletters were published at least once in month during the year 2015. The reason why the communication group decided to make the change was a stability of the work phases and traffic arrangements. (Lahden matkakeskus 2015.)

The weekly newsletters were consist of a verbally description about the work phases. Beside this, from the very beginning, there was a map to clarify the arrangements and for help of guidance about the neighborhood properties. In addition, on the site there were many activities done by other companies among alliance of the Travel Centre. The map in the figure 7 shows the work phases and areas. It also illustrates the companies, which were separated by different color, behind the change work of pipes and cables.

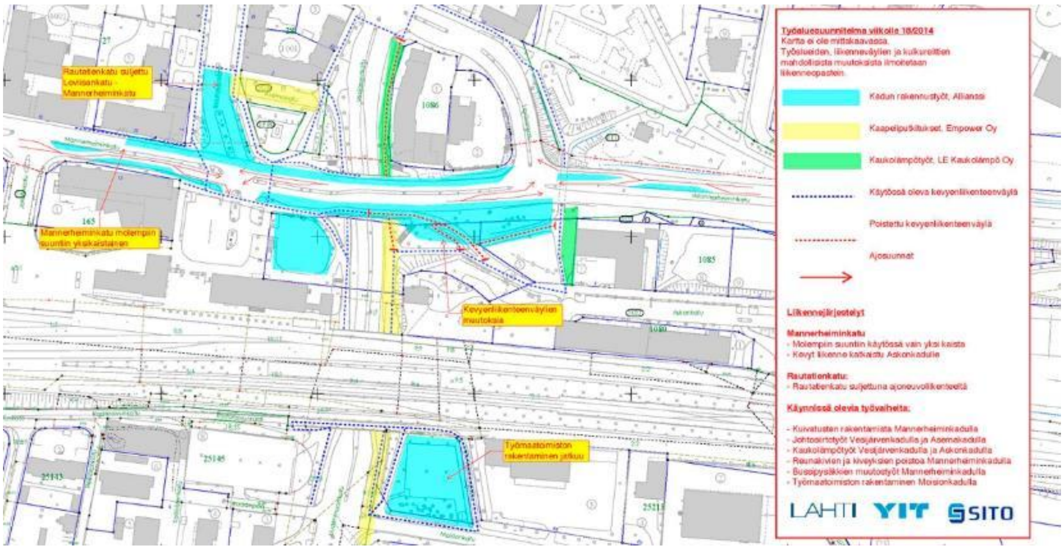


Figure 7. The map included in the weekly newsletter 18/2014. (Lahden matkakeskus 2014 b.)

Style of the newsletters were figured out as simple as possible instead of a kind of newspeak. It was clearly kept in mind that a difficult and professional language puts people at a distance. The aim of adding the work pictures to the text section was to lower the thresholds possibly involved. There was always included information about the contact person. Despite this the stakeholders sent questions and comments straight to the sender who then directed those questions to the right person. (Tykkä 2015.)

An international safety information bulletin was sent to the border and crossing points to spread it forward to drivers and transporters. The language versions were English and Russian. The main intention of this bulletin was to pre-empt the access for over high vehicles to under the constructed bridge. The solution to prevent accident that would cause a collapse of the bridge scaffolding was to build an obstacle. It was made of concrete and steel beams and situated before the scaffolding. In fact, it was noticed on the work site that at least few serious accident were avoided by means of those constructions. On the text and picture of the bulletin were presented the construction situation, but it also gave a suggestion of alternative routes to circuit the work site (Appendix 2.).

At the beginning the plan was that the site personnel produced materials what was needed for the newsletters and the advertising agency composited all elements to submit it to receivers. Obviously, when the practice changed in January 2015 the pattern of the communication was already formed and the site personnel took quite easily an overall responsibility for managing it.

4.2.5 Internet pages

Project internet pages, LahtiUudistuu.fi, were launched during the spring 2014 and those were introduced in the public event held on 14th of April 2014. The structure of the pages were formed a little bit during the first months for the reason that pages would served better the needs of the work site, but the basic elements were held as before. On those pages have always been found the information about topical issues, plans and feedback channel. In order to prevent confusion to visitors of the pages, unnecessary editing was avoided, said Mari Sohlman (2015).

The pages, in its final form, have always had a section relating to the topical issues and the latest weekly newsletter on the top of it. The principle of it was that a glance at this page should be enough to give quick information about the work phases and traffic arrangements currently in place. The plan section introduces different stages of planning, but there was also links to the master plan report and presentation materials form the public events. Moreover, there was information about the development of the railway area in general way and the short presentation of alliance as a model of contract. One section was related to work that included in the project and an outline of the schedule. (LahtiUudistuu 2014.)

In spring 2015, the set of articles was launched on the reading matter section. All part of the project from planning to construction was considered on those articles, which were carried out by the advertising agency. First opportunity to make his voices heard had Matti Kuronen, manager of the Technical and Environmental Services. He shed the light on the general importance of the project and the future vision of the city of Lahti. The site manager Risto Laamanen told about the technical implementation and future work phases. Challenges of the traffic arrangements were brought up in the interview of site engineer Mikko Korhonen. He also told more reasons why the arrangements were done. Furthermore, it was published articles, which raised the issues of the neighborhood history and architecture, but also gave an opportunity to future operators of the Travel Centre to express their hopes and expectations. (LahtiUudistuu 2015.)

Pictures, taken during the construction, showed very clearly how big the change were in the landscape and environment of the area. These pictures attracted the great interest of the general public especially when the deck of the bridge was concreted on 13 – 14th of April 2015. At that time there was a live camera on site, which took pictures every minute and those were uploaded to the internet page. This work phase received a great deal of the local media and public attention (Lahden matkakeskus 2014 b).

Details of contact persons had always been found on the web site. During the related construction project of the office building BW Tower there was also details of their contact persons. Feedback sent to the web site went via feedback service of the city to a relevant body for further consideration.

People from the city communication department have followed the number of visitors on web site. The monitoring shown that the most visited site on pages LahtiUudistuu.fi was the Travel Centre. The numbers of Travel Centre visitors were shown in the web-report (figure 8.). There is a clear increase of the number of visitors at April 2014 and April 2015. The first spike was the day when the public event was held and exactly year after that was the concreting of the bridge deck. On the local newspaper Etelä-Suomen Sanomat, among others, had a comprehensive article about this work phase including the link to the web page to see pictures from the live camera. The monitoring was a good mean to see a big picture of the effective information for example in the form of the weekly newsletters to the number of the visitors, says Mari Sohlman (2015). She also pointed out that on the basis of this monitoring the communication could be specified and it gave a lot of good information about the issues that interest people.

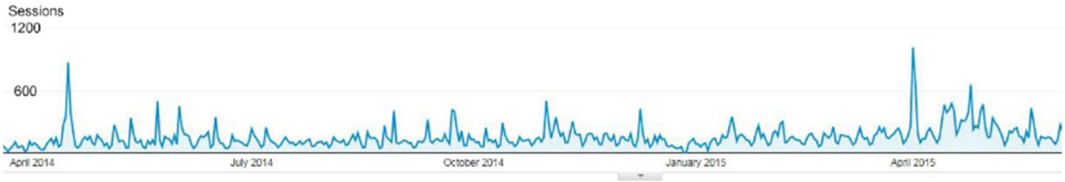


Figure 8. The statistics of the visitors on web pages (LahtiUudistuu 2015.)

4.2.6 Signs and guidance around the construction site

However, when working in the place that could not be isolated away from other functions all consequences cannot be anticipated. One important issue, which can be influenced by better communication and information, is an increasing feeling of safety. The selection of a shortest way is a part of human behavior and for that reason alone is important to divide the work area apart from the pedestrian and vehicles routes by fences or other barriers, but at the same time should be ensured that the work can be done as well, recalled Hanna Tykkä (2015). Consequently, lack of signs or inadequate placing of them can affect serious risk situations for people passing through the work site.

Signs was provided for drivers along the main roads to warn them in time about the approaching work site. The map (figure 9) illustrates the places of signs and guidance, but shows also recommended circuitous routes for vehicles. Moreover, at the same time, there were other shorter situations when the streets were narrowed or the traffic was stopped totally for a few minutes. A long-term disadvantage for drivers caused during the bridge construction when the bypass height of street Vesijärvenkatu was limited to 3,8 meter. (Lahden matkakeskus 2014 b.)

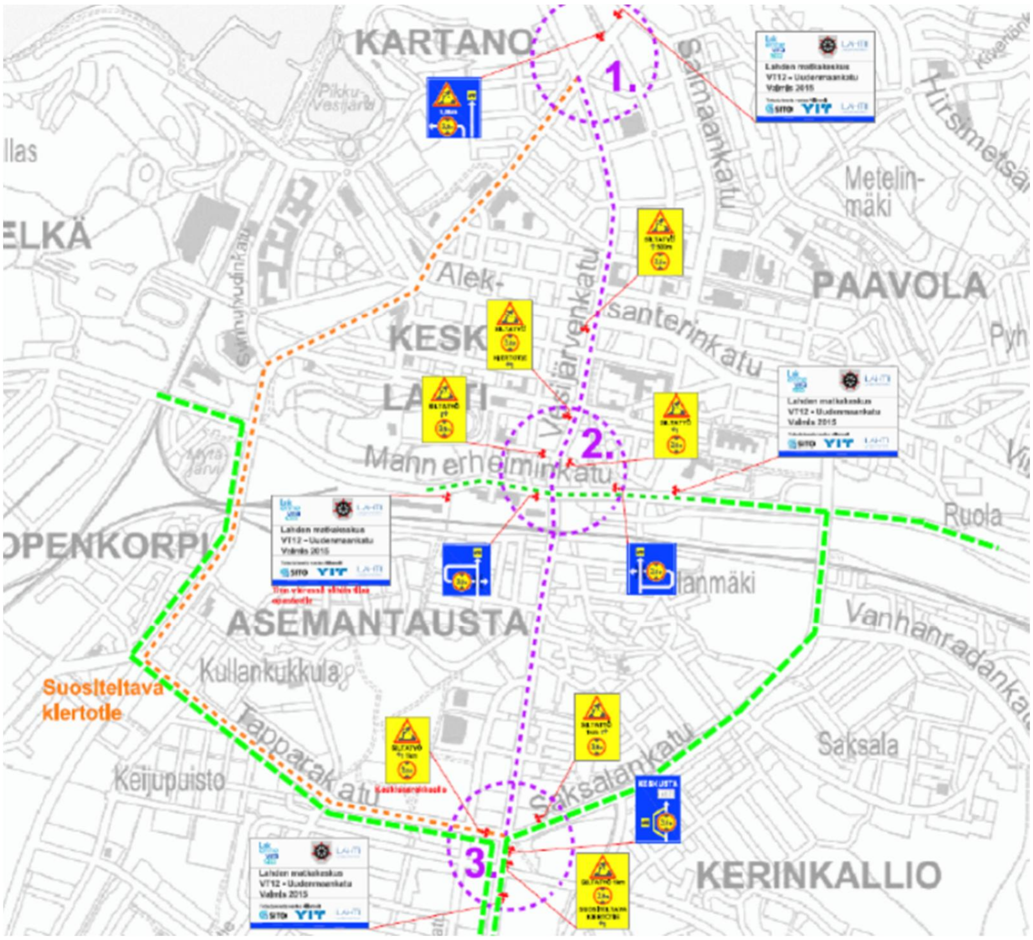


Figure 9. Traffic guidance during the work time (Lahden matkakeskus 2014 b.)

A very complicated ownership and control situation in the area caused a significant challenge for guidance. The railway station and platforms belongs to VR (a state-owned railway company in Finland), Street Mannerheiminkatu and area under the railway bridge to the Finnish Transport Agency, and other streets to the city of Lahti. Updating of the information boards inside of the railway station was possible only by VR personnel and to the walls under the railway bridge all kind of put upping were banned. Moreover, reshuffle of some response people mixed this pattern still further. (Sohlman 2015.)

Site personnel dealt the guidance in a few different ways that was appropriate to this project. Especially in the beginning when, as well, the style of the communication was at the initial stage, the site took the main response for guidance. Image 1 shows how the guidance under the railway bridge was carried out by help of removable concrete block. Extra guidance signs were printed out in white A3 sized laminated paper. That kind of guidance was used in the environment of the work area to guide people to the right pedestrian route or help to find a correct way from the railway platforms to the city centre or bus stops. In addition, those were used to give more information for property of neighborhood.

Image 1. Guidance under the railway bridge (Poutanen 2014.)

Official plans of the guidance for traffic and pedestrian routes took in place in June 2014. The information sign (Figure 10) illustrates the situation of guidance in autumn 2014. This sign was used to guide people to the right direction focused especially the area of the railway station. On the map the blue dotted line shows the construction area of the Travel Centre and the orange dotted line is the area of the office building BW Tower. Recommended pedestrian routes are marked on the map, as well as the places of signs, and also new bus stops, which were taken in use in July 2014.

Figure 10. Guidance sign of the Travel Centre (Lahden matkakeskus 2015.)

When planning the guidance vandalism was also one issue that had to be taken into consideration. The implementation of the plans was based on the premise that all what could be taking off will be taken off, and all what could be destroying will be destroyed. Despite all of this, the harm was not possible to be avoided in the area. (Tykkä 2015.)

The city of Lahti has already adopted a part of the communication model that is developed in the project of the Travel Centre. This framework has been applied, always if possible, in the work of a maintenance service. It has been very gratifying to discern that some operators have also noticed the importance of the communication and implement it in guidance of their own projects, mentioned Mika Lastikka (2015). A good guidance is a part of prevention, and it is the most effective form for prevent of accidents. Moreover, it also gives drivers more time to prepare to the forthcoming work site.

4.3 Stakeholders

When the ways to implement the communication are under consideration, it is important to take into account all target groups to reach them as widely as possible. The communication via website is a good way but as well those citizens who are not active users of internet should be take into account enough. Furthermore, occasional travellers and participants of various events need information about traffic arrangements and routes to use. The form of this information should be easy to adopt at one glance at the map. (Lahden matkakeskus 2014 b.)

The network of the target groups has greatly increased during the project, said Timo Parikka (2015). Listing of the target groups started from bases of experience at the city’s other development projects. At the beginning the list was not completed and few new significant partners were found during the more precise review. The location of the project meant also that the communication was not only an internal issue of the project or the city, instead it was supposed to reach stakeholders over the wide area. Common meetings were held with the police and other authority. During those meetings they had an opportunity to comment arrangements that was planned and to give proposals how to improve situations. Other stakeholders with special consideration were the local bus transportation, tax drivers, and VR. Hotel Scandic, located right next to the work site, got always specific information about the noisy work phases so they had enough time to organize rooms in the quieter side of the hotel. While the project was coming to end, there were a few contacts, which led the project to notice that people, who had impairments of sight, were totally forgotten in the guidance. Instead people with wheelchair or users of other instruments were taken into account all the time. However, when the construction of the Travel Centre was finished all special groups was properly covered. (Parikka 2015.)

Main target of the communication was to talk people as a person not as a public authority who determine orders from on high, mentioned Hanna Tykkä (2015). This was highlighted in the communication methods to aim at to bring a casual atmosphere. Generally speaking, a little bit of humor, reducing the use of official voice tone, and thinking of the message's content, have been our solution, she continued. A positive sign for succeeding in this was when people in the neighboring area start to take contact actively in unofficial way and they sent photos about the work phases of the construction as well.

Creating open atmosphere was an essential part of success of the whole project. At the same time this created an impression that everything is in order at the work site and there is a genuine interest and desire to respect needs of the stakeholders. A lot of information should be offered in advance and think also about questions that people are going to ask. One example for good anticipation was pouring the concrete to bridge deck, where the media was informed in depth, mentioned Tykkä (2015).

4.4 Monitoring and measuring

The success of this project was measured by its public image and communication with stakeholders. It was also one of the incentives that were used when the success of the project was evaluated in its entirety. The official feedback system was agreed in advance. This was done to ensure that a custom gets the right kind of service, Lastikka (2015) told.

It is thus conceivable that the communication is useless if the success and impacts are not followed. To recognize what is the purpose of the communication in this project and what is expressed in exchange for money invested, the return of investment (ROI) was identified. In the construction project, not only in this case, but also in other projects, the ROI is complex and difficult to understand, because there are not two exactly identical projects to compare. (Tykkä 2015.)

When considering the issues that are planned to be followed and measured in the project, it should be pay attention to the viewpoint and demand why those are listed. One measured issue was received feedback, which was also compared to feedback from other important projects of the city. From perspective of the work site the important issues were risk of accidents and how to prevent those, but also the media attention that was concentrated to the project. The future development and image of the area is closely tied to the communication during the construction of the project, Tykkä (2015) referred. Therefore, for future reference, followed and measured issues should also be well-functioning facility of the area form the point of view of both customer and service provider.

Material of the project communication from start point to finish should be collected in one place at facilitating the evaluation process and by that it is easiest to utilize also in the next project. In this project the data was saved to web-based service SokoPro. However, the remarkable material and issues of the communication should have been able to document more efficiently right to the beginning of the planning process, deplored Lastikka (2015).

4.4.1 Monitoring of the media publications

During the project it was closely monitored what was published in the media. The monitoring was carried out the period from 1st of January 2014 to 18th of January 2016. The monitored media at the local level were newspapers Etelä-Suomen Sanomat and Uusi Lahti, local radio YLE Lahti, and local YLE TV channel. At the national level media was, among others, newspaper Helsingin Sanomat. The monitoring was done by Meltwater - Monitor service. Searched terms were Matkakesku* and Matkakesku* Lahti. To use of the word Lahti was chosen to exclude other travel centres from the search as efficiently as possible. The projects own internet page, LahtiUudistuu.fi/Matkakeskus, was completely excluded from monitoring as well as the social media channels. A summary of the media publications was composited to the alliance by an independent expert, the advertising agency Redland. (Lahden matkakeskus. 2016.)

Base level definition of the communication was implemented in the period from 1st of September 2013 to 31st of May 2014 from publications that concerned to the new Travel Centre. This period before the project started was decided to be a reference point when a success of the communication would be defined. Publications straight to the Lahti Travel Centre were published 72 in total. On those were dealt with planning, financing and decision-making, other development in the area, and services of the Travel Centre. The main categories and percentage levels are showed in Figure 11. The most of publications were concerned about the planning and the purpose of the centre, and the second was financing, as this figure clearly illustrates. (Lahden matkakeskus 2014 b.)

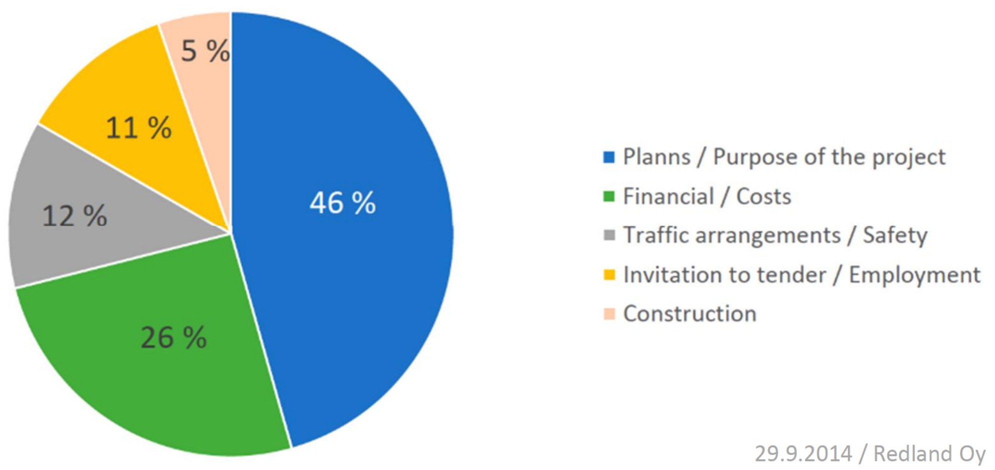


Figure 11. The main categories of the base monitoring

Remarkable issue was, not only the amount of the publications, but also the tone of those. Figure 12 shows a split on three different categories. Negative tone was used in 26 % (19 publ.). The most of negative publications were concerned to financing. Positive publications were 17 % (12 pcs.) and neutral tone was used in 57 % (47 pcs.) publications. On those the most used topics were the plans and function of the Travel Centre. Almost all of 72 publications were published in electrical form and only in printed newspaper was found 25 publications. (Lahden matkakeskus 2014 b.)

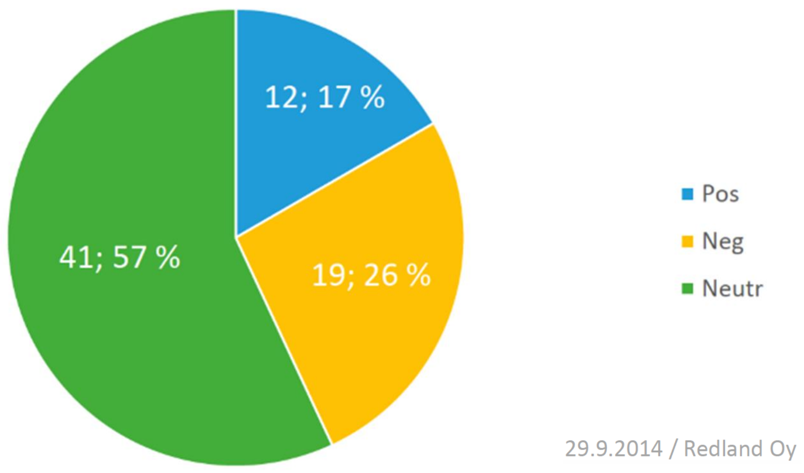


Figure 12. Tone of the media publications

The media monitoring was divided into four period of equal duration. The last period was closed when the project end in January 2016. As a summary (figure 13) draws together that during the monitoring periods there were found 245 publications in total. The most of all publications (77 %; 188 pcs.) were written in neutral tone. Amount of the positive (7 %; 17 pcs.) and the negative (16 %; 40 pcs.) publications were rare. The traffic arrangements were clearly the biggest individual group of all publication subjects. (Lahden matkakeskus 2016.)

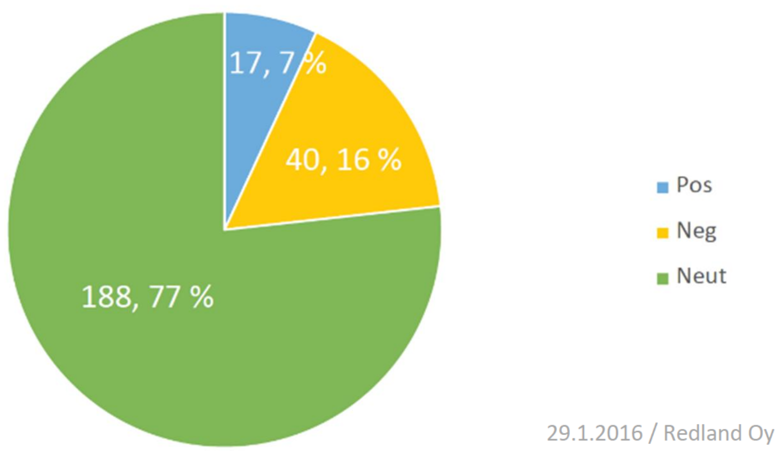


Figure 13. The summary of the publications’ tone

The time of greatest publicity was at the beginning of the project (figure 14). Almost invariably during the monitoring period of the project the amount of positive and neutral publications, the green column, was higher than the negative ones, the yellow column was. (Lahden matkakeskus 2016.)

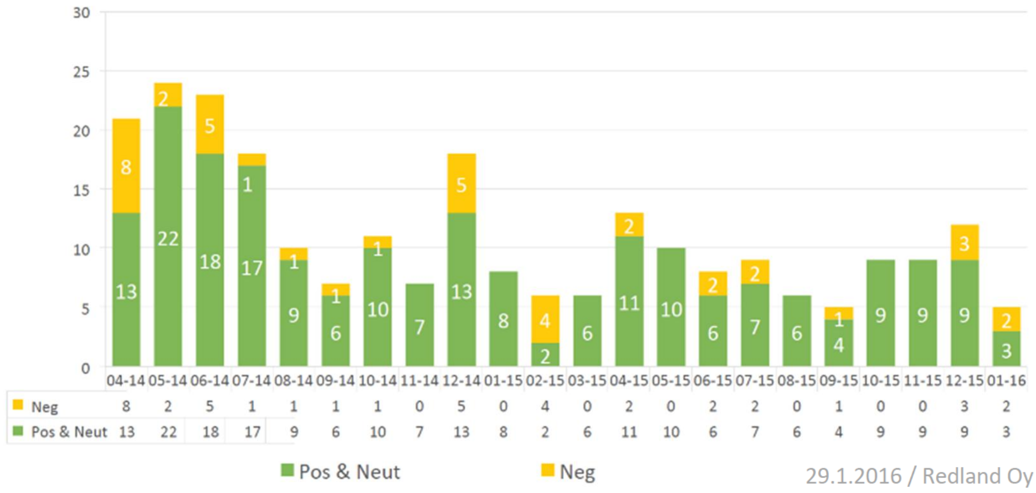


Figure 14. Positive and neutral, and negative hits per months

Most of the found hits were published in the local newspaper ESS. More than half (77) of all publications (144) the writings were based on the weekly newsletter in totally or almost totally. The publications were divided by categories shown in the figure 15. Most of the publications were written about traffic arrangements and construction in general. The tone of these publications was mostly positive or neutral. On those writings were also concerned to the Stations Master house, which, however, was not included in the Alliance project except of forming the garden area. (Lahden matkakeskus 2016.)

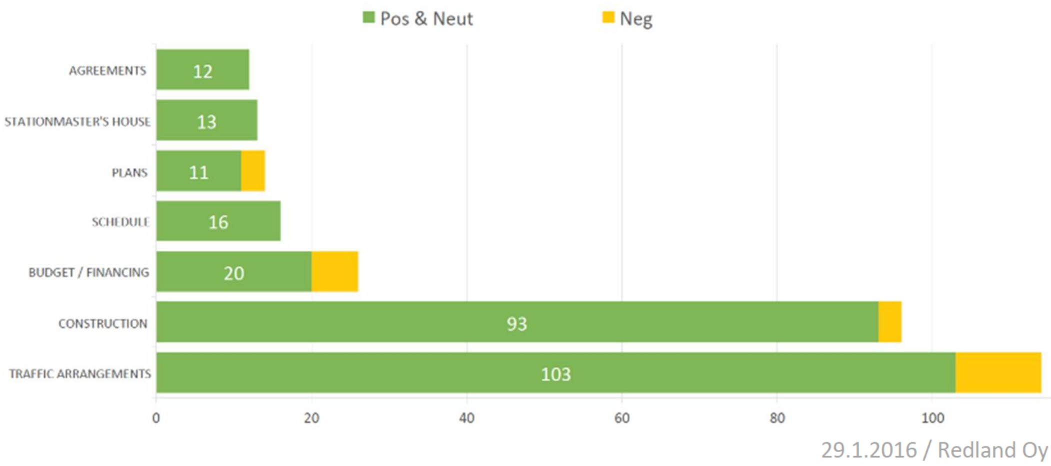


Figure 15. The central themes and tones of the publications

One target was that the discussion and writings in the media would be written in positive tone as the construction progress. In particular, the image in media was one key result area that has effect to the end result of the service provider either bonus or sanction. When the success of the communication was evaluated, the scale was + 100 to – 100. The highest result, + 100, meant a level that has not been achieved nowhere yet. 0 – level was middle result and - 100 meant total failure. At this project the minimum target (0 - level) was defined that at least 75 % of all publications should be positive or neutral in tone. The best possible result achieved if 90 % of publications were positive or neutral. (Lahden matkakeskus 2013.)

Figure 16 shows clear that amount of the positive or neutral publications had increased in as the project had progressed. In the last monitoring already 84 % of all publications were positive or neutral in the tone. (Lahden matkakeskus 2016.)

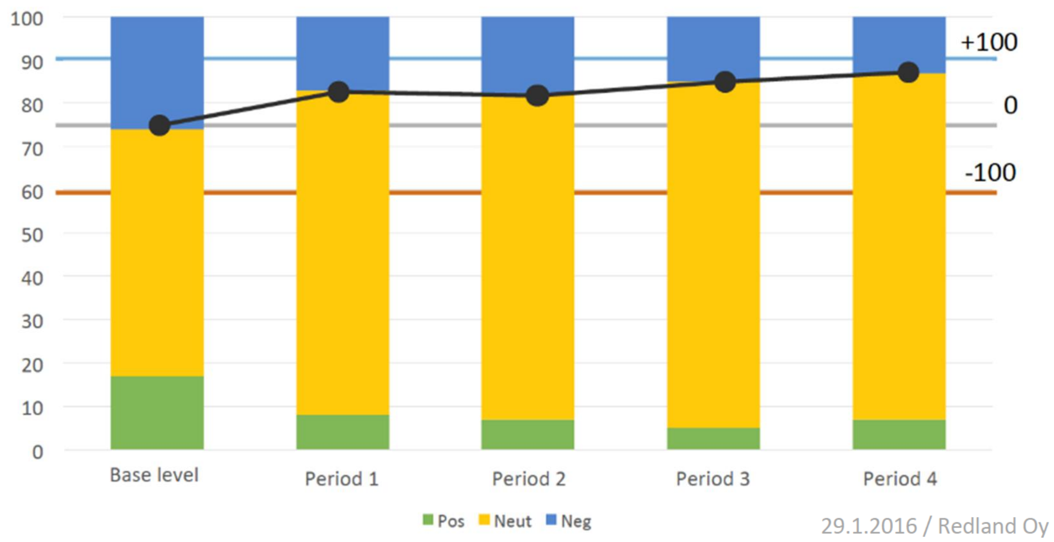


Figure 16. The period results in comparison at scale

4.4.2 Questionnaire for the stakeholders

An opinion and needs of the stakeholders were also important to define. This research was carried out to send a questionnaire via email to all receivers of the weekly newsletter, in totally 57 email addresses. A reply time of the questionnaire was from 23rd of September to 10th of October 2015. The responses were received from 82 e-mail addresses in the deadline. The great amount of the responses was partly due to that the questionnaire was implemented in without password and the receiver had a possibility to send the link further to their own organization. Moreover, the amount of responses showed obviously the demonstrable fact that the communication was needed.

It was a hope that the questionnaire would give answers how well the project communication had succeeded in a general level and to clarify experience of stakeholders. There was an intention to find out functionality of the communication during the construction period and to look at how well the needs of different groups had been taken into account. The information available this questionnaire is possible to utilize in the next projects of the alliance partners.

Questionnaire form was created by using Google Forms. It was able to give a response by cell phone, tablet, or computer and the functionality with different web browsers was tested as well. The questionnaire was quite easy to implement with this way. The only minus point was that the questionnaire was not possible to print out the PDF version. In contrast, reporting of the results was reasonably effective.

Content of the questionnaire:

- Short introduction of the project
- Clarification of respondents background
- Questions from 1 to 8 about the content and readability
    - 5 choice from agree to disagree
    - All questions from 1 to 8 included also the space for comments and observations
- Questions 9 and 10 were about the needs of more information
- Finally an opportunity to send a message to the communication group and ask a summary of the questionnaire answers

Questions till number eight was mandatory except a verbal part of each question. The last two questions were voluntary, however, number of respondents gave answers to these as well. A short summary of the questions can be found in table 2 and the figures from 17 – 26 show more briefly the main priorities of the questionnaire answers.

Table 2. The summary of question number one to eight.

Question number	Issue	Disagree				Agree	Verbal comm ents
		1	2	3	4	5	
1	Have you got enough information about the progression of the construction project?	2	6	14	32	28	23
2	Has the letter been send at right time?	0	6	11	30	35	9
3	Have you got benefits from weekly letter for planning you daily activity?	9	8	15	24	26	21
4	Has the issues shown clearly and plainly in the letter?	0	8	9	37	28	8
5	How important is the information of construction project?	0	0	1	12	69	14
6	Has the visual aspect of the letters been clear?	0	4	8	41	29	7
7	Does the letter pay attention to receiver?	4	6	19	31	22	12
8	Is there clear information about the person who is responsible?	0	2	13	28	39	4

At this questionnaire the background of respondents wanted to know only what kind of connection they or the organization they represented had to the project. Instead, an essential issue for the communication of the project was not so much the age, neither was the respondents he or she, or what the educational background was. Answer for pre-question could be chosen from four options (Figure 17). Three of those were specific but the last one, other, what, was wished a verbal explanation.

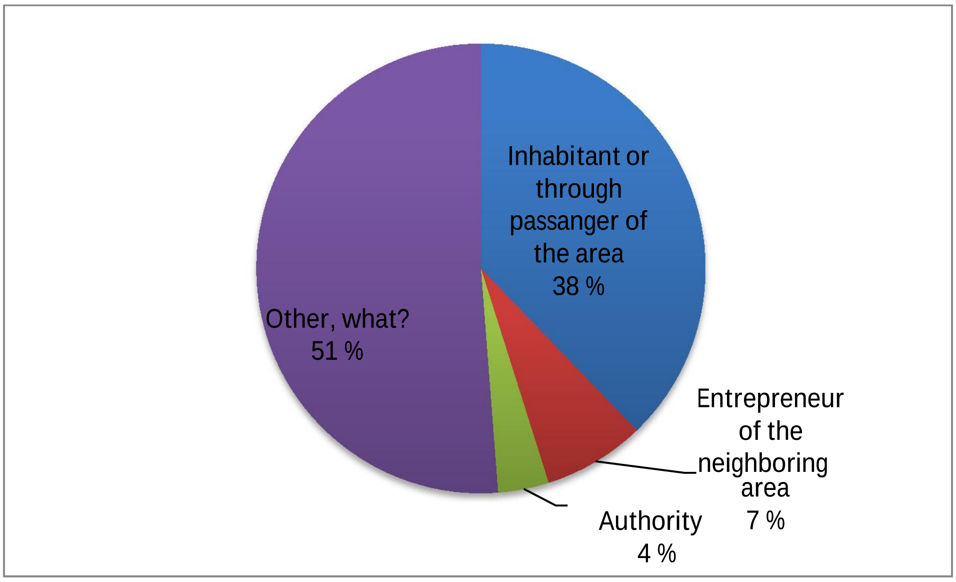


Figure 17. Background of respondents

Total amount of verbal comments to the background question was 40 answers. 33 of all respondents work for company in the neighborhood area and the rest informed that they were representative of the city, road maintenance, transport operator, bus and coach service company Matkahuolto, transport sector, or project.

The first subject question was concerned to the information that had given about the progression of the construction project. Figure 18 shows the balance of the answers. In total, 23 verbal comments were given. In a general lever the communication was at a sufficient level. Although it was found a disappointment that the newsletters was not sent so often than at the beginning. In addition, more information would had been needed about the schedule and in particular targeted to the companies in the neighboring area.

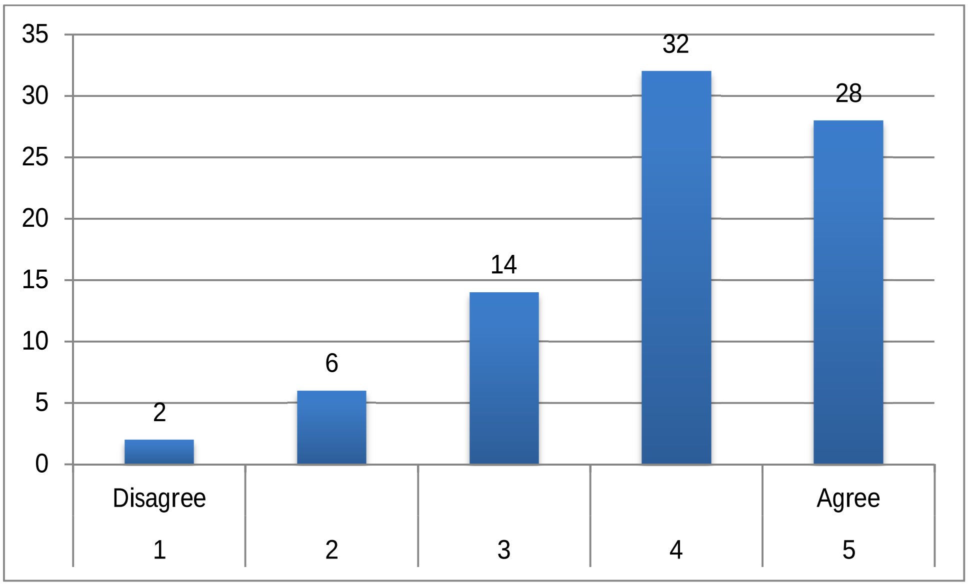


Figure 18. Question 1. Have you got enough information about the progression of the construction project?

The second question (Figure 19) was probed the time when the newsletter was sent. Almost all (79,3 %) of responders were pleased or quite pleased to it. However, in some verbal comments became clear that Friday afternoon was not the best because sometimes the arrangements had been done before the receiver had red the weekly newsletter on the work mail on Monday morning.

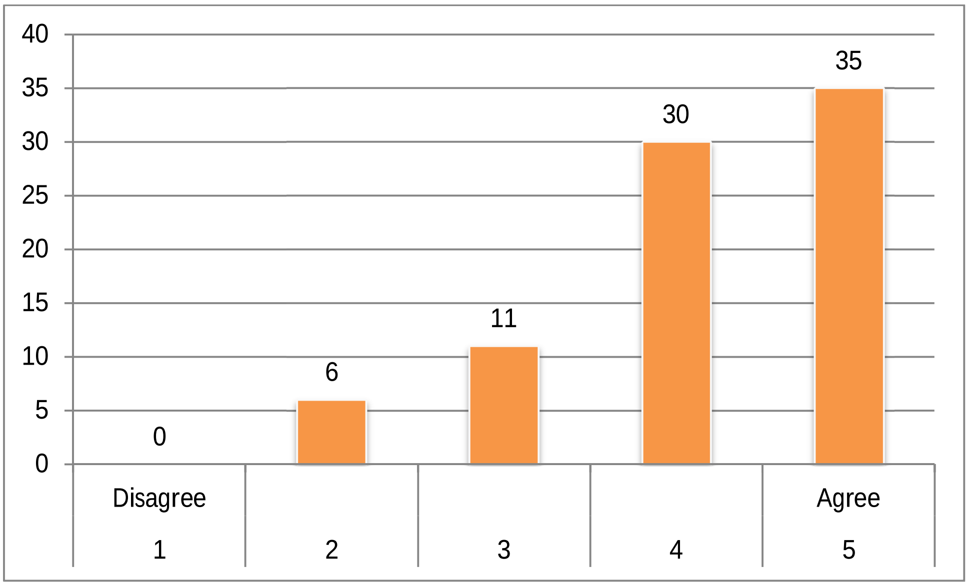


Figure 19. Question 2. Had the letter been sent at the right time?

The question about the benefits of the weekly newsletter gave the largest amount of the disagree opinions (Figure 20). The opinion of the nine responders (11 %) was that the information of weekly newsletter was totally useless when planning the daily actions. When reading the verbal comments it become very clear that the reason for this dissatisfaction was that the employees in the old office building, next to the new office building BW Tower, suffered not to be taken into account in the newsletters. This proved that people in neighborhood had not clear understanding what kind of connection the work sites of the Travel Centre and BW Tower had to each other. Indeed, those sites worked closely together, but issues of BW Tower were included in the newsletter only if those had some effects to the traffic arrangements of the pedestrian routes or streets. At the same time, the verbal comments welcomed actively information and the maps included to the newsletter.

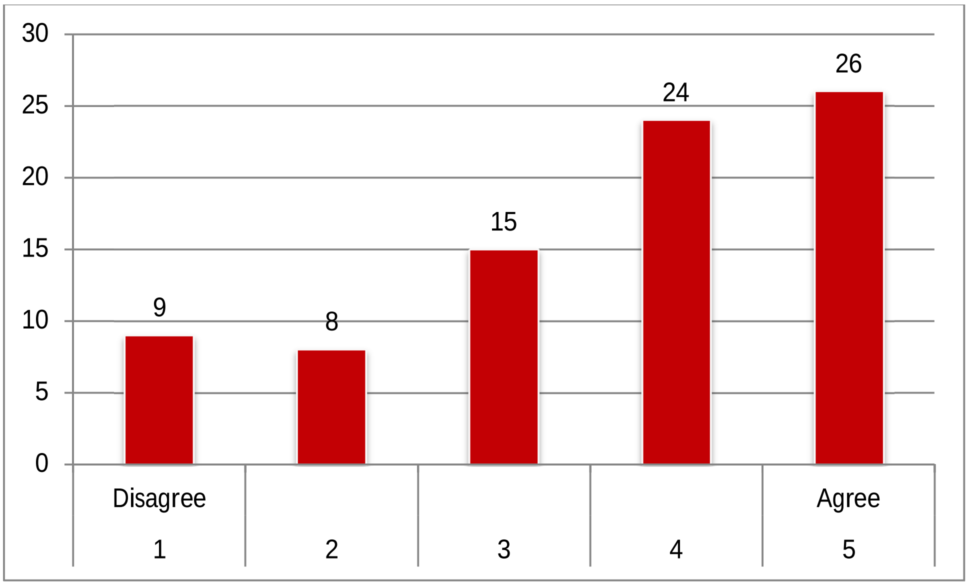


Figure 20. Question 3. Have you got benefits from weekly newsletter for planning you daily activity?

On the third question (Figure 21) was asked how understandable the issues were shown in the letter. Most respondents (79,2 %) were agreed entirely or at least almost entirely. On comments were raised the importance and benefit of the maps, but at the same time some comment mentioned that the map was unclear. The text section was widely welcomed.

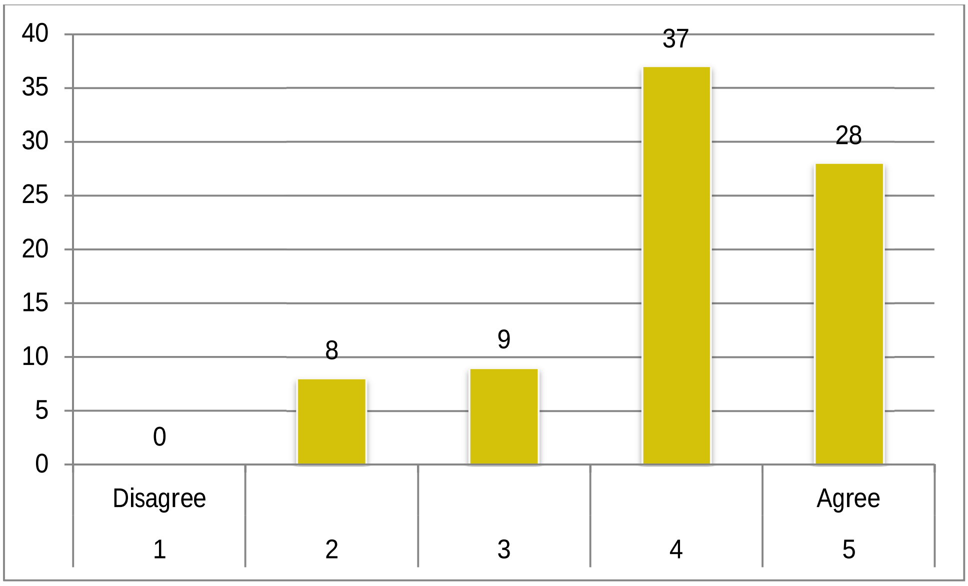


Figure 21. Question 4. Has the issues shown plainly in the letter?

Fifth question asked how important it is from perspective of receiver that the communication during the construction project is done (Figure 22). Even 98,7 % of respondents held this view. By comments the communication and all kind of information was experienced as a very important issue. In this connection was raised out the safety issue and the situation when ordinary people are going to move nearby the work site. Furthermore, the significance of occupational information was highlighted.

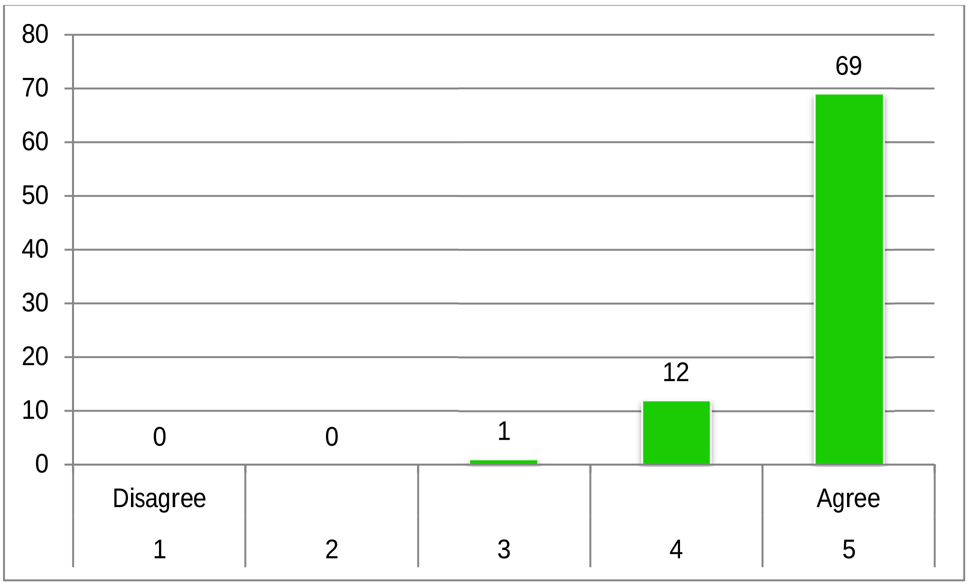


Figure 22. Question 5. How important is the information of construction project?

The outcome of the letter was also seen as a successful whole for 85,4 % of respondents (Figure 23). On their verbal comments the respondents were pleased about the size of the font and the readable of the text. Some respondents hoped more clarity to maps and they also hoped that the explanation text was moved away from the thoroughfare.

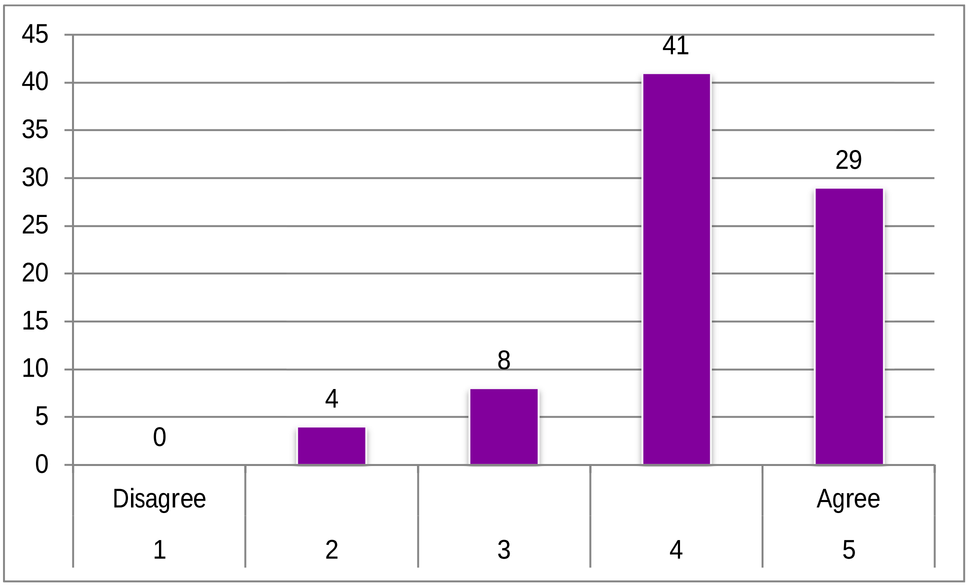


Figure 23. Question 6. Has the visual aspect of the letters been clear?

Asking for how well the receiver was considered in the newsletter it gave a slightly spread for answers. By four respondents (4,9 %), the receiver was not taken into account in the weekly newsletter (Figure 24). On verbal comments was doubted, correctly, that for the different groups was not published the different kind of newsletter. Same newsletter was sent as well inhabitants of the neighborhood and the authority. On the whole, the newsletter was praised even the specific one was hoped for nearby actors.

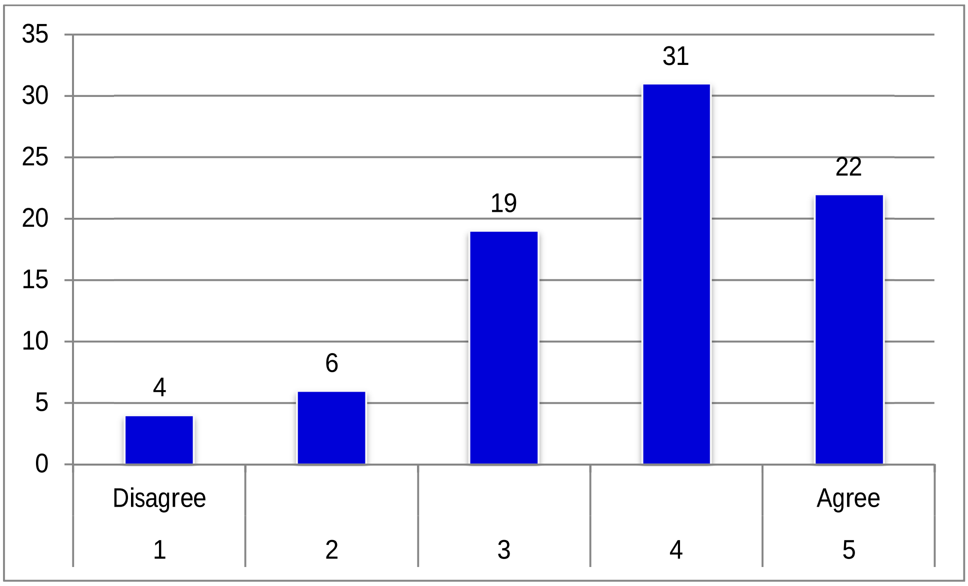


Figure 24. Question 7. Does the letter pay attention to receiver?

The last of mandatory question asked about the contact information (Figure 25). As well the selections and comments shows the contact information was presented enough clearly. Hence, as the four respondents comment, it was good that the contact information was clearly written down even those had not been needed.

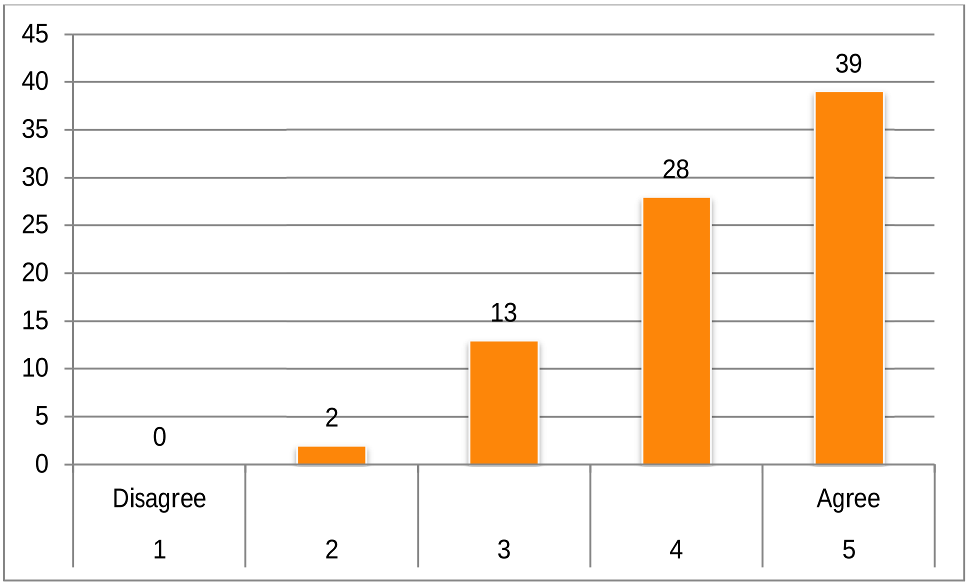


Figure 25. Question 8. Is there clear information about the person who is responsible?

In addition to these previous questions, the questionnaire was investigating what else information the receiver has been looking for. On this question (Figure 26) the half of respondents told that they had searched something and all respondents had chosen one option from selection section, which would be needed more information. The largest single selected section (27 answers) was schedule. On verbal it was given 21 comments. It become clear that more information were needed especially which thoroughfare after the Centre will be in use. As well the more influential role was requested when planning the traffic arrangements, for example pedestrian crossing. Likewise, it was suggested the use of photos to help for guidance and asked for services in future. The documentation of the project was also one issue raised.

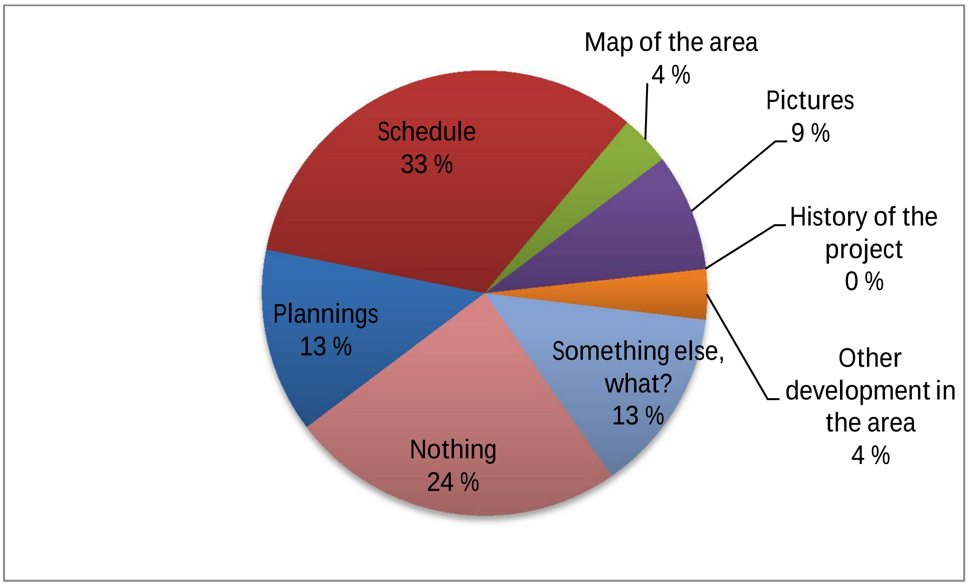


Figure 26. Question 9. Beside the weekly newsletter have you tried to find out some other information about the project? What else?

The last of the actual questions was only verbal and there was asked the opinion of receiver about the content of the weekly newsletter. The question was: What would you wish more or less, was there something too much? Answers were given 20 in total. The schedule and completion of the project, but also traffic and other arrangements in the future were on the mind of the respondents. Furthermore, more attention was hoped to guidance in the neighborhood area, as well as they regretted vandalism that had occurred in the area and the sign that had been under attack, among others. More and especially specific information was hoped to be given in the neighboring area. In addition, the problems caused by the construction, like noisy and dusty work phases, should be better informed beforehand.

The final point of the questionnaire was possibility to send greetings to the communication group and ask summary about the questionnaire. The group got as well praise and criticism. The subject of the biggest single negative feedback was the new office building, BW Tower, near the construction site, which should have had more specific information. Also the daily arrangements nearby should have been better informed for employers of the neighboring area. However, the special praise was given about active, new kind of, timing and well organized communication. The summary sent to respondents is attached in this research appendix 3 (only in Finnish).

4.4.3 Feedback service

All citizens have had an opportunity to send feedback and comments via web site LahtiUudistuu.fi concerning the construction of the Travel Centre. The first registered feedback was received on 14th of April 2014 and to date 30th of October 2015 the amount of feedback was 36 in total. The largest amount of feedback (7 pcs. per month) was given in the beginning of the project in May and a little bit later in August 2014 when people started to work after the holiday season. The figure 27 presents the received feedback per month. Answers to the feedback tried to be given as soon as possible even the time limit had not been set. (Lahden matkakeskus 2014 b.)

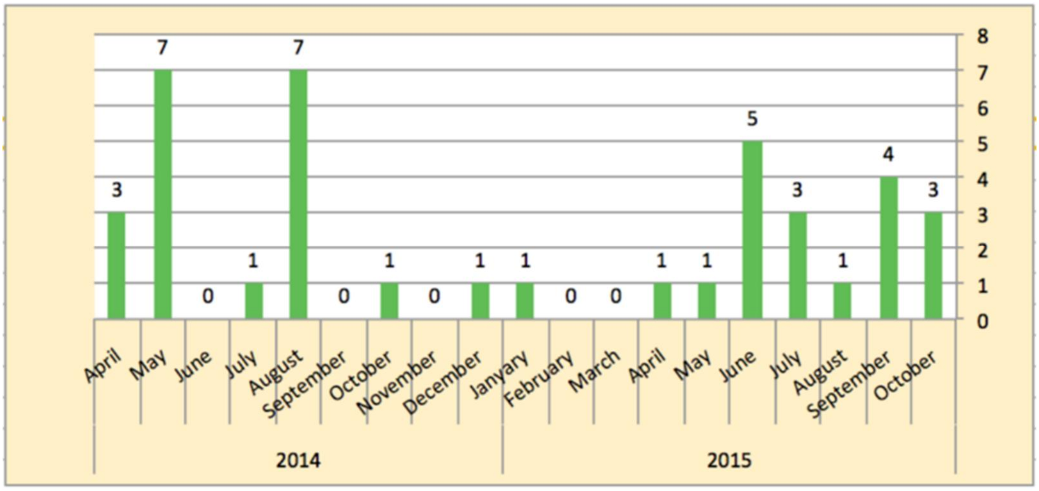


Figure 27. Feedback per month

Received feedbacks were concerned widely to the project but there were also few issues that were not in response of the alliance. That kind of feedback was sent further to be answered by the right person. All subject of the feedback are listed in the figure 28. The figure shows that the highest amount of the feedback (10) was given about the traffic arrangements. By those, people got a feeling that the arrangements were done without any reason and it was clear that people were throughout frustrated by traffic jams they caused. The second biggest section was the public transportation (7), which was not the response of the alliance. The guidance got six feedback posts as well as the planning did. Moreover, the feedback was given about the neighboring area, which neither was the issue of the alliance. The schedule and pedestrian arrangements were asked about two feedbacks and single feedback was given from costs, further traffic arrangements, parking, and future services in the area. In some feedback was included more than one issue. (Lahden matkakeskus 2014 b.)

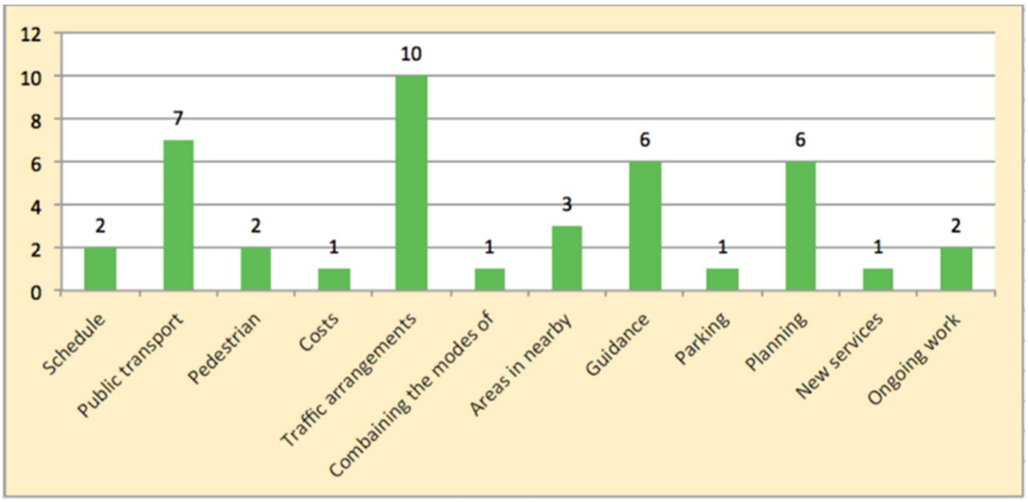


Figure 28. Subject of the feedback via web site LahtiUudistuu.fi

We have got a very rarely amount of feedback compared to the other projects in the middle of the city, said Lastikka (2015). The work site itself had got straight feedback about the guidance from walkers and bikers. A good example about this is the guidance in the railway platforms during those moments when the thoroughfare was temporarily closed to other side of street Vesijärvenkatu. More guidance was added in the light of the feedback.

4.5 Actions after the completion of the project

The importance and need of the communication have been noticed and the practices have been agreed in autumn 2015. When the project of the Travel Centre is completed also the alliance ceases to exist with effect. After that the responsibility of the communication will be proceeding by the city of Lahti. (Lahden matkakeskus 2015.)

The communication during a transitional period will be dealt with a group of people from the city of Lahti and YIT Construction. Their task will be to produce information about the introduction of the Travel Centre to the media and people in neighboring area. This group will be responsible for arranging the introduction and opening event in February 2016. (Lahden matkakeskus 2015.)

For the use and maintenance of the new Centre has been made own communication plan, told Lastikka (2015). On this point too, the effectiveness of the communication is measured by amount of feedback. The aim is that by means of the communication the amount of the feedback will be minimized. In this way, we can offer a peace to work for people in response of maintenance and reduce the time used for answering the questions, he continued. Public will be still informed actions that is going on or planned to be done and in which schedule in the area of the Travel Centre.

5 CONCLUSION

Planning this kind of big construction takes a lot of time. All alternatives need to be considered carefully. In general there will always be compromises in some part of the plan or feature. The political atmosphere has a lot of effects on starting big projects. That is why also this project took years before it could actually start. Decision-makers have to use a lot of tax money and they might be worried about their reputation among the voters. Despite all those kick-start problems the project has good potential to have a successful ending with the factual communication.

Some questions were raised in the beginning of this examination. The summary of the researched material below gives answers and solutions to them.

5.1 What was done in Lahti Travel Centre for the benefit of the communication

Generally speaking, as the results show, the guidance and spreading of the information went well. The workplace itself had more positive than negative comments and reputation, even though the traffic arrangements caused sometimes a little traffic jam and long-standing circuitous routes for the vehicles.

The close contacts with the stakeholders were proven to be a crucial part of the communication process. The weekly newsletters gave a lot of information for stakeholders in easy and close summary form. The project itself assumed very active role of responding to the stakeholders contact. It might be one conclusive reason why the articles in the local papers were mainly understanding and positive. And doing so it seems that the stakeholders became closer and they took contact easier when they had something to ask.

5.2 Why the communication is worthwhile to do

Through the long-standing project always something good and challenging episodes happens for all these. It is particularly important to keep in truth in all contexts. Especially if things are going wrong direction the information should be given honestly and without delay to avoid spreading the misinformation. Great achievements should neither be forgotten; those increase and build the confidence among the project stakeholders.

In these times when everybody needs to save money some building projects might feel too expensive. At the beginning of the project almost all negative comments were concerning either plans or financing. On the web pages LahtiUudistuu.fi were strongly highlighted the issues relating to these questions and were given a detailed description of the planning process, but also documentation from the preparation phase. In contrast, when the construction starts the writings and comments concerned more to the traffic arrangements. It was always a firm intention to anticipate these situations and give information in advance to the media and other stakeholder groups in order that something unexpected would not be occurred in the surrounding of the construction area.

In the final stage of the project and when the Travel Centre looked to be almost ready, it was received some feedbacks that criticized among others the traffic arrangements, which was not experienced to be necessary any more. The answers to these questions were given an objective clarification about the situation and conditions required for the arrangements of the construction without forgetting safety issues during the work on the busy cross-area. Nevertheless, the small number of feedback is one indication of successful communication and guidance that was workable.

5.3 Using this experience in the future

Nature of the projects is usually fast-paced. It requires functional teamwork and exact recording of items to ensure being able to keep up with a quick progress of the construction. Overall, the collaboration is necessary especially in an alliance project and belongs to its nature.

Consequently, the collaboration is also included in the field of the communication. The meetings of the communication group and other close contacts with each other have made the transmission of the knowledge and information easier to fulfill. One method that has proven its worth was the identification of the person responsible. This was particularly important in cases when personnel performed the communication tasks among their other duties.

The documentation of the project was managed by project bank SokoPro, which is a web-based service and where all project people had an access. Furthermore, the permission of some people will remains in place after the project is ended. The significant data had been organized and stored to folders so it was easy to go back to them. All meeting minutes as well as the articles of the time when the Travel Centre was under the construction are still easy to achieve from this service.

5.4 Development targets

The personnel of the project have achieved the communication mostly along with their other duties. Indeed, during the busiest phase of the construction people have been overloaded. Resources should be considered carefully already when the project is in planning phase if the target will be well-functioning communication, and which will benefit all stakeholder groups. Many times the lack of time hindered the preparation of the weekly newsletters. Partially for this reason the posting of those had sometimes left to the last minute or later had been noticed that something important was missing. Also the need of the communication during the planning phase should be better considered. The customer has a crucial role when they define the issues of a call for tenders if they will set the communication to one issue to draw special attention.

The work area was situated one of the busiest place in the city and the traffic arrangements were a source of frustration for drivers. Although those arrangements were informed in many different ways, the project got some very angry feedbacks. The circuitous routes and all other arrangements had been made to be clear, but also as safety as possible. Despite all this, for example a speed limit was broken repeatedly. The speed under the railway bridge was limited with bumps, but those were not enough to be able to eliminate the problem. Police carried out the speed control on a regular basis, but reckless driving was not diminished. Luckily, serious accidents were avoided. Always, the best situation would be if the work site could be isolated from other functions totally, which, however, was not possible in this case.

Construction site was declared to be completed in the autumn of 2015. At the late summer it was noticed that this target was not become a reality. Site personnel contacts to journalists and gave interviews in which reasons the construction project is not ready at the time it was first informed. Nevertheless, when this time was near and the autumn turns to winter more feedback especially about the traffic arrangements was received straight to workers and site personnel, but also via feedback channel. Then it was realized that the delay should been informed more clearly also via project web pages.

Role of the social media is becoming increasingly important. At this project the social media had been used as a complementary channel and its opportunity was neither utilized enough widely. However, this was clearly one of the resource questions. All channels should be followed quite actively and must be able to give respond rapidly if any issues arise.

Everyone not is an active user of the internet. To resolve this obstacle to the flow of information, in the immediate vicinity of the work site could have had few points where the latest weekly newsletter and the map of the pedestrian routes could had been picked up.

Nevertheless, the advertisements and information cannot reach all stakeholders or cannot be worthwhile for everyone, even how hard it is tried.

5.5 Tried and tested practices

Guidelines and clarity of the communication was paid a lot of attention. Instructions was drawn up so that those were simple and could be written, if possible, to the one page to be seen at a one glance. Crisis situations were concentrated separately, all responsibilities were identified and the flow of information was specified. Overall, in this project the guidelines of the communication were refined as long as it was functioning, but it was also modified when needed. Significant was that everyone involving the project understood the main principles and responsibilities and acted on them too. The model used in the communication process of the Travel Centre is attached in this research appendix 4.

The communication was a very wide area in this project. It was divided into smaller pieces and the progress went ahead a piece by piece toward the greater whole. One part of the communication was guidance nearby the work site. Site personnel did that from the beginning of the project. Also all workers had an active role to answering questions from pedestrians and to guiding them to the right routes as well as ensuring that the guidance signs around the site were updated. Before some very special work phase these issues were separately looked over with the workers. The second clear part was the weekly newsletters and maps related, which formed a stem of the communication to telling stakeholders about the site progression and traffic arrangements. All these newsletters were available either as it stands or little bit modified on the web site LahtiUudistuu.fi. Equally, the media got prior knowledge from these newsletters and a good reason to ask more questions about the subject. Furthermore, also authority got prior information about upcoming traffic arrangements without forgetting international traffic and road transport.

To ensure the accuracy and timeliness of the information given from the site, it was clearly agreed who is going to answer questions and the media contacts. Moreover, this deal eliminated the situation that there is no answer or it will be given twice, but with a slightly different content. An active and positive attitude and approach to the communication and questions raised by stakeholders in a general level contributed toward the acceptable image of this project.

SOURCES

Printed sources

Aapaoja, A., Haapasalo, H. 2013 a. A Framework for Stakeholder Identification and Classification in Construction Projects. Open Journal of Business and Management, 2014, 2, 43-55

Aapaoja, A., Kinnunen, T., Haapasalo, H. 2013 b. Stakeholder Salience Assessment for Construction Project Initiation. International Journal of Performance Measurement, 2013, Vol. 3, No 2

Aula, P. 2008. Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

Bryson, J. 1999. A Strategic Planning Process for Public and Non-profit Organizations. In Bryson, J. (ed.) Strategic Management in Public and Voluntary Services: A Reader Amsterdam: Elsevier Science Ltd

Cehrs, A. 2015. Spike Your Brand ROI: how to maximize reputation and results. San Francisco: John Wiley & Sons

Heinonen, J. 2008. Maineenhallinta: organisaatioviestinnän strateginen mahdollisuus. In Aula, P. (ed.) Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

Hung, K. Lin, C. 2010. More communication is not always better? The interplay between effective communication and interpersonal conflict in influencing satisfaction. Industrial Marketing Management 42 (2013) 1223–1232

Huse, M. 1995. Stakeholder thinking and board of directors in owner/manager firms. In Näsi, J. (ed.) Understanding stakeholders thinking. Jyväskylä: Gummerus Kirjapaino Oy

Kivistö, K. 2012. Julkishallinto avoimuuden asialla. In von Hertzen, P; Melgin, E; Åberg, L. (ed.) Vuosisata suhdetoimintaa. Helsinki: Otavan kirjapaino Oy

Lahden matkakeskus. 2013. Hankesuunnitelma

Lahden matkakeskus. 2014 a. Toteutusvaiheen sopimus.

Lahden matkakeskus. 2014 b. Viestintä.

Lahden matkakeskus. 2015. Viestintä.

Lahden matkakeskus. 2016. Viestintä.

Lehtonen, J. 2012. Kenttänä koko maailma. In von Hertzen, P; Melgin, E; Åberg, L. (ed.) Vuosisata suhdetoimintaa. Helsinki: Otavan kirjapaino Oy

Luoma-aho, V. 2008. Viha, rakkaus ja stakeholdersuhteet. In Aula, P (ed.) Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

Mantere, S. 2008. Strategian viestintä, strategiaviestintä, viestintästrategia, strateginen viestintä? Kun organisaatioviestintä jäi strategian jalkoihin. In Aula, P (ed.) Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

Matikainen, J. 2012. Organisaatio ja johtamisviestintä verkossa. In Aula, P (ed.) Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

Mäkitalo, P. 2015. Työnaikaiset liikennejärjestelyt Case: Lahden Matkakeskus. Hämeen ammattikotkeakoulu. Ammattikorkeakoulun opinnäytetyö, rakennustekniikka.

Niskanen, R. 2011. Lahden Matkakeskuksen hankeohjelma. Lahden tekninen ja ympäristötoimiala

Näsi, J. 1995. Understanding stakeholder thinking. Jyväskylä: Gummerus Kirjapaino Oy

Perrott, B. 1999. Managing Strategic Issues in the Public Service. In Bryson, J. (ed.) Strategic Management in Public and Voluntary Services: A Reader Amsterdam: Elsevier Science Ltd.

Rayudu, C.S. Communication. 2010. Mumbai IND: Himalaya Publishing House. ProQuest ebrary. Web. 30 December 2015.

Ruohonen, M. 1995. Stakeholders thinking in information strategy planning. In Näsi, J. (ed.) Understanding stakeholders thinking. Jyväskylä: Gummerus Kirjapaino Oy

Saharinen, T. 2015. Lahden Matkakeskuksen allianssihanke. Savonia-ammattikorkeakoulu. Ammattikorkeakoulun opinnäytetyö, tekniikan ja liikenteen ala.

Vuori, J. 2008. Brändin johtaminen osana yrityksen strategista johtamista. In Aula, P (ed.) Kivi vai katedraali: Organisaatioviestintä teoriasta käytäntöön. Porvoo. WS Bookwell

YIT Infrapalvelut. 2013. Lahden matkakeskus tarjous. B2 Liikenne- ja viestintäsuunnitelma.

Young, A. Aitken, L. 2007. Profitable Marketing Communications: A Guide to Marketing Return on Investment. London: Kogan Page

Åberg, L. 2012 Miten viestintä voi olla ammatti. In von Hertzen, P; Melgin, E; Åberg, L. (ed.) Vuosisata suhdetoimintaa. Helsinki: Otavan kirjapaino Oy

Åberg, L. 2012 Yhteiskunnan jännitteet – valta ja viestintä. In von Hertzen, P; Melgin, E; Åberg, L. (ed.) Vuosisata suhdetoimintaa. Helsinki: Otavan kirjapaino Oy

Digital sources

Considerate Constructors Scheme [retrieved 31 October 2015]. Available at: http://www.ccscheme.org.uk/index.php/ccs-ltd

LahtiUudistuu. 2014. Lahti uudistuu. Lahden matkakeskus. [retrieved 2 November 2014]. Available at: http://lahtiuudistuu.fi/matkakeskus/

LahtiUudistuu. 2015. Lahti uudistuu. Lahden matkakeskus. [retrieved 16 November 2015]. Available at: http://lahtiuudistuu.fi/matkakeskus/

ProCom. 2012. Kohti vuotta 2020 – strategista viestintää ja leimahtavia julkisuuksia [retrieved 6 August 2015]. Available at: http://procom.fi/viestintaala/ohjeet-ja-periaatteet/yhteisoviestinnan-periaatteet/

Schreiner, E. 5 Steps to the Communication Process in the Workplace. Small Business [retrieved 12 February 2016]. Available at: http://smallbusiness.chron.com/5-steps-communication-process-workplace-16735.html.

SYKE Finnish Environment Institute. The planning process [retrieved 2 November 2014]. Available at: http://www.ymparisto.fi/en-US/Living_environment_and_planning/The_planning_process

Takamaa, J. 2015. Lielahti–Kokemäki-allianssihanke Arvoa rahalle raportti 7.11.2015. http://www2.liikennevirasto.fi/julkaisut/pdf8/lr_2015_lielahti-kokemaki_allianssihanke_web.pdf

Tuomisto, S. 2013. Positiointi yrityksen kilpailukeinona. [retrieved 11 August 2015]. Available at: http://www.muutosmarkkinointi.fi/tag/asemointi/

Vaskelainen, J. 2014. Lahti is building an easy travel centre [retrieved 2 November 2014]. Available at: http://www.nib.int/news_publications/cases_and_feature_stories/1445/lahti_is_building_an_easy_travel_centre

YIT Oy. YIT rakentaa Lahden uuden matkakeskuksen. YIT lehdistötiedote 13.6.2014 [retrieved 2 November 2014]. Available at: http://www.mynewsdesk.com/fi/yit/pressreleases/yit-rakentaa-lahden-uuden-matkakeskuksen-1007950

YIT Oy. 2014. Five questions on alliance. Newsroom Dec 16, 2014 [retrieved 7 February 2015]. Available at: http://www.yitgroup.com/YIT_GROUP/aboutus/Media/newsroom#/news/five-questions-on-alliance-101348

Oral sources

Lastikka, M. 2015. Property development manager. The city of Lahti. 22 June 2015.

Parikka, T. 2015. Project manager. YIT Construction Ltd. Interview 27 November 2015.

Sohlman, M. 2015. Marketing manager. YIT Construction Ltd. Interview 11 September 2015.

Tykkä, H. 2015. Communication expert. Advertising agency Redland. Interview 12 June 2015.

Vaskelainen, J. 2016. Director of municipal engineering. The city of Lahti. Allianssin yhteenvetotilaisuus 11 February 2016.

APPENDICES

Appendix 1. Communication in crisis situations (Only in Finnish)

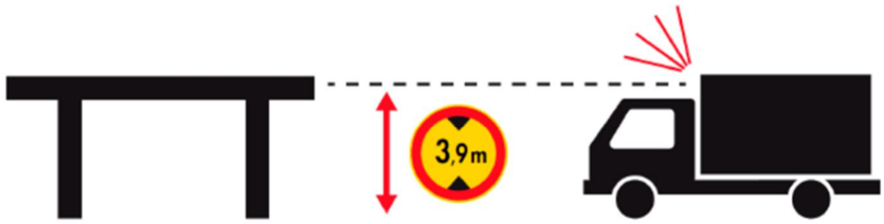
Appendix 2. International Safety Notice

SAFETY NOTICE
January 9, 2015

Lahti Travel Centre
January 9, 2015

Safety notice for the Lahti region:
The maximum vertical clearance on the Travel Centre construction site is 3.9 metres

The new Lahti Travel Centre is being constructed next to Lahti railway station, and it is due for completion in autumn 2015. A new bridge will be constructed on Vesijärvenkatu, and the construction works will limit the vertical clearance temporarily. Vehicles that are over 3.9 metres high must take a detour around the area. The detour route can be found on the other side.



Concrete and steel structure height restrictors have been installed around the site, on Vesijärvenkatu (between Moisionkatu and Mannerheiminkatu). The restrictors will even stop larger vehicles, if necessary. The height restrictors will ensure safety for those working and moving in the area. Collision with the structures will damage the vehicle and possibly also the driver and others nearby.

The reduced vertical clearance of 3.9 metres on Vesijärvenkatu will be in force until summer 2015. Once the bridge's construction has advanced far enough, the vertical clearance will return to 4.3 metres.

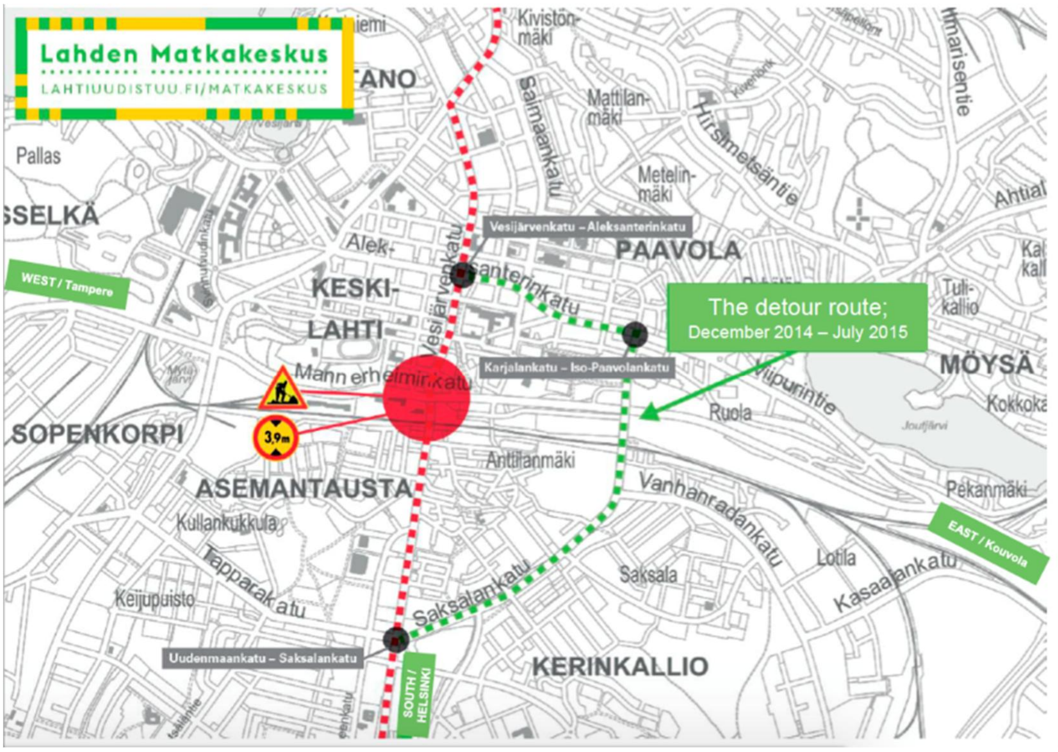
The detour route for the construction site: Saksalankatu–Iso-Paavolankatu–Karjalankatu–Aleksanterinkatu.
NOTE! The height restriction does not apply to traffic from National Road 12.

Additional information and maps (in Finnish) www.lahtiuudistuu.fi/matkakeskus

The information on the detour route can and should be forwarded. Sharing this information with your colleagues would be greatly appreciated!

We wish you a safe journey,
The Lahti Travel Centre construction site

Lahden Matkakeskus


Lahden Matkakeskus
LAHTIUUDISTUU.FI/MATKAKESKUS
WEST / Tampere
EAST / Kouvola
SOUTH / HELSINKI
Vesijärvenkatu – Aleksanterinkatu
Karjalankatu – Iso-Paavolankatu
Uudenmaankatu – Saksalankatu
The detour route;
December 2014 – July 2015
KESKI-LAHTI
PAAVOLA
MÖYSÄ
SOPENKORPI
ASEMANTAUSTA
KERINKALLIO
3,9m

Appendix 3. Summary of the questionnaire sent to the respondents (Only in Finnish)

LAHTI

Kyselyn tausta ja tarkoitus sekä sisältö

- Kyselystä saatua materiaalia tullaan hyödyntämään Lahden matkakeskuksen rakentamisen aikaista viestintää käsittelevässä opinnäytetyössä.
- Kyselyllä halutaan selvittää sidosryhmien kokemukset viikkotiedotteesta.
- Saatua tietoa voidaan myös hyödyntää seuraavissa allianssiosapuolien projekteissa.

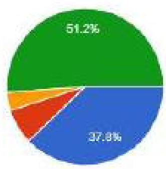
- Kysely lähetettiin kaikille viikkotiedotteen vastaanottajille (57 sähköpostiosoitetta). Kysely oli avoin, eli sen pystyi välittämään eteenpäin omassa organisaatiossaan.

- Kyselyn sisältö:
  - Hankkeen lyhyt esittely
  - Vastaajan taustatiedot
  - 1 – 8 kysymykset tiedotteen sisällöstä ja luettavuudesta
    - valinta-asteikko 5 porrasta
    - eri mieltä … samaa mieltä
  - 2 kysymys lisätiedon tarpeesta
  - Lopuksi mahdollisuus lähettää tiedotustiimille terveisiä ja saada kyselyn tiivistelmä omaan sähköpostiin kyselyn päätyttyä

LAHTI

Vastaajien taustatiedot

Oletko?



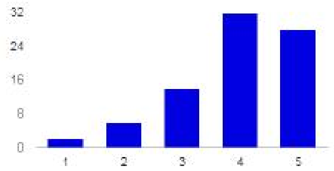
Asukas tai alueen kauttakulkija	31	37.8%
Lähialueen yrittäjä	6	7.3%
Viranomainen	3	3.7%
Muu, mikä?	42	51.2%

Kooste sanallisista kommenteista (pyydettiin yksilöimään, jos vastasi kohtaan Muu, mikä?. Myös muihin kohtiin annettiin tarkennuksia. Yht. 40 vastausta)

- Alueen yrityksissä työskenteleviä (33 kpl)
- Kaupungin edustajia
- Tienhoidon kunnossapitäjä
- Liikennöitsijän edustaja
- Matkahuollon edustaja
- Kuljetusalan edustaja
- Hankkeella työskentelevä

LAHTI

Oletko saanut riittävästi tietoa rakentamisen etenemisestä?



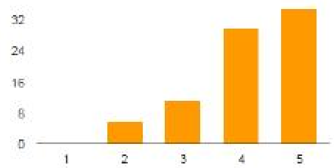
Eri mieltä:	1	**2**	2.4%
	2	**6**	7.3%
	3	**14**	17.1%
	4	**32**	39%
Samaa mieltä:	5	**28**	34.1%

Kooste sanallisista kommenteista (23 kpl)

- Kommenteissa todettiin, että yleisellä tasolla tiedottaminen varsinkin alkuvaiheessa on ollut riittävää, loppua kohden on tapahtunut hiipumista.
- Sen sijaan yksilöityä ja alueen yritysten työntekijöille ei ole aina ollut riittävästi tietoa saatavilla.
- Lisätietoa mm. toivottiin rakentamisen tarkasta aikataulusta.
- Tiedotteet olivat toisten mielestä niin pitkiä, ettei niitä jaksanut lukea tai vaikeaselkoisia. Toiset taas kiittelivät, että on ollut paljon tietoa saatavilla.

LAHTI

Onko tiedote lähetetty oikeaan aikaan?



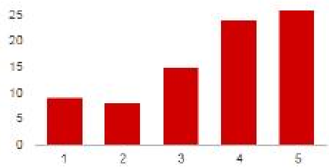
Eri mieltä:	1	**0**	0%
	2	**6**	7.3%
	3	**11**	13.4%
	4	**30**	36.6%
Samaa mieltä:	5	**35**	42.7%

Kooste sanallisista kommenteista (9 kpl)

- Yleisesti ottaen oltiin tyytyväisiä
- Kommenteissa kuitenkin todettiin, että perjantai-iltapäivä on ollut huono aika tiedotteille, koska monet ovat jo ehtineet poistua työpisteiltään ja sitten, kun näkee tiedotteen muutokset ovat jo tapahtuneet.

LAHTI

Onko tiedotteessa esitetyistä asioista ollut hyötyä päivittäisen toimintasi suunnittelussa?



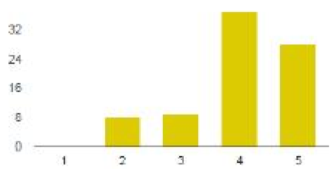
Eri mieltä: 1	9	11%
2	8	9.8%
3	15	18.3%
4	24	29.3%
Samaa mieltä: 5	26	31.7%

Kooste sanallisista kommenteista (21 kpl)

- Kommenteissa todettiin erityisesti, että BW Towerin vieressä sijaitsevan HTC-talon työntekijöille ei ole tullut riittävästi tietoa heitä koskevista erityisjärjestelyistä, kuten kulkureiteistä parkkipaikalta rakennukseen.
- Useissa kommenteissa kuitenkin kiiteltiin aktiivista tiedottamista, jonka ansiosta on voinut suunnitella kulkureitin.
- Karttaa kiiteltiin, mutta siihen esitettiin myös parannusehdotuksia.

LAHTI

Onko tiedotteiden asiat mielestäsi esitetty ymmärrettävästi?



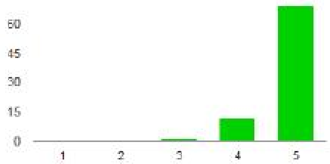
Eri mieltä: 1	0	0%
2	8	9.8%
3	9	11%
4	37	45.1%
Samaa mieltä: 5	28	34.1%

Kooste sanallisista kommenteista (8 kpl)

- Kommenteissa tuotiin esille karttojen tarpeellisuus ja niiden hyöty. Jonkun kommentin mukaan kartat olivat joskus sekavia ja oikean reitin löytäminen oli vaikeaa.
- Tekstiosioon oltiin tyytyväisiä, mutta toivottiin myös olemassa oleviin kohteisiin ja rakennuksiin perustuvia kulkuohjeita.

LAHTI

Kuinka tärkeänä pidät rakennushankkeista tiedottamista?



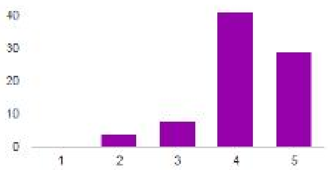
Eri mieltä:	1	0	0%
	2	0	0%
	3	1	1.2%
	4	12	14.6%
Samaa mieltä:	5	69	84.1%

Kooste sanallisista kommenteista (14 kpl)

- Kommenttien mukaan tiedottaminen on erittäin tärkeää.
- Sidosryhmien, kuten asukkaiden ja alueella työssä käyvien huomiointi koettiin tärkeäksi samoin tuotiin esille turvallisuusnäkökohta ja liikennejärjestelyiden muutokset alueen kauttakulkijoille.
- Ennakoivan tiedottamisen todettiin olevan erityisen tärkeää.
- (Kysymyksen muotoilu oli huono, mutta vastaajat onnistuivat siitä huolimatta tavoittamaan kysymyksen tarkoituksen.)

LAHTI

Onko tiedotteiden ulkoasu selkeä?



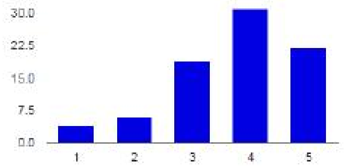
Eri mieltä:	1	0	0%
	2	4	4.9%
	3	8	9.8%
	4	41	50%
Samaa mieltä:	5	29	35.4%

Kooste sanallisista kommenteista (7 kpl)

- Kommenteissa kiiteltiin tekstin luettavuutta sekä kirjasimen kokoa ja yleistä selkeyttä.
- Karttoihin toivottiin lisää selkeyttä ja huomiointia opastustarkoitusta varten. Karttatekstien toivottiin olevan pois kulkureittien päältä.

LAHTI

Onko vastaanottaja huomioitu tiedotetta laadittaessa?



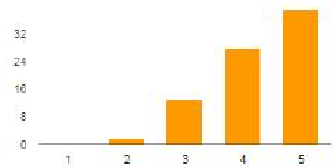
Eri mieltä: 1	4	4.9%
2	6	7.3%
3	19	23.2%
4	31	37.8%
Samaa mieltä: 5	22	26.8%

Kooste sanallisista kommenteista (12 kpl)

- Kommenteissa epäiltiin (aivan oikein), ettei erilaisia tiedotteita eri kohderyhmille ole tehty, vaan sama tiedote on mennyt niin lähialueen asukkaille ja työntekijöille kuin viranomaisillekin.
- Kiiteltiin tiedottamista kokonaisuudessaan, mutta toivottiin omaa tiedotetta lähitaloille.

LAHTI

Onko yhteyshenkilöiden tiedot helposti löydettävissä?



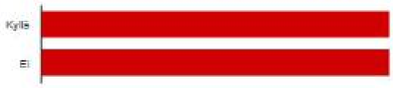
Eri mieltä: 1	0	0%
2	2	2.4%
3	13	15.9%
4	28	34.1%
Samaa mieltä: 5	39	47.6%

Kooste sanallisista kommenteista (4 kpl)

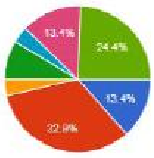
- Kommenteissa todettiin, että yhteystietojen ilmoittaminen lisää luottamusta, vaikka niitä ei olisi tarvinnutkaan.

LAHTI

Oletko etsinyt tiedotteen lisäksi muuta tietoa hankkeesta? Mitä muuta?



Kyllä	41	50%
Ei	41	50%



Suunnitelmat	11	13.4%
Rakentamisen aikataulu	27	32.9%
Alueen kartta	3	3.7%
Valokuvat	7	8.5%
Hankkeen historia	0	0%
Alueen muu kehitys	3	3.7%
Jotain muuta, mitä?	11	13.4%
Ei mitaan	20	24.4%

Kooste sanallisista kommenteista (21 kpl)

- Kommenteista ilmeni, että yleisesti on epäselvää, milloin matkakeskus valmistuu ja mikä tulee olemaan kulkureitti sitten, kun matkakeskus on valmistunut.
- Toivottiin myös vaikuttamismahdollisuuksia työnaikaisiin liikennejärjestelyihin.
- Valokuvia ehdotettiin käytettäväksi reitityksien opastuksissa hyödyksi.
- Kyseltiin myös matkakeskukseen tulevista palveluista ja taloudesta.
- Toivottiin myös hankkeen toteutuksen dokumentointia valmistumisen jälkeen.

LAHTI

Mitä olisit toivonut enemmän / vähemmän? Oliko jotain liikaa?

Kooste sanallisista kommenteista (20 kpl)

- Enemmän tietoa toivottiin aikatauluista ja valmistumisesta. Samoin kulkujärjestelyistä Matkakeskuksen valmistumisen jälkeen.
- Enemmän toivottiin ajantasaista opastusta lähialueelle (ilkivalta koettiin ongelmaksi, kun opasteita tuhottiin). Myös toivottiin, että työntekijät olisivat kohteliaita ja auttaisivat reitin valinnassa, jos muuta opastusta ei ole saatavilla.
- Toivottiin tiheämpää ja kohdennettua tiedottamista. Myös loppuvaiheessa, nyt tiedotteita ei ole lähetetty joka viikko.
- Turvallisuusasioihin pitäisi kiinnittää huomiota, siihen kuinka ulkopuoliset pääsevät ohittamaan työmaan turvallisesti.
- Rakentamisen aiheuttamiin haittoihin voisi kiinnittää enemmän huomiota mm. melu, pöly ja kura sekä informoida paremmin etukäteen, jos on jotain erityisen häiritsevää tekeillä.
- Todettiin, että tiedotus on toiminut hyvin, mutta Askonkadun liikennejärjestelyt ei. Parkkipaikalla on ollut rakennustarvikkeita jne.

LAHTI

Terveiset tiedotustiimille

Kooste sanallisista kommenteista (21 kpl)

- Toisaalta HTC-taloon kaivattiin edelleen lisää tiedottamista, mutta sieltä myös kiiteltiin aktiivisesta tiedottamisesta.
- Melu- ja tärinätöistä toivottiin lisää tietoa etukäteen.
- Toivottiin parempaa huomiointia HTC-taloon kulkeville ja siellä työskenteleville sekä pyydettiin ottamaan tästä hankkeesta oppia vastaavanlaisten kohteiden varalta.
- Edelleen toivottiin tietoa liikennejärjestelyistä Askonkadulla rakentamisen loppuvaiheessa ja sen jälkeen, kun Matkakeskus on valmis.

- Tiedotustiimi sai monet kiitokset aktiivisesta, uudenlaisesta, ajantasaisesta ja hyvin hoidetusta tiedotuksesta.

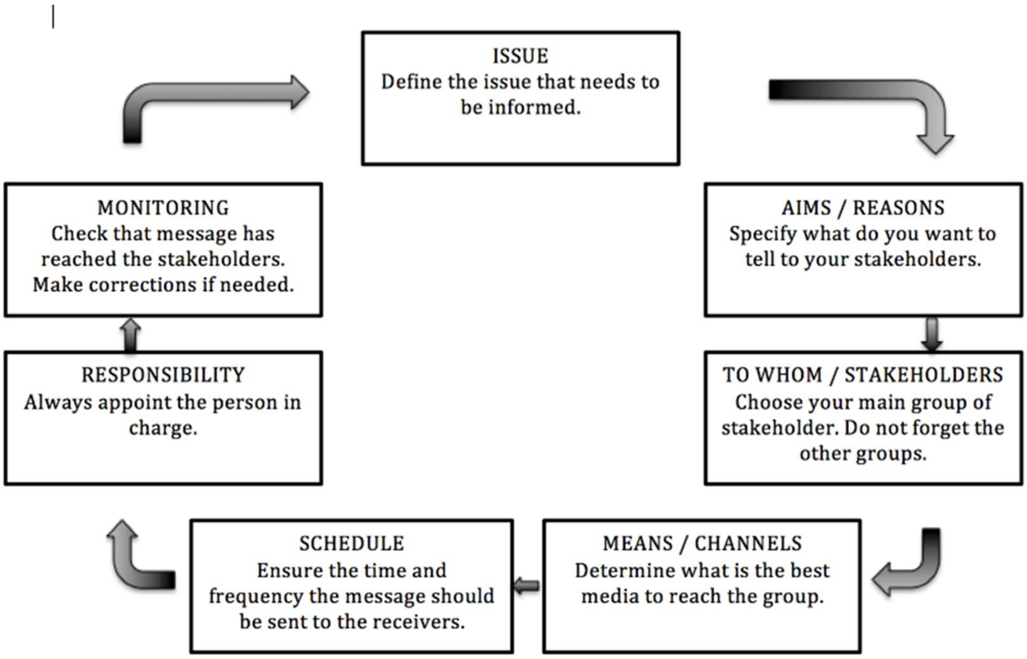
LAHTI

Kiitos kaikille kyselyyn vastanneille henkilöille!

- Vastaukset ovat herättäneet paljon keskustelua, erityisesti runsas sanallinen palaute koettiin hyödylliseksi ja tarpeelliseksi.
- Haasteelliseksi osoittautuneiden asioiden kehittäminen onnistuu vain silloin, kun ne on tunnistettu.
- Olette antaneet arvokkaan panoksen tiedottamisen ja sen tason arviointiin.

- Hyvää loppuvuotta kaikille!

Appendix 4. The model of the communication process in the project Lahti Travel Centre



One example of the completed communication process