

Developing communications in a non-profit organization

Case: Hostelling International Finland

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<p>In today's complex world, all sorts of organizations look for the attention and admiration of their stakeholders, such as customers, employees, investors, and donors. Non-profit organizations face competition just like any other businesses; they compete against other service providers but also against people's passivity. In so doing, not only corporations but also non-profit organizations make strategic decisions about the resources used to such efforts and use strategic communications to reach their goals.</p> <p>In this thesis the objective is to develop communications in a non-profit organization with the focus on strategic communications planning. This thesis is a portfolio thesis consisting of three individual assignments that have been completed during studies. They are all accomplished for the same target organization Hostelling International Finland and they work as tools for communication development. The portfolio assignments are completed in one year time frame and they present the situation at the focus organization at the time of completion.</p> <p>The thesis highlights the organization in focus and the communication development tools that this thesis is based on. The assignments are presented in the logical order starting from HI Finland's communications strategy, the main tool, and continuing with two components of special fields that complement it: HI Finland's content strategy for social media and a crisis communication plan.</p> <p>The literature review clarifies what are the main theoretical findings to topics discussed. Literature also defines and analyses the key concepts needed to help to understand the bigger picture of the communication areas discussed in the assignments.</p> <p>The main findings of the thesis are reflected on the final chapter. With the development ideas the aim is to look ahead.</p>	
Keywords	
Non-profit communications, strategic communications, communication strategy, content strategy, crisis communications	

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1 Introduction

In today's complex world, all sorts of organizations look for the attention and admiration of stakeholders, such as customers, employees, investors, and donors. Non-profit organizations face competition just like any other businesses; they compete against other service providers, but also against people's passivity.

Forward-thinking non-profit organizations do not view themselves as separate from the environment. They understand that the organization's success is determined by its responsiveness to demands from diverse constituencies. Hence, today's non-profit organizations continuously scan their environment and engage in dialogue with their stakeholders. Likewise corporations, they also make strategic decisions about the resources used to such efforts and use strategic communications to reach their goals. As the competition for support and membership among non-profit organizations is fierce, marketing has become increasingly big part of the communication strategies among non-profit organizations.

New communication technologies are less controllable which is why they as well require strategic planning. For example, social media connects people in a whole new way and stakeholders participate in different networks. Identifying, listening, and understanding these networks as well as interacting through the right channels is more and more central in building stakeholder relationships.

This is a portfolio thesis introducing three assignments that have been completed individually for the target organization Hostelling International Finland. The objective of this thesis is to develop communications in a non-profit organization with the focus on strategic communications planning. Each assignment can be viewed as a tool for communication development and together they complement each other by drawing a bigger picture of strategic communications. The portfolio assignments are completed in one year time frame and they present the situation at the focus organization at the time of completion. The need for more strategy focused communication has been identified while working in a target organization resulting in the communication development tools that this thesis is based on.

The work begins with introducing the case organization as well as its stakeholders and communications practices. The next two chapters consist of the literature review introducing the theoretical background for this thesis. The key concepts in chapter three include communication, stakeholders, marketing, and integrated marketing communications. The concepts are viewed from a non-profit organization's perspective. Chapter four provides

an overview of strategic communications focusing especially to the issues related to the communication development tools in this thesis. Chapter five clarifies reasons for choosing the specific assignments for this thesis and presents communication development tools as a whole. Finally, conclusions of the thesis are presented together with development ideas.

2 Hostelling International Finland

In this chapter, the aim is to introduce the target organization Hostelling International Finland (HI Finland), some of its most central stakeholders, and its current communications practises.

Founded by its membership organizations in 1935, HI Finland is a Finnish non-profit umbrella association for about 50 Finnish HI hostels; all of them part of the global Hostelling International network. HI Finland is the only non-profit organization coordinating hostel network in Finland. It nowadays has 42 Finnish membership organizations with 3, 3 million individual members (Hostelling International Finland 2015a). Membership is very diverse as the members are of different age groups, locations, fields, and professions. Also, those who purchase an international HI membership card from Finland are viewed as HI Finland's members.

HI Finland markets and promotes Finnish HI hostel network mainly to its members, develops HI hostel network, for example by acquiring new HI hostels, coordinates quality assurance activities and ensures visibility of the global Hostelling International brand. It also co-operates with global Hostelling International network to provide member benefits also abroad as well as to attract hostel customers worldwide. (Hostelling International Finland 2015a.)

The mission of HI Finland is to upkeep Finnish hostel network on behalf of its member organizations and offer comfortable, communal and inexpensive accommodation especially to its members. It mainly obtain income from hostel network fees and membership organization fees as well as managing Helsinki's Stadion Hostel and owning both the company behind the Eurohostel brand and the premises of Finnhostel Lappeenranta. (Hostelling International Finland 2015a.)

HI Finland is governed by a council which has two representatives of each member organization. The council appoints a board of responsible for the day-to-day running of HI Finland and the heads of the board form the executive committee. Currently, three members of the board are representatives of Finnish HI hostels and four are from HI Finland's member organizations. The board is assisted by special committees and advisers when necessary. (Hostelling International Finland 2015a.)

Three employees are working in HI Finland's office located in Helsinki. The work community led by the CEO consist of organization coordinator and service coordinator. HI Finland's organizational structure is presented in figure 1.

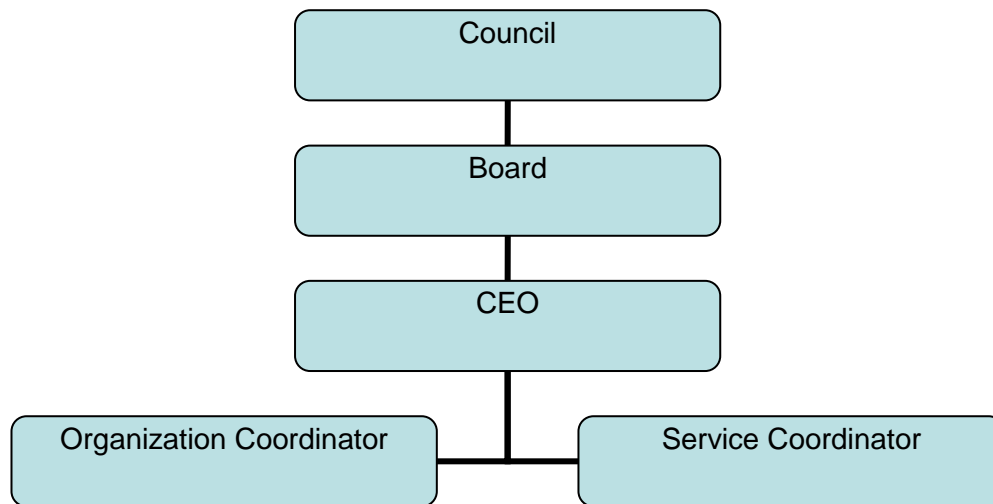


Figure 1. HI Finland's organization chart

HI Finland represents a combination of a member organization and an interest group. Its stakeholders include employees, council, board, member organizations, members (members of membership organizations and members of HI), Finnish HI hostels, Hostelling International, Ministry of Education and Culture, and City of Helsinki.

2.1 HI Finland's stakeholders

In this chapter the aim is to introduce HI Finland's central stakeholders: 1) Finnish HI hostels, 2) members of HI Finland and 3) Hostelling International.

Finnish HI hostels vary from purpose-built accommodations to student accommodation and on various other types of premises that have been converted for use as accommodation. Each hostel is unique and they are run by different types of companies and organizations, including independent owners and family businesses, municipalities, associations, foundations, schools and colleges, and student organizations. Each hostel has to follow internationally set standards in order to be able to join international HI network. Finnish HI hostel network's quality has improved during the course of years from traditional hiking huts to more modern hostels. According to HI Finland, HI hostels are nowadays inexpensive, safe and communal. Hostels pay annual fee for HI Finland for being part of the hos-

tel network both in global and country level. (Hostelling International Finland 2015a; Hostelling International Finland 2015b.)

In year 2014, the Finnish HI hostel network included 44 hostels. There were altogether 274 945 overnights of which 47% were foreign and 43% domestic. The largest foreign markets for overnight stays were Russia, Germany, Estonia, United Kingdom, and France. (Hostelling International Finland Extranet 2015.)

As already mentioned, HI Finland has two kinds of members: those who are members of HI Finland's member organizations and those who own an international HI membership card.

All membership organizations pay HI Finland a membership fee which is dependent on the amount of members. If an organization wants to apply for membership, it has to be a national organization somehow connected to traveling as well as willing to inform its members of HI hostels and member benefits on agreed methods. Members of membership organizations are eligible to a minimum 10% discount at HI hostels in Finland. They are also entitled to buy an international HI membership card at discounted price. (Hostelling International Finland 2015c.)

International HI membership card is available to anyone. The membership card in Finland can be purchased from HI hostels, HI Finland's web shop or retailers. International HI membership card owners are eligible to a minimum 10% discount at every HI hostel globally as well as extra travel related benefits which vary according to country. In some countries HI membership is compulsory if one wish to stay in a HI hostel. (Hostelling International Finland 2015d.)

Youth Hostel Federation (IYHF) operating as Hostelling International (HI) is a non-profit membership organization representing 69 member associations, including HI Finland, and three associate organizations all over the world. It's main office is located in Welwyn Garden City, England. HI was founded in the year 1932 to coordinate different youth hostel associations and nowadays its international network includes over 4,000 hostels in 89 countries, all of which meet internationally assured quality standards. HI is the only global network of Youth Hostel Associations. It currently has 3.7 million HI membership card holders, making it one of the world's largest youth membership organizations. HI hostels provide 34, 7 million nights of accommodation every year. In 2014, major source markets by overnights booked were Germany, USA, France, Japan, and Canada. (Hostelling International 2015, 6, 20.)

Since HI's creation its mission has been the following:

“To promote the education of all young people of all nations, but especially young people of limited means, by encouraging in them a greater knowledge, love and care of the countryside and an appreciation of the cultural values of towns and cities in all parts of the world, and as ancillary thereto to provide hostels or other accommodation in which there shall be no distinction of race, nationality, colour, religion, sex, class, or political opinions and thereby to develop a better understanding of their fellow men, both at home and abroad.” (Hostelling International 2015, 2.)

HI provides a quality method called HI Quality (HI-Q) which acknowledges the special characteristics of the hostel sector. HI hostels with HI-Q certificates ensure that high standards are followed each stage of operations. (Hostelling International 2015, 11.)

2.2 Communications at HI Finland

Today, HI Finland's communications support the mission, strategic objectives and vision of HI Finland which all have been renewed in 2014. Support is especially needed in increasing the awareness of HI hostels among the members and building stakeholder relationships. As HI Finland aim to increase the amount of overnights in Finnish HI hostels as well as the amount of HI membership card holders, marketing communications is part of communications efforts.

In 2015, HI Finland had its first communication strategy. Decisions made before that have been based on yearly plans that are more tactical in nature. Visual decisions are made according to HI's international visual guidelines in order to strengthen the mutual, internationally known brand.

HI Finland promotes Finnish HI hostel network mainly to its member organizations and their members as well as Finnish HI members. The most important communications method to reach membership organizations is face-to-face meetings that are mainly carried out by organization coordinator. Also electronic newsletters and different kind of campaigns and events play an important role in communicating with membership organizations. Members are targeted mostly through digital channels, such as electronic newsletters and HI Finland's social media channels.

Another central task is to inform Finnish hostel network of current issues and events as well as to develop hostel network. HI Finland and Finnish HI hostels communicate with

each other via telephone, email, extranet, face-to-face meetings, and events, such as hostel manager meetings and HI-Q trainings.

Internal communication culture within HI Finland is informal. Information is shared mostly via intranet, face-to-face discussions, e-mail, telephone, and office meetings twice a month. In global context, HI Finland has an access to HI's extranet where information is exchanged within all national organizations. HI Finland also keeps in contact with national organizations via email, telephone, and Skype.

Communications is on everyone's responsibility and communication tasks are divided to each HI Finland's team member: CEO is responsible for international contacts and contacting new potential Finnish hostels, organization coordinator communicates closely with member organizations and service coordinator is responsible for communicating with Finnish hostel network.

Due to limited financial resources, HI Finland hardly does any paid advertising. HI Finland produces its own content and publishes it on its own channels, such as social media channels, newsletters, website, and brochures. HI Finland increasingly involves its members in content creation and aims to get content published on membership organization's communication channels. Furthermore, press releases are distributed.

HI Finland has a website www.hihostels.fi which is targeted to all stakeholders as well as a consumer web shop verkkokauppa.hostellit.fi. It participate social media through Facebook, Twitter, Instagram, and blog. The objectives of social media presence have recently been crystalized with a written plan. The aim is to inform members on current news, inspire, participate in dialogue, and co-create content with readers and Finnish HI hostels. Twitter is mainly used for keeping media updated.

3 Non-profit communications

This and the following chapter offer the context for the terminology essential for this thesis. The key concepts of communication, stakeholders, marketing, and integrated marketing communications are discussed in the context of research literature. The concepts are viewed from a non-profit organization perspective. Chapter four focuses purely on strategic communications and specific areas of it.

3.1 The role of communications and marketing in non-profit organization

Non-profit organizations belong to third sector. They include communities, such as associations. Compared to for-profit organizations, non-profits are usually quite informal, for example in decision-making. The main goal of non-profit organizations is not to make profit but to gain their mission. However, non-profits also have financial objectives, such as covering and minimising cost and achieving some kind of surplus in order to gain its mission even better. (Vuokko 2009, 15-20).

Non-profits face competition just like any other businesses. Likewise corporations, non-profits compete against other service providers but also against people's passivity. (Vuokko 2009, 51.)

Communication

The English term communication has evolved from Latin language. The root of the word is "communis" which means sharing. In other words, communication is something that is done together with one or more people. It is about exchanging information. (Wii 1994, 67-68.)

According to Åberg (2000, 54), communication is a process, an event, where state of matter is interpreted through giving a meaning and where that interpretation is shared with others via interactive, message transmitting network.

Traditional injection model for communication simply views communication as a linear, one-way process that can be controlled. Today the model is more complex. It is accepted that communication can be unpredictable, even chaotic. Communication is not only a technical process; it also refers to relationships between people as well as meanings arising from them. Environment where the message is presented and the content might both be equally important. Social media provides platforms for a growing number of virtual

communities but traditional face-to-face communication yet remains an important mode of communication (Juholin 2009, 38; Juholin 2013, 22-23). Interestingly, even if the digital revolution is shaping communication environment, the root word “communis” seem to play even bigger role in it as sharing is the essence of social media.

Non-profit communications is often similar to corporate communications as they both aim to get noticed and respected by their stakeholders in order to receive supporters, members, and funding. On the other hand, non-profit communications can be based on unselfish, universal values. (Juholin, 2013, 26.)

Stakeholders

Freeman (1984 in Cornelissen 2011, 42) defines stakeholder as “any group or individual who can affect or is affected by the achievement of the organization’s purpose and objectives.” A stake refers to an interest or a share that can range from legal claim to ownership. For example, investors expect return for their money. (Cornelissen 2011, 42.)

However, stakeholders might also have other kind of connections to organization. For example, some group might become organization’s stakeholder because it is against for some of the organization’s practices. These kinds of stakeholder groups, also called “hate groups”, increasingly gather in social media. Today, stakeholder groups are connected to each other through different kind of networks which blurs the line between internal and external stakeholders. Every stakeholder group communicates for its own interest. (Juholin 2013, 52.)

Stakeholders are critical to the success of an organization: the better the organization takes the expectations of stakeholders into consideration and earn justification for its existence the better it succeeds. Today’s proactive organizations communicate with their stakeholders through informing, listening, influencing, and genuine interaction. Efforts are focused on building and preserving relationships upon which the organization depends. (Juholin 2013, 51-53.)

Stakeholder thinking has broadened from private sector to non-profit organizations, which is why it is discussed more deeply throughout this thesis. Likewise for-profit corporations, non-profits are dependent on their stakeholders: the more useful stakeholders view the non-profit organization the better possibilities it has to continue operating. The types of stakeholders vary according to organization. (Vuokko 2010, 30; Juholin 2013, 51.)

Marketing

Kotler and Armstrong (2010, 27) define marketing as a process of building profitable customer relationships through creating value for the customers and getting value in return. It is not only making a sale but also understanding and satisfying customer needs.

According to Vuokko (2009, 38-39), marketing is a way of thinking; a way organization thinks and acts. The ultimate goal is to have an impact as well as to increase the awareness of the organization and its services and products. In short, marketing aims to make a change. Juholin (2013, 260) notes that marketing can also be viewed in a broader context. For example, lobbying organization's new concept to partners can be considered as a marketing effort.

Marketing can be divided in production-based, product-based, sales-based, customer-based, and society-based models. Nowadays, the most important model is customer-based model, which focuses on understanding customers' needs and providing right kind of offering. (Vuokko 2009, 63-65.)

As a process, marketing includes five steps: 1) understanding the marketplace and customer needs and wants, 2) designing a customer-driven marketing strategy, 3) constructing an integrated marketing program that delivers superior value, 4) building profitable relationships and creating customer delight, and 5) capturing value from customers to create profits and customer equity. (Kotler & Armstrong 2010, 29.)

The first four steps are about creating value for customers and the last step is about receiving it. Delivering superior customer value results to satisfied customers who are willing to buy more. This captures lifetime value from customers, and the result is increased long-term customer equity. (Kotler & Armstrong 2010, 54.)

Today, when building relationships in marketing landscape, organizations must pay more attention to online marketing technology, global connections with customers and marketing partners as well as ethical and responsible actions (Kotler & Armstrong 2010, 54). However, keeping up with latest online technology can be challenging for non-profits due to limited financial resources.

Every non-profit organization share some common special characteristics which have an impact on their marketing practices: 1) non-financial goals are prioritised, 2) exchange-relationships is different; usually non-profits need to focus their marketing both on financi-

ers and customers, such as members, 3) demand may be greater than supply, 4) offering often consists of services and philosophies, not products, 5) measures are different as they also focus on “social profit” (societal impact), 6) organization’s mission-based goals may not always satisfy consumers’ wishes, and 7) voluntary work is important. (Vuokko 2009, 24-28.)

As the competition for support and membership among non-profit organizations is fierce, marketing has become increasingly big part of the strategies also among non-profit organizations (Kotler 2010, 52).

Integrated marketing communications

Until the 1980’s, marketing and public relations have been considered as distinct in their objectives but during the recent years marketing and organizational communication are moving closer to each other. Traditional view pointing that marketing deals with markets and public relations deals with all publics is no longer relevant. In general, all communication must reach for same goals. Nonetheless, certain communication areas, such as crisis communication cannot, in any case, be integrated with marketing. The common areas that both marketing and communication share are sponsoring, advertising, sales promotion, and product publicity. Integrated marketing communications produces synergy and more effective communication. (Juholin 2013, 262; Cornelissen 2011, 15.)

The interest in integrated marketing communication results from a variety of drivers. Generally they can be divided in three different categories: 1) market- and environment-based drivers, 2) communication-based drivers, and 3) organizational drivers. (Fill 2013, 296.)

To mention a few, those drivers that are market- and environment-based indicate to the demands of different stakeholder groups, such as customers and activist groups who force organizations to put effort into integration. Stakeholders expect organizations to act responsibly and transparently which is why consistency in everything organization says or does is essential. Also, in order to reach the stakeholders, organizations need to use many different platforms. Communication-based drivers refer to standing out from the rivals as integrated communication is more effective and planned with much wider sense. In addition, communication-based drivers put emphasis on consistent messages that complement each other from one channel to another. At the organizational level, one of the main drivers for integration is the need to become more efficient by using resources more smartly; integrating marketing and communication saves both money and time. Integration also increases accountability through organization-wide coordinated communica-

tions and helps organization to position itself in the minds of important stakeholder groups. (Fill 2013, 295-297; Cornelissen 2011, 22-24.)

One good example of the growing integration of marketing and communication is social media. The traditional one-way marketing is now complemented with two-way conversations to build reputational capital and brand equity. (Cornelissen 2014, 266-267.)

Juholin (2013, 261) notes that marketing communication chooses its focus according to type of organization. Companies focus their marketing communication on products and services whereas public organizations or associations aim to have an impact on people's behaviour, such as starting new businesses or giving donations. This kind of marketing is also called societal marketing.

4 Strategic communications

Hallahan et al. (2007, 4) notes that in today's complex world, all sorts of organizations look for the attention and admiration of constituencies, such as customers, employees, investors, and donors. In so doing, not only corporations but also non-profit organizations, as well social and citizen movements, make strategic decisions about the resources used to such efforts and use strategic communications to reach their goals. In fact, this view pretty well captures the core idea of this thesis: developing non-profit communications with more strategic approach.

Communication tasks traditionally include daily communication, informing, building community, co-operation with other organizational units, image building, supporting marketing, lobbying and public affairs as well as informal interaction. However, today's forward-thinking organizations regard communication professionals as integral part of strategic management and communication professionals have wider variety of skills, including the strategic understanding of the organization's operations in order to plan communications successfully. (Juholin 2013, 55-69.)

Although the term strategic communications has been used in the academic literature for many years, it is only now becoming an emerging area of study. According to Hallahan et al. (2007, 4), the essence of strategic communications is to communicate purposefully to advance the mission of the organization. It also implies that people will be engaged in deliberate communication practices on behalf of organizations, causes, and social move. Two key words that compose the term of strategic communications are highly significant. The word strategic emphasizes that communication activities are intentional, not random. Secondly, strategy is multidimensional term that cannot be defined narrowly. It derives from the Greek word 'strategos' meaning a general set of maneuvers carried out to overcome an enemy. When used in conjunction with communication, it implies that communication practice is a management function. (Cornelissen 2014, 91; Hallahan 2007, 4-12.)

In order to manage communications successfully, it is essential for organization to build a communication strategy that describes the general reputational position that an organization aims to establish and maintain with its key stakeholders. The communication strategy includes objectives ("why") and most central guidelines ("how"). However, answers to question "what" are discussed in more operational level, for example in form of a communication plan. In other words, communication strategy is a red thread that guides all communication efforts. (Cornelissen 2011, 81; Juholin 2013, 88.)

The objective of a communication strategy typically is to bridge the gap between stakeholders' views and perceptions of the company (corporate reputation) and how it wants to be seen by its stakeholders (vision). A corporate strategy provides a strategic vision and a communication strategy in turn is concerned with developing communication programs for different stakeholders to achieve that vision and to support to corporate objectives of the corporate strategy. The dynamic between the corporate strategy and the communications strategy is presented in figure 1. (Cornelissen 2014, 82-85.)

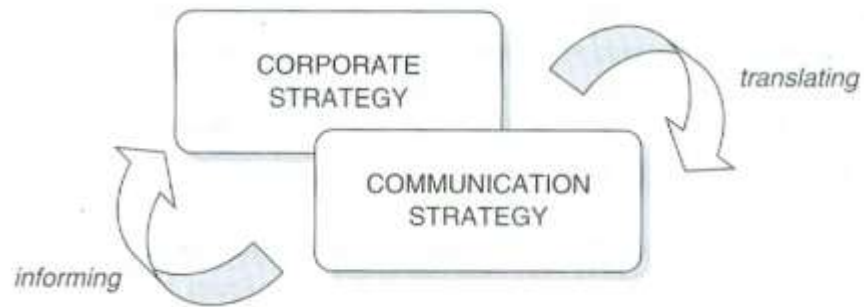


Figure 2. The link between corporate strategy and communications strategy (Cornelissen 2011, 85)

Argenti (2007, 35) presents a corporate communication strategy frame work (see figure 3) that includes four different variables: 1) defining the organization's overall strategy for the communication, 2) analysing and identifying the relevant stakeholders, 3) delivering messages appropriately, and 4) assessing whether the communication has had the desired results and what actions need to be taken.

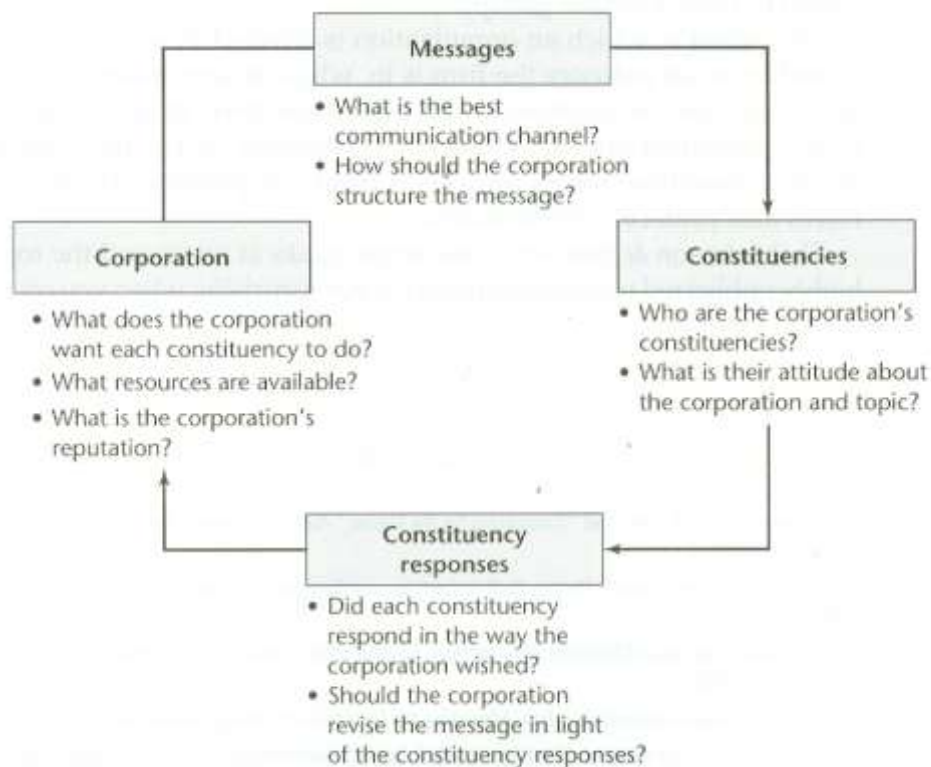


Figure 3. Expanded corporate communication strategy framework (Argenti 2007, 35)

Figure above shows that in addition to setting objectives and mapping its resources, such as human resources and time, organization should consider its reputation. When putting together both figure 2 and 3, it can be concluded that organization's reputation is one the most important factors when setting a coherent communication strategy. The closer the reputation is to reality the better the chances in achieving objectives. Therefore, assessing reputation on regular basis is an essential part of building a communication strategy.

4.1 Stakeholder relationships

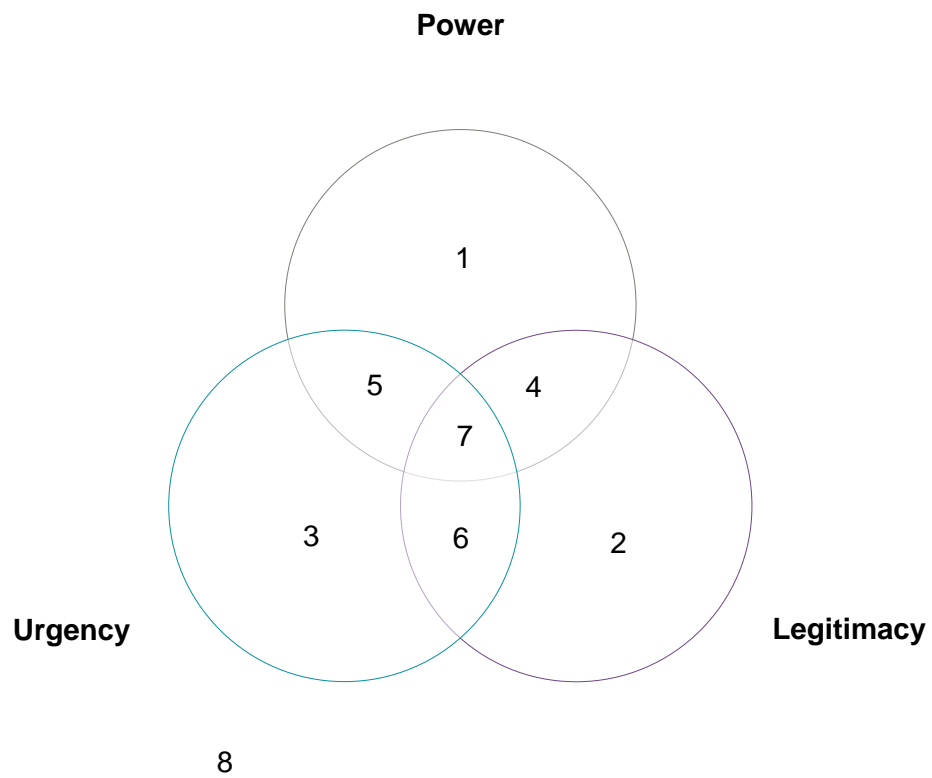
Stakeholder relationship -based management starts with mapping and analysing different stakeholder groups. Today, the focus is increasingly on listening and understanding stakeholders' needs, experiences and expectations as well as identifying what kind of role organization should take to fulfil them. Communicating proactively with the stakeholders generates positive outcomes, such as trust, engagement and good reputation which protects the organization in difficult situations. (Juholin 2013, 53; Luoma-Aho 2014, 8-13.)

In strategic communications, stakeholders can be divided broadly depending on the nature of the communication and the issue at hand. Each stakeholder group need to be pro-

vided with specific information and reputation is built through exchanging information. (Cornelissen 2011, 44.)

According to Cornelissen (2011, 45), identifying and analysing stakeholders can be done with the following questions: 1) who are our stakeholders?, 2) what are their stakes?, 3) what opportunities and challenges are presented to us in relation to stakeholders?, 4) what kind of responsibilities do we have to our stakeholders?, and 5) in what way can we best communicate and respond to our stakeholders and address challenges and opportunities?

Also different kinds of categorising models are used. Mitchell et al. (1997) present a stakeholder salience model (see figure 4) which classifies stakeholders on the basis of their salience to the organization. Salience refers to how visible or remarkable a stakeholder is to an organization through possessing one or more of three attributes: power, legitimacy and urgency. The more salient the stakeholder group the more it needs to be communicated with. (Cornelissen 2011, 45.)



- 1= Dormant stakeholder
- 2= Discretionary stakeholder
- 3= Demanding stakeholder
- 4= Dominant stakeholder
- 5= Dangerous stakeholder
- 6= Dependent stakeholder
- 7= Definitive stakeholder
- 8= Non-stakeholder

Figure 4. Stakeholder grouping according to salience model (Mitchell et al. 1997, 874; Cornelissen 2011, 46)

As it can be seen in figure 4, stakeholders fall into seven different categories: 1) dormant stakeholders, 2) discretionary stakeholders, 3) demanding stakeholders, 4) dominant

stakeholders, 5) dangerous stakeholders, 6) dependent stakeholders, and 7) definitive stakeholders.

The ones possessing only one attribute are called latent stakeholder groups. The first latent group is called dormant stakeholders who have the power to impose their will but do not have a legitimate relationship or urgent claim. Second group, discretionary stakeholders, are those who possess legitimate claims but do not have power to influence or urgent claims. Third group represents demanding stakeholders who have urgent claims but neither the power nor legitimacy to enforce them. (Cornelissen 2011, 45-46.)

Those possessing two attributes are called expectant stakeholders. Dominant stakeholders, dangerous stakeholders and dependent all fall into this group. Dominant stakeholders have both powerful and legitimate claims. First group, dangerous stakeholders, have power and urgent claims but no legitimacy. Dangerous stakeholders are those who have urgent, legitimate claims but no power, and the dependent stakeholders lack power but have urgent and legitimate claims instead.

In the middle of figure are definitive stakeholders who have legitimacy, power and urgency. This group needs to be prioritised and actively communicated with. (Cornelissen 2011, 46-47.)

Another tool for stakeholder mapping, the power-interest matrix (see table 1), is based on the same principles as the stakeholder salience model. It categorises stakeholders according to the amount of power that they possess and their likelihood to show interest towards organization's activities. (Cornelissen 2011, 48.)

Table 1. The power-interest matrix (Adapted from Cornelissen 2011, 48)

		Low	Power of interest	High	
Low		A		B	
		Minimal effort		Keep informed	
Power		C		D	
		Keep satisfied		Key players	
High					

The power-interest matrix divides stakeholders into four different categories. So called key players in quadrant C require the highest amount of attention so that they keep on supporting the organization. The most challenging group is in quadrant C due to a fact that it can use its power against organization if they so wish. (Cornelissen 2011, 48-49.)

Both mapping tools presented enable communication practitioners to develop appropriate communications strategies on the basis of identifying stakeholders. (Cornelissen 2011, 49.)

4.1.1 Listening, understanding and engaging at the core of communication

In order to use a wide variety of communication channels and still remain consistent messaging, it is recommendable for strategic communicators to move towards stakeholder-centered approach. Social media connects people in a whole new way and stakeholders participate in many different theme arenas. According to stakeholder-centered approach, identifying and understanding these networks or individuals as well as engaging and interacting through the right channels is more and more central in managing stakeholder relationships. (Holzhausen & Zerfass 2015, 10-1; Juholin 2013, 53.)

Luoma-Aho (2014, 8-17) notes that in this society of networks, organizations should pay attention to listening their stakeholders. Monitoring and understanding stakeholders' expectations and experiences and responding to them whenever possible and relevant are nowadays one of the most focal points for stakeholder relationships. Instead of only seeking attention, stakeholders should be engaged and involved in making decisions. All in all, if organization is able to walk one step ahead by listening and understanding its stakeholders and engaging them in decision-making, it becomes more resilient and innovative, and is less vulnerable for surprises.

Also Olkkonen (2014, 20-29) emphasizes the importance of organization's ability to understand and analyze what kind of expectations different stakeholders have towards it. Recognizing positive expectations guides in right direction whereas exploring negative expectations provide valuable information what areas need improvement and enables organization to react before actual crisis start to occur. Monitoring expectations can be done in various ways and it is more complex than, for example, making surveys. For instance, information can be gathered through daily discussions, feedback and online discussions.

All in all, the focus of stakeholder relationships is evolving from managing to collaborate. Collaboration represents two-way symmetrical model of communication as it concentrates on dialogue and consultation. While the old approach of stakeholder management focuses on influencing stakeholders' attitudes and opinions, stakeholder engagement approach highlights the importance of building long-term relationships and seeking co-operative stakeholders instead. Stakeholders who are aware of organization's mission, values and future plans, are satisfied with mutual co-operation and have constant flow of positive experiences are more likely to engage. When organization builds relationships based on authentic dialogue, transparency and trust, stakeholders are more willing to invest in a relationship and help organization in developing by sharing ideas and opinions. (Cornelissen 2011, 53; Juholin 2013, 59; Vuokko 2010, 248.)

4.2 Digitalisation of communication channels

New communication technologies are less controllable which is why they as well require strategic planning.

The digitalisation of communication brings new ways of categorising communication channels. The POE model suggests that communication and marketing today can be divided in three different categories: owned, earned, and paid media. Owned media covers

any asset owned by the brand, meaning that an organization has complete control of its content and distribution although there is no guarantee that the audience will find and connect with the content. Paid media means paid placements in order to draw attention to something, such as traditional advertising. Earned media includes brand-related consumer actions and conversations, such as sharing content to own connections at social media. Owned, earned, and paid media, however, do overlap. In an ideal situation, these three areas work together so that there is dynamic interaction and constant flow of communication between each of them. (Burcher 2012, 9-23.)

Juholin (2013, 310-312) notes that managing digital communication channels require long-term planning as well as putting emphasis on content rather than technical platforms. A long-term digital channel strategy should cover four elements: 1) digitalisation strategy, 2) content, 3) technology and production, and 4) maintenance and monitoring.

The whole strategy process starts with defining the strategic goals for digitalisation. After that the focus moves to the process for content production as well as finding the most suitable technical solutions for publishing them. Lastly, it is essential to determine how to take care of the technical maintenance as well as the quality of the content, for example by constantly monitoring stakeholders' information needs. (Juholin 2013, 312.)

Besides the challenges, new technology provides clear opportunities. Social media enables organizations to present a more human and positive image and have direct communication with their stakeholders. Genuine dialogue through social media translates into positive feelings and stronger stakeholder relationships. With social media, stakeholders can also share their experiences and ideas about organizations. When social media is used for engaging stakeholders through transparent and authentic interaction, it can encourage individuals become advocates spreading a positive word about the organization. (Cornelissen 2014, 267-268.)

Social media provides platforms to create content together with the stakeholders, such as sharing information, experiences and ideas. Each channel provides different kind of opportunities for interaction. The social media channels can be categorised in six different groups: 1) blogs that enable individuals, groups to publish information in a diary or journal style and organizations to maintain a blog that is open for conversation with all stakeholders, including the media, 2) collaborative projects, such as Wikipedia which involves the joint and simultaneous collaboration between individuals, 3) social networking sites, such as Facebook and LinkedIn which allow users to present and share information and create own profiles, 4) content communities, such as YouTube where users can share media

content, 5) virtual social worlds, such as Second life where users can adopt a persona and interact in a three-dimensional virtual environment, and 6) virtual game worlds, such as Sony's PlayStation which involve multiple players who engage in an online game. (Cornelissen 2014, 261-265.)

4.3 Evaluation

When planning strategically, the objectives of the strategy should be evaluated and measured in one way or another in order to follow whether the efforts have been successful.

According to Juholin (2013, 432), evaluation can be done by answering to the following questions: 1) what changes have happened?, 2) do the achievements support the overall strategic goals and the vision of the organization?, and 3) how communication has been developed and what kind of development is needed in the future?

Measurable variables can be, for instance, stakeholders' opinions, reputation or trust. Marketing and communication professionals often face criticism because they are not able to provide clear return on investment (ROI) figures. In communications, ROI would mean, for example, how much cost savings certain communication actions have been able to create. One of the main reasons ROI as such is not the preferred method for measuring communications is that communications rarely affects alone for example to sales results. Also ROI is based more on one-way communication. (Juholin 2013, 416, 432.)

However, Juholin (2013, 417) does not abandon the concept of ROI entirely but suggests it to be called ROI of communications instead. It focuses on communication results, such as awareness of organization, reputation, trust, commitment, and functionality of organizational communication.

Interestingly, the problem of measuring communications in financial terms might be solved as big data provide links between the actions of communication practitioners and stakeholders receiving the message. Smart algorithms can compile comprehensive data on individual's actions and behaviours relate to communication activities of the organization. Data is collected on the internet, through social media or using administrative databases. (Holtzhausen, D. & Zerfass, A. 2015, 13-14.)

4.4 Crisis communications

Several authors have written about crisis management over the years and there is no one accepted definition of a crisis. Definition by Coombs (2012, 2) states that “a crisis is the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes”.

In order to overcome surprising situations with success, crisis communications should be planned with strategic approach. The aim of crisis communications is to exert control in ways to show stakeholders that their interests are cared for and ensure that the organization complies with social, safety and environmental standards. Such control takes into account both preparing and skills in communicating effectively and responsibly as well as taking actions to contain the crisis and limit negative consequences for the stakeholders and for the company reputation. (Cornelissen 2011, 199-200.)

As already discussed, the increasing use of social media and stakeholders’ expectations of organization’s transparency require a new kind of approach to crisis management that is based on engaging, listening and understanding stakeholders’ experiences, hopes and expectations. If stakeholders’ expectations are well internalised and stakeholder relationships are strong before making decisions, organizations are more resilient and less vulnerable for crisis. (Luoma-aho 2014, 8-13; Olkkonen 2014, 20-27.)

Rydenfelt (2013, 40-46) wisely reminds that crisis communications is tightly connected to ethics. In order to predict and avoid crisis, organization need to be able to recognise ethical issues. Luoma-Aho (2014, 15) also notes that instead of only developing strategies, it is essential to start building a strong organizational culture. In the long run, it is the ethical and clear internal policies that enhance organizations’ resilience and ability to face challenges in an ever changing environment.

Juholin (2013, 382) presents crisis communications as a five-phase process (see table 2). The process does not include the prevention phase. It is focused on a situation where crisis has already occurred.

Table 2. Crisis communication process (Juholin 2013, 382)

1. Crisis occurs, perceiving, first actions, creating a common understanding of the situation	2. Clarifying the situation, acting and activating communication	3. A continuous circle of actions and communication	4. Wane, completion	5. After-care, final assessment, learning
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Every phase of crisis communication process is important but the most crucial phase is phase 1 when an organization need to understand the urgency of the situation and decide how to response to crisis. It is the stakeholder’s perceptions that help organization to define whether the situation has evolved into a crisis. If stakeholders believe that an organization is in crisis, a crisis does exist. The necessity of immediate action may be triggered, for instance, by intense media attention or direct danger to employees, customers or members of the general public. (Juholin 2013, 382; Cornelissen 2011, 200.)

In crisis situations, stakeholders’ physical and psychological needs are always the first priority. Once stakeholders’ needs are addressed, the attention is focused on other demand, such as organization’s reputation. (Coombs 2007, 173-174.)

Situational Crisis Communication Theory (SCCT) provides a mechanism for evaluating how stakeholders will react to a crisis in terms of a reputational threat as well as selecting crisis response strategy to maximize reputational protection. SCCT suggests that publics perceive crisis situations along with initial crisis responsibility, crisis history and prior relational reputation. Initial crisis responsibility is how much stakeholders believe that organizational actions caused the crisis. The initial crisis assessment is based on the responsibility level related to crisis types that are grouped in three sections: 1) victim cluster, 2) accidental cluster and 3) intentional cluster. (Coombs 2007, 163-167.)

In victim crisis, organization is responsible to a limited extent and can be recognized as a victim with all its stakeholders. Accidental crisis refer to a situation where organization has moderate responsibility because the actions that have led to a critical event have been unintentional. In preventable (intentional) crisis, organization retains high responsibility as it places its stakeholders in danger by conducting itself inappropriately. (Coombs 2007, 167.)

Crisis history, which refers to whether an organization has faced similar crisis before, and an unfavorable prior relationship reputation, which is how an organization has treated

stakeholders in the past, can intensify the assessment of the reputational threat. Both crisis history and prior relational reputation demonstrate a direct and indirect effect on the reputational threat posed by the crisis. (Coombs 2007, 163-166.)

Crisis response strategies are used to repair the reputation, to reduce negative affect and to prevent negative behavioral intentions. There cannot be just one list of perfect crisis response strategies but SCCT draws a theoretical link between crisis situations and crisis response strategies. For example, in case of a rumor, which falls into victim cluster, and where there are no additional factors involved, informing and using defensive type of strategy to remove the connection between to remove any connection between the organization and the crisis can be enough. For those crises that were caused by intentional acts or human error, organizations will need to use rebuild strategy, apologize and offer compensation (Coombs 2007, 170-172.).

5 Tools for communication development

The aim of this chapter is to present the portfolio assignments of this thesis. The assignments are first briefly introduced and discussed in the light of why they are included in this thesis and how they complement each other. Full assignments are presented in sections 5.1, 5.2., and 5.3.

Altogether three individual assignments are included in this thesis. These particular assignments are included because together they form a sensible entity of planning communications with a strategic approach. They are all accomplished for the same target organization and work as tools for communication development.

The need for more strategy focused communication has been identified while working in a target organization resulting in the communication development tools that this thesis is based on. More specific reasons for choosing the assignments are presented later on this chapter.

During writing this thesis, target organization's vision, mission and strategy have been renewed. Also, the organization structure has changed; the amount of the employees has decreased from six to three, and functions, such as marketing and communications, have been delegated among the existing employees and partly outsourced. The portfolio assignments are completed in one year time frame and they present the situation at Hostel-ling International Finland at the time of completion.

Communication development tools are presented in the logical order starting from the communication strategy, the main assignment of this thesis, and continuing with two components of special fields that complement the main assignment: a content strategy for social media and a crisis communication plan.

Tool 1: HI Finland's communication strategy 2015. The assignment is conducted for the course "Planning and Leading Communication" in November 2014. The objective of the assignment is to create a communication strategy for HI Finland. The assignment is chosen to be included in this thesis because it works as a backbone for all communication and marketing efforts in the target organization as well as for two other assignments of this portfolio thesis. The aim of the communication strategy is to communicate purposefully to advance the mission of the organization. With the help of the communication strategy, HI Finland is able to compete with other service providers on the field and achieve its objectives stated in its organizational strategy.

Tool 2: HI Finland's content strategy for social media. The assignment is accomplished in "Media and Public Relations" course in December 2014. The objective of the assignment is to create a social media content strategy for HI Finland. It is included in this thesis because it represents an important aspect of communication in a target organization: engaging members. Also, no communication strategy is complete if social media is not discussed.

Tool 3: Crisis communication plan for HI Finland. Third assignment is conducted for the course "Issue/Crisis Communication" in May 2015. The purpose of the assignment is to create fit for purpose crisis communication plan for HI Finland. The assignment is included in this thesis because crisis communications is crucial regardless of type of business: any organization can face crisis which can be a turning point in its life cycle. Furthermore, as social media and stakeholders expectations of transparency are putting organizations in even brighter spotlight, it is increasingly important to understand how to strategically handle crisis.

5.1 Tool 1: HI Finland's communication strategy 2015

"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."

Sun Tzu

This is HI Finland's first communication strategy. With the help of this strategy HI Finland is able to communicate proactively and strategically rather than just reacting to the existing environment. It also helps HI Finland's employees to manage stakeholder communication more effectively and communicate consistently. This communication strategy works as a backbone for all communication. It will be turned into yearly communication plans that define more action-oriented steps to achieve strategic communication goals.

This communication strategy concerns Hostelling International (HI) Finland's direction and positioning in relation to stakeholders in its environment for the year 2015. It is based on HI Finland's organizational strategy and concentrates on developing communication programs towards different stakeholders to achieve the vision and to support the objectives in the organizational strategy.

According to organizational strategy, HI Finland's mission is to offer inexpensive, safe and comfortable accommodation for member travellers and other guests at the hostels in its network, in Finland and abroad. The vision is to offer travellers an opportunity to experi-

ence different cultures. The unique, exciting hostels of HI Finland's network will provide responsible and sustainable services to all travellers.

HI Finland's values are openness, inexpensiveness, responsibility and communality. From the communication point of view, openness means providing information equally and with positive attitude. Inexpensiveness means using cost efficient options when communicating. Responsible communication is honest, accurate environmental friendly. Communality means communicating in co-operation with hostel network and members.

HI Finland's organizational strategy includes four strategic main themes: 1) promoting hostel culture, 2) developing the network of quality hostels, 3) interesting services for members, and 4) supportive resources. (Hostelling International Finland)

Promoting hostel culture includes actions, such as creating a sense of community, providing people with opportunities to experience different cultures as well as strengthening the HI brand and its visibility.

The network of quality hostels is developed by improving communication and cooperation within the network, promoting accountability and sustainability through the HIQ and sustainability program, expanding the coverage of the hostel network, and increasing the number of truly unique hostels.

Providing interesting and attractive services to members indicates offering unique experiences, improving communication and interaction, providing better membership benefits, and increasing the cooperation among the member organizations.

Sufficient resources are accomplished through stronger financial resources, further development of human resources, improvements to marketing, and better use of the services offered by HI.

5.1.1 Current state analysis

So far HI Finland has not investigated its image thoroughly and has hardly done any reputation research. The current-state analysis is based on Linda Valo's (2011) bachelor thesis "Hostels in year 2011 – images and experiences about hostels", surveys among membership organization and Finnish HI hostels, internal discussion in HI office and daily discussion with stakeholders.

Research results of the thesis indicate that Finnish people are not so familiar with the hostel brand but images of hostels are positive in general. Hostels and the services they offer to customers are not as visible as they should be.

According to surveys and general discussions, the role of HI Finland among hostels is unclear. Finnish HI hostels are not aware of all the benefits and services HI Finland provides and not all the hostels recognise how HI Finland works in general. Results also reveal that hostels find HI Finland reliable but not innovative. It can be concluded that HI Finland has been more focused on marketing hostels to customers rather than managing its own reputation or relationships with stakeholders.

According to discussions within HI Finland team, the potential of member organizations 3, 3 million individual members has not yet been fully utilised. So far HI Finland has mostly been communicating with the representatives of member organizations instead of contacting its members, which would be more effective. Discussions with member organizations and survey results show that not many members currently know what HI Finland is or what benefits they are entitled to.

SWOT analysis is one way of identifying organizations strengths, weaknesses, and opportunities threats. It helps to identify the key points in messaging (Juholin 2013, 106). HI Finland's SWOT analysis for communication is presented in table 3.

Table 3. HI Finland's SWOT analysis for communication

<p>Strengths</p> <ul style="list-style-type: none"> • 3,3 million individual members (members of member organizations) • 3,5 million HI members worldwide • Only hostel network in Finland • Unique hostels • International HI network and its services and communication channels • Well-known travel brand internationally • Positive images of hostels in general 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Weak brand image • Weak stakeholder communication • A lack of strategic planning • Financial resources
<p>Opportunities</p> <ul style="list-style-type: none"> • Strengthened dialogue with hostels • Closer communication with members instead of representatives of member organizations • Involving stakeholders in decision-making • Environmental monitoring and adapting accordingly • New hostel owned by HI Finland • New and existing joining hostels with interesting stories • HI Finland's 80 years celebration 	<p>Threats</p> <ul style="list-style-type: none"> • Keeping up with latest technology (booking systems and HI's communication channels, such as website) • Decreasing amount of HI hostels in Finnish HI network • Decreasing amount of members

As a conclusion, HI Finland does have ingredients to success, such as big amount of already existing members, internationally well-known brand, unique accommodation service offering, and leader's position on its field, but it need to strengthen its stakeholder relationships in order to build trust and engagement as well as to brighten its image. Also, involving stakeholders in decision-making develops HI Finland's operations in the right direction.

Furthermore, HI Finland must be increasingly aware of the changes in the environment, such as topics arising online, and adapt accordingly.

5.1.2 Communication objectives and metrics

HI Finland's communication objectives are based on HI Finland's strategic intent and they have been set by using the SMART (specific, measurable, achievable, realistic and timely) approach. (See figure 6.) (Cornelissen 2011, 108-109.)

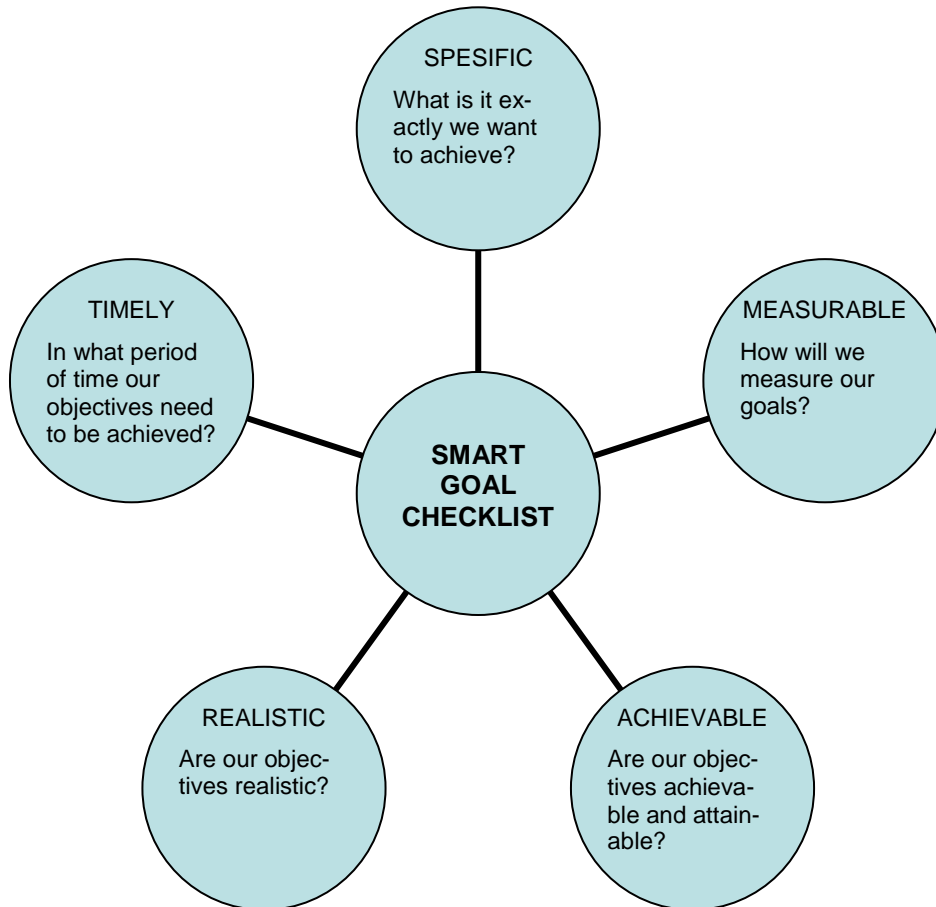


Figure 6. SMART goal checklist (Cornelissen 2011, 109)

There are five communication objectives that guide HI Finland in its future communication activities. Also, numeric goals and metrics are set so that HI Finland is able to analyse how well the objectives have been achieved and whether there is need for adjustments.

Firstly, HI Finland aims to build stronger relationship and raise awareness of its services by strengthening stakeholder communication with Finnish HI hostel network. Numeric goal

is to raise hostels' satisfaction ratio by 10%. Metrics are the results of online surveys, number of hostels in Finnish HI hostel network, and evaluation of common meetings and events.

The second objective is to raise awareness and interest of HI Finland network for members by strengthening stakeholder communication. Numeric goal is to increase the amount of overnights by 10%. Metrics are results of online surveys, the amount of overnights in Finnish HI hostels, and evaluation of marketing and communications efforts (content and quality).

Thirdly, HI Finland aims to increase its brand by 10%. The metrics include the amount of press releases, media archive and content analysis, the amount of overnights in Finnish HI hostels, the amount of visitors/followers online, evaluation of marketing and communications efforts (content and quality), thesis and other surveys, and constant monitoring the alignment between HI's vision, culture and image.

The fourth objective is to raise awareness and interest of HI Finland for potential hostels and add five new hostels to network. Metrics are the amount of new hostels in Finnish HI hostel network, the amount of contacts, and evaluation of marketing and communications efforts (content and quality).

The last objective is to increase the awareness of HI Quality management system and its benefits for HI hostels in Finland. The numeric goal is to engage five new hostels to the HI-Q system. Metrics are the amount of joining HIQ hostels and evaluation of marketing and communications efforts towards hostels (content and quality).

5.1.3 Stakeholders

HI Finland has many stakeholder groups but it obviously cannot communicate with all of them. The most important stakeholders are identified by using the power-interest matrix which categorises stakeholders according to their power on an organization and the amount of interest in an organization's actions. These variables form four cells in which stakeholders can be placed. (See table 4.) (Cornelissen 2011, 48, 109.)

Key players in quadrant D have both power and interest in an organization, and therefore, require constant communication. Also stakeholders in quadrant B with high level of interest in the organization need to be kept informed in order to build commitment and positive word-of-mouth. The most challenging group is stakeholders in quadrant C as even though

they are not showing interest towards the organization they still might exercise their power for or against it. Stakeholders can also move from one quadrant to another if, for instance, their level of interests increase. (Cornelissen 2011, 48-49.)

Table 4. The power-interest matrix (Cornelissen 2011, 48.)

		Low	Power of interest	High
Power	Low	A) Minimal effort <ul style="list-style-type: none"> • Learning institutes • Big audience • Competitors 		B) Keep informed <ul style="list-style-type: none"> • National hostel organizations • City of Helsinki • Ministry of Education and Culture • Potential hostels
	High	C) Keep satisfied <ul style="list-style-type: none"> • Hostelling International • Media • Activist groups in social media 		D) Key players <ul style="list-style-type: none"> • Employees • Member organizations • Members (members of the member organizations and HI) • HI Hostels in Finland • Board • Council

To sum up, the power-interest matrix shows that instead of communicating to everyone, HI Finland focuses its communication activities especially on its employees, member organizations, individual members, Finnish hostel network, council and board, as these stakeholders have the strongest power and interest on HI Finland.

5.1.4 Themed messages, tone of voice and visual guidelines

To achieve HI Finland's strategic intent and to claim the aspired reputational position in the mind of stakeholders, themed messages are consistently communicated in various ways to different stakeholders.

The messages are divided into three different categories concerning HI Finland, Finnish HI hostel network and HI. Messages regarding HI Finland strengthen the awareness of HI Finland's services as well as its values that its activities are based on. Messages concerning Finnish HI hostels clarify what kind of accommodation hostels provide as well as attract members to use their services. Lastly, messages regarding HI bind the strong international brand to Finnish hostel network.

As the majority of HI Finland's stakeholders, such as members, are Finnish speaking, the messages are mostly distributed in Finnish.

HI Finland

- Is a leader in Finnish hostel accommodation
- Is a non-profit umbrella association for hostels, which provide networking, benchmarking, expertise, and visibility
- Practices sustainable development in all areas by following the example set up by HI
- Celebrates 80 years anniversary with slogan: 'Communal since 1935'
- Provides the unique international quality management system tailored to hostels needs that only HI hostels has access to

Finnish HI hostel network

- Provides unique quality accommodation; every HI hostel in Finland has its own flavour but they all meet HI's assured standards, which guarantee a quality hostel experience

- Provides communal and international meeting places; shared facilities provide an ideal setting for meetings as well as sharing travel experiences with other guests
- Takes good care of members; members of HI Finland's membership organizations and HI members will always receive discount on accommodation
- Is part of the global HI network, which aims to provide opportunities to visit new places and learn about different cultures by offering safe, inexpensive and comfortable hostel accommodation for everyone

HI

- Provides people with opportunities to visit new places and learn about different cultures and promotes understanding between cultures by offering safe and inexpensive hostel accommodation all over the world
- Practices sustainable tourism by encouraging a greater knowledge, love and care of the countryside and an appreciation of the social and cultural values in all parts of the world
- Is one of the largest youth membership organizations in the world with 3.6 million HI membership card holders, and more than 35 million nights of accommodation every year
- Has a registered logo that is a "promise of quality"

The messages and daily communication activities are expressed with the consistent tone of voice, which is informal, conversational and positive. It is possible to make minor adjustments to match the media, but the character of the organization voice stays the same.

Visually, HI Finland follows the visual guidelines of Hostelling International. Cobranding is vitally important as it helps customers to understand the unique relationship between HI Finland and HI. Special anniversary logo is used during year 2015 together with HI Finland logo. Hostels use HI logo in their communication. Minimum requirement is to use logos at the hostel premises and on company websites.

If HI Finland was a person, it would be relaxed, friendly, open, responsible, and social. These adjectives guide HI Finland in its decisions concerning communication activities, such as content and campaigns as well as in choosing the matching businesses to cooperate with.

5.1.5 Media strategy

HI Finland's communication is managed with a limited non-profit budget, which requires creative and cost effective choices in communication channel usage. The media strategy below guides HI Finland in yearly communication planning, which will include actions in more tactical level. Selected communication channels, target groups, objectives, frequency and message types are presented separately for owned and paid media in tables 5 and 6.

Table 5. Owned media

Channel	Who?	Objective	Frequency	Message Type
Website	Members, potential hostels, media	Inspiring, informing, driving traffic to desired call to action	Constant maintenance	Texts, images, videos, links
Blog	Members	Inspiring, co-creating, engaging, driving traffic to desired call to action	Once a week	Texts, images, videos, links
Facebook	Members	Engaging, sharing, listening, talking, co-creating	Twice a week	Texts, images, videos, links
Twitter	Media	Informing, talking, listening	At least twice a week, may vary	Texts, images, videos, links
Instagram	Members	Inspiring, engaging, co-creating, listening	Once a week	Images, videos
Brochure	Members	Informing, inspiring	Once a year	Images, texts
HI's international communication channels	International HI members	Informing, inspiring, driving traffic to desired call to action	May vary	Images, texts, links
Newsletter for members	Member organizations, members	Informing, inspiring, driving traffic to desired call to action	Once a month	Images, texts, videos, links
Press release	Media	Informing	May vary	Texts, links to image bank
Extranet	Hostels	Informing	May vary	Texts, images, videos
Newsletter for hostels	Hostels	Informing	Once a month	Texts, images, videos
Event for hostels	Hostels	Informing, listening, talking	Once a year	Discussions, presentations
Meetings	Different stakeholders	Informing, listening, talking	May vary	Discussions, presentations

In conclusion, HI Finland heavily invests in owned media with the type of content that informs, inspires, and drives traffic to desired call to action and to positive results in earned media. The focus is mostly on digital communication channels, including social media. However, face-to-face communication is just as important in order to build trust, understanding and co-operation.

Table 6. Paid media

Channel	Who?	Objective	Frequency	Message type
Fairs related to domestic tourism	Members, potential hostels, media	Informing, listening, inspiring, talking	Once a year	Discussions, images
Events arranged by membership organizations	Members, member organizations	Informing, listening, talking, inspiring	May vary	Discussions, images
Ads and campaigns online	Members	Driving traffic to the owned media destination	May vary	Texts, images

The goals of the paid media are to meet target groups face-to-face in events and fairs and drive traffic to the owned media destination via adverts and campaigns online, for example when launching a new service or product.

Both table 5 and 6 include channels that are also actively used for listening as well as participating in the dialogue about the themes that are somehow connected to organization. The goal is to have active and authentic dialogue with different stakeholders, gather feedback, and to monitor issues arising in different arenas of interaction.

Earned media is usually the result of successfully executed owned and paid media, which is why it cannot be planned by the brand owner. Earned media includes mentions, reviews, and shares online as well as published articles based on HI Finland's press releases and actions.

5.1.6 Resources

Determining how to communicate depends heavily on what resources are available within the organization, including human resources, money, and time. (Argenti 2007, 25). Therefore, HI Finland's resources are identified and taken into consideration whenever planning communication.

There are currently six people working in HI Finland office: CEO, marketing and communications coordinator, hostels and quality coordinator, organization coordinator, service coordinator, and finance and accounting secretary. Technical IT services are outsourced and website development is mostly connected to services of Hostelling International.

The table below presents employees main responsibilities that are all related to planning and implementing communication one way or another.

Table 7. Main responsibilities of HI Finland's employees

Employee	Responsibilities
CEO	Strategic and financial planning, interest group relationships, new hostels, international networks
Marketing and communications coordinator	Marketing communication planning, media relations, website, social media, newsletters, brochures, fairs
Organization coordinator	Communication with membership organizations, event coordination
Service coordinator	Customer service, back office consultation
Finance and accounting secretary	Financial reports
Hostels and quality Coordinator	HIQ training and consultation, extranet, newsletter for hostels

More detailed communication responsibilities and activities in tactical level over a specific period of time are presented in yearly communication plans.

Communication plan is always in conjunction with annual budgeting so that communication planning is financially realistic.

5.2 Tool 2: HI Finland's content strategy for social media

Habits in media consumption are changing. Communication professionals can no longer count on one-way communication and interruptive marketing because today's media consumers decide themselves who to listen and what content to read. To catch the consumers' attention, content must be of high quality. Consumers want to engage with information that is most interesting, timely and important to them. (Spoon 2014, 6.)

This assignment is a written report of a PowerPoint and video presentation accomplished for the course "Media and Public Relations". The objective of the assignment is to create social media content strategy for Hostelling International (HI) Finland. The strategy underlines the importance of quality content as well as engaging and activating HI Finland's most important customers: members.

As a non-profit organization, HI Finland's resources for marketing and communications are scarce and using them efficiently requires careful planning. Currently, HI Finland is active in social media, but the actions there are lacking long-term planning. This content strategy guides in understanding the audience and creating content that it is interested in. With the help of this strategy, HI Finland can create long-term relationships with its target audience in cost-efficient way which will lead to various positive impacts, such as increased brand awareness and the amount of overnights.

Tanni & Keronen (2013, 177) defines content strategy simply as a systematic way of producing content that customers value and that supports the overall goals of the organization. Five steps of content strategy for the web are presented in figure 7.

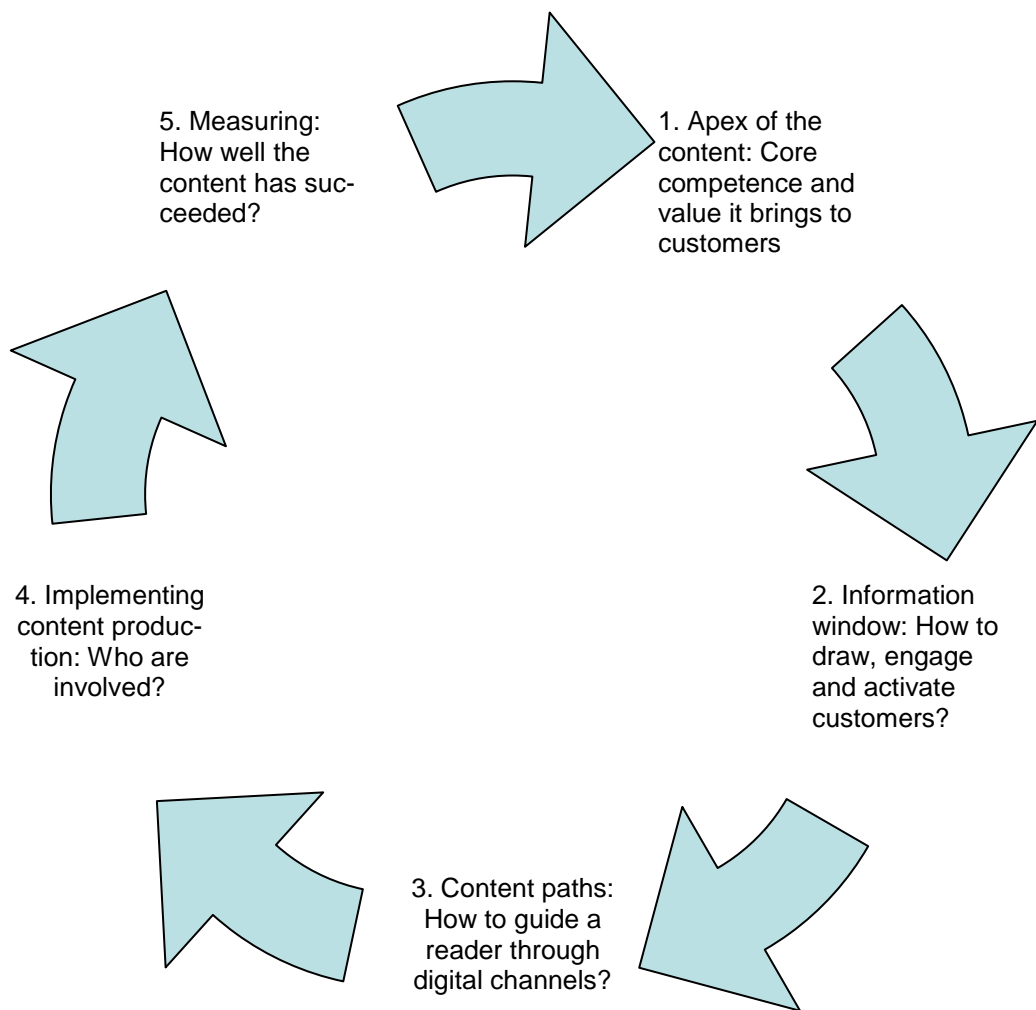


Figure 7. Five steps of content strategy, “How to guide customers throughout the web channels?” (Tanni & Keronen, 2013, 179)

In conclusion, content strategy includes identifying organization’s value to its customers, finding ways to activate and engage them, guide them through different channels, implementing content production systematically, and measuring whether the actions have been effective.

5.2.1 Two-way dialogue as a basis for building relationships

As the focus of this strategy is on social media, two-way communication is a must. According to James Grunig, “good relationships between organizations and their publics are two-way and symmetrical – that is, the relationships balance the interest of the organization with the interests of publics which the organization has consequences and that has consequences on the organizations.” A two-way symmetrical public relations is based on research and uses communication to manage conflict with strategic publics. As a result,

two-way symmetrical public relations help organization to build better long-term relationships with publics. (Grunig, Grunig & Dozier, 2002, 11-15.)

The advantages of this approach are many. Compared to somewhat manipulative and persuasive asymmetrical communication, symmetrical communication is more ethical and socially responsible as it manages conflict and attempts to reach a compromise between the interests of the organization and its publics; as a result, public relations has value both to organizations and to society. Also, symmetrical communication contributes more to organizational effectiveness as well as cultivates more interactive and cooperative relationship with the media. (Grunig 1990, 19-20.)

Social media is also known as user-generated content (UGC) or consumer-generated media (CGM) where brand users are sharing visual and verbal thoughts. For businesses, it is a tool to build relationships by having a two-way dialogue with its customers and the opportunity to reduce advertising costs and generate promotions. All in all, social media is an arena for networking instead of pushy advertising. (Blakeman 2015, 240-241.)

5.2.2 Ingredients for social media content strategy

This content strategy is based on the idea that HI Finland provides content on expert's point of view rather than marketing products, services and brand as such. In this strategy, HI Finland positions itself as an expert in its area of business, which is being expert on hostel accommodation. HI Finland serves its members by offering affordable, safe and comfortable hostel accommodation. In a long-term, providing content that shows HI Finland being thought leader on its field builds trust and gains brand equity among stakeholders.

HI Finland's content strategy consists of five steps: 1) Be strategic, 2) Listen, learn and serve, 3) Connect, 4) Co-design, and 5) Measure.

Be strategic

Theories of organizational effectiveness indicate that public relations will increase the success of organization if it is done strategically. Organizations that plan their public relations programs strategically are able to design communication programs that build relationships with stakeholders. Strategic public relations does not need the media so much as traditional public relations as mass audiences consist primarily of the most passive and unresponsive publics. (Grunig 1990, 18-20.)

This content strategy supports HI Finland's latest strategy, vision and mission. It provides the basis for long-term efforts, and it can be utilized whenever an organization is planning communication and marketing, for example when launching new services or products or building relationships with stakeholders in general.

The objectives of this content strategy are based on the overall goals of HI Finland. The objectives are: producing communal content, meeting customers' expectations and serving quality content, increasing brand awareness, increasing the amount of overnights, and activating web traffic.

Listen, learn and serve

The whole planning process starts by understanding and defining customers' need of information. The key is to draw customers by most of all providing them valuable and relevant content and then distribute it through different communication channels. (Keronen & Tanni 2013, 20-21.)

HI Finland is only able to create content that is useful, if it listens what its customers really need and are interested in as well as and understands what is relevant in their daily lives. In HI Finland's case, the content must address the type of issues that members who enjoy travelling in Finland with a small budget care about.

Example 1: Listening people in Twitter (#hostelli)



A discussion on privacy and safety issues when staying in a hostel for a longer period of time

→ Write a blog post related to this subject and give tips!

The image shows a Twitter post from Niina Koivuoja (@NKoivuoja) dated 3 Jan 2013. The text of the tweet is in Finnish: "Asun seuraavat neljä ja puoli kuukautta #hostelli ssa. Mitä henkilökohtaista sinne voi ottaa mukaan?". Below the tweet, there are icons for reply, retweet, favorite, and a menu. The entire content is presented on a black background with orange and white text.

Figure 8. An example of listening

For instance, HI Finland can listen people in social media with different hashtags. If there is a discussion related to HI Finland's area of expertise, it is recommendable to provide further information and tips about the subject for example in form of a blog post and by participating in discussions.

Information is also collected when talking with stakeholder, including own colleagues. Based on conversations, content producer identifies, what are most frequently asked questions the customers are wondering about, what inspires them, and what kind of subjects they are most interested in. Once this information has been gathered, content producer creates content that gives answers to customer's questions and concentrates on things that people find inspiring. This way HI Finland fulfils its role as an expert in its area of business and truly serves its members by sharing information that only it can provide.

Connect

Instead of working in their own silos, HI Finland's communication channels on the web form a path, which logically guides the customer from one communication channels to another. In order to guide audiences successfully, HI Finland creates three kinds of content: 1) content that reaches, 2) content that engages, and 3) content that activates. These different kinds of contents are then divided in different communication channels based on their nature and target groups. (Keronen & Tanni 2013, 24.)

HI Finland makes its content easily accessible through blog, digital newsletters, online videos, Facebook, Twitter, Instagram, and SlideShare presentations. These are the channels HI Finland owns and have the greatest possible control in terms of cost, quality and frequency of the content. Own channels also enable HI Finland to listen and respond to customers in timely manner, which creates an opportunity to engage target groups in direct dialogue.

Each channel plays its own role in reaching the audience. HI Finland's platform strategy is presented in table 8.

Table 8. Platform strategy (based on Hakola & Hiila 2012, 141)

Platform	Target group	Objective	Theme	Frequency
Blog	Members, potential and existing hostel customers, potential HI hostels	Co-designing, receiving feedback, increasing the amount of bookings, activating web traffic, increasing brand awareness	Real stories about real people (visiting bloggers, customers), expert and hostel workers interviews, tips from expertise, competitions	Once in two weeks or more
YouTube	Members, potential and existing hostel customers, potential HI hostels	Sharing information that is easily accessible and shareable, co-designing, inspiring, increasing brand awareness	Videos that include real stories about real people (hostel customers) and expert and hostel workers interviews	Once a month or more
Facebook	Members, potential and existing hostel customers, potential HI hostels	Spreading a word, co-designing, interacting, listening, activating web traffic, increasing brand awareness, giving customer service	Current news related to Finnish HI hostels, links to sites, tips, competitions	Posting and monitoring once a week and reacting immediately if someone gives feedback
Twitter	Media, members, potential HI hostels and partners	Spreading a word , increasing brand awareness	Current news and events related to HI Finland and Finnish HI hostels	Whenever there is a current topic to inform about
Instagram	Members, potential and existing hostel customers, potential HI hostels	Inspiring, co-designing, increasing brand awareness	Pictures and short videos about hostel interiors, hostel customers and workers, competitions	Whenever there are pictures to share
SlideShare	Potential HI hostels and partners	Establishing HI Finland as an expert on hostel accommodation	Presentations that strengthens HI Finland's position as an expert on hostel accommodation	Few times a year or more

Today's blog readers expect to find discussion that is honest, valuable and straightforward (Blakeman 2015, 248). HI Finland's blog focuses more in-depth conversations between customers and HI Finland. By publishing visiting bloggers' and other hostel customers' stories related to HI Finland's hostel accommodation services, HI Finland can both offer authentic stories and gather valuable feedback.

YouTube is used for publishing videos based on true stories related to Finnish HI hostel network. The aim is to both inform and entertain and make the content so engaging that the viewers want to share it with their friend.

Presence on Facebook is an opportunity to really interact with the customers: having conversations, getting feedback and sharing exclusive information, such as inside tips and competitions.

Twitter is about creating short messages, "tweets", which HI Finland uses mostly for spreading a word for example for media. It is especially used for informing about something that is currently going on.

Instagram is focusing on visual content. As HI Finland itself does not have many interesting images to offer, most of the content is co-designed meaning that images are mostly published by customers and hostel workers through photo contests. This type of content is also more authentic and interesting and can increase consumer trust in HI Finland brand.

SlideShare is a tool for creating visually attractive presentation. HI Finland uses it for positioning itself as an expert on hostel accommodation by publishing useful presentations related to its field, such as 'an ultimate guide for hostelling in Finland'.

In general, content provided on HI Finland's social media channels is not only well written but visually appealing. For example, it is recommendable to use infographics to make a complicated subject more clear and shareable.

To create a content path through HI Finland's communication channels, social media platforms include social media share buttons, possibilities to sign up for a newsletter, possibilities to make a booking, and banners and links to other channels, whenever possible. Even if this strategy is concentrating only on social media, which are digital platforms, it is good to remember that content path should also reach newsletters, website and print, so that all channels are connected and the reader does not get lost along the way.

Co-design

Not only based on the nature of social media, but co-designing fits well for this strategy also because of HI Finland's structure as an organization: there would be no HI Finland without its members and Finnish HI hostels.

The content is co-designed together with the audience as well as with Finnish HI hostels, meaning that audience and hostels create the content to HI Finland's media channels together with HI Finland. It is also recommendable to involve the audience in decision-making, for example when planning new products or services. When the content is co-designed, the stories are more authentic, appealing and engaging and the development is on the right track.



4. Co-design

1. Blog: "Your stories"
"Stayed at one of our hostels or destinations recently? Share your experiences with us info@hihostels.fi"

2. Instagram:
Share your HI hostel memory by posting a pic #Hifinland. Each week one wins a gift card.

3. Facebook and Twitter:
"What do you think, what makes a good hostel?"



Figure 9. Examples how to co-design content with the audience

The possibilities of co-designing are endless. Figure 9 presents three examples. One way of co-designing is to collect true stories from the customers and publish them on HI Finland's blog. Another way is to let customers share their experiences through pictures for example on Instagram. Thirdly, HI Finland can involve audience for example in product or service planning and raise a discussion on different topics on Facebook and Twitter.

Not only co-designing helps HI Finland in creating interesting and engaging content, it enables it to listen customers' needs, interests and opinions, which help the whole staff of HI Finland to create even better content and develop products and services.

Measure

The ultimate goal of content marketing is to get the target audience to feel a personal connection with the brand, which is difficult to measure, as building a relationship between individuals in target groups is not done overnight. Therefore measures should at least be done through qualitative research that reveals whether the brand awareness has increased. Quantitative research also helps to measure the effectiveness of the strategy. For instance, the spread of social media can be measured by the number of mentions. (Spoon 2014, 24.)

The metrics are set according to Tanni & Keronen (2013, 169), who recommend dividing metrics in two different themes: measuring success of the content process and measuring the effects of the content on customer service and in sales department. The metrics of HI Finland's content strategy are presented in table 9.

Table 9. The metrics of the content strategy

Success of the content process	The effects of content on customer service and sales department
Google Analytics: Web traffic, returning visitors, the most popular content etc.	Discussions with the customers: Collecting straight feedback of the content and evaluating if there are changes in discussions
Social media sharing: What kind of content gets shared and who is sharing them	Discussions with sales department: Evaluating if the content has been useful on customer encounter
Qualitative research: Has brand awareness increased	The amount of overnights

The metrics are followed systematically and the adjustments are made based on the results. All in all, if the content collects many viewers and it is passed along to viewers own social networks in positive sense, it can be quickly analyzed that the efforts have been successful. Increase in brand awareness and the number of overnights usually happens after a longer period of time.

5.3 Tool 3: Crisis communication plan for HI Finland

“When written in Chinese, the word 'crisis' is composed of two characters. One represents danger and the other represents opportunity.”

John F. Kennedy

The objective of this assignment is to create a crisis communication plan for Hostelling International (HI) Finland. The plan is intended to provide general guidance for crisis communication through every phase of crisis management and it is aimed at the personnel of HI Finland.

So far HI Finland has not had a crisis communication plan to follow. However, social media and stakeholders expectations have put organizations in brighter spotlight and handling crisis situations have become increasingly common. This crisis communication plan not only guides in actual crisis situations but also puts emphasis on the actions that can prevent crisis from occurring.

All in all, crisis can also be viewed as an opportunity because a well-managed crisis response, followed with an effective recovery program, can leave stakeholders with a favorable impression and renewed confidence in the affected organization.

5.3.1 Values as basis for crisis communication

Like all HI Finland's communication efforts, also this crisis communication plan is based on HI Finland's four core values: 1) communality, 2) openness, 3) affordability and 4) responsibility.

These values can be viewed through two different lenses: actions before crisis and communication efforts during a crisis.

In terms of crisis communication during a crisis, communality is about being accessible and available for stakeholders as well as practicing two-way communication. Openness means communicating proactively and being the primary source of information. Affordability indicates solutions to reach important stakeholders by using the right communication channels. Lastly, responsibility is about sharing accurate and honest information as quickly as possible and following up as promised, even if no new information can be shared. Also, any false claims or accusations are being corrected as soon as possible. Responsi-

bility is also about being genuine, caring and compassionate when delivering a message and expressing concern.

When discussing HI Finland's values in the light of preventive actions, the emphasis is put on openness, responsibility, and communality. Openness indicates to transparency in sharing information and responsibility means ethical behaviour in everything HI Finland says or does. With these two, there is no fear raising difficult issues. Lastly, communality is about involving stakeholders in a dialogue before making decisions.

5.3.2 Identifying crisis

Crises are always linked to organization's reputation. Reputational risk is a hidden danger that can pose to a threat if stakeholders start forming stories about the organization that are not in line with organization's objectives or actions. (Korpiola 2011, 48-49.)

The crisis type determines how much responsibility stakeholders expect organization to have. Crises can be divided in many other ways according to type of organization, such as to internal and external or to tangible and intangible ones (Juholin 2013, 374). This identification process is based on the categories of victim crises, accidental crisis and preventable crisis. (Coombs 2007, 167.)

HI Finland's victim crisis with low responsibility can be natural disasters, such as storms or floods that cause life or damage in hostels. They can also refer to negative rumors and misunderstandings about hostels, HI Finland or HI, being circulated online and by word of mouth. Also customer misbehavior, such as robbery or violence, is something that HI Finland can be responsible of only to limited extent.

Accidental crisis with moderate responsibility can happen if stakeholders claim that hostels, HI Finland, or HI is operating in inappropriate manner. Accidental crisis also include equipment failures, fire or explosions in hostels.

The highest responsibility is taken in preventable crisis, which can occur if hostel customers are placed at risk that leads to injuries, for example due to faulty in products and services, such as food or security system. Preventable crisis also include the spread of negative feedback that are based on real customer experiences, unethical behavior in business, or violation of laws or regulations.

5.3.3 Building a crisis management team

The crisis management team is a cross-functional group of people in the organization who have been designated to handle any crises and make preparations. (Coombs 2012, 74.)

So far HI Finland has not had a designated crisis management team. It is recommendable that HI Finland forms a crisis management team that includes CEO / designated representative with authority, chairperson of the board, organization coordinator, and others that can be called on for their particular expertise, such as legal assistance. The team convenes when the CEO declares a situation that presents a risk to the community or its reputation and resources and rapid communications is needed.

The main person in charge is the CEO. He/she legitimizes the crisis team and empowers it to take action. The CEO contacts each member by phone and/or e-mail to convene immediately and adds other team members as appropriate. As CEO is not always available for team in crisis, a designated extra representative with authority is recommended.

The main tasks of the team are managing the crises by coming up with a plan of actions and deciding who the spokespersons are, enacting the crisis communication plan and solving issues not dealt in it and deciding if addition support services are needed.

The spokesperson is the voice of organization in crisis situations which makes him/her very important and specialised function in the crisis management team. Every organization should have multiple spokespersons because one person cannot be available all the time and no on one person is an authority on every subject. The CEO and communication representative should choose spokespersons that have the best knowledge on the situation. Once the spokespersons have been chosen, questions will be then answered by the most qualified to address it. (Coombs 2012, 86- 87.)

The spokespersons need to be trained how to work with the media which in practise means practising responding to media questions and going through list of dos and don'ts with communication representative. In addition to having certain knowledge, spokespersons need to have good crisis communication skills, such as appearing pleasant on camera, listening carefully, answering questions effectively, and presenting crisis information.

5.3.4 Managing crisis in three different phases

In general, in order to prepare for crisis and surprising situations, HI Finland should pay attention to stakeholders' experiences and opinions in everyday life. If the expectations of the stakeholders are well internalised and responded, stakeholder relationships get stronger and organizations are more resilient and less vulnerable for crisis.

The other important factor for everyone in the organization is to recognise ethical problems. Acting in an ethical manner should actually be anchor for all operations as, today; stakeholders expect transparency from the organizations.

As a process, crisis management is divided in three phases: pre-crisis, crisis response, and post-crisis.

Pre-crisis

Pre-crisis involves those actions that organization takes before a crisis even occurs. It consists of prevention and preparation.

Crisis prevention is proactive crisis management and its goal is to avoid a crisis. The crisis prevention process includes identifying the sources to scan, collecting the information, analysing the information, taking preventive action, and evaluating the effectiveness of the threat reduction (Coombs 2012, 47).

The preparation phase readies the organizations for the crisis. It consists of six factors: 1) diagnosing vulnerabilities, 2) assessing crisis types, 3) selecting and training a crisis team, 4) selecting and training a spokesperson, 5) developing a crisis management plan, and 6) reviewing the crisis communication system. (Coombs 2012, 71.)

Prevention phase should actually be a part organization's everyday life as it is based on listening and having a dialogue with stakeholders as well as monitoring the environment. Prevention phase includes actions, such as collecting risk-related information and finding the warning signs by talking and cultivating relationships with internal and external stakeholders and monitoring news media and the internet, such as discussions in social media.

Looking for opportunities to build relationships with stakeholders every day is not only essential in the light of receiving information but also in the light of building strong stakeholder relationships that protect organization in crisis situations.

Once the information is received, it is analysed, for example, by identifying where HI Finland's reputation is strong and where it needs improvement. The actions are taken to manage issues, to reduce risks and to build or maintain reputation as well as to monitor whether the corrective actions have produced the desired effects. The ultimate goal is to fulfil the expectations of stakeholders whenever relevant and possible as well as to engage stakeholders in decision making in order to build reputation, trust and understanding.

In preparation phase, HI Finland identifies what tools and channels its stakeholders use as well as creates a separate crisis web site for website, intranet and blog. This is also the phase, when crisis team is built by choosing the best suited people and providing training for their tasks, if needed. Also crisis communication plan is updated and simulations are organised.

Crisis response

In actual crisis response phase, the focus is on handling the crisis situation and attempting to return the organization to normal operations. Crises respond communication can be divided into form and content. Form is how an organization should respond. In terms of the form of crisis communications, it is important to be quick, consistent, and open. Content is what an organization says and does. It consists of instructing and adjusting information as well as reputation management. (Coombs 2012, 139-146.)

In crisis, the physical and psychological needs of stakeholders are the first priority so the first messages must provide instructing information for stakeholders.

HI Finland quickly coordinates the crisis team that will collect and process information in order to make decisions as well as craft clear messages that will be also delivered for employees so that they can function as communication allies.

HI Finland is the primary source of information and questions are responded quickly and follow ups are made as promised even if no new information can be shared. The information given is always accurate and honest and it is given via spokespersons, HI Finland's communication channels and press releases. At the same time, HI Finland listens stakeholders' feedback by monitoring news coverage and discussions so that any false or incomplete information can be identified and corrected right away.

Post-crisis

In the post-crisis phase, the organization is returning to operations as usual. This is the phase where organization has a chance to improve the crisis management process by learning what it did well or poorly during a crisis. Learning is accomplished by evaluating both the process and impacts. Also the work of the crisis team continues. The post-crisis tasks include follow-up communication, cooperation with investigations and crisis tracking. (Coombs 2012, 169-180.)

In this phase, HI Finland arranges a meeting where it analyses what happened, what was done right, what should have been done differently, and what actions must be taken to balance the situation. Also, the flow of follow-up information to stakeholders and answer to inquiries are maintained and monitoring continues even if no changes are initiated.

5.3.5 Communicating with stakeholders during a crisis

Crisis situation often changes the structure of organization's stakeholders that have been identified for example in organization's communication strategy. In crisis situation, the stakeholders can also be called target groups. For example, in case of accident the most important thing is first to provide one-way information for those that are being affected by the situation. (Juholin 2013, 378.)

In crisis situations, HI Finland needs to communicate with multiple audiences, including media, employees, hostels, member organizations, members of member organizations, HI, board, council, HI network, investigating bodies, survivors of the incidents and their families, and other individuals or organizations directly affected.

The traditional crisis communications used to deliver crisis response to stakeholders are the news media, advertising and web sites. However, the channels have become more complicated with the expanding social media channels. Depending on a crisis situation, nature of crisis, the target stakeholders, and the crisis response message, some social media channels are more relevant than others. (Coombs 2012, 163.)

There are numerous channels that are integrated in HI Finland's overall communication response, including website, social media platforms, extranet, emails, telephone, customer communications, and press releases. There are also other "touch points" that needs to be taken care of: to avoid inconsistency, employees need to be briefed on what they an-

swer to questions about the situation, and possible marketing campaigns should be reviewed as that they should not contain inappropriate messaging.

HI Finland uses the channels that are most effective for the communication situation. The main principle is to use those channels that the target groups are using as well as those where the crisis has transpired. Table 10 clarifies which communication channels HI Finland uses with its main stakeholders and who are responsible persons.

Table 10. Stakeholder audiences, communication channels and responsible persons

Stakeholder audience	Communication channel	Responsible person
Media	Press releases	Organization coordinator (approved by CEO)
	Website, Twitter, blog	Organization coordinator
	Face-to-face, telephone	Spokesperson
Employees	Face-to-face, e-mails, telephone	CEO
Hostels	Extranet, e-mails, telephone	Service coordinator
Member organizations	E-mails, telephone, website	Organization coordinator
Members	E-mails, website, Facebook, telephone, blog	Organization coordinator
Board	E-mails, telephone, face-to-face	CEO
Council	E-mails, telephone, face-to-face	CEO
HI	E-mails, extranet	CEO

To clarify the table, website and blog are separate websites that are created in advance and opened in crisis situations. Many of the communication channels are interactive, meaning that responsible persons are also in charge of taking part in a dialogue, gathering feedback and monitoring how messages are received among stakeholders. Also, monitoring news coverage and internet discussions in general should be done to ensure that no false information is spreading. Furthermore, rather than avoiding media, they are used as a conduit to communicate key messages.

Digitalisation has brought new kind of challenges for crisis management as information spreads fast and the control has moved from organization to audience. Contents are being circulated and modified which increases risk for misunderstandings. Even the most loyal audience can sometimes act in unexpected ways. In contrast, digital publicity provides opportunities: social media enables real-time communication with those in need of information and the loyal followers of the social media channels can support organization in crisis and even inform the organization about the warning signs. All in all, monitoring and reacting quickly are highly valid points also in social media. (Juholin 2013, 368-369.)

According to Romenti et al. (2013, 10), there are different kinds of dialogue strategies that organizations can utilise in social media during the crises. The dialogue strategies can either develop consensus (concertative), guide conversations on specific issues or topics (framing), find solutions collectively (transformative) or exchanging opinions among participants who are committed to respect other perspectives (generative).

When crisis with low responsibility occurs, HI Finland communicates with its stakeholders in social media in the early stage of crisis. It uses concertative strategy to acknowledge responsibility, provide information quickly and effectively and/or be apologetic as well as create consensus around HI Finland's position regarding the crisis. If a crisis with medium level of responsibility occurs, also transformative strategy can be chosen; then a dialogue aims to find collective solutions and ideas to solve crises.

Despite of the communication channel, each message for stakeholders is communicated consistently. While full message development must await the actual crisis, here are three key messages HI Finland can use before it can provide any factual information:

1. "Unfortunately we don't know all the details yet but we will actively follow the situation and provide additional information when it is available and post it on our website."
2. "We have implemented our crisis response plan, which places the highest priority on the safety of our customers/staff/etc."
3. "HI Finland is deeply saddened by any tragedy that affects XXX. HI Finland offers its deepest condolences to XXX."

Other key messages will be formulated based on the situation. As most of the stakeholders speak Finnish, messages are distributed mainly in Finnish but also in English, if the situation so requires.

6 Conclusions

In this final chapter, the aim is to review the main findings of the thesis. In addition, development ideas and reflections on author's personal learning experience are discussed.

Both theory and communication development tools presented in this thesis prove that strategic view is the base for developing and planning communications in all sorts of organizations, including non-profit organizations. In fact, in this era of transparency, digitalisation and social media networking, strategic nonprofit communications and actions based on it have never been more important. Likewise for-profits, non-profits must constantly monitor their environment, connect with their stakeholders, and engage in brand building.

Non-profit organizations deeply care about their mission. Strategic planning requires an organization to examine why it exists and the environment in which it is working as well as define its goals for the future. Furthermore, strategic planning helps the organization to focus its resources on the most crucial issues, which is especially important to non-profits with scarce resources.

The literature indicates that the overall strategy of the organization provides a strategic vision and a communication strategy in turn is concerned with developing communication programs for different stakeholders to achieve that vision and to support to objectives of the overall strategy (see Cornelissen 2014). The timing for strategic communications planning in a target organization is exceptionally favorable because it can now be done with the support of a clearer organizational strategy, mission and vision that have been renewed within HI Finland team during writing this thesis. All in all, highlighting the mission as a result of a strategy work is an important message for the stakeholders in itself as it clarifies what the organization does and what it does not.

When HI Finland's organizational strategy, mission and vision were renewed, the whole staff was involved in the planning process. Being involved in a strategy work and then planning strategic communications based on it is a great example why communication professional should be part of the management and leadership. As Juholin (2004, 166) puts it, this type of structure enables communication professionals to stay on track of the bigger picture and to support organization's overall objectives.

Today, the change is rapid and constant and one must be up to date. Therefore, also strategies should constantly be evaluated and the objectives on the communications strategy in this thesis fall not more than within the one-year time horizon.

All in all, when putting all three communication development tools in this thesis together, it can be concluded that engaging the community is something that non-profits should focus on. For example, topics and questions related to organization or to its area of expertise arising online should be noticed and taken as opportunities to engage with different stakeholders. As it is highlighted in the literature (see e.g. Cornelissen 2011, Vuokko 2010 and Luoma-aho 2014), the focus of stakeholder relationships is evolving from managing to collaborate. If an organization builds stakeholder relationships based on dialogue, transparency and trust instead of drawing attention only to itself, stakeholders are more likely to invest in a mutual relationship, which helps organization to develop, stay on track of stakeholder's expectations and that way also be less vulnerable for crisis.

Target organization's active presence in social media and positive attitude in learning new technology in general are advantages of building relationships. Platforms, such as blogs, enable direct and more human two-way communication that includes listening, co-designing content and developing organization's future together. Social media channels also enable direct and real-time informing in crisis situations.

6.1 Development ideas

The assignments that this thesis is based on already provide three bigger areas for improvement. However, this section focuses on two points that in the light of literature and author's personal experience are the areas that should be developed and which also support the implementation of the communication development tools in this portfolio thesis.

The two development areas are:

1. Strengthening organizational culture
2. Analysing stakeholders

In the light of how target organization's structure has recently changed, it is now a good time to build strong organizational culture that is based on a true set of values and practises effective communications both externally and internally. To be successful, each team member internalizes common goals and takes an active role in monitoring the environment, participating in discussion, listening stakeholders, and involving them in decision-

making. Effective exchange of information within an organization helps in creating positive relations with people both inside and outside the organization. Functioning internal communications also enables work community to recognise issues that need improvement in a timely manner as well as act effectively in crisis situations.

Identifying key stakeholders during strategy work has already been a significant step for the target organization to move towards stakeholder thinking. In addition to interacting proactively with the stakeholders, stakeholder analysis on regular basis should be conducted. The research can answer to questions, such as how target organization is seen by its stakeholder's, how it should develop its operation and what kind of interaction and communication practices are expected. If the analysis is done systematically on regular bases, changes and trends are easier to notice. The results of stakeholder analysis are useful when writing a communications strategy because the planning process always starts with the current situation analysis. With the help of the results HI Finland is able to evaluate how well the attitudes and perceptions of the stakeholders correspond with reality, HI Finland's identity, and what are the areas of improvement.

One of the most important stakeholder group is personnel, which is why it also should be analysed on regular bases. According to literature (see Juholin 201), the way employees see its own work community has a straight effect on how other stakeholders are seeing it.

6.2 Assessment of the thesis process and personal learning

Before starting Master's studies, I had already been working in the field of communications for few years. Combining studies with work experience in a target organization has brought me to a next level as a communications professional.

I have had a chance to build my knowledge and develop communications for a target organization with fresh insights. Writing this thesis has been highly interesting due to current changes in the target organization. For example, I have learned that keeping the mission in mind in everyday life and focusing on key stakeholders instead of everyone is a good starting point for more effective communication planning and practices. Furthermore, clear mission and common goals are true motivators for the employees. Knowing where one's efforts are going increases the feeling of self worth.

The decision to write a thesis in form of a portfolio has proved to be right because it has deepened my knowledge on fewer different areas of communications that are useful both for the target organization and my personal development. It has also given the chance to

view communications in the wider perspective and see the value of strategic communications.

Focusing on developing communications in a non-profit organization has been rewarding because the topic is current. Also, managing communications in a non-profit organization is actually something all types of work communities can learn about. Highlighting the mission and finding solutions to support it keeps the focus clear and guides in using resources in best possible way.

The updated version of a communication strategy presented in this thesis is already conducted in a target organization to support renewed mission, vision and organizational strategy which is a step towards long-term planning and more proactive communication. Communications strategy serves the whole working community as communication is on everyone's responsibility. It also works as guidebook for outsourced communication services that might be used in the future. In conclusion, if the target organization is able to utilise the communication development tools provided in this thesis, this thesis has been useful. Ultimately, metrics will help in evaluating whether the strategies and plans are effective and how they might be improved.

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