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**BRAND DEVELOPMENT OF THE  
INTERNATIONAL EXPERTS WORKING  
AT THE FINNISH  
RESCUE DEPARTMENTS**

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<b>Abstract</b>		
<p>Brand awareness is a base for consumers for using certain products. Rescue Services provide a variety of services due to their constitutional obligations towards inhabitants or visitors in Finland. The responsibilities are increasing due the networked world at the Rescue Services. Therefore, there are needs to provide information about these services, which can also be branded. Rescue Services has obligations to provide services, not only on national but also on international level.</p>		
<p>The Aim of this study is to identify the brand of international experts working at Finnish Rescue Departments and how develop it. Firstly, the objective of this study is to research what is the brand of international experts working at Finnish Rescue Departments and secondly, to make proposals how to develop it. The Research question is how to develop the brand of international experts working at Finnish Rescue Departments.</p>		
<p>The study was related to branding and international activities of Rescue Services. Selected theories focused on branding from different perspectives providing a comprehensive set of these phenomena. The main data of research was collected from the 11 in-depth interviews by using qualitative methods. Supporting data was collected from two questionnaires regarding national and international experts of Rescue Services. The main data was analysed by content analysis and divided to four (4) main categories and twelve (12) sub-categories.</p>		
<p>The main findings of this study indicated that there is no common brand of International experts working at Rescue Departments. There is no common national level brand for Rescue Services or strategy which is directly supporting branding. The Brand of international experts was considered quite fragmented and individual depended. There are needs for national level branding of whole Rescue Services. This can provide more solid frames for national level branding of the international experts working at Rescue Departments. Rescue Departments can use internationalism as a tool for improving their employee's performance. This can be done by including internationalism as a career path and by using more widely employee's expertise for providing services to customers.</p>		
<b>Keywords</b>		
Brand, Branding, Finnish Rescue Services, Rescue Department, international expert		

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## 1 INTRODUCTION

Firefighters with of their blue lights fire engines and sirens saving people and animals from different kind of situations. These are good examples how the Rescue Services provide one perspective within the stories which are part of building the brand for this branch. Mostly these kinds of images or videos are something Rescue Services are perhaps expected to provide, but this branch is producing much widely different safety services and educations as products to customers. These services should be included somehow to branding and managing brand. According to David Aaker (1996, 7- 8), brand equity is formed from awareness, loyalty, associations of brand and perceived quality. This entity of brand equity is strongly referring to two important things; brand building must be within the determined common frames and each customer will form the brand image of used services individually by perceived customer services.

The main purpose of this study is to research how to develop the brand of international experts working at Finnish Rescue Departments and on which content brand is formed. This research was done on qualitative methods. Qualitative research characteristics are linked to empirical studies which can be categorised as exploratory and understanding one (Sarajärvi & Tuomi 2009, 28). The main data of the research was collected by using theme interviews supported by a predetermined semi-structured questionnaire. Theme interviews are a working tool, when researching humans' experiences, collecting their tacit information, perspectives and thoughts (Hirsjärvi et al. 2000). This study focuses on increasing understanding of the brand of international experts working at the Finnish Rescue Departments. The idea for this study is formed from combining interests on developing Rescue Services branch and increasing awareness of branding phenomenon. Kymenlaakso Rescue Department has international activities and experts and there is a need for their brand development.

This thesis uses a qualitative business research. Erikson & Kovalainen proves (2016, 4) that the main interests of qualitative research perspectives come from understanding real life as it is socially built and examined through cultural meanings. This study will provide results related to brand of the international expert's

working at Finnish Rescue departments and also to whole Rescue Services branch. Also, the conclusion will provide practical implications for how branding can be used as a tool for improving brand image at whole Rescue Services and regional Rescue Departments.

According to Windisch & Crosby (2007, 77-78), Fire Departments usually fail on branding. We should use branding as a tool to help our community build a strong association to our brand. There is a need to look at branding from a theoretical perspective, but it is important to have concrete touch points into the mundane working life. Dennis Wolf, who is currently working as the first leader of Lakeland Fire Department, wrote in his article:

*“All firefighters are touch points for the fire service and have direct responsibility for being the personal face of the brand.” (Wolf 2018).*

All employees have responsibilities to maintain produced services or products, quality and brands of them, because they are the main part of it. This quote was missing a crucial perspective from all other employees, the supporting staff working for the Rescue Services for making processes of these services possible. The Rescue Services performance is combining knowledge, readiness, equipment and planned processes by providing products of Rescue Services to their customers

David A. Aaker invented “The Aaker Model” which is looking at brand equity from five different perspectives. Of these five brand assets and liability categories, idea is to define the brand identity. (Srivastava 2018.)

*“Branding adds spirit and a soul to what would otherwise be a robotic, automated, generic price-value proposition. If branding is ultimately about the creation of human meaning, it follows logically that it is the humans who must ultimately provide it.” (Aaker 2018).*

David Aaker's quote emphasizes two important things. Firstly, it is difficult to have a good product if you do not do any marketing and branding for it. Secondly, there is always humanity behind all robotics and automated processes. That is why some parts of spirit and soul must be seen as parts in products, to make a real connection in brand image and those who are using the products or services. An idea a common brand is to emphasize how products or services which are provided under one brand do have similar qualities and features in overall. Martin & Hetrick (2006, 19) claims that advantages for companies from branding can provide long-term trust to products or services along loyal customers, communication between main and targeted customers and possibility to provide wanted psychological rewards.

### **1.1 Research problem, questions and limitations**

Reasons and a need for this study arose from the idea to increase awareness of the brand of international experts working at Rescue Departments. These experts are focal persons when working abroad and this way representing whole Finnish Rescue Services in their own way. There is a need for having a common perspective, background and how these international experts represent the brand of the Rescue Services. A primary target is to support regional Rescue Departments on those task they are using international experts for providing services to their customers. These services must be on a certain quality level. This way it is possible to increase the quality of provided services, promote invisible expertise of international experts working at Rescue Departments and seek opportunities towards improved cooperation between main stakeholders.

The Finnish Rescue Services are divided into two main levels; governmental Rescue Services and 22 regional Rescue Departments in municipalities. There are also many contract fire departments and voluntary associations, which support the Rescue Services at national level. The structure of the current Finnish Rescue Services will be explained in Chapter 2.

The Finnish Rescue Services are renewing its perspectives towards international cooperation and responsibilities according to the final reports and proposal of the

reform project of the Finnish Rescue Services. Responsibility for providing and receiving international assistance is included in regional Rescue Department's tasks. (Sisäministeriö 2019.) This is the reason why Rescue Departments must have certain level of know-how included to international expert's expertise. Rescue Departments need to have enough experts, knowledge and right tools to perform tasks assigned to them. There is also a need for awareness of common values and branding themes of this branch. These are the key elements, not only for regional Rescue Services, but also for the entire Rescue Services for communicating in a more uniformed way with the customers of this branch.

During this research project, there were not found similar theses conducted which focused on gathering information about the brand of the international experts working at Finnish Rescue Departments. The purpose was to provide something new, especially new perspectives, for branding and increasing the knowledge of this phenomenon. The results of this research can be used to support international experts brand and practices for doing branding Rescue Services international experts'. Additionally, these findings can be used to support the entire Finnish Rescue Services in branding issues.

Hirsjärvi et al. (2013, 137) suggests that all research must have a defined purpose, a pointed-out mission to be accomplished and these can be defined as exploratory, explanatory, descriptive or predictive ones. This research can be categorized as descriptive. According to the data collected and analysed in this research, the brand phenomenon of the international experts working at Finnish Rescue Services can be described.

**The aim** of this study is to identify the current brand of the international experts working at the Finnish Rescue Departments and how to develop it.

**The objective** of this study is to develop the brand of the international experts working at Finnish Rescue Department's

**The research question** is;

- How to develop the brand of the international experts working at the Finnish Rescue Departments.

**The research limitations** of this study are categorised in three parts; the methods of study, the research aim and objectives and the scale of study. Study is conducted with qualitative methods. The aim and objectives focus on the brand of the international experts working at the Finnish Rescue and how to develop it. The study includes an online study and 11 in-depth interviews. Research limitations are explained in detail in Chapter 4.

## **1.2 The structure of the research**

This study is based on two research questions: how the brand of the international experts working at the Finnish Rescue Departments is formed and how to develop it. The aim of this study is to research the brand and values of the international experts working at the Finnish Rescue Departments. The objective is to research determine the current brand of the international experts working at Finnish Rescue Departments. The purpose is to make managerial implications for those actions which can support an international expert's brand development.

The theoretical framework, structure of this study and the overall design of the study is shown in Figure 1. It includes the overall roadmap of this research. According to Ghauri (1995, 54), research design will give the framework or a plan to research for collecting, analysing and prioritizing the data.

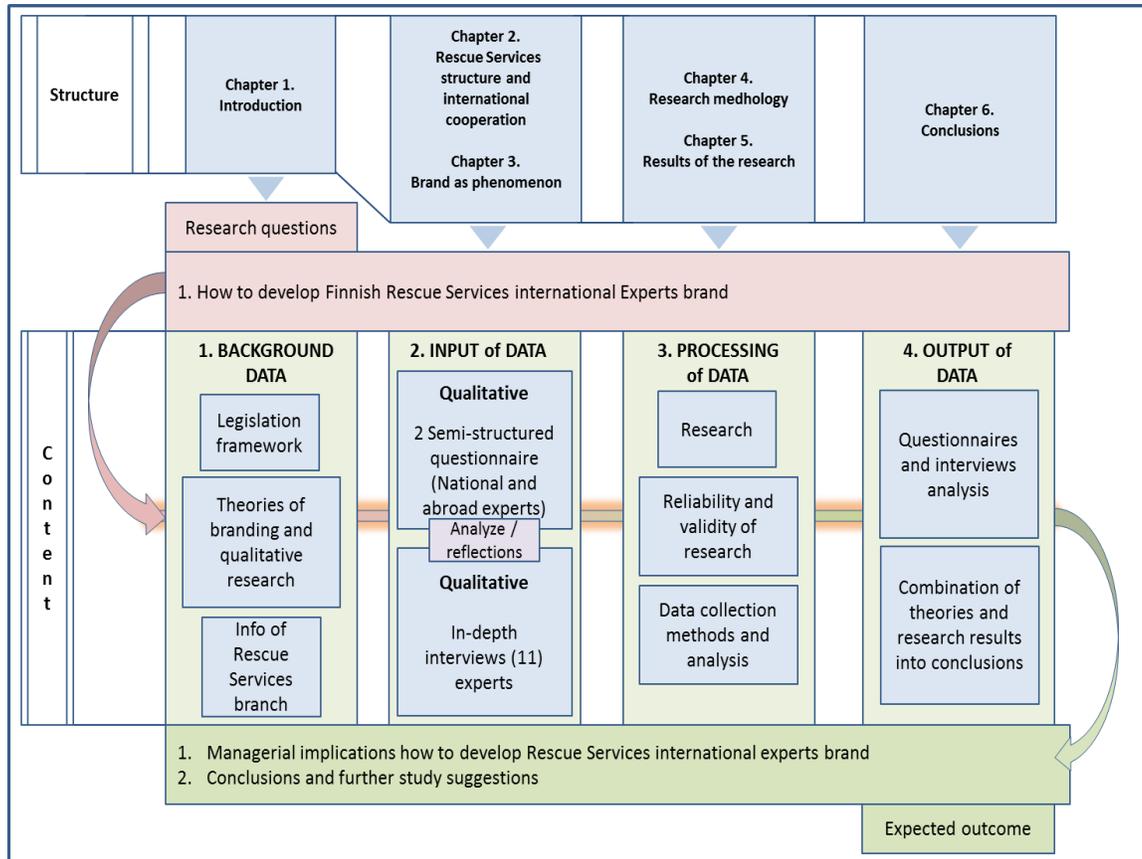


Figure 1. Theoretical framework and structure of Master's thesis.

The table of content of this study is divided into six main parts 1. introduction of the research, 2. Rescue Service's structure and international cooperation, 3. brand as a phenomenon, 4. research methodology. 5. results of the research and 6. conclusions.

There are four main sections on this study: 1. background data, 2. input data, 3. data processing and 4. data output. Background data includes selected parts of the Rescue Services legislation linked to international tasks. Used branding theories and research theories will be explained. The input data includes all the collected data from the online questionnaires and in-depth interviews. During the data processing, all collected data of research is transformed into a structured form. The output data includes the conclusions and a SWOT analysis. These analyses include a combination of the theories and research results as the answer to the research questions of this study.

## 2 STRUCTURE OF RESCUE SERVICES AND INTERNATIONAL COOPERATION

The main structure of the Finnish Rescue Services and perspectives of international cooperation are the subjects to be introduced in this chapter. This includes the review of the legislation and bilateral agreements. These are the guiding documents for international cooperation that Finland has agreed to fulfil.

### 2.1 The structure of Finnish Rescue Services

At Ministry of the Interior, the Department for Rescue Services directs Rescue Services. The main responsibility for a Ministry of the Interior is to set guidelines for rescue services. These functions are made by forming national level strategies and legislation. (Sisäministeriö 2018.)

Figure 2 illustrates the main levels of Finnish Rescue Services. Department for Rescue Services at Ministry of the Interior Department direct the Emergency Service Academy, the Emergency Response Centre Administration and also coordinate's a parts of Regional Administrative Agencies.

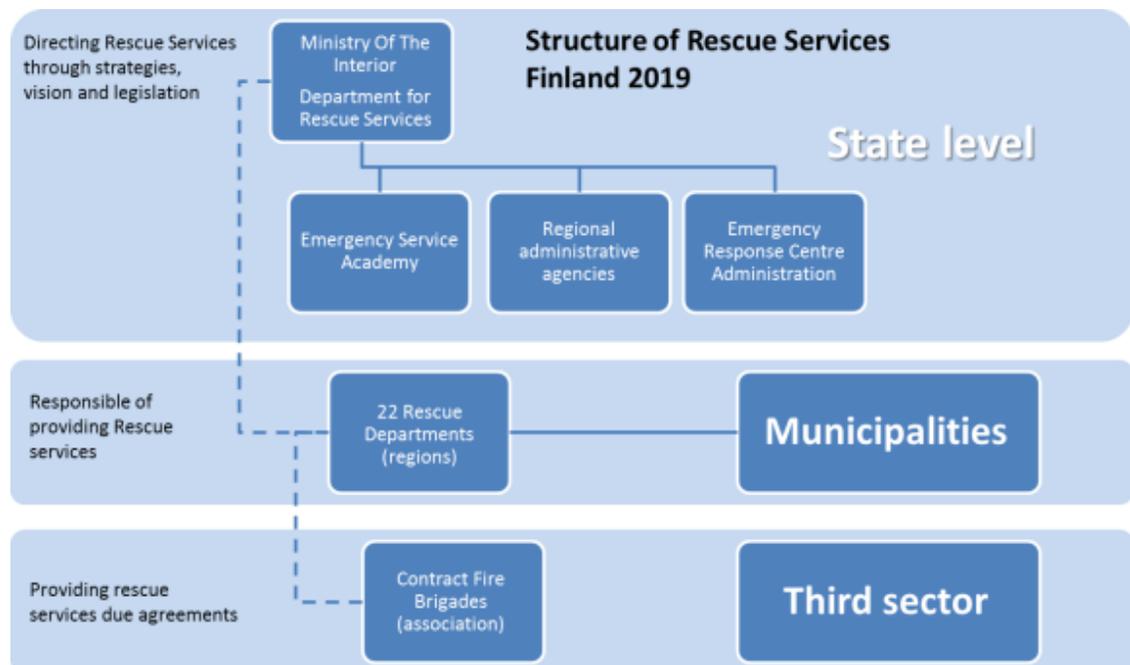


Figure 2. Structure of Finnish Rescue Services.

Under the municipalities, 22 regional Rescue Departments provide rescue services. Contract fire brigades provide services according to their agreements with the regional Rescue Departments. This structure gives the possibility to use third sector flexibly to meet standard decision agreement levels, instructed by the Ministry of The Interior. Finnish Rescue Services executes approximately 100,000 rescue missions annually. (Sisäministeriö 2018.)

When examining the current structure of the Rescue Services, these three levels include dimensions which are difficult to illustrate in one figure. There are many tasks and functions which are important to notice when building a brand for Rescue Services. Also, these levels include some existing brands already, but the main point is to comprehend that they all provide services inside one national level frames for the Rescue Services.

## **2.2 International cooperation and legal framework**

Branding and brand imagery are linked to competitiveness and national identity (Temporal 2015, 9). That is why it is important to be aware of, not only from legislative perspective, but the brand building perspective, what kind of factors and elements international cooperation is composed at the Rescue Services branch.

Working in international environment can surprise employees. There are usually a lot of different ways of working that workers are used to in their homelands. International business and cooperation have their own characteristics and features that employees should be aware of. When cooperating in international environment, there is a need to be aware of certain matters from cultural or a country's heritage perspective. When looking at the world of international business cooperation, it includes features like accurate information, timely information or market segmentation. These are related to making appropriate and on-time decisions. The international business environmental factors can be divided into internal and external ones. Internal factors are related to human resource management, organisational structures and leadership styles. External factors are more looking from the perspectives of customers, main stakeholders of business and competitors. (Subba 2010, 4 - 35.)

To be aware of different cultural aspects in the international cooperation is very important because there are several specific norms reflecting attitudes for some practices. The challenge is when there is a disagreement on these norms. There might be individuals that do not accept them, and it emphasizes that all situations and contacts have their own perspectives to these cultural aspects and norms. (Venkateswaran 2012, 47.)

Table 1 illustrates the major frames for international level cooperation: national, European and NATO. These acts and guidance lead straight to the demands of know-how profiles of the international experts working at the Finnish Rescue Services and also to some branding perspectives.

Table 1. Law and agreement frames for international cooperation

Law / Act / Decision / Agreement / Partnership	Rationalization in international cooperation perspective
Finnish Rescue Act (2011/379)	The rescue act points out that in addition what agreements that have been made between Finland and other states, the Ministry of the Interior can send and request, European Union or other states support to protect people, environment or property (Pelastuslaki 38§)
The Act of Making of Decisions Concerning the Provision of and Request for International Assistance 28.6.2017 1§. Mom1 and 1§. Mom 3-4	set the main frames on how and on what order governmental bodies have to process request of assistance or sending of assistance for other states or European Union. Also sections 3 and 4 separate decision making as a process on Parliament participation or on urgent cases differently. If the request is not urgent, the government consults the Foreign Affairs Committee of Parliament and makes the decision by the assistance of the military if needed. If the request for assistance is urgent, a competent ministry can make this decision by immediately notifying the government and the president of the Republic.
Decision No 1313/2013/EU of the European Parliament and of the Council of 17 December 2013 on a Union Civil Protection Mechanism	The European Union maintains the EU Civil Protection mechanism. An idea of this mechanism is to improve preparedness, prevention cooperation and a response to emergencies for countries that need help on large scale disasters. This mechanism is coordinated by the European Commission. The European Union facilitates the coordination of a Member States on civil protection against natural or man-made disasters. The European Union is also a supporting Member Stated civil protection by improving efficiency and preparedness on civil protection systems. (European Union).
North Atlantic Treaty Organisation (NATO) Partnership for peace (PfP) agreement 1994	The Director General of a Ministry of the Interior, Department for rescue services participates in the civil emergency planning committee (CEPC). NATO provides help in emergencies through its Euro-Atlantic Disaster Response Centre (EADRCC)
International Humanitarian Partnership	Finland is part of International Humanitarian partnership network (IHP). This network is multinational with eight agencies of humanitarian assistance. These emergency agencies are governmental and they are supporting through IHP United Nations, the European Union or other international organisations on emergencies. (International Humanitarian Partnership.)
Finland has bilateral agreements which are supporting international assistance between neighbouring countries on emergencies or rescue operations. Here are listed the main parts of these agreements:	1. Cooperation of preventing of accidents and their consequences (SopS 51 and 52/1996),
	2. Oil spill protection agreement (Sop S54/1990)
	3. air rescue agreement (SopS 28/1994) between Finland And Russia
	4. Search and rescue services cooperation on border area of Finland and Norway (SopS 17/1986)
	5. Cooperation on preventing accidents and preparedness on rescue Services (SopS 33-34/2015),
	6. Oil spill protection agreement (Sop S31/1995) between Finland And Russia
	7. aeronautical agreement (SopS 27/1994)
	8. (SopS 53/1999) between Finland and Estonia.
	9. Agreement on accidents at sea and aeronautical help (SopS 27/1994) between Finland and Sweden.
Finland has multilateral agreements to support and receive help during accidents or preventing them. Here are listed the main agreements:	1. NORRED framework agreement 1989 between Denmark, Finland, Norway and Sweden for providing help during peace time for accidents.
	2. Barents treaty agreement (SopS 22 ja 23/2012) between Finland, Norway, Sweden and Russia.
	3. Maritime and aeronautical search and rescue in Artic area (SopS 3/2013) between Finland, Canada, Denmark, Island, Norway, Russia, Sweden and United States of America.
	4. Agreement on cooperation at accidents, property and environment (SopS 20 ja 21/1992) between Finland, Denmark, Finland, Norway, Sweden and Island (Island joined 5.4.2001).

Laws, acts, decisions and governmental guidance will give one kind of perspective to those services and customer segments which Rescue Services are obligated to produce. It is important to comprehend that international co-operation and knowledge of this segment is a part of the services which the Rescue Ser-

vices and the regional rescue departments must provide as a part of their standard decision agreement.

All these agreements form a part of the permanent structure of Finnish international cooperation. These can be seen as a part of strategic planning of international cooperation. The Finnish Rescue Services must have processes to support the fulfilment of these agreements and laws by providing enough expertise and know-how to act accordingly. This is related to strategic planning for providing longer perspective for those objectives which an organisation is looking for. That is why it is recommended to use processes for strategic planning to have enough dimension for achieving wanted goals. (Venkateswaran 2012, 229.)

### **3 BRAND AS A PHENOMENON**

The Finnish Rescue Services are public organizations working under the government or municipalities. When focusing on developing branding of the public sector, there are differences compared to private sector, such as how to measure brand success. It seems, that the public sector does not have commercial aims or any pressure to increase brand profitability. (Temporal 2015, 9.) This can raise the question, what should be the trigger for developing public sector brand and branding.

When looking at branding from a business perspective, there are many similarities with the Rescue Services, such as customers to serve, services the Rescue Services provide and processes behind these different segments. The main difference is that products of the Rescue Service, the services for providing safety and security, have already been paid with tax funds. Nevertheless, providing services abroad and in international fields can be defined and described as comprehensive learning and a transition process, which ensures the capability to move into international environments (Äijö 2008, 41).

Branding the public sector has its challenges which are related to the rapidly developing society around us. Rochette (2015) claims, that the public financial pressure, technological revolutions, growing competition and new performance

requirements of customers are creating difficulties for branding. The public sector usually has a variety of branding levels, which all must be taken in consideration. This can be related in a variety of services the public organisation is providing. Values should be the main elements to identify and represent the public sector brand.

### **3.1 Brands and branding**

The word “brand” originates from an old Norwegian language word “brandr”. It was used to describe the making of livestock an owner’s property (Keller 2013, 30). This example provides straight visions of unique labels, trademarks and symbols which are used to identify different brands. As an abbreviation, a brand is a product, something that can be recognized by its design or name and brand awareness is a public consciousness of brand and its existence and qualities (Ivanovic & Colling 2003). An awareness of a brand is making the difference when having a competition between different products. From the customer’s perspective, recognizing a brand can be divided into four levels 1. most knowledgeable product in its category, 2. spontaneously recognized, 3. assisted recognition and 4. no awareness of brand at all. (Laakso 2003.)

Kinner (2018) claims, that the brand definition is similar for all kinds of brands. It means that identifying brands into perspective on individual, they have similarities in identifiable entities. An intriguing aspect was in conclusion of how biological factors may have more influence than psychological ones from a marketing perspective. As an example, a customer nowadays wants to have brands that are in line with their beliefs and values and when marketing these products you may ask more questions such as what do you feel? This emphasises the biological features when using some products. (Kinner 2018.)

In the 21<sup>st</sup> century you can make brands almost out of everything from organisations, places and products to people. It is more important is to understand how brands are made and what things or matters we are branding. Branding something has its own process, theories and policies. There are a lot of powerful brands that we all recognize from soft drinks to car manufactures. When building

corporate brands, there needs to be interplay and dialogue between the corporate image, culture and vision. To have this level of effectiveness to brands, corporate management and stakeholders with culture in an organisation have to discuss without separate frames. (Hatch 2001.)

## **Branding**

Branding can be described as acts to give a brand name for selected products (Ivanovic & Colling 2003). A brand is also something we can be promised as one of products features of customer satisfaction. Usually, brands are signatures of the unwritten contracts of branded products. Branding is an unstopping process, where the producer of a brand is constantly discussing and evaluating the customer's needs, feelings and ideas of the provided products (Healey 2008, 6).

Branding is a tool for ensuring the success of a product or service. By branding, we can promote good reputation, support loyalty, promise quality, make a higher price on products and share some values of branded products. Brand loyalty is the trust and feeling of satisfaction that makes a customer buy the same product again (Ivanovic & Colling 2003). Branding can also give a path to a fictitious world or community of values that can be shared. (Healey 2008, 10.) There is a difference when comparing brands with products. According to Keller (2013, 31), products are subjects which are provided to markets for example some goods or services. The difference between products and brands is that brands have a unique dimension that makes them different from other similar products of the same kind. This is related to competitive advantages that some leading products have.

To understand what branding is and where it should start, initially an organisation must have a clear vision and identity of branding. An idea of branding is to build relationships between new and old customers. Branding is also related to logos, brand personality, positioning and image. Branding is also about values, but it can also add value too for an organisation. Branding can be considered as ownership of a registered trademark. (Martin & Hetrick 2006, 56.)

## **Brand Leadership**

There are many definitions for leadership but according to Northouse (2013, 5) it is *achieving a common goal of a group by the influence of an individual*. This is related to branding. There must be one selected perception of a brand which has to be deployed to all levels of internal and external customers.

A brand was brought up in the 1980's as a new stream of business and marketing. It was thought that this kind of fashion phenomenon would not survive long but it turned out to be quite the opposite. Modern industries are looking for customer's loyalty, perceived quality, brand awareness and association for having competitive performance on markets. (Aaker & Joachimsthaler 2000, 1.)

Brand management is making selling and directing a brand as an independent item (Ivanovic & Colling. 2003). Leadership for brands and branding evolves simultaneously. According to Aaker & Joachimsthaler (2000, 8-9), brand leadership is more about of building brand equity than just a brand image. Leadership and brand leading have evolved from reactive one towards a more strategic and visionary phase. Brand managing is more of a fulltime job nowadays and it is driven more by brand equity than only sales and shares of a company. In fact, it shows that brand structures are no longer simple ones. They are quite complex because brands need to have strategic and more visionary perspectives along complex brand architectures. The main point is that brands do not only focus on external customers, the internal customers are as important for delivering brand values. (Aaker & Joachimsthaler 2000, 8-9.)

According to Kero (2018), organisations need to foster their current brand and reputation by communication strategy acts. Additionally, it is important to foresee possible threats and be prepared for them in brand management and reputation perspective. There is a need to reduce the weaknesses to narrow the possible gaps between internal and external customers. (Kero 2018.)

Branding and brands need processes to support development and upkeep their characteristics. The main benefits gained from a process way of thinking are re-

lated to customers and their needs. An idea is to start the process from customer needs and end it with the customer satisfaction (Laamanen 2012, 22). This is just a part of the brand analysis, where customers, competitors and your own brand is analysed. This is related to the five steps in brand building process. According to Laakso (2003, 83) these steps are: 1. analysis of a brand, 2. building awareness, 3. adding wanted features to brand image, 4. achieving purchase of a product and 5. achieving brand loyalty.

To have a more concrete way to lead branding, there is a model for it. Figure 3 illustrates the adaptation of Aaker & Joachimsthaler (2000, 69) model for brand leadership which can be used as structure for guiding organisation through renovation and leadership of branding.

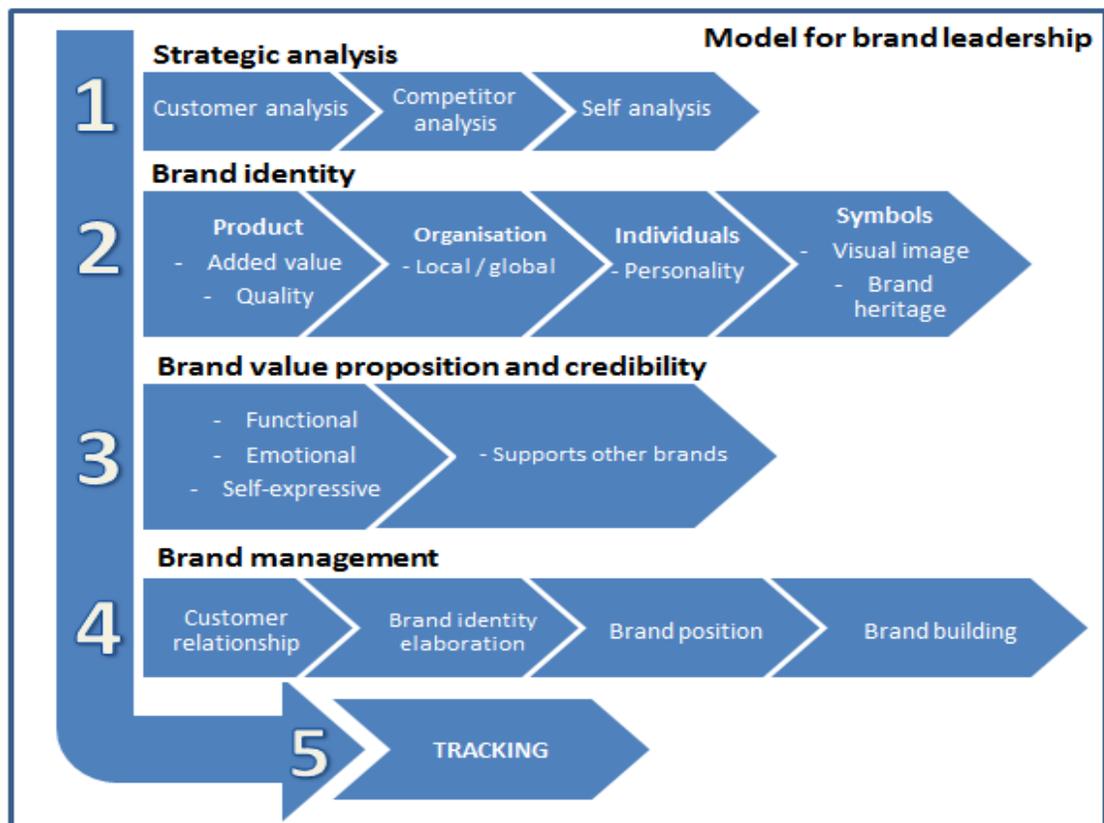


Figure 3. Brand leadership (adaptation of Aaker & Joachimsthaler. 2000, 69).

This model is divided into five stages and it can be used in national, regional or individual level of branding. The main idea is to focus on the whole process for developing and managing branding. There needs to be a sufficient analysis for

building brand identity and its proposition. A brand that has been launched has to be tracked. This provides the possibility to maintain and evolve a developed brand.

### **Strategic Brand management; corporate and people reputations**

Oliveira (2016) claims, that when developing tangible and intangible matters at a regional level, a spatial strategic planning can be used as a tool for it. This can provide more desirable future for example citizens from economical perspective. Branding is one element of strategic spatial planning. This level of planning can be used at different areas such as from neighbourhoods to countries or to continents level. These levels have their own characteristics for branding but can provide overlap for attracting matters from people to places by increased visibility. Regional branding in this perspective can be very complex, but it can communicate with a national level brand. (Oliveira 2016.)

It is essential to understand the processes behind branding. Brands can be led like anything else. According to Keller (2013, 58) strategic brand management processes include four main steps:

1. *Identifying and developing brand plans*
2. *Designing and implementing brand marketing programs*
3. *Measuring and interpreting brand performance*
4. *Growing and sustaining brand equity*

When conducting strategic brand management process, there needs to be a clear vision and understanding about brand upholds. It is important to know how to make a brand in a correct position to maintain its unique elements. The main brand elements are the name, logo, slogan and symbols. (Keller 2013, 58-59.) The main segments for what an organisation should focus on are their reputation, leadership, strategy, governance and brands. Maintaining these and especially reputation and branding can enable business and organizational identities to be built. (Martin & Hetrick 2006, 11.)

When building brands and especially long-term ones, the need for increasing customers' loyalty and making them see the benefits of services or products provided. It is also important to provide services in a way, that they do not consume time when searching for quality products or services. This will gain some level of psychological rewards to customers. (Martin & Hetrick 2006, 19.)

### **Branding individuals**

A brand is defined as a perspective or experience of the individual as a certain group is experiencing it. This means that if the individual may or may not have started building a brand, there are always assumption of this individual from current and past career. According to Korteso (2011, 9) branding is a reflection of the brand image and reputation. When building a brand and branding an individual, it should include the next following elements: 1. a brand of individual is formed to support a certain perspective which is desired 2. a brand image of an individual is strong and genuine 3. the owner of an individual brand is accepted in this brand and its image and 4. a formed brand will support its owners' purposes.

Gad (2001, 229-238) suggests that when branding individuals, there should be three main parts in it. One is to have a future scenario of what is behind the brand and what things branded individual wants to represent. This can include career paths, possibilities in current and upcoming labour markets. The second one is brand images of an individual. The idea is to really know who you are from of perspective of others. What kind of expert you are seen and from what perspective you really want others to see you. Third one is brand code. It means that you need to look at your individual branding from 6 different perspectives:

- 1. An individual as a product and perspectives of it**
  - What are the main benefits you can provide to your organisation?
- 2. An individual position**
  - What are your main skills, how better you are than the others?
- 3. The style of an individual**
  - What is the impression you want the others to have of you?

**4. The mission of an individual**

- What is the meaning or your role in society?

**5. The vision of an individual**

- Where are you going to be in the future?

**6. The values of an individual**

- What are the main values you use as rules of your life?

Branding individuals should include authentic signature stories. These stories should include things like professionalism and relevant directions to your career. There are needs to emphasize your own strengths or weaknesses. These stories can even be parts of your successes or failures. The idea is to make visible these unique stories to promote things that have influenced your career and made you as an expert. An idea is how you could promote yourself to be more interesting to others. (Aaker 2018, 134-135.)

**3.2 Building strong brands and brand of rescue services**

If you want to build a strong brand, you need to understand the concept of brand equity. Brand Equity is built on 1. brand loyalty, 2. brand awareness, 3. perceived quality 4. brand association and 5. other proprietary brand assets. (Aaker 2002, 9.) It is hard to build brands in the modern society. The main reason for this is associated with making competitive prices for products, the abundance of a competitors makes activities less effective. Cause of the fragmented of media, markets and how products can be described so they could stand out from others is very difficult at nowadays. There is an organizational bias and a challenge to have the correct kind of innovation and divert or the ability to quickly enough change strategies in the branding process. Finally, there is always internal friction against branding. (Aaker 2002, 27.)

**Brand of Rescue Services**

When conducting branding for any national level organisation, achieving results takes time. This is related to factors affecting the branding process. According to Temporal (2015, 49) these factors are “long history, heritage, culture, govern-

ance, economic level and politics". This is related to finding a suitable approach to renewing or refreshing a brand, without losing its main pillars.

Brand thinking may be difficult to use in the public sector, but it may provide great potential for developments. The main reason for this is that citizens trust this sector widely and because they have a sincere goal in this field. The main challenges for developing brands are related to the lack of organisations unclear vision and unwillingness for change perspectives at the organisations strategic leadership. This will lead into official atmosphere which conducts a set of values for inner-circle thinking and partially fragmented structures in organisation. More developed common values and vision will provide a base for effective and inspiring branding. (Salo 2013.)

Rescue Services are a part of tax funded public sector services. That is why a conventional approach to branding and the idea, where the customer is selecting to buy services, does not fully apply in the Rescue Services branch. Branding of Rescue Services can be done in practical ways, such as by unifying our trading cards, having shirts or a key chain or anything that creates a larger dividend and benefits to the Fire Department. By branding Rescue Service its trademark could be more recognizable helping to make the right kind of message to a community of the Rescue Departments (Windisch & Crosby. 2007, 79). This presented perspective is related to brand of regional Rescue Department, not to the national level brand or branding. Branding cannot be copied from a different country or even from another rescue department. It must have that unique promise to those customers using certain products or services.

Logos are only a part of the brand. The Rescue Services have used a Maltese cross in different variants as their symbol for decades. This is only one way to see that we have some kind of an identifying symbol for Rescue Services, but it is still not representing the whole brand. The brand of Rescue Services should represent what our customers will say about us. This is related to our reputation and it must include our internal and external customers. For example, Rescue De-

partments employees are internal customer's and municipalities authorities as investors who are the external customers. (Wolf 2008.)

The Rescue Services has elements supporting the development of brand identity. This is related to the activities of preparedness organisation and its commitment and competence of personnel for ongoing and continuous development of this branch. The brand identity of the Rescue Services management is still unstructured and based only on decision and observations made by individuals who are influenced by their working environment. Brand identity can give a base for Rescue Services to communicate internally and externally about its values and activities. (Nurminen 2011.)

Services that the Rescue Departments are providing, promote the obligations and the oath to take care of those situations when customers need it. This is part of brand promise of the Rescue Departments. It reflects the current and past generations of firefighters who have created this level of strength to this brand. That is why it is important to understand that when working on this branch, you will be given some part of a heritage of values and respect of brand the Rescue Services, to be carried out for the next generations of Rescuers. (FireHouse 2006.)

### **Logo, trademark and values of the Finnish Rescue Services**

When we are looking at different authorities and their logos or uniforms, we can see that the layout follows the same defined logic. The Finnish Rescue Services has a guiding legislation of the Ministry of the Interior (Sisäministeriö 246/2017) of uniforms and identifying cards. The Rescue Services also have a common logo, which is an octagonal golden star on a black base with a gold and yellow Phoenix bird. Also, it is determined, that every Rescue Department has to use their own badges on their uniforms. (Sisäministeriö 2017.) According to Ivanovic & Colling (2003) logos are known symbols or designs used by a company as a mark of their products. Logos also provide a more personal statement and can be associated to social impact how and what kind of attitudes are held towards to it. It is related to having identity and personality towards to certain matters. (Aaker 1996, 156.)

The Rescue Services use the octagonal star as the base of a unified trademark of this branch. The star beams are representing values which were in use at 1995. Figure 4 illustrates the values that still guide Rescue Services' work according to ethical values. (Suomen Palopäälystöliitto 2008).

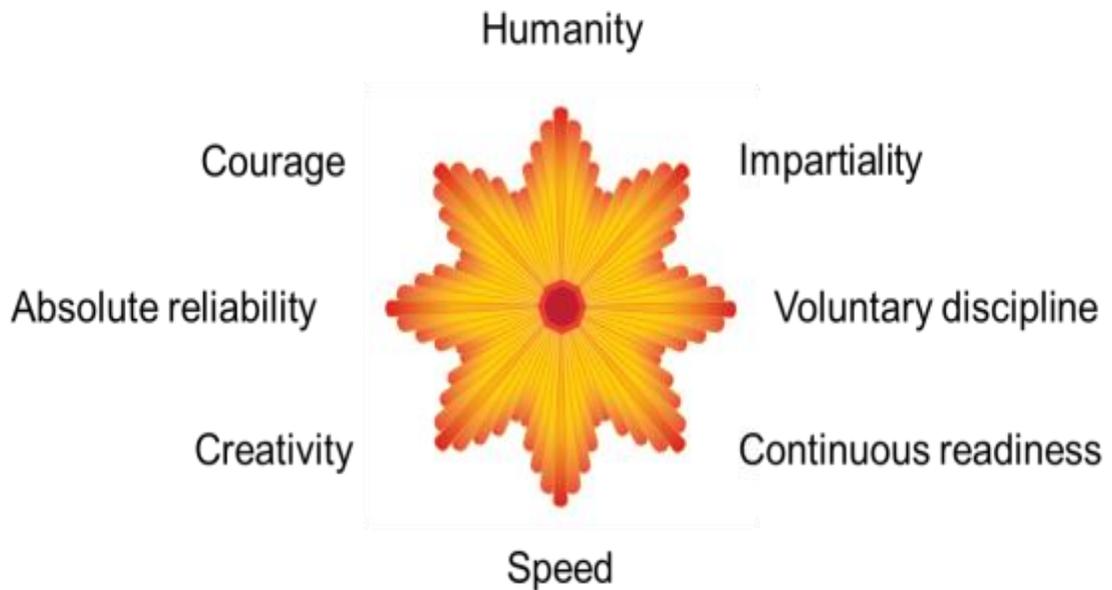


Figure 4. Old values of Finnish Rescue Services (adapted from Suomen Palopäälystöliitto 2008).

An idea was not to forget old values because they are still valid. All these values emphasise the working environment of the Rescue Services. It is very important when working at these environments to use perspectives of humanity, impartiality, voluntary discipline, continuous readiness, speed, creativity, absolute reliability and courage. These values were reworked to more compact form in 2008. (Suomen Palopäälystöliitto 2008).

### **Current values of Finnish Rescue Services**

Current Finnish Rescue Services values create context to be followed by all stakeholders of this branch. Currently used values of The Finnish Rescue Department's are shown at Figure 5; "*Humanely, Professionally, Reliably, and In Cooperation*" (Suomen palopäälystöliitto 2019).



Figure 5. Values of Finnish Rescue Services 2018. (Suomen Palopäälystöliitto 2018.)

For Rescue Services, these values give guidelines on how to in treat internal and external customers. From a branding perspective, these values are related to mantras used as the core brand promise. It means that employees and customers can act correspondingly along this branch and understand irrefutable brand essence. (Keller 2013, 93.)

Mutual dependence has increased between different international actors. This is the reason why there must be a certain level of know-how and clear processes to handle example crisis situations in missions that includes international features. The idea of this chapter is to state out what are the bases of international cooperation in perspective of national level and to regional Rescue Services. The Finnish Rescue act (2011/379) obliges to provide international support, but also to have readiness for host nation support activities (HNS). HNS can be described as preparedness or relief phase assistance activities provided for facilitating international activities (Sisäministeriö 2015).

All the legislation and agreements provide one kind of perspective towards wide range of knowledge, which must be included in the products that the Rescue Services are providing. This is also related to brand promise of Rescue Services which kind of things has to be handled. International experts working at Rescue Departments are serving their national but also international client's example in host nation supporting situations. Nevertheless, this limited review of the legislation gives idea of obligations Finnish Rescue Services and Finland as a country must to fulfil in this perspective.

A recent research shows how an inhabitant feels trustfulness towards to different authorities. This research was accomplished by Wyman Dillon Market Research Company (2019). The research states, that from 2082 respondents 98% trusts the firefighters to a large extent or quite a lot. This was the highest score in this research among other occupations. This study included 26 different professions. (CIL Suomi Oy 2019.) This is a good example of how Rescue Services branch has great support from public.

Brands and branding are phenomena where products are built in individual and personalized ways. It is more important to be unique in a way, which your brand can be identified from other similar products. Branding has not been used much along authorities and related services, which provide constitutional rights to everyone. Branding cannot be self-evident. It needs to be managed as a whole and it has to have a clear strategy behind it.

There were few examples shown in this chapter on how Rescue Services can be branded, but sources were quite limited. Those theories used in the commercial branch also apply to the Rescue Services branch. Nevertheless, according to these, referred theories recommend having a more unique approach for making sustainable brand equity to this kind of a branch with multidisciplinary activities at several levels. The Rescue Services has a lot of used and known features in its brand. This means that when providing new perspectives of branding this branch, all these old parts of brand must be taken into account.

## 4 RESEARCH METHODOLOGY

The theoretical framework of this research was illustrated in Figure 6. It shows four main parts of this research, such as background data, input data, processing of data and output of data. These are linked into the four-dimension-framework approach on this research project. By using the concept of the four-dimension-frameworks, this research could be carried out effectively in a tight schedule. The four dimensions research framework is illustrated in Figure 6.

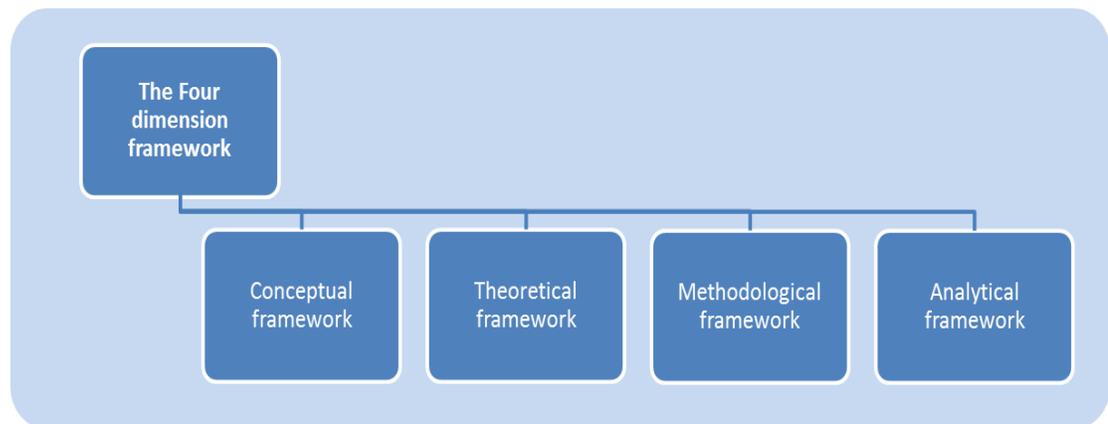


Figure 6. The four dimension-research framework. (Adaptation of Quinlan 2011, 6)

The idea of the four-dimension-framework is to help form a well conceptualized research. The conceptual framework guides and directs theoretical, methodological and analytical parts of the research. Actual implementation of this thesis followed cyclical process of research. The main cycles were 1. planning, 2. action, 3. critical reflection and 4. evaluation. (Quinlan 2011, 5 – 11.) This kind of approach provided the possibility to make constant measurements and reflections towards all chapters of this thesis but also holistically evaluating the content of this thesis.

### 4.1 Research methodology and limitations

Scientific research examines problems systematically. Still common sense and scientific perspectives have a lot of similarities and examine given assumptions before discarding them (Ghauri 1995, 3.) This research is a descriptive one. The idea of this thesis was to determine what kind of brand Rescue Departments international experts have and how to develop it. A descriptive research clarifies

definitional and conceptual problems of a research. It also provides possibility for making analyses for supporting thesis main objectives. (Quinlan 2011, 57). According to Hirsjärvi et al. (2013, 124), research can be successful when compatible with elements such as the philosophy of science, research strategy, research problem and theoretical understanding.

Study methodology of this has characteristics of ethnographic research. It means that the research is conducted by studying a community from inside by adapting its cultural perspectives. This means that the researcher has to have enough understanding for describing clearly the researched matter. There is criticism towards business related ethnographic researches, because they usually do not consist of long-term observations. (Erikson & Kovalainen 2008, 151-152.) And thus the ability researcher of this study has almost 20 years of experience from Rescue Services branch it is easier to adapt needed cultural perspectives from the studied branch and phenomenon.

This research focused on developing brand of international experts working at Rescue Departments. The study limitations are organised to include two main categories; Firstly the brand of international experts working at Finnish Rescue Departments and secondly its brand development. These two perspectives gave a good approach for making effective limitations to this study. According to Hirsjärvi et al. (2013, 81), by defining effective limitations to study, it makes it easier to collect the right kind of data for pointing out relevant matters related to the research. The study focused on the Rescue Departments branch, data collection limited to those known as experts, which are involved in international cooperation at many levels. Used theories were related branding as a phenomenon. The in-depth interviews were flexible way to collect data to this kind of research problem. This kind of research setting could provide needed flexibility and a suitable level of difficulty for the researcher to complete the task. (Hirsjärvi et al. 2013, 82.)

## **Qualitative research and data analysis**

According to Hirsjärvi et al. (2013, 164), typical features of qualitative research are that humans are usually the subject of research, target population is purposefully selected, and the data is unique and is analysed according to the circumstances. When conducting qualitative research, it is important to link findings to theories. The researcher selects which data is used in research, which according to Sarajärvi & Tuomi (2009, 20), leads to the fact that researchers' objectivity is always subjective and based only on the researcher understanding and knowledge. Qualitative research problem settings need a flexible approach and that is why this method is used when researching new and unknown phenomena (Hirsjärvi et al. 2013, 80).

Transcript interviews were analysed and divided under themes. Semi-structured questions were used for typing questions and formed the main categories for analysing collected data. In total, there were 36 pages of transcript data in font size of 12 and 1,5 line space. Interviews were anonymised so the interviewees cannot be recognized from answers. Their names, gender or backgrounds cannot be recognised from the answer given to this study. The data in the study should not be changed too much so it can be used in later studies. (Kuula & Tiitinen 2010, 425.) All interviewees were coded as IE1-IE11 (Interviewed Expert/random number 1-11) which are used on citations. The idea was to promote the interviewees expertise through given answers, not by actual hierarchical position.

## **Research limitations**

Research limitation is one of the most important things to do after a theme of the thesis has been selected. According to Hirsjärvi & Tuomi (2013, 124) the idea is to be aware of what you want to point out through your research and what is the exact thing you want to know. This research focused on branding and therefore theories were selected to support this theme. This research focused on regional rescue departments, but the results can be used at the national level as well. This is a good example of the challenges when making limitations to a thesis. Conducting a precisely delimited thesis can be difficult and that is the reason why

quantitative research flexibility is providing some space inside the research frames. (Hirsjärvi et al. 2013, 81.)

The interviews used in this study were transcribed to Finnish. This caused a need to translate all the answers into English. This is called dual interpretation, which is still called as the blind spot of analysing the data (Kuula & Tiitinen 2010, 435). There is a possibility that the researcher multiplies construe of data. To avoid this, the data was interpreted as precisely as possible.

#### **4.2 Data collection methods, analysis, reliability and validity**

Theme interviews are a flexible way to collect data. An interviewer can ask questions to clarify answers from the interviewee and can also change the order of the questions if it is needed. The idea is to collect as much information from the respondents as possible. (Sarajärvi & Tuomi 2009, 73). Interviewing national level experts from Rescue Services branch provides enough data for making conclusions in this study.

Interviewing experts is usually quite fruitful because the answers are not affected by the interviewees' social or hierarchical status. The data collected in these situations is bound to a point in time and implemented in interaction. When interviewees are called as experts, it must be noted that this is not a permanent feature of an individual and this status is gained from work related tasks or an institutional status (Alastalo et al. 2017, 214 - 2015).

The theme interview is known as a semi-structured interview method. It is common that not all aspects and questions of the interview are locked. The researcher can change them if necessary. Theme interviews are suitable for research topics where a certain phenomenon is studied. Theme interviews usually involve individuals or experts being familiar with the topic being studied. These interviews do not seek answers to the problem being explored through detailed questions but seek information through key themes. It should be that the interpretations of the interviewees will influence the answers but are central elements of significance to them. (Hirsjärvi & Hurme 2000, 47 – 48.)

In this study, the data collected during the interviews was transcribed which means writing them exactly as the interviewees have said in the interview. Usually this is a suitable way to look raw data especially if there are not many interviewees and the duration of the interviews are relatively short. (Hirsjärvi & Hurme 2000, 139.) The Data analysis of this study was made by using a content analysis method. This analysis can be made by in four different sections; 1. reading the data, 2. classification of data 3. finding connections from data and 4. reporting (Hirsjärvi & Hurme 2000, 144).

Table 2 illustrates process and categories of the study content analysis. There are three different main categories in this study 1. brand description of Rescue Services, 2. description of international experts brand working at Rescue Departments, 3. development of the brand of international experts working at Rescue services and Departments and 4. the benefits of more advanced brand for international experts working at Rescue Departments.

Table 2. Content analysis categories

Main category	Original quotes	Simplified description	Sub categories	Definition of theme
The brand description of the Rescue Service's	xxx	xxx	xxx	xxx
Description of international experts brand working at Rescue Departments				
Development of the brand of international experts working at Rescue services and Department's				
The benefits of more advanced brand for international experts working at Rescue Departments				

Original quotes were simplified and divided under sub-categories. These categories were defined to support the results of this thesis. All these three main categories were divided into different subcategories which are illustrated in table 3. These subcategories include five hypotheses formed from the raw data.

Table 3. The main categories and sub-categories of study.

<b>Sub-category</b>	<b>Main category</b>
1. Positive features of the brand	Brand description of Rescue Services
2. Negative features of the brand	
3. Brand developmental features	
4. Brand image	
5. Brand positioning	
<b>Sub-category</b>	<b>Main category</b>
1. Positive features of the brand	Description of international experts brand working at Rescue Departments
2. Negative features of the brand	
3. Brand developmental features	
4. Brand image	
5. Brand positioning	
<b>Sub-category</b>	<b>Main category</b>
1. International level development	Development of the brand of international experts working at Rescue services and Department's
2. National level development	
3. Individual level development	
4. Current state of the brand	
5. Brand development	
<b>Sub-category</b>	<b>Main category</b>
1. Tangible features	The benefits of a more advanced brand for Rescue Departments international expert's
2. Intangible features	

The main categories have sub-categories, which have been formed from the original quotes. The Results are presented under these three main categories and contain a summary and conclusion of results.

Quantitative research can be seen as a process where description, classification and the combination of the collected data are main parts of analysis. Usually the description of data can be done in enriched or in narrow. The difference of these two ways is that the enriched description is thorough according to the researched matter and the narrow description is based only to the facts. (Hirsjärvi & Hurme. 2000, 145.)

The SWOT analysis was used to support overall analyses of the data in detail. This is related to finding connections and classifying collected data. According to Lindroos & Lohivesi (2010, 2019) SWOT analysis can be used for various things, such as evaluating products, services or even competitiveness of a company. Figure 7 illustrates the main consumptions made from the analysed data.

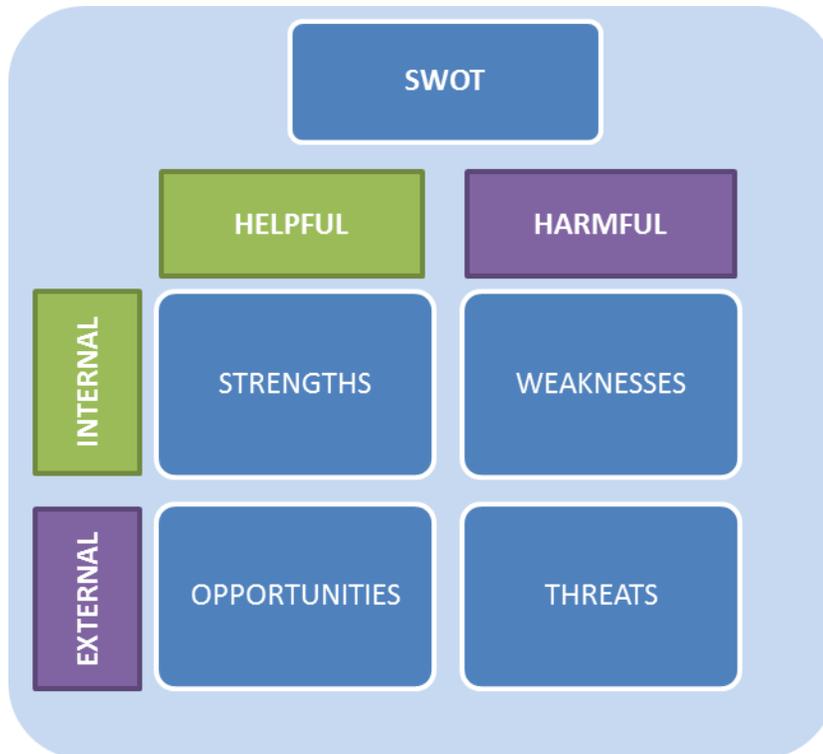


Figure 7. SWOT analysis (adaptation of Lindroos & Lohivesi. 2010)

The SWOT analysis is based on questions or matters being 1. strengths, 2. weaknesses 3. opportunities and 4. threats. The SWOT analysis can be made individually or in groups. All answers given by individuals for this analysis are based on subjective perspective. Strengths and weaknesses are related to internal matters when opportunities and threat to external ones. Strengths and opportunities are helpful ones where weaknesses and threats as harmful ones. In this research, SWOT analysis is used to combine the main findings of in-depth interviews. This gives the possibility to combine and categorize given answers for more detailed conclusions.

### **Data reliability and validity**

Usually when implementing a qualitative research, it is important to understand the responders' perspective. According to Sarajärvi & Tuomi (2009, 68) the western philosophy separates the subject and the object. This means dividing the research into two parts, where a researcher and the subject of research must be in their own segments. Only when done this way, the researcher has a possibility to understand researched subject. The researcher of this study has a wide perspec-

tive and a long career on the researched branch, but the subject was somewhat unfamiliar. This way objectivity towards researched matter could be maintained but in the other hand, the deep understanding and immersion to interviews was possible to conduct.

To minimize multiple interpretations of the collected data, it must be analysed carefully. According to Hirsjärvi et.al (2013, 229) this cannot be done completely because the researcher, interviewee and reader are making partly their own interpretations. This is related to the fact that we all are detecting and sensing our surroundings.

This research follows the perspective of the four dimension-framework approach. This approach is helping to keep the research in planned frames. This research has its limitations in researched matter but also collected data and this can make some limitations to overall results gained from this research. The main data was collected by in-depth interviews, which provided large amount of information. To gain more focused and usable conclusions from this research it was analysed thoroughly using SWOT-analysis. This gave the possibility to have more in-depth perspectives from analysing collected data.

## **5 RESULTS OF THE RESEARCH**

The primary data of this research was collected from in-depth interviews. During this research 11 in-depth interviews were done and respondent had five (5) questions in advance (Appendix 1/1). An online questionnaire (Appendix 1/1-7) was sent to 183 national level respondents and (Appendix 2/1-4) to 138 international experts. There were only 25 responses in total to the questionnaires. Due to this reason, the strategy for collecting data for this thesis was based more on focused in-depth interviews and online questionnaires were used to supplement and enrich the theme interviews. The research included an online questionnaire and in-depth interviews. Figure 8 illustrates the reporting model of the collected data. The data is divided into two parts with the results of online questionnaires and in-depth interviews.

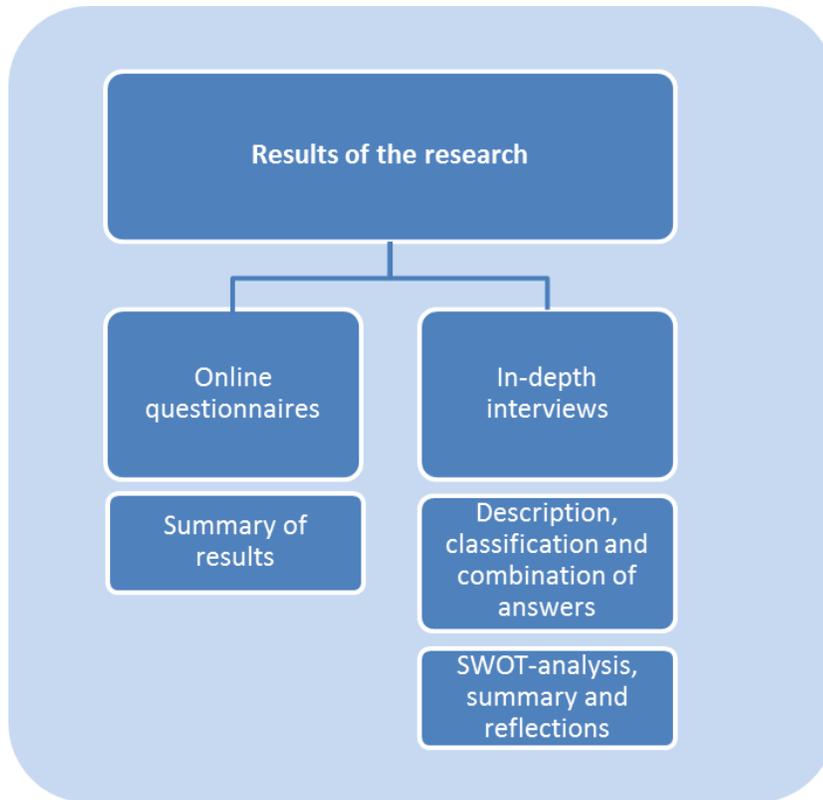


Figure 8. Structure of reporting collected data of the research.

In-depth interviews formed the main data of this research and these results were analysed in detail by describing, classifying and combining answers. Also, these different questions are reflected to supporting data and theories. In-depth interperspectives are divided and analysed according to semi-structured questions. In order to gain deeper perspective to the answers given by the interviewees, answers were categorised by using SWOT.

### 5.1 Online questionnaire

An online questionnaire was conducted for international and national level experts working in some way in international cooperation of the Rescue Services. A total of 25 respondents replied to the questionnaire. Only 9 experts answered the national level questionnaire and 16 to international one. From 321 sent questionnaires the total percentage of responders was 7,7 %. Because the online questionnaires had limited number of respondents, the results were not analysed in detail. Only few key perspectives are shown.

International experts were asked in questionnaires *What functional benefits international experts could provide for Rescue Department's? (Question 12)*

The answers emphasized that these experts are willing to provide and share some best practices used in their organisations and from international trainings. This can be related to practices, development perspective or international professionalism. You may develop your own standard operation procedures (SOP). International work can also provide inspiration and motivation for doing normal work tasks. Rescue Services branch is well known for providing help, not only at the national level but also at international level. This emphasises the fact that some of the national level capacity for rescue services is also used in international missions.

In addition, the international cooperation lays in common processes and procedures that must be known when working in the international environment. Figure 9 illustrates the answers of national level experts for question 5. The question was divided to 5 sub-questions about competitors, services, and benefits of brand for Rescue Services.

Who are the most important clients of Rescue Departments international experts?	Who or what should be served by Rescue Departments international experts?	Who are the competitors of Rescue Departments international experts?	What would be the benefits of a common brand?	What should Rescue Departments international experts brand include?
<ul style="list-style-type: none"> <li>•Beneficiaries of the disaster stricken country.</li> <li>•Directly the clients are local organisations, local officials, other international organisations and experts from UN, EU, NGOs &amp; INGOs.</li> <li>•UN, countries who need help</li> <li>•Own country's tax payers</li> <li>•Affected people</li> <li>•People in need in affected areas , other responders, EU and international organisations systems</li> <li>•People in Finland</li> <li>•Other experts and authorities who are serving the citizens</li> <li>•Another country, the EU or an international organisation</li> </ul>	<ul style="list-style-type: none"> <li>•The whole world</li> <li>•Greater good</li> <li>•Their own service via knowledge sharing</li> <li>•An urban search and rescue team, a technical assistant and support team, experts from various fields and material assistance.</li> </ul>	<ul style="list-style-type: none"> <li>•Similar organisations from other countries MSB, DSB, DEMA, THW,... (but at the same time they are VERY important partners) .</li> <li>•No competitors</li> <li>•Private consultants</li> <li>•The system/the management</li> <li>•For missions other international experts</li> <li>•No one</li> <li>•I think that everybody is working for the same purpose so there is no competition in that sense.</li> <li>•Other an international organisations (NGOs)</li> </ul>	<ul style="list-style-type: none"> <li>•No need to reinvent the wheel, in so to speak.</li> <li>•Well known internationally</li> <li>•To be recognized and known</li> <li>•It is a way to communicate with the world</li> <li>•Unity, team spirit, esprit d'corps</li> <li>•More visibility and more publicity</li> <li>•Easier to "sell" your product</li> <li>•The brand gives an image of quality assurance and continuous development of operations.</li> </ul>	<ul style="list-style-type: none"> <li>•Finn Rescue</li> <li>•Own logo</li> <li>•The brand mission statement</li> <li>•Slogan and emblem</li> <li>•Knowledge of the work they voluntary do - helping people in need, humanitarian work</li> <li>•Common values, expertise</li> <li>•Agreed and accepted values</li> <li>•Consistent way to act, uniform equipment.</li> </ul>

Figure 9. Summary of answers to question 5 for national experts.

These answers were quite interesting, if we look at who were determined as competitors of international experts working at Rescue Services. There were a lot of well-known organisations providing humanitarian or civil protection services. Controversially, it is evident that some responders did not see the field of rescue services as a branch having any competition at all. Main benefits for the branding were recognition and ways to communicate so that the surrounding world could be better. Brand image will also, according to respondents, give obligation to provide the continuous development to maintain the brand at needed level.

## **5.2 Interviews**

A letter was sent to all interviewees along with the questions (Appendix 1/1). which were going to be used in the interview. All interviews were transcribed and analysed. The focus was on how to develop the brand of the international experts working at Rescue Departments. Experts who were interviewed in this research had quite extensive backgrounds concerning international cooperation and they held high positions at different organizational levels of Rescue Service branch. There were 2 female and 9 male interviewees. Table 4 illustrates the answers for the first question of those experts and their current organizational positions which were interviewed in this thesis.

Table 4. List of interviewed experts, their positions and international tasks.

Name	Position	International tasks
Frantsén Johanna	Communication Manager, South Karelia Rescue Department	Member of Finn Rescue Team, (FRT) and Technical Assistance and Support Team (TAST) cross-border cooperation between Finland and Russia, involved in a number of different international project
Honkanen Jari	Specialist/international affairs, The Ministry of The Interior, Department for Rescue Services	Representative of Finland, Ministry of the Interior, Department for Rescue Services and our unit in International Affairs, contact person for the national experts and international networks
Keijonen Ari	CEO, The Finnish Fire Officers Association	Leader of FEU activities in The Finnish Fire Officers Association, Nordic countries Rescue Services cooperation facilitation, Focal person for other international activities and relationships
Lindström Torbjörn	Development manager, Southwest Finland Emergency Service	Focal person for coordinating and contributing all international projects of our Emergency Services, the contact person for network of Finnish Rescue Department international experts, Finnish delegate of FEU, CTIF and BCN
Nurminen Pauli	Head of Administration and finance, Middle-Finland Rescue Department	One of the responsible person of international cooperation Middle-Finland Rescue Department
Paldanius Harri	CEO of Fire and Rescue Services Department	Representative of Lapland in the Barents Region Joint Committee, focal person for border-area cooperation
Parko Veera	Head of Unit, The Ministry of The Interior, Department for Rescue Services international affairs	Responsible for all international cooperation under The Ministry of The Interior department for Rescue Services
Rajala Juha	Fire Chief, Länsi-Uusimaa Rescue Department	The contact person for network of Finnish Rescue Department international experts, conducted Civil Protection Mechanism trainings CMI, MBC, OPM and AMC, FRT mission in Turkey earthquake year 1999
Sainio Jari	CEO Southwest Finland Emergency Services, President of The Finnish Fire Officers Association	20 years' work experience from the Fire Officers' Association (FEU), President of The Finnish Fire Officers Association, deputy chairman at The Finnish National Rescue Association (SPEK), member of Finnish National Committee of International Association of Fire and Rescue Services (CTIF)
Tervo Vesa-Pekka	Development manager, Association of Finnish Local and Regional Authorities	National level Rescue Services development including some international features in work, the administrative renovation of Finnish Rescue Services
Tiainen Pekka	Development manager, Association of Finnish Local and Regional Authorities	specialist in the Ministry of the Interior of Finland and working as an expert in EU, UN, IHP and national Civil Protection policies, expertise is in preparedness and response activities of the Union Civil Protection Mechanism, contributing to the development of the Union Civil Protection Mechanism at Council Working Party and Civil Protection Committee level and in several working groups, operative missions 2015 Nepal Earthquake, the 2013 Haiyan typhoon in Philippines, the 2011 earthquake in Turkey, the 2005 floods in Guyana, the 2003 Bam earthquake in Iran

The interviewed experts were selected according to the researcher's knowledge and by recommendations. The idea was to interview experts from different positions and organisation levels of the Rescue Services branch to increase a wider scale of perspectives and enriching data collected in this research. The questions were semi-structured that left interviewees the freedom to answer questions. Ten out of eleven interviewed experts had tasks in their work which were directly connected to international cooperation. All these eleven experts held a position, in one way or another, are involved in international cooperation of Rescue Ser-

vices branch. At least three of interviewed experts have participated international mission abroad. Most important factor was that they represented a different level in decision making and operative perspective at Rescue Services branch. This aspect gives a possibility to have points of views that can support a holistic view of the research problem.

### **Main category 1. Description of Rescue Services brand**

Table 5 illustrates the description of the Rescue Services brand and number of features found in collected data from interviewees. There were 11 positive and 9 negative features in this category. The interviewees also saw developmental aspects that there should be when rising up awareness of brand and branding at Rescue Services branch. The description of the brand of Rescue Services was formed as a conclusion of simplified expressions and sub-categories features.

Table 5. Description of the brand of Rescue Services.

<b>Sub-category</b>	<b>Amount</b>	<b>Main category: Description of the brand of Rescue Service's</b>
1. Positive features of the brand	11	The cultural heritage of the Rescue Services brand has a lot of positive features. Brand itself does not have different levels but it can be used as a cross-cutting element in whole branch branding. There is no centralized brand of branding development which leads into fragmented and not clear structure of brand image and positioning of it. Branch provides a lot of services, but only few of them are visible in current brand. Rescuing is the most knowable services, but civil protection, accident prevention and international work are quite unknown. Branch has common values, but even regional Rescue Services uses their own ones.
2. Negative features of the brand	9	
3. Brand developmental features	6	
4. Brand image	12	
5. Brand positioning	8	

Positive features described in Rescue Services brand were related to trustful services which has a very high reliability index among other authorities. The Rescue Services uses common values forming the national level structure for branding and it can be used at every level of this branch. The interviewees felt that Rescue Services has a good brand among the branch and customers but there are a lot

of different branding aspects when looking it from the organisational perspective or customer perspective.

Negative features of brand were related to fragment branding of Rescue Services. Branding leadership is not clear in Rescue Services. For example, brand has relations that may vary from cartoons figures to strong brands like “Stadin Brankkarit” brand of Helsinki Rescue Department. The Finnish Rescue Services use common values, but some regional Rescue Departments also use their own ones. Rescue Services as a term can be seen as an umbrella concept, which does not open all relations in providing services to inhabitants. A good brand of the Rescue Services can be seen as shield of looking at this branch performance from critical perspectives. This can lead to wrong kind of impressions on how things actually are.

Developmental features were related to clarifying brand as a national level concept. The brand needs more strategical perspective and comprehensive approach to gain needed effectiveness. Brand needs to express the trustfulness of these services which are available 24/7 every day. The main brand image is formed from fire trucks, red cars, blue lights and firefighters. Brand emphasises trustfulness and reliability. These services are not kept up only to Finnish inhabitants. Tourists are forming a special customer group for Rescue Services needing and international approach. These services are usually needed when customers run out of means and need help for solving problems related to rescuing, prevention and limiting consequences of accidents.

Positioning of this brand was seen as services with character. Branding of the Rescue Services is related to creating a safe feeling at national level but also for customers. These services are the ones keeping promises given to customers.

Seven out of eleven interviewees emphasised the perspective where brand of Rescue Services branch is associated to the atmosphere of trusted services. These services are provided 24/7 in all parts of Finland. Finnish red-coloured fire engines with blue light, firefighters and fire stations can be seen as an integral

part of Rescue Services brand. Our Finnish common values for Rescue Services were identified as part of this brand. Here are some thoughts of interviewees:

*“Brand of Rescue Services is strong and this branch is trusted widely”.*

*“Rescue Services has a strong brand, and usually these services are needed when inhabitants run out of means and need help”.*

*“Firefighters and Rescue Services have a good brand in Finland. It's well-known and everyone knows fire stations, fire trucks and fire-fighters”.*

Three of the interviewees expressed a perspective or even a question has there been any common brand or has any national level branding been done for the Rescue Services? In addition, an interesting point was that there should be a solid base behind this brand. It means that all processes and services must be working as they are promised, services must be optimized, they need to reach the agreed level and services need to be oriented from customers' perspective. A need for more strategical and comprehensive approach was clear for branding. According to Keller (2013) strategic brand management process includes selecting of brand elements, because all of them have different advantages. Here are some thoughts of interviewees:

*“I am not aware that anyone has even tried branding for The Rescue Services as a branch”.*

*“The Rescue Services has no brand at the moment”.*

*“The hero brand is still strongly associated with this theme”.*

## Main category 2. Description of the brand of international expert's working at Rescue Departments

Table 6 shows the description of the brand and quantity of features international experts working at Rescue Departments found in the collected data from interviewees. The description of the brand of the Rescue Departments international experts was formed as a conclusion of simplified expressions and features sub-categories.

Table 6. Description of the brand of international expert's working at Rescue Departments.

Sub-category	Amount	Main category: Description of the brand of international expert's working at Rescue Departments
1. Positive features of the brand	2	International experts do not have any generic brand and branding has not done jointly with main stake holders. The Rescue Departments international experts are usually working under different hosts or projects and may not see link between Finnish expertizes brand and current project one. This is one of the reasons individual experts brands are quite unique and narrow ones. Link between national and international brand should be clearer. Old burden from international activities is still affecting current international experts' branding. There are needs for renewing international experts branding and it is seen also as attraction element to whole Rescue Services branch recruitments. Publicity work related to internationalism should be done international, national and regional level.
2. Negative features of the brand	8	
3. Brand developmental features	5	
4. Brand image	7	
5. Brand positioning	6	

Positive features were seen through the Finn Rescue Team (FRT). This formation was seen in a positive light when looking at the international experts' brand and branding. FRT is still a team formed from group of experts, not only individuals. This emphasised how well-known FRT is among interviewees. Also, positive features of individual experts' brand were related to ensured quality and durability working related actions performed. There is a highlighted need to ensure quality and professionalism when working in an international environment.

Negative features were related to the fact that international experts do not have any common brand. These experts have quite unique and personal brands which are formed by their actions or activities. National level brand does not recognize

individual experts' brand and there has not been any generic branding done on this sector.

Developmental features emphasised the needs for maintaining current brand like Finn Rescue Team (FRT) has already. There should be a link from national level branding to even single experts brand to be used as a frame of brand, brand image and brand positioning. Internationalism along Rescue Services should be seen as career paths and positive features for recruiting new employees.

Brand image for international experts is quite unclear. There are a lot of factors in the international work which Rescue Departments conducts, but these actions does not have any common brand image. Finn Rescue Team has common logos and uniforms and this might be the most recognisable of international actor in Finland.

Positioning of international experts is also quite difficult. It seems that when international expert is working in different organisation, projects or mandates it is hard to maintain one brand image or position. International experts must fit themselves in different positions or modify their perspectives regarding the current ongoing situation. National level brand of Rescue services may provide some level of uniformity for international experts.

According to interviewees, the brand of the international experts working at Rescue Departments is not clear. International experts from Rescue Departments are seen as individuals who are working under different umbrellas. This leads to a perspective, that sometimes it is not the Finnish Rescue Services they are representing in these activities. Here are some thoughts of interviewees:

*“There is no international brand but people who are active in international business”.*

*“Perhaps not everyone feels that they are representing Finland's Rescue Services when they do some international work”.*

*“Brand of international activities is bad because of its history related things”.*

From developmental perspective, more generic branding and brand is needed. This means a deeper perspective for describing international activities and actors. There are multiple levels in international activities, which should be recognized and seen more unified in brand building. Interviewees did see the Finn Rescue Team (FRT) as one pillar of the brand of Finnish International experts. This is seen as a positive feature but only if the brand is knowable. This means that there are a lot of more international activities to be branded. Here are some thoughts of interviewees:

*“The brand of international Rescue activities should be redefined and driven more towards international cooperation”.*

*“This international brand should be integrated into one and integrated into the national brand the Rescue Services”.*

*“Through the content, I would ensure the quality and durability of the brand”.*

### **Main category 3. Development of the brand of international expert working at Rescue Departments**

Table 7 describes the number of features found about development of the brand of international experts working at Rescue Departments from the interviewees.

Table 7. Development of the brand of international expert working at Rescue Departments

Sub-category	Amount	<b>Main category: Development of the brand of international expert working at Rescue Departments</b>
1. International level brand development	7	There not known activities for developing Finnish international expert's brand. Developing brand of the Rescue Department's international experts need to be guided with nationwide strategy and publicity processes. Broad strategy will affect to all levels of branding the Rescue Services branch and give needed flexibility to integrate existing brands into it. International experts need to be aware of national level themes of branding when working under different projects or organisations. This way single experts could have common frames to promote the Finnish Rescue Services brand and the other way around be a representative and messenger of themselves and this brand.
2. National level brand development	10	
3. Regional level brand development	6	
4. Individual level brand development	7	

The interviewees saw, that the branding of international experts working at Rescue Services needs to be conducted along national level process, which includes all main stakeholders of Rescue Services branch. There cannot be development in internationalism if national level branding is not guided and facilitated through national level strategy. This level of strategy provides main directions for developing international, national, regional and individual branding.

The regional level brand development can support the services of Rescue Departments, which are provided mainly to national level customers. Rescue Departments should recognize those segments of their services, which include international features such as host nation support (HNS) activities or information management in crisis situations. Development of individual branding must to be linked national, regional and sometimes to specify project branding. Individual experts can have wide scale of expertise and this should be brought up in branding. Here are some thoughts of interviewees:

*“Brand development should be part of strategy and publicity tasks of Rescue Services”*

*“We would need some kind of common look or a common strategic look what is this brand is all about”.*

*“The transparency on all sides is the fundament for developing and enhancing the brand”.*

*“Finland is a small country and we have many actors. We should get all the players together to think about that common thing, the brand”.*

#### **Main category 4. The benefits of a more advanced brand for the international experts working at Rescue Departments**

Table 8. Benefits of a more advanced brand for Rescue Departments international experts.

<b>Sub-category</b>	<b>Amount</b>	<b>Main category: The benefits of a more advanced brand for the international experts working at Rescue Departments</b>
1. Tangible matters	14	National level brand of international experts should be included to the Rescue Departments brand. Current experts' brand is too fragmented or it does not exist at all. Improved branding would bring more visibility for the international experts working at Rescue Departments. This could provide tangible matters for example request for international projects, exercises and networks. As intangible matters, internationalism is one part of modern professionalism and expertise of the Rescue Departments staff. There are needs to have international skills at every level of Rescue Services branch. As in intangible matters, internationalism can bring motivation to individual experts and provide leverage to career paths.
2. Intangible matters	17	

The main benefits of tangible matters were related to gained expertise. This can provide more advanced brand for Rescue Services. These are things that which can be used for providing daily services. Also, things like visibility and multi-level cooperation at international and national level can be improved by creating for international experts. Rescue Services could have more possibilities and opportunities in international activities. Rescue Departments could use in their recruitment process internationalism as a positive and attracting feature. Here are some thoughts of interviewees:

*“As a concrete benefit of advanced brand, the other authorities and for example the EU Commission would take us more seriously into account”.*

*“In a big picture, it helps our staff in a professional way creating safety culture globally within the Rescue Services but also in relation to our customers”.*

*“If we could improve the brand of Rescue Departments experts it would increase knowledge of these international activities and, in a way, the decision-makers would understand what these individuals could bring to their daily work for increasing efficiency and for providing new operational models”.*

The main benefits for intangible matters of advanced brand were related to reputation, funding and joint trainings of Rescue Services. In addition, the more knowable our brand and international experts are in a positive way, the more they are wanted to join different projects. Here are some thoughts of interviewees:

*“International activities could be used as part of recruitment process when applying people to different positions”.*

*“A better brand would help Finland to get missions, trainings, EU Commission funding’s. Also it helps us to send experts around the world”.*

*“It would increase the visibility of Rescue Services and the key message would be a more solid at whole branch”.*

### **5.3 Data analysis**

This Master’s thesis started by describing stories of Rescue Services branch. Aaker (2018, 6-7) proves how powerful stories are when creating publicity, making your brand visible using social media and providing involvement of customers. Digital age is providing new kind of platforms to make set of facts more interesting through stories.

This study focused on developing the brand of international experts working at Rescue Departments. For achieving this goal there was a need to develop a new kind of approach and a model for it. Reasons for this are based on the results of this study showing. Rescue Services has many existing elements of brand, but these are quite fragmented and do not have straight link between each other. Rescue Services is not the only one needing a new perspective to branding. According to Amodeo (2018, 25-43) in a modern society it is quite hard to make your brand visible because of the competition. Multileveled and complex markets make even challenges to customers for selecting right products for them. This is due to scepticism, hyperconnectivity and shifting expectations of customers. That's why it is difficult for organisations for managing their brands.

Public organizations should focus their branding aims on national objectives at a strategic level. For example, this could mean increased safety values from the Rescue Services perspective, which could affect positively to tourism even. (Temporal 2015, 9.) Figure 14 illustrates an idea of the main concept for managing the branding in Rescue Services.



Figure 10. Frames of strategic branding for Rescue Services.

Building Rescue Services brand starts from having branding features included in national level strategy. This would determine the frames for the whole Rescue Services branch branding. The national level Rescue Services brand should be the glue and the connecting integration between all stakeholders of Rescue Services.

Figure 11 describes current state and new model of Rescue Services branding developed in this Master's thesis. This is a comparison of differences that could be made by using new kind of model for international experts branding. The Rescue Services branch brand has multiple levels, but it is not guided by any comprehensive approach. Branding of Rescue Services or any parts of it is not done at strategical level.

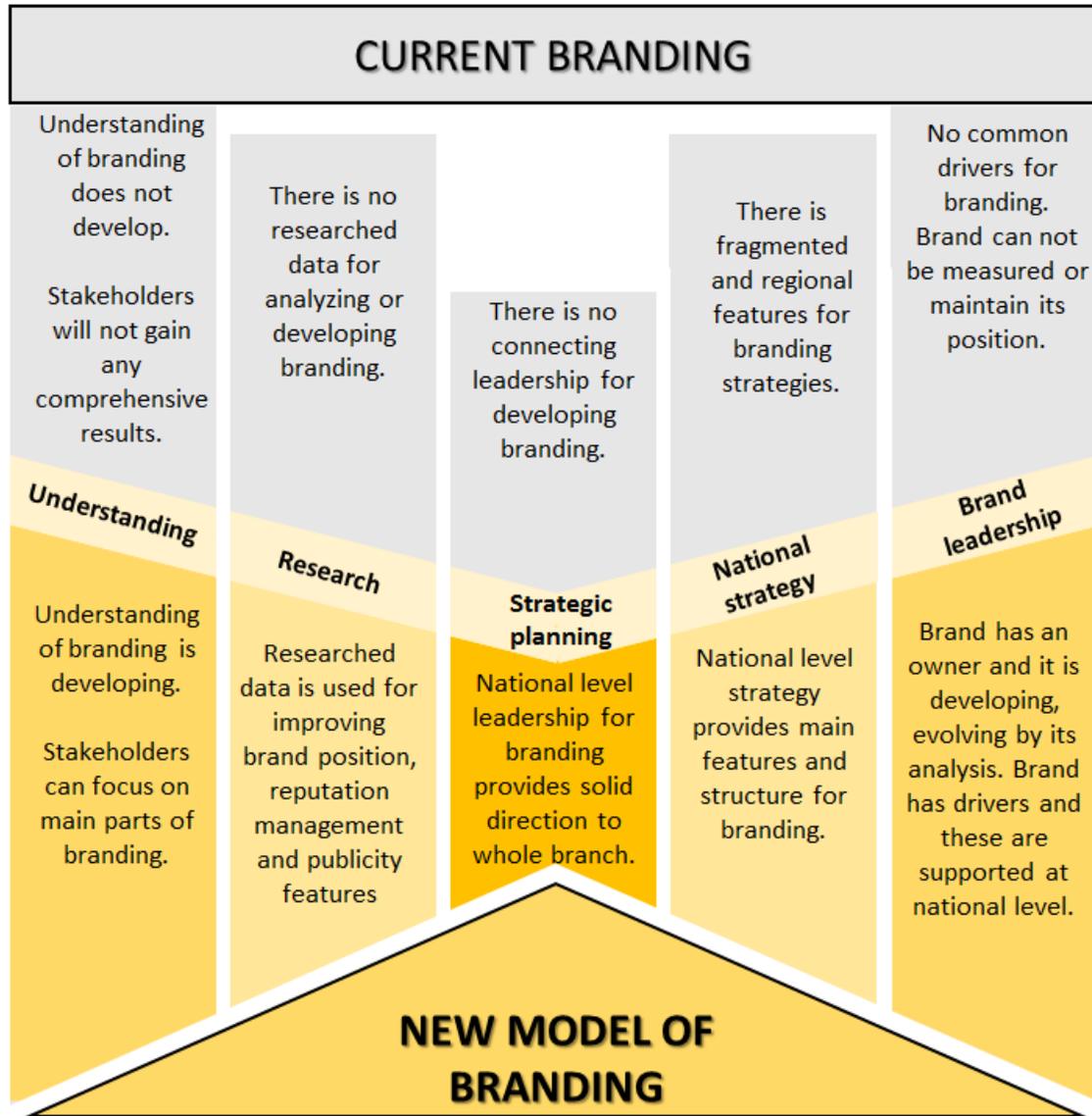


Figure 11. Differences of current and new model for branding Rescue Services.

To gain more results from branding, current features for brand managing must be acknowledged. By this way the reasons for developing brand has enough gravity in every level and stakeholder of Rescue Services branch. Also the inputs are giving enough outputs for gaining real result for branding. It is known that branding is just one managed feature along others in organisations, but importance of it is sometimes not well known.

Figure 12 illustrates a model for developing branding of international experts working at Rescue Departments. This model is a combination of brand leadership (Aaker & Joachimsthaler 2000, 8), brand planning (Aaker & Joachimsthaler 2000,

315) and management of corporate reputation from rebranding perspectives (Burge et al. 2011). This model is planned to be used in Rescue Services branch as the framework of an approach of structured development of branding.

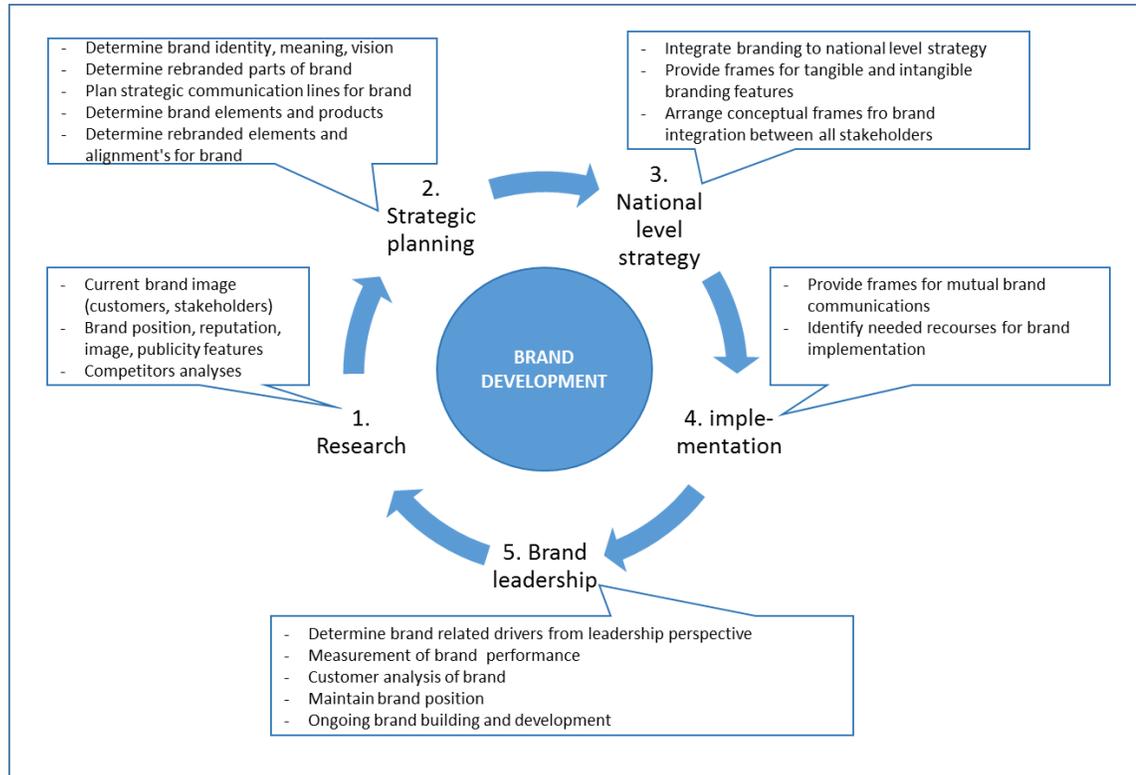


Figure 12. Brand development model for Rescue Services.

The Finnish Rescue Services would gain an ideal situation when the national level strategy determines the frames for brand and branding as one of its long-term goals. Brand and branding need to be guided accordingly to same direction at national level to gain results and to have enough involved stake holders for conducting it. According to Temporal (2015, 13.) rewards for branding public sector can be related, for example, to improvement international political influence, development for stronger partnerships and growth in products and services.

There are needs to have a common brand for Rescue Services by using it as an umbrella for all of actors, stakeholders and service providers in Rescue Service branch. This brand should be so flexible that it allows usage of individual brands of different organisations or associations working in the Rescue Services branch that they can be still placed under this one umbrella. This kind of national level

brand needs to be like glue for unifying all main stakeholders providing services related to Rescue Services branch.

To gain a more practical approach for brand development of the international experts working at Rescue Departments, Figure 13 was formed. This model illustrates those dimensions which can be used as a part for their own process to develop international expert's brand.

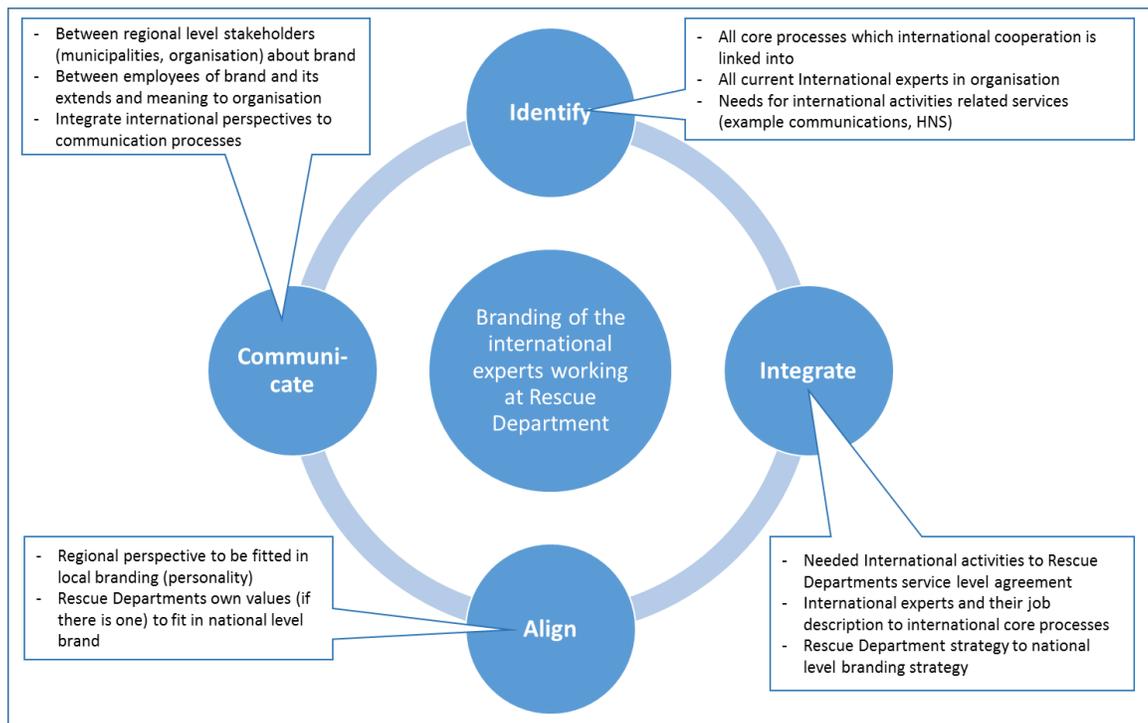


Figure 13. Branding of the international experts working at Rescue Department.

There are four (4) main factors in this model. These are forming the cycle of identifying, integrating, aligning and communicating within the brand of international experts working at Rescue Departments. An idea is to make connections between international activities and daily Rescue Department processes.

Examples in major accidents, Rescue Services are required to provide information in different languages to inhabitants. International experts can be one option for utilizing language skills and expertise found from the Rescue Departments employees. This provides a common way to integrate international coop-

eration, normal work flow and experts work together. Also, it emphasizes possibilities to have personalized branding features used in regional level brand.

### **Overview of chapter 5**

Overall collected data in these narrow frames of this research was still sufficient to get the needed perspectives for answering the research question. There were needs to summarize data to a more compact form by using SWOT-analysis. Because the online questionnaire did not succeed in having enough answers, the main data was collected from in-depth interviews and was analysed thoroughly.

The main research problem of this study was analysed with the SWOT-analysis. It was important to have a wider branding perspective to whole Rescue Services. This helped understand brand of international experts working at Rescue Departments and the main phenomena in it. All interviewed experts had very extensive knowledge on the researched topic from different perspectives. This gave a good possibility to reflect answers and all answers supplemented the research question from different angles. All interviewed experts were working at different administrative levels and organisations, so collected answers provided fruitful base for data analysis. Figure 14 illustrates SWOT-analysis of the main questions of this study. It is formed from answers and analysis results of this study.



Figure 14. SWOT - The brand of international experts.

According to given answers, the Finnish Rescue Team has a strong brand but at the same time it is a weakness, because no other brand in international perspective is so visible or known. Finland and Finnish experts are well known and widely respected. This good reputation can provide extra leverage to working abroad in missions and provide opportunities that others may not have. Branding of Rescue Services branch needs to be more integrated and suitable for all stakeholders.

A threat to our international experts brand is that it is person depended and can vary a lot according to the organisation or the project experts are working for. The main weakness for brand of international experts is that there is no national level brand or branding. This leads to uncertainty of what kind of key messages should individual experts disseminate through their works related networks. These experts should be able to provide and use a set of certain frames of Finnish Rescue Services experts brand and then include their own individual branding features.

## **6 CONCLUSIONS**

The aim of this study was to identify the current brand of the Finnish international experts working at Rescue Departments and how to develop it. The objective was to research the Finnish international experts brand working at Rescue Departments and make a proposal how to improve and strengthen it. The key findings are reflected in this chapter and the main proposal and managerial implications in chapter 6.1.

The preliminary idea was to collect data through an online questionnaire from potential stakeholders of national and international level experts. Online questionnaires did not reach the required amount of responses and that is the reason why the strategy of this study for collecting data was changed during the research process to in-depth interviews from selected experts. An online semi-structured questionnaire was used to support the in-depth interviews.

This study included a relevant review of branding theories for supporting the research question of this study. The focus was on this literature review about branding, brand development, brand leadership and Rescue Services' current features of branding. There were also parts where international dimension was explained from legislative perspective. Importance of this is related to Rescue Departments' obligations for providing services at international level. Practical examples about branding the public sector gave needed dimension for approaching the theme of this study. It was important to have models and results of practices conducted previously.

### **6.1 Key findings and proposals for managerial implications**

The main conclusions gained from this research forms a base for identifying brand of international experts working at Rescue Departments and proposals on how to develop it. Due to this research, it was clear that there must be a wider perspective for developing brand and branding not only for individual experts but for the whole Rescue Services branch. To accomplish this there are needs for

comprehensive incorporation between all stakeholders in Rescue Services branch.

Branding can be used as a tool to increase the improvement of economic and social issues at regional Rescue Services by promoting its expertise. The Rescue Services and regional Rescue Departments are important service providers at local, regional, national and international level. These services are creating a feeling of safety for inhabitants. Usually when customers of Rescue Departments run out of means, they will use services which this branch provides. These services are constitutional rights to everyone and sometimes are perhaps seen too self-evident along Rescue Services branch. Customers are the key elements for gaining information about the level of how these services are provided. This is related to processes for evaluating and researching services of Rescue Services and regional Rescue Departments are providing.

Regional Rescue Departments have needs to promote themselves and their services for gaining leverage along other Rescue Departments. The idea is not to make competition in this branch but for promoting existing strengths of current organisation for improving its performance. This way the municipalities can have wider perspective about the services that regional Rescue Departments are providing. Employee's expertise and skills can be used in those international services that are needed and are determined in Rescue Department service level agreement. For supporting this, the Rescue Departments can build job descriptions for supporting career paths by including internationalism as a common feature of Rescue Departments' daily work. This can raise interest and motivation in current and future fire officers.

Societies are evolving around us all the time. That is why all services need to be measurable with relevant indicators to gain data for developing and improving performance. There are constant needs for modernising the Rescue Services because the requirements towards authorities are increasing all the time. These renovation actions can be done properly through strategic planning and that is why branding should be included in it. Branding for public sector is sometimes

difficult because of an unclear vision, but it provides great potential to enhance the whole branch of brand development.

The research question in this study was; “*How to develop brand of Finnish international experts working at Rescue Departments*”. Analysed results of this study in chapter 5.3 show that the Rescue Services has recognisable features for branding but there is no national level strategy which is directly supporting branding, implementations or development. That is why there is a logical demand for providing features to national level process of branding. Managerial implications for regional Rescue Departments focus on conducting branding at practical level. This is related to developing international experts’ brand and how to use this expertise more widely. Managerial implications also include a national level perspective for branding.

According to the results of this study the Finnish Rescue Services has a brand but the brand image and positioning of it needs development. Results of this study show also that the international experts of Rescue departments do not have any specific brand or brand image and there is no visible or recognisable link to national level brand or branding. The work of international experts who are working at Rescue Departments is quite invisible, and these actions done in this phenomenon represents only fraction of all services provided from Rescue Departments to customers.

The brand of the Finnish Rescue Services has many visible and known elements like common values, uniforms and patches, fire engines, fire stations and almost universal brand of fire fighters. These brand features need to be linked more closely to each other. By this way all not well know features of this branch could be included to this brand. The Rescue Services branch is providing services through legislation which conducts responsibilities and dimensions also to international cooperation too. Legislation is not only forming conceptual but also concrete framework for these services. That is why even legislation and its international expansions in lateral and multilateral agreements are directing these services towards to same kind of brand positioning. International experts working at

Rescue Departments are one kind of messengers of Finish Rescue Services brand. Usually when these experts are working abroad or in international networks they can promote easily Finnish Rescue Services brand. For this reason, it is important to recognize this segment of employees as one key element for of Finnish expertise, brand and branding.

## **6.2 Further study suggestions**

All brands and branding should be related to personalized stories. By this way customers can reflect their experiences through different situation. Usually these stories and situations where Rescue Department services are involved can also include those memories we do not want to remember. If we could invent in Rescue Services a way to integrate customers, not only negative, but also positive memories to our brand, we really could get branding to the next level.

It seems that branding is not used for one reason or another in Rescue Services to improve our overall performance, effectiveness and position among other authorities. This is very interesting finding and is the reason for this that we do not know enough in Rescue Services branch what is branding and what kind our brand actually is? Also Rescue Services branch has a very good reputation and inhabitants trust us a lot. It seems that sometimes it is very comfortable just to stay behind these frames and for not developing ourselves.

This thesis was a good example how to start inquiring and gathering information about a subject, which had a lot of new perspectives and theories to the researcher. The Key element was to learn something new and that really happened. It is also nice to see how the researcher's most used quote "everything is possible, but everything has its price" came into the practice along completing this work. It is combination of finding right kind of motivation to work, thinking about the unthinkable, wondering and questioning yourself and how your branch will provide a chance to chase your dreams. Even this research can be a starting point for the whole branding of Rescue Services branch and that would be more than expected.

This research failed to get enough responders to the online questionnaire. This was a little setback and caused to have a new direction to the research process. Reason why this happened can be speculated, but it can relate to this topic of research which might be not so unfamiliar. The questionnaire was conducted in English and this might have caused some troubles and barriers to responders. All in all, those results gained from questionnaires could be used for enriching the in-depth theme interviews perspectives and to semi-structured questionnaires.

This research was designed to have well-structured limitations. That gave a possibility to focus all efforts on pre-planned direction and possibility to make sharp conclusions from this research. Further study proposals are related to national level branding of Rescue Services. How are the customers of Rescue Services actually seeing the brand, how they know our values or logos. What kind of directions for developing brand these could give. If Rescue Services wants to develop its brand, there should be comprehensive research where customers could describe our branch brand and brand position. How do inhabitants in Finland actually know Rescue Services values and how they are visible to our customers. This same question can be asked from Finnish Rescue Services international partners. Also what kind of brand leadership model would be the most suitable to this multileveled Rescue Services.

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### 1. Responder information

- First name:
- Last name:
- Organisation:
- Title / Current work:

**2. Describe shortly in what way responders work includes international work?** Kuvaile lyhyesti, miten kansainvälinen toiminta liittyy työhösi?

**3. How would you describe the Rescue Service's brand? How do you think it differs from the brand of Rescue Departments international experts?** Miten kuvailisit pelastustoimen brändiä? Miten pelastustoimen brändi eroaa pelastuslaitosten kansainvälisten asiantuntijoiden brändistä?

**4. What would be the benefits of a more advanced brand for Rescue Departments international experts for tangible / intangible matters? And how would it be seen in concrete ways?** Mitä hyötyä pelastuslaitosten asiantuntijoiden kehittyneemmästä brändistä olisi konkreettisiin ja aineettomiin asioihin? Miten se voisi näkyä toiminnassa?

**5. How would you develop the brand of Rescue services and Department's international experts?** Miten kehittäisit pelastustoimen ja pelastuslaitosten kansainvälisten asiantuntijoiden brändiä?

**6. Free comments and thoughts from the topic of this research.** Kirjaa vapaasti ajatuksiasi tästä tutkimusaiheesta.

**South-Eastern Finland University of Applied Sciences – Xamk****Finnish Rescue Department's international experts  
brand development**

Master's Thesis Title:

Finnish Rescue Departments international experts brand development

Dear respondent,

My name is Teemu Veneskari and I 'am working at Kymenlaakso Rescue Department as Chief of Development. I 'am studying in the South-Eastern Finland University of Applied Sciences Xamk, Master of Business Administration degree at International Business Management, International Business Management course. The goal for these Master's studies is to be completed during the year 2019. My thesis is supervised by Principal Lecturer Satu Peltola from Xamk University of Applied Sciences.

The rescue service is evolving all the time. Knowledge based development is something that Rescue Services needs currently. That's why I am conducting this Master's thesis. The purpose of this thesis is to research the brand and how to develop brand of international experts of Finnish Rescue Department's.

This Master's thesis includes three surveys 1. Views of the Finnish Rescue Services international experts, 2. Views of International Rescue Colleagues (abroad), and 3. interviews of selected international experts of rescue services branch.

This research is carried out by using Webropol software. The respondents of the survey will be anonymous and it is not possible to identify the respondent or his / her identity on the basis of the answers. You will find the login link at the end of the letter. Responding to the survey takes about 10 minutes. Login link for this survey is open until April 20th 2019

The respondent cannot be identified on the basis of the answers. The information obtained in the study is used only for this thesis.

Thank you in advance for your answers.

Kind regards

Teemu Veneskari

teemu.veneskari@kympe.fi



**Finnish Rescue Services values**

Humanely  
Professionally  
Reliably  
On cooperation

**Vision of Rescue Services**

**A safe and resilient Finland - Through cooperation**

1. Current organisation you are working for?

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2. Your current title?

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## 3. Which country you are from? \*

- Austria
  - Belgium
  - Bulgaria
  - Croatia
  - Cyprus
  - Czechia
  - Denmark
  - Estonia
  - Finland
  - France
  - Germany
  - Greece
  - Hungary
  - Ireland
  - Italy
  - Latvia
  - Lithuania
  - Luxembourg
  - Malta
  - Netherlands
  - Poland
  - Portugal
  - Romania
  - Slovakia
  - Slovenia
- 
- Spain
  - Sweden
  - United Kingdom
  - Some other country, which one?

4. How many years of work experience you have from Rescue Service's?

Choose the right value for your answers.

- I don't have any from Rescue Service branch
- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- Over 15 years

5. Does your country have common values for Rescue Services?

Choose the right value for your answers? If yes, write values in field below.

- Yes \_\_\_\_\_
- No
- I don't know

6. Have you done any cooperation with Finnish Rescue Services experts? \*

Choose the right value for your answers?

- Yes
- No
- I don't know



**10. How would you develop the brand of Rescue Department's international experts?  
(Training, public relations, knowledge something else?)**

Enter your answer in the field below.

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**11. How would you develop the competitiveness of Rescue Department's international experts?**

Enter your answer in the field below.

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**12. What functional benefits international experts could provide for Rescue Department's?**

Enter your answer in the field below.

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**13. Comments and thoughts from this research. Thanks in advance.**

Enter your answer in the field below.

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9. Questions concerning brand.

Write your answers after each question.

Who are the most important clients of Rescue Departments international experts?

Who or what should be served by Rescue Departments international experts?

Who are the competitors of Rescue Departments international experts?

What would be the benefit's of a common brand of

Who are the competitors of Rescue Departments international experts?

What should Rescue Departments international experts brand include?

# Kaakkois-Suomen ammattikorkeakoulu

South-Eastern Finland University of Applied Sciences – Xamk

## Finnish Rescue Department's international experts brand development

1. How many years of work experience you have from Rescue Services? \*

Choose the right value for your answers.

- I don't have any from this branch
- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- Over 15 years

2. Select from Organisation you are from? \*

- Rescue Department
- Commercial organisation
- Non-profit organisation
- I don't want to say





**7. How would you develop the brand of Rescue Department's international experts? (Training, public relations, knowledge something else?) \***

Enter your answer in the field below.

**8. How would you develop the competitiveness of Rescue Department's international experts? \***

Enter your answer in the field below.

**9. What functional benefits international experts could provide for Rescue Department's? \***

Enter your answer in the field below.

**10. Please write comments and thoughts about this research. Thank you in advance.**

Enter your answer in the field below.

South-Eastern Finland University of Applied Sciences – Xamk  
Finnish Rescue Department's international experts brand development

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**Master's Thesis Title:**

Finnish Rescue Departments international experts brand development

Dear respondent,

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The rescue services are evolving all the time. Knowledge based development is something that Rescue Services needs currently. That's why I am conducting this Master's thesis. The purpose of this thesis is

to research the brand and how to develop brand of international experts of Finnish Rescue Department's.

This Master's thesis includes three surveys 1. Views of the Finnish Rescue Services international experts, 2. Views of International Rescue Colleagues (abroad), and 3. Interviews of selected international experts of rescue services branch.

This part of research is conducted in-depth interviews with selected experts during June, July 2019.

Kind regards

Teemu Veneskari 2.6.2019

teemu.veneskari@kympe.fi

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Please find questions for interview from next page. There are six questions relating in responders background and topic of this research.

Responder may input some thoughts in to this form to support interview. Interview can be made in English or Finnish language. Responders name will be shown in final Master's Thesis. After interview responder will have summary of interview for any clarifications.