



# **Communications plan for the World Heritage Center of Central Finland**

**What type of online and offline communication  
encourages donators to provide monetary support for  
the project?**

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### **Abstract**

Although cultural heritage is all around us and an inseparable part of us, yet receiving funding to its preservation remains as a challenge for some of the organizations conserving it. The Foundation of Petäjävesi Old Church in co-operation with the National Land Survey of Finland is pursuing to build a World Heritage Center of Central Finland which would retain the cultural legacy of Central Finland for future generations. This project requires funding in order to be executed.

The main objective was to discover what type of online and offline communications encourages potential donators to provide financial support for the construction project. Qualitative research method was utilized by conducting semi-structured interviews with themes of cultural heritage, responsibility communications and fundraising for cultural heritage. A thematic analysis under these themes was performed.

The process led to a discovery where the educational and overall value of cultural heritage and communication methods, such as different events and activities and media content with emotive, concrete and storytelling content should be implemented. The results revealed different fundraising methods where easiness and events played a key role. These methods were included in the communications plan and provided concrete actions which the Foundation of Petäjävesi Old Church can utilize in the pursuit of receiving funding for their cause and create a personal attachment of the potential donators to their cause.

### **Keywords/tags (subjects)**

Unesco World Heritage-World Heritage Center of Central Finland- Cultural Heritage-Cultural heritage communications- Communications-Communications plan-Responsibility communications-Fundraising – Fundraising cultural heritage

### **Miscellaneous (Confidential information)**

No confidential information in this research

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## **Abbreviations**

**EU – European Union**

**ICCROM - The International Centre for the Study of the Preservation and Restoration of Cultural Property**

**ICOMOS - The International Council on Monuments and Sites**

**IMO – Institute for international relations**

**IUCN - The International Union for Conservation of Nature**

**NLS - The National Land Survey of Finland**

**NPO – Non-Profit Organization**

**OUV – Outstanding Universal Value**

**TA – Thematic analysis**

**WHC – World Heritage Convention**

**WHS -World Heritage Site**

## 1 Introduction

World heritage sites have been stated to possess an outstanding universal value by the operators of Unesco as well as different authors (Unesco World Heritage Center, 2013; Labadi, 2013; Jokilehto, 2006). Yet, truly understanding the significance of cultural and natural heritage and receiving funding for preservation projects remains a challenge for some of the organizations working for conserving the sites. As Liappis et al (2019) state that responsibility communication is more of a stationary trend than a passing one, this paper examines the role of it in relation to promoting the significance of cultural heritage (2019, p. XI). Organizations as well as individuals and groups raise funds for different causes yet the key challenge in receiving funding is the insufficient amount of information provided for the potential donors as well as the lack of personal attachment to the cause (Kisić and Tomka, 2018, p. 3).

The Foundation of Petäjävesi Old Church, the assignor of the research topic, is looking for donors to provide financial support to build a World Heritage Center of Central Finland. The topic was chosen in cooperation with the foundation due to their and their co-operator's need to discover more efficient online and offline communication methods on how to engage and communicate about the World Heritage Center of Central Finland project to the potential donors of the construction project. Therefore, the topic was narrowed to focus on creating a feasible communications plan wherefrom the commissioner would receive concrete development suggestions for their communications project. Thus, this research aims to discover the most efficient communication methods to accelerate the fundraising process so that the center could be built in the near future. Qualitative methods of semi-structured interviews are utilized to collect the data wherefrom a thematic analysis will be conducted.

Moreover, this research paper is written for those operating in the field of cultural tourism and working for preserving and educating others about cultural and natural world heritage. For these field operators, this study aims to offer alternative perspectives as well as concrete development ideas on how to approach communications and fundraising for cultural heritage and improve the procedures in both areas. Moreover, this study provides insights for those interested in cultural

heritage and who are eager to educate themselves more on how they can contribute to the preservation of cultural legacy. In addition, this paper aims to shed light on the significance of cultural heritage for those who are not yet familiar with or aware of its importance and its conservation need. The development needs that this study serves are the concrete improvement ideas on how to accelerate the distribution of knowledge of the significance of cultural heritage and ensure its preservation for future generations. In addition, the topic is personally significant to the researcher who has conducted previous analysis on one of the WHS's in the past and aims to deepen her understanding of responsibility communications as well as fundraising procedures. This in turn will aid the researcher to bring her deepened understanding and practical tools to be utilized as a future professional of the tourism, potentially cultural tourism field.

The theoretical background aims to retrieve the most recent information regarding the topics this paper discusses yet recognizes that the information might be replaced or has been replaced with newer information that was not accessible for the researcher. Cultural heritage, significance and global value has reached a common understanding from several authors (Rouhi, 2017; Edenheim, 2017; Ateca-Amestoy & Gorostiaga, 2022). Moreover, the background section discusses the conflicting terminology of responsibility communications from which translates differently in Finnish and in English although the term possesses an overlapping yet similar meaning in terms of descriptions from authors (Liappis et al., 2019,; Muhonen, 2021; Eräranta & Penttilä, 2021; Font & Mcgabe, 2018; Häikiö & Koivunen, 2022). The aim is to discover a term that translates on the emphasis is on the word responsibility, its relation the social aspect of communications as well as providing an explanation of what the term means in practice. In addition, fundraising for cultural heritage is argued over the strategies (Waters, 2011; Hart et al.,2005), methods and from a donator's perspective basing the viewpoint from

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descriptions from authors (Liappis et al., 2019, p. 224-228; Muhonen, 2021; Eräranta & Penttilä, 2021, 14; Font & Mcgabe, 2018, p. 69; Häikiö & Koivunen, 2022, p. 14). The aim is to discover a term that translates on the emphasis is on the word responsibility, its relation the social aspect of communications as well as providing an explanation of what the term means in practice. In addition, fundraising for cultural heritage is argued over the strategies, methods as well as from a donator's perspective basing the viewpoint from for example Maqpool et al. (2019) and Waters (2011).



## Information and source retrieval process

Firstly, background research on Unesco was conducted, to discover why the organization was established and what their mission is. Secondly, theoretical approaches for to the key terms of Unesco, were utilized from various authors to provide supporting information on the terminology of Unesco, such as World Heritage, Outstanding Universal value from Labadi (2013) and Jokilehto (2006) to and the World Heritage List and the criterion of choosing WHS`s. The criticism towards the World Heritage list and its criterion was provided by Edenheim (2017). Thirdly, the information collection on the different actors related to Unesco`s operation and the WHS`s located in Finland was collected from their official websites. The first actor introduced was the Finnish Heritage Agency and the mission and role of it was elaborated. The second actor introduced was the commissioner of this research, the Foundation of Petäjavesi Old Church, by collecting information on their purpose and operations through various websites as well as utilizing the materials provided by the commissioner, such as the project plan of the World Heritage Center of Central Finland-project. This document was made accessible to the readers of this research by adding a link to the document. In addition, the WHS of Petäjavesi Old Church was introduced and the information acquired from various websites. The third actor and the co-operator of the World Heritage Center of Center Finland-project, the National Land Survey of Finland was presented together with the second WHS of Central Finland, the Geodetic Arc Point: Oravinvuori Arc Point. Finally, the outline of the World Heritage Center of Central Finland-project was clarified by collecting information from the project plan provided by the commissioner and explaining the objectives, planned communication procedures and current funding situation.

The theoretical background included different approaches to defining cultural heritage, discovering the strategies and methods of responsibility communications as well as familiarizing oneself with social impact communications and cause marketing. In addition, multiple strategical and practical approaches were acquired from various authors to fundraising. The definition of cultural heritage was approached by provided a base perspective from Rouhi (2017) and additional ones from Edeheim (2017) from the same year and most recent one from Ateca-Amestoy and Gorostiage (2022). Theoretical aspects to responsibility communications and its strategies and methods were discovered from the expert blog of social responsibility and social impact communications (Muhonen, 2021) and the theoretical data was gathered from Finnish authors

Eräranta & Penttilä (2021) and Liappis et al (2019). As a relatively new term, social impact communications were defined by Muhonen (2021) and cause marketing from Rozensher's (2013) and Alver's (2021) perspectives. Fundraising was first defined by Maqpool et al (2019) and the strategical approach was collected from them as well as Waters (2005). The practical approaches to fundraising was compiled from Čopič and all (2011) who have recognized different procedures on how non-public financiers are able to encourage potential donators where Kisić and Tomka (2018) present the key challenges in doing so. The donator perspective was gathered from Bertacchini and Signorello (2011) who analyze the effect of personal relationship to donating to cause where Atega-Amestoy and Gorostiaga (2021) identify internal motivators to donating. Minguez and Sese (2022) provide an additional perspective on the engagement with the audience of potential donators. Moreover, Unesco introduces the ICET-model related to fundraising communications with the benefactors. In addition, Ateca-Amestoy and Gorostiaga (2022) present the first known research regarding the donator behavior in Europe.

## **2 Unesco and World Heritage Center of Central Finland-project**

Firstly, this section will explain the history and why UNESCO was established. The United Nations ("UNESCO in Brief," 2022), commonly addressed as UN, was founded in 1945 after the world had suffered World War twice. The faculty of UNESCO elaborates that back then it became apparent to world leaders that to retain world peace, a deeper understanding of the connection between nations must be built and preserved. However, UNESCO discloses the initial idea of their existence was present three years before its foundation yet due to the ongoing conflicts the founding the organization was challenging. ("UNESCO in Brief," 2022)

What is Unesco? The UN instituted 15 independent organizations meant to specialize on different global management related issues. One of these 15 organizations is UNESCO which stands for United National Educational Scientific and Cultural Organization thrives on world peace through a variety of goals. (Unitednations, 2021b, February 16) United Nations Educational, Scientific and Cultural Organization (n.d) adds to the description the organization that it "is the agency of the United Nations contributing to building peace through international cooperation in education, the sciences and culture." Sundholm (2014) specifies that the organization pursues to tackle the societal value conflicts and ethical issues, support the growth of knowledge-based communities,

preserving cultural heritage in all its forms, distribute scientific data on sustainable development, ensure better access to education and endorse eternal and self-driven learning. In the core of Unesco's mission is to support building an equal, sustainable world where everyone can live in peace, wealthy, free to express their cultures and every aspect and interpretation of it. (Sundholm ,2014) Therefore, the UN (2021, February 16) the organization is seen as the distribution center of knowledge and innovative ideas of science and culture (Unitednations, 2021, February 16)

## 2.1 UNESCO terms and concepts

**The definition of World Heritage.** As far as Unesco is concerned it is necessary to clarify exactly what is meant by World Heritage. The term World heritage (UNESCO, 2015, April 17) was first used over 60 years ago when one of the current World Heritage sites, the temples of Abu Simple and Philae in Egypt, was facing a threat of a natural catastrophe and called for rapid actions for its preservation. The Unesco article reports that the site required to be disassembled and relocated on a higher ground to prevent it from submerging under Lake Nasser. The motion to protect the temples which was successfully executed by Russell E., initiated the thought of cultural preservation, and recognized the need for a convention promoting the value of cultural heritage. (UNESCO, 2015b, April 17) This initiated the idea of World heritage which was, according to Batisse and Bolla (2005), commonly accepted in the late 1960's and early 1970's (p. 2).

**Outstanding Universal value.** The phrase "Outstanding universal value" is used frequently in the context of World Heritage sites. The term can be tracked to 1972 when the World Heritage Convention recognized the existence of multiple sites to have such a significant value to the entire society therefore it must be protected and preserved on a global level (UNESCO World Heritage Centre, n.d.-b, p. 29). Labadi (2013) offers a theoretical approach to the term and defines it as describing the extraordinary and stationary site with a shared global understanding of its value to the current era (2013, p. 11-12). Jokilehto (2006) argues that the term should be defined separately and elaborate the context of "outstanding and "universal value. The word "outstanding" signifies the most prominent representation of the culture where "universal value" can be decoded as authentic manifestation of it (p. 3).

**World heritage criterion.** Unesco website (UNESCO World Heritage Centre, n.d.-a). clarifies that World Heritage sites are chosen following a predetermined criterion. The criterion composes ten different criteria in which the significance and value is present. The responsible party deciding which sites are admitted to the World Heritage List is the World Heritage Convention with the primary purpose of conserving, staffing, and conducting further research on the sites. The operation of the Convention is based on the Five “C” which compose of Credibility, Conservation, Capacity-building, Communication and Communities. Since this work examines the role of communication and communities related to a World Heritage Site it is important to emphasize the last to “C” of the Convention. The staff of Unesco elaborates that the communication and communities, following Unesco’s mission, aims to distribute the knowledge on the sites, enhance public participation and endorse the preservation of the sites. (n.d.-a).

To understand the characteristics behind the selection of World Heritage sites, it is important to list the criterion on how the sites are chosen. This will provide a baseline to have a deeper understanding of the value of the sites. As said above, UNESCO World Heritage Centre (n.d.-e). criterion encompasses of ten different criteria which has been set in the following manner and fathomed as something with “outstanding universal value”:

1. A cultural heritage standing for notable, manmade work of creativeness
2. A cultural heritage showcasing the evolution of cities infrastructure and exchange of worth perception among people of certain region
3. To provide concrete proof of a singular or extinct heritage
4. To demonstrate an exemplary and remarkable form of civil engineering in developing construction procedures and sceneries
5. Representing a remarkable illustration typical cultural colonization and land exploitation or an exemplary nurture of the relationship with natural areas which have suffered permanent damage
6. A cultural heritage with a concrete and straightforward relation with past and present cultural expression, such as cultural practices, common perceptions of people with different cultural backgrounds, unique artefacts and written as well as oral distribution of past knowledge

7. To entail appearances or scenery of exceptional natural phenomena and remarkable attractiveness
8. Illustrating a significant historical chapter comprising of history of living and the evolution of worlds ground, landform, and physical attributes of earth's surface
9. Remarkable illustration of the evolution of earthly, genitive, the interaction of living organisms on shore, in ocean and among themselves
10. To include fundamental natural environment to protect the biodiversity encompassing also of endangered living and inanimate species to have a remarkable worth to science and preservation.

(UNESCO World Heritage Centre, n.d.-e).

Edenheim (2017) brings forth that this criterion has been reviewed as narrow and exclusive regarding the current traditions and expression of current cultures and no understanding the distinctiveness of the sites and their adaptation to modern times (p. 68)

## 2.2 UNESCO in Finland

### Finnish Heritage Agency

The Finnish Heritage Agency (About us, n.d) known before as The Finnish National Board of Antiquities, has a mission of guarding the milieus with historical value to culture and sharing the knowledge regarding them. This mission entails researching and analyzing ancient remains and the stories behind them ("*archeological culture heritage*"), different forms of art and engineering ("*architectural heritage*") and other cultural assets, such as historical properties. Moreover, the agency compiles and exhibits historical collections related to cultural heritage as well as investigates written text of history. In addition, it endorses and regenerates the field of cultural heritage and history nationwide. (n.d)

### Unesco World Heritage sites in Central Finland

As Unesco World Heritage Center (n.d.-f) introduces in Finland there are seven cultural heritage sites and one natural sites: The Fortress of Suomenlinna, Old Rauma, Verla Groundwood and Board Mill, Bronze Age Burial Site of Sammallahdenmäki, Struve Geodetic Arc Oravinvuori Arc Point,

Petäjävesi Old Church, and High Coast & Kvarken Archipelago. The first four sites are seen as the cultural heritage sites where the last one listed here is the natural heritage site in Finland. The Fortress of Suomenlinna was chosen to a WHS based on criteria 4 due to its stronghold structure with unique characteristics of the construction method between the 1600's and 1700's Old Rauma, one of the oldest cities in Finland, was nominated as a WHS for (criteria 4 & 5) its well-preserved and exemplary growth-oriented approach to Nordic architecture and wood construction methods. Another well-preserved site which has been nominated as a WHS is the Verla Groundwood and Board Mill due to (criteria 4) it is presenting the non-urban industrial settlement which produced paper and construction material in the 1800's and 1900's. The Bronze Age Burial Site of Sammallahdenmäki is seen as the remarkable demonstration of the colony as well the burial customs of Bronze Age. Finally, the only natural heritage site, the High Coast & Kvarken Archipelago, was chosen for (criteria 8) illustrating a significant historical chapter comprising the evolution of world's ground, landform, and physical attributes of earth's surface, in this case ongoing rise of the land and a remarkable linear formation of hollows from the Ice Age. (UNESCO World Heritage Centre, n.d.-f) The criteria behind the selection of Struve Geodetic Arc Oravinvuori Arc Point and Petäjävesi Old Church will be introduced in the next chapter together with the commissioning party and its along with the project outline of the World Heritage Center of Central Finland.

## **2.3 Commissioner introduction**

### **The Foundation of Petäjävesi Old Church**

From 2001, since the Foundation of Petäjävesi Old Church was established together with six organizations including Osuuskauppa (*co-operative store*) Keskimaa, Fingrid LLC, the municipality and congregation of Petäjävesi as well as Osuuspankki (*co-operative bank*) of Petäjävesi and the association of Petäjävesi, its main mission has been the conservation, restoration and guarding of the World Heritage site and its surroundings. The Foundation demonstrates its commitment to the cause by initiating different development projects and administrating guiding services for the summertime and maintaining different cultural activities. In addition, the Parish of Petäjävesi organizes weddings, christenings, and other religious services on the site thus respecting the original purpose of the church. One important part their operation is collaboration with their stakeholders, such as the Finnish Heritage Agency and the other governing bodies of World

Heritage sites around Finland. The Foundation supports their operations with the entrance fees, promoting and selling tangible products related to the site in addition to grants provided by governmental bodies, such as the Centre for Economic Development, Transport, and the Environment (Museovirasto, 2023, p. 1)

### **Petäjavesi Old Church**

As said before, Petäjavesi Old Church (n.d.-g) has been nominated to the World Heritage List and is one cultural heritage sites of Finland. The church was built in Central Finland over 260 years ago by a local man called Jaakko Klemetinpoika Leppänen. By building the church in a traditional manner of pine wood logs, Leppänen was able to encapsulate the architectural heritage of the Nordic. The site is described as an outstanding example of the Nordic church architecture by Unesco (criteria 4) which led to listing as a World Heritage site in 1994. UNESCO World Heritage Centre adds to the significance of that it captures the mixture of Renaissance and Gothic style representative to the 18<sup>th</sup> Century. Moreover, the site portrays its integrity with typical surroundings of Central Finland of a lake and mix of coniferous and deciduous forest. The integrity is enhanced by the existence and usage of the old graveyard and its fence. Although the church has been through a renovation to preserve its usability in the summer the authenticity is retained due to following the orthodox construction method. (UNESCO World Heritage Centre, n.d.-g)

### **Struve Geodetic Arc, Oravivuori Arc Point and National the Land Survey of Finland**

Since the one of the National Land Survey of Finland (Struve Geodetic Arc: Oravivuori Arc Point – Visit Jyväskylä Region, 2021, December 2) is a contributor and a co-operator of the World Heritage Center project it is important to explain their role in the project. As mentioned in the beginning of this paper, the Struve Geodetic Arc the arc point of Oravivuori, is another World Heritage site in Central Finland. This measuring point is one of the 34 and one of the six points in Finland. Here it is important to explain what is exactly meant by the Geodetic Arc. A natural scientist specialized in researching the universe, its destinations and evolution, called Friedrich Georg Wilhelm Struve developed a triangulation method which was able to determine the distances between the different arc points in multiple countries thus assessing the magnitude of the globe. Therefore, the arc point of Oravivuori was chosen due to it illustrating a significant historical chapter comprising of history of living and the evolution of worlds ground, landform, and physical attributes of earth's

surface. (Unesco WHC,1992-2023; World Heritage Site Struve Geodetic Arc in Finland, n.d.; Struve Geodetic Arc: Oravivuori Arc Point – Visit Jyväskylä Region, 2021, December 2)

### **World Heritage Center of Central Finland-project**

In this chapter the student will introduce the commissioning party of this thesis and shed light on the background on what is Petäjävesi Old Church, the Foundation of Petäjävesi Old Church, the World Heritage Center of Finland-project and the Geodetic Arc, Oravivuori Arc Point and how are these connected to one another. This chapter will clarify with what resources the foundation operates, what is their purpose and what has been done in the past of the project and what are the objectives set for the project. In addition, this section provides information on the branding rules of the site and how communication on different online platforms has been conducted so far.

### **Project background**

**Project objectives and goals.** As one of the main objectives of UNESCO is to distribute information regarding cultural heritage and all its forms comprehensively to everyone, the main ambition of the communications project is to build the World Heritage Center of Center to Central Finland which would operate as an information center. The Center is described as the meeting point of the two sites, Petäjävesi Old Church and The Geodetic Arc of Struve Oravivuori Arc Point and allows access to the historical data of both. Increasing attractiveness, strengthening the impressiveness and enabling access to everyone are in the core of the project communication. Moreover, the project aims to foster the co-operation of the church with all the actors working to promote the Geodetic Arc of Struve within Finland and Nordic countries. In addition, the project members ensure the appropriate information and guiding is arranged for the visitors and partners of the sites. (Museovirasto, 2023, p. 2-3)

**Communications procedures.** In the project plan the Foundation of Petäjävesi Old Church has stated that the communications related to the project will be improved by developing the different media channels in their disposal, such as social media and their website. Since this research focuses on discovering what type of communications stimulate donators to support building the World Heritage Center of Central Finland, the project plan specifies that the key message will be developed. Moreover, the significance of the Center to world heritage and



responsible produces related to the care of the sites will be articulated. In addition, the project enhances the networking opportunities of the World Heritage sites as well enhance collaborative opportunities with local educational institutions. (Museovirasto, 2023, p. 2-3)

**Current funding.** By elaborating the current financial situation of the project, this paper provides a background on what has been collected and accomplished with the project and how much funds still must be collected in order to build the World Heritage Center of Central Finland. The project has received funding from various sources, including the NLS, the Foundation itself, The municipality and congregation of Petäjavesi as well as the Finnish Heritage Agency and the Evangelical Lutheran Church of Finland. The aforesaid actors have contributed to the project with 57 000 euros which is meant to promote and enhance the communications and fundraising of the project. The construction of the Center will be funded firstly with donations which requires 143 500 euros, and the remaining amount will be requested for the Centre for Economic Development, Transport, and the Environment. The total amount of costs for the construction of the World Heritage Center of Central Finland will be 574 000 euros. (Museovirasto, 2023,p. 4-5)

### 3 Cultural Heritage

It is necessary here to clarify what is exactly meant by cultural heritage. For Rouhi (2017) cultural heritage means:

the monuments, referring to architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of Outstanding Universal Value from the point of view of history, art, or science. (p. 3)

Edenheim (2017) specifies cultural heritage as something manmade and perceived by mankind to have a significant and meaningful bearing on culture and its history. A cultural legacy, according to Edenheim's interpretation, can be seen as something retainable and treasured for the current and upcoming generations (2017, p. 67). A further definition provided by Prott & Keefe (2007) who describe the term as the concrete proof of the life lived by previous generations, and which need of preservation is commonly accepted (2007, p. 307-308). Narrowing the term, Ateca-Amestoy

and Gorostiaga (2022) add that cultural heritage can also refer how people perceive themselves. The researchers present the term being a part of European identity. (2022, p. 1)

### **Tangible cultural heritage**

Prott & Keefe (2007) have specified and categorized cultural heritage tangibles and intangibles. Moreover, they identify the materialistic entailing solid sites and mobile items. The authors specify solid tangibles including historical districts and infrastructure with monoliths, buildings, courtyards, and parks as well as archeological human remains and dens with concrete proof of past living, such as painted arts. The researchers present the mobile items of cultural heritage to be high culture items and artistic expressions of a certain time, such as graphical arts, pottery, stables, fabrics and clothing. (2007, p. 307-308)

### **Intangible cultural heritage**

The Central European University (The Concept and History of Cultural Heritage | Cultural Heritage Studies, n.d.-a) adds to Rouhi's perspective of the term that although cultural heritage encompasses tangibles it has been recognized to possess intangible characteristics as well. This perspective is supported by Prott & Keefe (2007) who elaborate cultural heritage including additionally intangibles, seen as symbolic acts and expressions of culture, such as expertise in craftsmanship and different forms of storytelling, such as sagas and folklore. (2007, p. 308)

### **Cultural heritage and tourism**

Edenheim (2017) adds on Rouhi's standpoint of the term by stating that the significance of cultural heritage exists due to a specialized group of experts on cultural heritage and how they promote the notability of the sites and traditions, such as the staff of Unesco. The author introduces cultural heritage as an important sector of cultural tourism where it's been defined as heritage tourism. This form of tourism provides an opportunity for sites, thus the destination where the site is located, to potentially increase their worth in the eyes of locals as well as visitors and enable reviving the endangered areas and sights. The author heightens that although cultural heritage is commonly perceived as something, it is important to acknowledge to other side of cultural

tourism. The other side refers to dark tourism referring to sites which have witnessed “death and destruction, terror, pain due to battles and executions and natural catastrophes. (2017, p. 67-68)

Having defined what is meant by cultural heritage, this paper will now move on to discuss topics which are the most relevant to the research question. These topics include responsibility communications, its strategies, and methods as well as a relatively new term of social impact communications. Moreover, the following section will shed light on what is meant by cause marketing and how does it work in practice.

#### **4 Responsibility communication**

The term has multiple overlapping, even slightly confusing meanings and depends on the language the term is defined with. The theoretical approach in this section focuses on gathering information from Finnish literature regarding the term and how they define the term in English. Here the fact that by presenting different terms, the terminology might become contradicting, is recognized. Therefore, in this section the term used to define Muhonen (2021) in her expertise blog define the term in English to be either responsibility communications or social responsibility communications based on the emphasis on the word responsibility rather than sustainability. However, Häikiö and Koivunen (2022) argue the term to be outdated and relatively rarely used and defend responsibility communications as a more proper term nowadays (p. 14). Since the authors state that the direct translation from Finnish to English is responsible communications and the term is responsibility communications has not yet been identified in Finland, this paper will refer to this term as responsible communications. This choice is reasoned with supporting demonstration from Liappis et al. (2019) emphasizing the responsible aspect of communication (p.7).



Figure 1 The big picture of corporate responsibility in Finnish (Liappis et al. 2019, p.7)

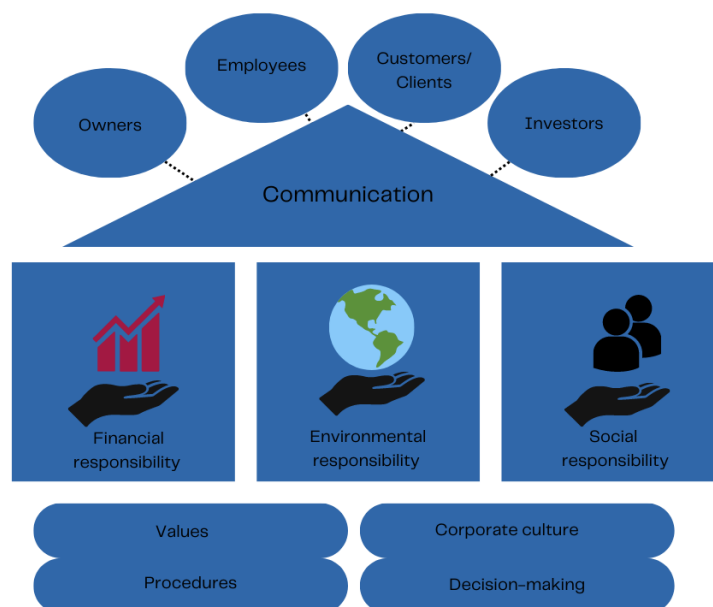


Figure 2 The big picture of corporate responsibility in English (Liappis et al., 2019, p. 7)

To specify the reasoning of this choice of term, Liappis et al. (2019), the term responsibility communications translation and perception varies between nations. What works across the Atlantic Sea, may not be as successful in a Nordic country thus for the commissioner of this research, as the North European values differ (p.6). Moreover, the researchers and authors behind the following sources have concentrated on discovering the communicational success factors in Finland thus in Finnish language. Therefore, in this research the term is approached from the perspectives of Liappis et al (2019), Eräranta & Penttilä (2021) as well as with a recent study from Häikiö & Koivunen (2022). However, since cause marketing has not been studied widely in Finland, this section explores the a few aspects of cause marketing due to its strong relationship with socially responsibility communications as well as fundraising for non-profit organizations.

Liappis et al (2019) defines responsibility communications and Muhonen (2021) highlights the same definition in her expertise blog as the:

The company communicates its responsibility externally by narrating about its corporate responsibility priorities, goals, and achievements. The company's business opportunities are disclosed, ensured, and strengthened with competent and genuinely business-oriented responsibility communication. The essence of responsibility communication is in real, concrete actions, which are told in different channels to different stakeholders. (p. 224)

Eräranta & Penttilä (2021) endorse the aforesaid definition by stating the term referring to the communication with which an organization communicates and negotiates with their stakeholders and more broadly with society about their responsibilities and obligations in addition to organizing operations related to sustainability (p. 16-17). Muhonen (2021) summarizes the responsibility communications referring to communicating about the sustainable and responsible procedures of the organization.

As Eräranta & Penttilä emphasized the role of negotiation in communications, Font & McGabe (2018) endorse this perspective by presenting a similar one from the field of sustainable tourism. The experts notify how the significance of the process of communications lies in assuring the

benefits of altering orientation and personal conduct for an important matter to the audience can be. Moreover, emphasizing it to be from their stance of free will. The authors refer this form of communications as the spoken, unspoken and invented persuasive communication. In the core of this form is encouraging the shift from a customed behavior to assimilating a new one. Moreover, persuasive communication can be seen as the ongoing consideration of individual evolvement of perceptions and demeanor of the receiving audience as well as gaining their trust. In addition, the highlight the importance of tone of voice and language in communications which can be represented as positive and negative strategies. In creating a tone of voice can be also referred as the politeness theory which offers parameters for both parties of communication to consider whether they approach others from a place of recognition (positive) or obligation (negative). The authors see the latter one less likely to produce the wanted outcome of alteration of personal conduct where denoting esteem and likeness in language might result. However, Font & McGabe recognize the downside of organizational language procedures is commonly a one-way tutelage rather than respecting an interactive approach. (2018, p. 69)

#### **4.1 Responsibility communication strategies**

Liappis et (2019) present a widespread problem in communicating about the organization's sustainable actions in Finland to be the lack of courage in informing their stakeholders on what they have done for the common good. The authors emphasize the internal communications regarding the organization's sustainable procedures to be as important as informing about the externally. The researchers heighten the core of the responsibility communications to be the "authentic and concrete actions" towards a sustainable future. Moreover, they discuss the that considering the language on how key message is conveyed to the audience has been identified as driven force to reach the stakeholders. In addition, the highlight the regular reporting and sustainable certificates and labels as a significant part of responsibility communications. (2019, p. 224-228)

Eräranta & Penttilä (2021) specify sustainability communications encompassing stakeholder management, sustainable practices and reporting as well as enabling a wider distribution of sustainable issues. (2021, p. 14). As far as reporting and distribution on informing more on sustainable procedures to society goes, companies must be prepared to simultaneously

mastermind the purpose of their existence, operate according to their mission, and conduct an ongoing discussion together with their stakeholders (Liappis et al., 2019, p. 203).

### **Social impact communications**

There is little consensus about what social impact communications actually means. According to the research conducted by Muhonen (2021) the term can be also referred as communicating about social impact and as said before lacks comparable research. The expert defined the term as a form of communication which entails the outcomes and causation of organizational operations as well as explaining chain of impacts thus the origins of how the impact was built. This can be also seen as a strategical approach for organizations. The author specifies this form of communications can be grounded on explicit presentation and authentication of the impacts without stating the impacts themselves. Moreover, how organizations produce the information and narrate their impacts plays a key role. Muhonen states as a current mainstream trend, communicating about the impacts enhances the organization affecting positively to society in the long run. (Muhonen, 2021)

### **Cause marketing**

According to the definition provided by Mercedes Galan-Ladero et al. (2021) cause marketing, sometimes referred cause-related marketing, can be seen as

*An agreement between a company and a non-profit organization to collaborate in a social cause and get mutual benefit. The commitment of the company focuses on contributing to the cause in terms of sales. Therefore, the donation will depend on the consumer behavior. (p. 4)*

Rozensher (2013) clarifies the concrete gain to NPO's as well as corporates of utilizing cause marketing to be the increase in the likelihood of citizens purchasing products supporting a cause regardless of the product recently being launched on the market. Moreover, when a product is related to a cause and the cause in turn to an organization, the probability of landing loyal customers, thus regular donators through a product, rises. (2013, p. 182-183) Having discussed how to define cultural heritage and how practically approach responsibility communications, the final section of this paper addresses fundraising from corporate and donator perspective.

## 4.2 Communications plan content

Zulch (2014) defines the communications plan content should include the people responsible for the communication and its content as well as the target group or groups receiving the communication and what type of content fits to each one. Moreover, the plan should describe the timeline of the whole project as well as the specified times for each task. The author encourages to create a monitoring system on how the target group or groups feel and think about communication style. The author recommends have a discussion with the members of the organization how the communication processes and content as well as the data from the target groups is controlled. In addition, Zulch advice to define the channels clearly on which the messages are conveyed and how. (Zulch 2014, p. 3)

The UNESCO World Heritage Centre (n.d.-c). specifies that the communications regarding WHS's should focus on post-visit communications with the visitors. They state that by engaging with the visitors, especially with the ones who have provided financial support or contributed to the preservation with their time, the likelihood of future similar activities increases. Moreover, the Convention analyzes that by perceiving the visitors as a prospective asset, which is currently underestimated, to promote and preserve the sites, the management actors of different WHS's might discover alternative ways to tackle strategical issues. The Convention emphasizes social media channels as a key instrument to interact with the visitors regarding ascents and descents as well as motions related to development of the sites. In addition, the organization heightens the necessity of providing recognition to the ones contributing to cultural preservation along with considering what solutions work best for which site. (n.d.-c)

## 5 Fundraising for cultural heritage

In the literature, the term fundraising tends to be used to refer to the method used by philanthropic organizations, when the government support is insufficient, to collect funds from individuals and for-profit corporations, for to benefit the society (Maqpool et al, 2019. p. 148). Although an investment is commonly seen as a financial contribution to something that will someday be profitable to the investor, the term in context of cultural sector offers an alternative approach. IMO et al. (2011) define in their research that an investment can be seen as private or



corporate donations or sponsoring. The driving motivator to this type of investment is strongly related to individual as well as corporate social responsibility. Therefore, in this chapter donation will be referred also as an investment. (2010, p. 6)

In cultural tourism the reasoning behind supporting investments to this section of tourism has been recognized as significant is due to the sector enhancing the esteem and allowance of cultural manifold as well as maintaining the expression and existence of cultural heritage (WTTC - World Travel & Tourism Council, 2023, p. 9)

## **5.1 Fundraising strategies**

Maqpool et al (2019) have identified a pattern of social media enabling more efficient fundraising. The authors suggest utilizing social media channels for collecting funds to a cause due to rapid exchange of information due to global access, easily manageable by users, providing networking opportunities in addition to the organization showcasing responsibility and endorsing their brand-building and public image. These opportunities in turn increase knowledge and interaction with the public and strengthen their image management. (2019, 149-150)

Waters (2011) presents six different strategies that can be applied in NPO fundraising which are seen as increasing factors in strengthening the connection between the organization and the donators. These strategic steps compile accessibility, positivity, approachability, indemnification, forming connections and assignment distribution. The author defines accessibility in this context meaning better engagement from the organization to the donators and enabling reciprocal availability of both parties. Positivity refers to increasing the donator satisfaction rate by being transparent about the actions taken for the good cause. Waters specifies that positiveness can also aid with solving disagreements among the stakeholders which in turn can store faith in the organization, accelerate growth and demonstrate their commitment level. Approachability, also seen as communicating transparently to the donators and being straightforward about the organization's actions, Waters emphasizes this strategy as a necessity in solidifying lengthy NPO-donor relationship. As far as communication is considered, assuring the benefactors of their significance by evidencing dedication and effort in building the relationship and providing undivided attention is seen as a concrete way to address appreciation of the donating party. These

intangible ideals must be made visible and transformed into concrete actions in the communications plan. Moreover, the author sees forming connections through the donator network demonstrates their willingness to alternative perspectives and eagerness to establish new collaborations as well as receiving additional resources in their disposal. Finally, Waters connects that by including the donators into conducting cause-related assignments presents an opportunity to solve joint problems, create mutually benefitting relationship and involve the benefactors into their operation thus creating an opportunity for the people to express their concerns and the feeling of being important. (2011, 461-462) Hart et al (2005) support the ideology of Waters by stating that inclusiveness of the company and participation of the society to a common cause has been seen as the key element of promoting togetherness (2005, 113).

## **5.2 Fundraising methods**

Kisić and Tomka (2018) present the key challenge of donating from the donator's perspective to be the insufficient amount of knowledge and personal attachment. The invigoration on the history of the site thus explaining the position of it in the societies' history, presence and future plays a key role in emphasizing the hardship behind the tangible heritage. The authors highlight that efficient fundraising is based on storytelling which can be seen as a commonly understood language. There has not been one proven way to advocate for the sites that would reach and be understood correctly by everyone yet there are few key methods which engage with large number of people. Thus, the significance of cultural heritage needs to be expressed according to the targeted audience. (2018, 34-37)

The professionals of cultural heritage have examined the significant role of language in communicating and fundraising for cultural heritage and the following methods have been analyzed. The methods chosen for this section concentrate on the matters closely related to the topic of this paper. Kisić and Tomka have discovered that by defining what matters characterize the site could spark fundamental emotions in people, such as connection and identity. To receive funding by designating, it might inspire local or national companies looking for a purpose to collaborate to discover their own identity. Since culture is an intrinsic part of tourism, it is important to acknowledge what type of narratives and audiovisual content inspires the potential donators the most. The authors specify that organizations should report on how previous visitors

have perceived the site and utilize storytelling aspect on how they have felt before, during and after the time they have spent immersing themselves in the culture. Moreover, they suggest a practical approach to involve the stakeholders and new partners to collaborate and create a mutually benefitting tangible or intangible service product thus enhancing the value-aspect of the visitor experience and potential financial support from them. Since urbanization is seen as a current trend, the organization aiming to collect funds could participate in a local undertaking pursuing future improvement and provide and share their expertise. As cultural heritage sites have been seen as a learning opportunity and therefore a chance to gain deeper understanding about the sites and traditions, Kisić and Tomka highlight the educational aspect in receiving donations. Since historical sites and intangibles create a teleport to the past times, organizations have an opportunity to serve the public in the educator's role thus increasing the knowledge of their operations. By forming collaborative relationships with local, national, and international education sector, the NPO's create a mutually benefitting bond to benefit their cause through funding of schools. Moreover, the environmental standpoint has become increasingly important in the current era of humanity, the experts recognize the importance of researching on sustainable solutions of the which the modern ages could educate themselves from. The researchers suggest connecting the methods used in the past and applying them in the current operations together with environmental specialists, the probability of uncovering new funding methods increases. In addition to sustainability and educational side of fundraising for cultural heritage the specialists propose involving cultural and creative sectors to the fundraising process. Since both these industries have a strong relation to culture and history, creating audiovisual entertainment accessible from home, such as films, music, and games, can be seen as a gateway to a better comprehension of the significance of legacy. Therefore, the authors propose to collaborate with the creative field to distribute the knowledge of their site more effectively. (2018, 34-37)

### **5.3 Donator perspective**

Bertacchini and Signorello (2011) have identified that cultural heritage seems to be of little importance to potential donators as well as organizations focusing on wrong matters in their donor communication. The authors have analyzed the little importance manifesting due to a great number of philanthropies targets available for the citizens considering donating for a cause in addition to the lack of personal experience related to cultural heritage. (2011, 42)

According to Ateca-Amestoy and Gorostiaga (2022) they are seen as the original researchers of donor behavior in the countries belonging to the EU. They emphasize on deficiency of research on fundraising motivations for cultural heritage in Europe. The researchers have discovered a practical model of what strategies to utilize in donator engagement to receive more funding. They emphasize the involvement of people in administrative decision-making regarding the preservation of cultural heritage can manifest as additional resources to the cause. In addition to including ordinary citizens in the decision-making process, mutual guardianship and management of the sites can be reciprocally received. The aforesaid ICET-model scope entails “information, communication and community, enjoyment and expression as well as transaction”. This model was developed to provide different options for people and potential donators to participate in the caretaking of their legacy. These options included giving value to manual work, handcrafts and skills passed on to generations, provide better access to historical knowledge and increase networking opportunities among those interested in cultural preservation. Through these operations people could receive additional ideas on how to contribute to retaining their heritage and extend their scope not solely on activity-based support. Volunteering has been seen as an asset in increasing the people’s accessibility to the historical sites. However, the researchers identify a challenge in charity-related operations that the scope and effects are harder to translate to the public. The authors state that this results as a lack of awareness and information in the society. (2022, p. 102-103)

Studying donators interaction with non-profit organizations, Minguez and Sese (2022) have concluded the following: frequent engagement with the NPO increases the odds of them providing monetary support to the cause. The researchers argue the reasons to this type of behavior being related to preceding and ongoing involvement with the purpose-related operations organized by the organization as well as augmenting the feeling of importance and closeness. Moreover, the value perception with donation is based on how the relationship is being nurtured by the NPO. In addition, the writers suggest that allowing the charitable institutions sending informative messages and advertising opportunities of upcoming activities and donation possibilities. This in turn will create a stronger bond with the benefactors. (2022, p. 357)

Creating a stronger bond with benefactors can be seen as cultural participation. As UNESCO (Cultural participation, 2023, February 28). interprets through Bennett (2001) the term to be seen

globally as involvement with culture that encompasses customs that have been immersed to lifestyle on a daily basis and form a relation with others of certain ethnic background. In Europe, the European Commission has developed and accepted an ICET-model to be utilized in fundraising and donor communication. (Unesco: Institute of statistics, 2023)

## **6 Research methodology**

Since this section utilizes older sources to define qualitative method (Finn, 2000; Patton 2002), it is important to recognize the fact that some of the information from these sources might have been updated, replaced, or identified as false. However, since the researcher has identified these issues, this section provides supportive statements from more recent sources, such as Nowell et al (2017), Flick (2018) and Braun and Clarke (2013) to strengthen the viewpoints of the aforesaid sources from the beginning of 21<sup>st</sup> century.

### **6.1 Qualitative method**

Qualitative research pursues to gain data from the different experiences and perceptions of people (Nowell et al. 2017, p. 1). Flick (2018) deepens the understanding of qualitative research to involve the monitoring party to the research process creating an unforced setting where the transformation of the way people perceives the world can happen. Moreover, this research method grants room for realistic interpretations through decoding the viewpoint people, the partakers to the research, have on a certain manifestations and where rational results can be achieved. (Flick, 2018, p. 2) Finn et al. (2000) support Flick's description by stating the qualitative method providing a comprehensive and open approach to understanding participants perspectives, the significance of the topic under investigation to them as well as their culture they come from. Moreover, the authors emphasize the method generating and being a bridge of distributing informative knowledge. (Finn 2000, p. 69-70) Braun and Clarke (2013) describe that qualitative research can be either empirical or investigative. Empirical research refers to a study where the interpretation received from the participants are a primality where investigative utilized those interpretations as a baseline to examine another research issue. The empirical research bolsters the different magnitudes, understandings, opinions, viewpoints, and praxes of a participant. (2013, 21) Although qualitative research can be seen as a research method which

enables open-minded approach, enriching as well as particular knowledge on the research topic from a small group of people, the method decreases the generalizability of the results (2002, p. 14).

The lack of generalization is not the only limitation Patton (2002) heightens in qualitative research. The author stresses that in the data collection phase of a qualitative research the researcher needs to consider informing the participants in every phase of the work, especially how the personal data protection processes are conducted as well as what amount of information the participants receive in beforehand of the data collection. (2002, 246) Along with the data protection issues, the author heightens that collecting data from interviews, individual biases of the participants as well as the researcher might occur, and needs to be taken into consideration while analyzing the data. (2002, p. 306)

The qualitative method was chosen due to its suitability for research which requires pragmatic conclusions thus in this case concrete solutions on how to communicate effectively to potential donors. (Flick, 2018, 8) Moreover, as this research aims to receive a deeper understanding of what could encourage potential donors to provide monetary support for the project of building the World Heritage Center of Central Finland, thus aims to gain a better comprehension of the behavior of the donors. Therefore, this method can be seen to provide most relevant information to the commissioner of this research. (Finn et al., 2000, p. 67)

The qualitative research process was initiated by examination and comparison of the different methodological approaches. The search was first narrowed down to in-depth interviews due to the method enabling a more profound discovery of participants viewpoints and emotions on the three main topics of this paper. This seemed the most suitable method at first yet later as Braun and Clarke (2013) define a thematic analysis has been identified as the appropriate method to discover the answer to the research question by exploring and recognizing similarities and schemes from a larger selection of data (2013, p. 175). Thus, there are clear main themes present in this research, a thematic approach seemed more appropriate to conduct. The reasoning behind this choice was due to the method allowing both the interviewer and the interviewees to explore and focus on main topics more deeply thus discover the perceptions of the participants on a profound level (Braun & Clarke 2013, p. 180).

## **6.2 Method implementation**

The qualitative research method was conducted by firstly forming open-ended interview questions which were asked on the interviews. Two to three questions related to the main topics were formed with a focus on the significance and practical approaches each theme. The potential participants were approached via email by inquiring their interest and willingness to participate in the research. They were informed about the main topics of the discussion, however further details of the content of the interview were left to be disclosed in the actual interview. A privacy policy statement was sent to the participants who agreed to participate in the research where they were informed about how their personal data will be handled, stored, and deleted during and after the research process. The interviews were conducted online via Teams by following the preplanned structure, however the researcher asked follow-up questions during the interviews to gain a deeper understanding of the participant's viewpoint. After this data collection process was conducted the researcher initiated the data analysis process. This process was executed by first familiarizing oneself with the data, in this case reading through the interview transcripts Teams had created as well as watching the Teams recordings. The next phase was to code the data under the three main themes wherefrom the researcher started to form different themes. These themes were revised and named, and subthemes were formed. After the qualitative data was analyzed, the themes and subthemes were compiled to Excel-graph.

## **6.3 Data collection**

Burns et al. (2004) have stated that semi-structured interviews have been identified as a part of the qualitative approach in applied sciences (2000, p. 128-129). As said before, an in-depth interview was the consideration as a data collection method for this research yet since this study constructs three clear themes, semi-structured also known as thematic interviews, were chosen as a data collection method. According to Finn (2000), this is one of the most customary data collection methods for small-scale research. Moreover, to reduce the distraction from the main topics, the risk would have been in case an unstructured interview would have been conducted. Moreover, thematic interviews were chosen to retain flexibility for the participants as well as provide an opportunity to explore their ideas and stems more broadly. (2000, p. 72)

The interviews were conducted both in Finnish and English to demonstrate the competence of the researcher to operate according to the international requirements of the tourism field. As said before, the interviews were conducted with questions two to three supporting questions related to cultural heritage, social responsibility communication, and fundraising for cultural heritage. These themes emerged from the research topic and from the research question. The theme cultural heritage arose from the topic being related to building a World Heritage Center which would promote to world heritage sites of cultural heritage. The theme of responsibility communications emerged from commissioner's wishes and from the research question as well as the current trend of sustainable and responsible business operations. Finally, since this study aims to answer to how would the project receive funding, fundraising arose as the third theme.

The interview structure and questions were formed based on the three different themes related to the research which included responsibility communications (theme 1), cultural heritage (theme 2) and fundraising (theme 3). The questions were open-ended which allows the researcher as well as the participant to explore different dimensions of the themes. Firstly, in theme 1 the participants were asked questions related to which included explaining what type of perspectives and terms are related to social responsibility and describing the challenges and opportunities in responsibility communications. In theme 2 of the interview regarding cultural heritage the participants were asked to describe what is cultural heritage as a concept, its significance to them and how they perceive it personally and globally. Moreover, the participants were inquired to describe the significance of preserving and protecting the cultural heritage as well as attraction to do so. In addition, they were asked to describe the significance of the WHS's in Central Finland. Theme 3 considered of fundraising for cultural heritage. The participants were inquired to explain and describe the significance of fundraising to cultural heritage and specify what type of challenges and possibilities fundraising entails. Moreover, the following question required the participants to consider what should be taken into account while communicating responsibly about a cultural heritage site. In addition, they were asked to describe a successful fundraising campaign and list reasons why potential donors would support this project and what issues would be incentives for donating.

The researcher together with the participants explored these different themes and gained a deeper understanding of their perceptions and feelings by asking additional questions by



recognizing the opportunities for those questions. Moreover, the interviewer allowed the participants to answer as freely as possible without hindering the flow of the answer yet retaining and following the predetermined structure so that each question would be answered during the interview.

#### **6.4 Data analysis**

In thematic analysis, also referred as TA, the researcher conducts six different phases before presenting the research results. This process begins by getting acquainted with the collected data from the semi-structured interviews. Once the researcher has orientated oneself with the data, the next step is a prospective coding of which refers to recognizing the themes and the connections between them (Braun & Clarke 2013, 206). In the next phase, the researcher deepens her/his knowledge on the connections of the themes by triangulating them, which has been recognized by Braun & Clarke (2018) to be the process of utilizing at least two different methods to discover the solution to the research problem. After this phase has been thoroughly conducted, the researcher re-evaluates the aptitude of the current formed themes to the initial phase and cross checks their correlation. In case the themes correlate with the raw data, the researcher proceeds to designating the themes. In the final phase the researcher narrates the entire process and provides justification on each choice that has been made. (p.178)

Thematic analysis method was chosen for this study due to the method being easily attained by someone who has not conducted many studies in the past. Thus, the method enables the researcher to adapt the approach more rapidly compared to methods which demand more experience and scholarly knowledge. Additionally, the rigorous schedule of the research required an efficient method for analyzing data. Moreover, the method heightens comparable and distinct viewpoints of the partakers as well as brings forth unpredictable ideas from them. In addition, since the commissioner of this research-based development work has anticipated to receive concrete and actionable results, the thematic analysis allows the researcher to generate a compressed solutions to the research question in a systematic and comprehensible way. (Nowell et al. 2017, p. 2) As Braun & Clarke (2013) endorse the suitability of thematic analysis for a beginner to adapt the method and add that the method enables the freedom to adjust the approach to the research question (p.175).

**First phase**

The data analysis process started by familiarizing oneself with the data, in this case, listening the Teams recordings of the interviews and reviewing and rewriting notes from them including key words and sentences as well as utilizing the transcripts the online meeting tool Teams had created. The interview transcripts were printed to enable and alleviate the next phase.

**Second phase**

The process continued with coding parts of the interview transcripts which highlight and color-coding certain insights or feelings the participants had expressed. Coding was executed by listing and summarizing sentences from the interview transcripts and placing them under the main topics of this paper.

**Third phase**

After coding the different sections under the three different themes of cultural heritage, responsibility communications and fundraising for cultural heritage, the following step was to start identifying different themes under the main topics from the codes. Since the data collection process included three main subjects of cultural heritage, responsibility communications and fundraising for cultural heritage, the data was sorted under these subjects. In cultural heritage (see table 1) the themes identified included education and value where in responsibility communications they were recognized as development ideas, communication methods and target groups. In fundraising, development ideas and fundraising methods became apparent.

## Cultural Heritage

Participants	Quotation from interviews	Codes	Themes
Participant 1	"As it is commonly said that in order to understand the present and future... we must understand the past as well... It is miraculous how magnificent job people have done with the Petäjävesi Old Church."	<i>Finnish history</i>	History
		<i>Appreciation</i>	Value
		<i>Understanding</i>	Learning
Participant 2	"It is part of our background and legacy, where we have pushed from, what the previous generations have done and built for us. .... It can be building heritage... music, literature."	<i>Finnish roots</i>	History
		<i>Appreciation</i>	Value
Participant 3	"It is all around us and has a high importance in everything that we do, history is related to everything and a not many things would exist without history. ... Learning from the past offers us to learn from past mistakes, not to repeat them."	<i>Finnish culture</i>	History
		<i>Every-day presence</i>	Value
			Learning
Participant 4	"I think it is a complex thing, it is different for everyone ...and they interpret the word differently. To somebody it can be a tradition or a skill or an art form or a everyday custom and to some it might be something more tangible like buildings, sceneries ... items. ... Cultural heritage is important to everyone once they find their own angle to it. ... Everybody has something that ties them to cultural heritage. "	<i>Complexity</i>	Value
		<i>Individual meaning</i>	Hidden interest
		<i>Built-in interest</i>	

*Figure 3 A demonstartion of thematic analysis for cultural heritage*

## Social Responsibility Communications

Participant	Quotation from interviews	Codes	Themes
<b>Participant 1</b>	“For companies...Referring to that this is a once in a lifetime opportunity and you can be a part of it and get for instance your name somewhere. ... One way it to include a surprise factor, like a person or a character... Influencers are quite significant nowadays... It should be linked to the current trends, such as wood building, climate change, communality or these sort of things.”	<i>Emotional appeal</i>	<b>Emotional appeal</b>
		<i>Mutual benefit</i>	<b>Collaborations</b>
		<i>Surprise effect</i>	<b>Surprise effect</b>
		<i>Specialized people</i>	<b>Collaborations</b>
		<i>Trends</i>	<b>Current trends</b>
<b>Participant 2</b>	“Emotionally appealing pictures and content that is easy to understand ... maybe it could be masked under an indirect communications, it is not necessarily always told. ... More interesting and appealing content.”	<i>Emotional appeal</i>	<b>Emotional appeal</b>
		<i>Understandable</i>	<b>Storytelling</b>
		<i>Indirect communications</i> <i>Need for different content</i>	
<b>Participant 3</b>	“ For instance the Petājāvesi Old Church could be connected to cultural roots, which is really popular at the moment... ...could be targeted to people interested in different types of cultural heritage, for instance buildings. Other sites could boost the visibility of Petājāvesi Old Church.	<i>Tourism activity</i>	<b>Development idea</b>
		<i>Activity</i>	
		<i>Collaboration</i>	<b>Collaboration</b>
<b>Participant 4</b>	“Different kind of smaller you can attach yourself to cultural heritage, like a photograph, what kind of audience would be interested on or it can be for example an event, content that explains the cultural heritage or is it a service related to cultural heritage.”	<i>Content idea</i>	<b>Storytelling</b>
		<i>Communication channels</i>	<b>Events, activities</b>

Figure 4 A demonstration of thematic analysis of responsibility communications

### Fourth phase

After the raw data was sorted under the three main topics and the themes were recognized the researcher revised the themes to correlate with the research question. Sub themes were created to specify the ideas the participants expressed during the interviews.

## Fifth phase

Following phase included the description and naming the themes so that they would correlate with the initially found themes from the familiarization.

## Sixth phase

In the final phase of thematic analysis, the themes derived from the coding process were compiled to an Excel-graph (see table 2). The narration on what was discovered from the analysis which will be present in the next chapter.

	Thematic interviews: Themes and sub themes	
	Demonstration of the main and sub-themes of the interviews	
<b>Cultural heritage</b>	<b>Social Responsibility communications</b>	<b>Fundraising</b>
<b>Learning/Education</b>	<b>Development ideas</b>	<b>Easiness</b>
<i>Upbringing</i>	<i>Activities</i>	<i>Different forms of donation</i>
<i>Collaboration with educational institutes</i>	<i>Events</i>	
	<i>Tourism routes and passes</i>	
<b>Value</b>	<b>Communication methods</b>	<b>Fundraising methods</b>
<i>History</i>	<i>Storytelling</i>	<i>American style</i>
<i>Hidden interest</i>	<i>Collaborations</i>	<i>Cause marketing</i>
<i>Uniqueness</i>	<i>Surprise factors</i>	<i>Events</i>
	<i>Concreteness</i>	<i>Artists/Influencers</i>
	<i>Emotional appeal</i>	
	<i>Trends</i>	
	<b>Target group</b>	
	<i>Families with children</i>	
	<i>Different experts</i>	
	<i>Fans and enthusiasts</i>	
	<i>Visitors and audience</i>	
	<i>Pupils and students</i>	

Figure 5 Demonstration of defining and naming themes

## 7 Research results

The reoccurring matters that rose from the topic cultural heritage, its significance and specified question to the significance of WHS's of Central Finland were uniqueness, historical aspect, overall value and irreplaceability. The participants also agreed on that cultural heritage is about understanding where we come from (our history), where we are now and where we are heading. Moreover, they agreed that cultural heritage is a part of learning about history, and it is unknown to many people. Participant 3 mentioned the importance of cultural heritage education considering children where participant 1, 2 and 4 highlighted and endorsed the idea and the significance of targeting cultural heritage activities to families with children.

The reoccurring patterns in the subject of responsibility communications were emotionally appealing content, storytelling, other communication methods, provided different development ideas on how communications should be executed, and which target groups should be considered. Participant 2 highlighted how organizations should emphasize the actions taken towards sustainability and socially responsible conduct and highlighted how the audience should be made aware that the heaviest work towards sustainability has been done for them. Moreover, the participants agreed that the communications should explain about concrete actions of the organization as well as utilize joint marketing opportunities with their current collaborators. Participant 3 explained how other WHS's would bring more visibility to Petäjävesi Old Church where Participant 4 argues the importance of stakeholder management in relation to spreading awareness of the cultural heritage sites.

Development ideas were presented from all the participants which included different activities, events and tourism routes and passes. Moreover, participant 2 innovated an idea of creating an activity for families with children with simple tasks to be carried out in the surroundings of Petäjävesi Old Church and other WHS's. These tasks could include having a picnic or finding a certain type of rock a tree in the surroundings. Where participant 2 emphasized the activities for families, participant 3 introduced a tourism activity for Unesco fans and travelers where they could collect all the sites according to the category the site is in, for instances old churches around the world. Moreover, participants 1 and 4 heightened the importance of events in communications and reaching different target groups. Participant 1 heightened an idea of a

concert where a known artist would perform as a philanthropic gesture or a influencer where participant 4 emphasized the significance of annual events as a face-to-face communication method.

The participants introduced different target groups from which most occurring were families with children or the role of parents in initiating the awareness of cultural heritage in upbringing of their children. Participants 3 emphasized the educational and learning aspect on what parents could provide to their children by teaching and raising them into knowing what cultural heritage is. Participant 2 heightened the importance of creating activities for families with children and commented that there have not been too many activities for this target group. Participants 1 mentioned families with children being an important target group to approach where participant 4 emphasized the educational aspect for adults. Moreover, participant 1 mentioned influencers as a significant target group to utilize in distributing the knowledge on cultural heritage more effectively where participant 2 argued the importance of targeting people already interested in WHS's, such as Unesco fans and cultural heritage enthusiasts. Participant 3 specified the importance of collaborating with educational institute and enabling learning about cultural heritage at a young age. As participant 4 brought up the educational aspect for adults, the participant elaborated the difference of visitors and audience to be that visitors look for different matters and media channels and are more likely to browse the official websites of the WHS's where the audience engages more on the social media content without visiting the site.

What comes to fundraising for cultural heritage the following themes rose from each participant, easiness, different forms of donating and benchmarking on the American style of fundraising. By easiness participant 1 referred to different forms of donating, such as events, volunteer programmes and products where participant 3 introduced an idea godparenting system for tangibles, such as old furniture or in the process of building the World Heritage Center, the different phases could have godparents, for instance building, the exhibition parts and maintenance. Moreover, participant 4 emphasized that the value to donators should be presented with intangibles, such as experiences, feeling of belonging, finding your roots, or designating appreciation. Participant 1 added that fundraising can be seen as an opportunity to unite the nation and strengthen communality by doing good and increase understanding of the donation

target. All the participant agreed that by appealing to emotions of the potential donators will likely increase the possibility of them donating.

## **8 Discussion and research limitations**

The key findings on issues related to cultural heritage from the data collection and analysis were how it has an educational, historical, and unique value to people, which some are consciously aware of, and some are not. The key discoveries regarding responsibility communications were development ideas regarding the face-to-face and online communications, what methods should be utilized and who the communications should be targeted. The key findings on fundraising for cultural heritage included development ideas of different forms of donations as well as different methods on how to increase the possibility of them.

It can be interpreted from the results that the participants agree with Prott & Keefe (2007) that the need for cultural heritage preservation is prominent. As Ateca-Amestoy & Gorostiaga introduced the perspective of cultural heritage as a part of European identity and participants referring cultural heritage to be people discovering their own roots or learning what previous generations have built and enabled for current ones, this perspective seems to have accuracy.

Although the terminology on what term to use related to responsible communications as participant 2 listed different terms used on the topic and how other participants supported the ideology of connecting communications strongly to people, it can be deduced that referring the socially responsible aspect of communications gained more validity. How Liappis et al. (2019) define responsibility communications as the concrete actions explained to different stakeholder, it became apparent that the participants agreed on concreteness being one of the key elements in responsibility communications. As Eräranta & Penttilä (2021) used the word negotiation when referring to communications along with participants encouraging to increase interaction with the potential donators, this might have a correlation with the Font & McGabe. As the authors (2018) notified the importance of emboldening the potential benefactors to alter their perspectives on the perceptions of cultural heritage, it can be stated that by involving the stakeholder into the organizational process, the likelihood of them realizing the benefits of contributing to the preservation of cultural heritage increases. As participant 1 introduced the idea of cause



marketing for the WHS's of Central Finland and how Rozensher (2013) analyzes the cause being the driving factors in purchasing those products, it seems that this could be one concrete method to receive loyal donations in the long run. As Zulch (2014) states that a communications plan should include a well-thought and defined target groups, methods, and channels to reach them along with participants listing four most significant target groups from their perspective, it became apparent which ones the project of building the World Heritage Center of Central Finland -project should treat as a priority.

What comes to fundraising for the cultural heritage and the strategies to utilize, the idea of utilizing social media channels due to accessibility and networking opportunities (Maqpool et al. 2019) which in turn increase the interaction among the potential donators as well as with the Foundation of Petäjävesi Old Church. As Waters (2005) presented and Hart et al (2005) supported those participatory activities and inclusion of the potential benefactors, the participants provided concrete involvement strategies, such as volunteering programmes, it can be stated that these perspectives would have merit in increasing the inclusion of potential donators. Like Kisić and Tomka (2018) emphasized the importance of sharing the visitors stories, their feelings during and after the visit and how reoccurring the storytelling aspect was while discussing with the participants, the storytelling seems to be the appropriate way to develop the social media communications. As Bertacchini & Signorello (2011) pointed out how the lack of personal experience decreases the likelihood of donation thus by considering the development ideas and different methods the participants provided in this research might in turn increase the probability of donations to the cause.

After reviewing the results, it appears that there are several different communication methods which potentially aid the project in reaching the potential benefactors more efficiently. Although the Foundation of Petäjävesi Old Church has utilized storytelling and user-generated content on their social media channels, it seems that by focusing primarily on face-to-face communication methods, such as events and activities, thus enabling the potential donators to experience the sites first, it could awake the interest of the audience more efficiently. Moreover, the events and activities, could be utilized as social media content in the future and foster current and future donator relationships thus cultivate the personal attachment of visitors and audience to the cause.

Therefore, these actions would increase the personal attachment people are not aware of until they experience the significance of the sites themselves and realize the significance of the sites.

The communications plan was created based on the aforesaid results. The structure of the plan was compiled from the theoretical suggestions of Zulch (2014) and Unesco as well as considering the commissioner's information on their current situation with their social media followers, budget, and resources. This information was acquired from the meetings with the commissioner along with the project plan (Museovirasto, 2023) The end result of the plan was created solely based on the results, the theoretical basis on what a communications plan should include and the basic information the commissioner wanted to be included. The timeline was created based on when the development suggestions, such as events and activities could reach the most participant, for instance during the summer when people commonly have vacations and time to participate. Target groups for the plan were defined based on the suggestions of the participants which highlighted firstly to focus on organizing activities for families with children. Participants 2 and 3 mentioned WHS fans and enthusiasts where participant 4 emphasized to recognize the difference of potential visitors and audience. The importance of educating pupils and students in regards of cultural heritage was heightened by participant 3. The communication methods were compiled based the development suggestions and methods introduced by the participants as explained in the results. Moreover, the website and social media content was justifies based on the concrete development suggestions, for instance participant 1 introduced the idea of a ongoing donation calculator to spark interest to contribute to the project where participant 4 suggested to include old photographs in the form of storytelling. The collector pass ideas were presented by participant 2 and 3. Participant 2 argued that adventure activities could be exiting for the children as well as their parents where participant 3 stressed the importance of considering people already interested in the WHS's thus referring to WHS fans and enthusiasts. Participant 3 additionally presented the current trend of tourism routes and their popularity among tourists. What comes to fundraising methods in the communications plan, the methods were composed similarly to the communication methods, by composing the development suggestions of the participants into one graph. As said before all the participants were in the consensus that donating should be made as easy as possible for the potential donators. Where participant 1 introduced the idea of producing philanthropy products through cause marketing and donations on site, participant one presented the idea of breaking down the phases of the construction project and targeting the different

phases to different target groups, for instance the building phase could be targeted to people working in the field of architecture or those interested in wood building. Post-evaluation was included basing on Zulch's (2014) suggestion of evaluating and monitoring how the communications made the receivers feel and how well did they engage content produced.

These results have significant role to the commissioning party, to the field of tourism and cultural sector of Central Finland since it provides concrete development ideas and methods how to improve socially responsible communications and fundraising for the cultural sector of tourism in Central Finland. Yet these results can be utilized by the management parties of other WHS's around Finland as well as globally. Moreover, to the tourism field operators, current and future professional of the field as well as to the researcher herself, these results provided a deeper understanding of the complexity of socially responsible communications as well as the challenges faced in fundraising.

The results of study are not able to provide certainty of the functionality of the development ideas and methods and will they affect to the potential benefactors in a desirable way. Moreover, the results cannot express and advocate for the potential donators and witness their perspectives on a general level nor these results cannot identify the most efficient channels for each target group. In addition, these results cannot be generalized as Patton (2002) suggested before. This study can, however, provide tools and innovative ideas for the commissioning party and can reason why these methods could work in practice. For the future, it would be beneficial to pilot the event and activity concepts suggested in this study as well as re-evaluate the efficiency of current operations and what could be approached and conducted differently in order to reach the objectives of the project thus collecting enough financial support to build the World Heritage Center of Central Finland.

### **Ethicality and reliability of the development work**

The ethical and reliability issues recognized in this research include signing an agreement with the representative of the commissioning party, voluntary participation of the participants to the research, equal amount of information provided for them before the interviews as well as explaining the collection, protection, and deletion process of their personal data (Arene, n.d., p.

21-22). Moreover, the ethical issues relate also to recognizing the possible social-desirability bias of the participants (Nikolopoulou, 2023) and biased perspective of the researcher herself (Patton, 2002) as well as critical examination of the theoretical approaches and the implementation of the research.

Patton (2002) emphasizes that in qualitative research it is important for the researcher to recognize that the topic might have been chosen due to the researcher wanting him/herself to understand it and not primarily provide the information to the audience. Thus, it can be stated that the researcher cannot operate fully on a non-bias way yet every intention towards it and by recognizing these limitations, the amount of objectivity increases. (2002, p. 14)

The ethical related to this particular research are the social-desirability biases of the participants meaning that interviewees might experience that the interviewer is seeking a predetermined answer to their interview questions thus their responses (Nikolopoulou, 2023). Another issue that the researcher considered are the biases that the researcher herself might have regarding the topic as well as how the research results were translated (Patton, 2022). Thus, the researcher aimed to form the interview questions from a non-biased perspective as possible yet keep in mind that those questions would provide an answer to the research question. In addition, the researcher informed the participants in beforehand of the main topics of the interviews and provided equal amount of information to every participant meaning that another participant does not receive less or more information beforehand than another participant.

In the data collection process, the participant firstly approached and invited to an in-depth via email to discuss about their perspectives on different themes of the research. However, in the process of evaluating the most suitable qualitative research method, the researcher recognized semi-structured interview having more merit compared to an in-depth interview. This data collection method allowed to explore the different themes and ask more concise questions without hindering the participants to examine the themes on a deeper level. The participants received a privacy policy statement before the interviews where it was elaborated to them how their personal data as well as the interview recordings and transcripts are processed, stored, and deleted at the end of this process. The participants were made aware that the researcher is the person conducting all of the afore listed procedures. All the participants were asked do they

consent to the terms in the privacy policy statement and all of them were asked to reply either “yes” or “no” to the email. All participants gave their consent by replying “yes” to the email.

The researcher acknowledges her personal values as well as interpretations, as Patton (2002) explained before, affecting on how the answers from the interviews into the data analysis was decoded. Yet by asking more specified questions from the participants, the researcher aimed to delimit her own interpretations and increasing the likelihood of truly understanding what the participants wanted to express. By listing all of these aforesaid issues, the researcher addresses the ethical issues of conducting research as well as recognizes the potential biases of all participants as well as researcher herself.

## **9 Conclusion and future work**

The purpose of this research was to discover what type online and offline of communications encourages potential donators to provide monetary support for communicating about and building the World Heritage Center of Central Finland. Based on the results, storytelling and emotive social media content as well as emphasizing the educational and overall value of cultural heritage and creating a personal attachment with the audience play a key role in online communications. What comes to offline communications, the results reveal that different events and activities, such as philanthropy concerts and benchmarking on already existing events in different WHS's the Foundation of Petäjavesi Old Church could spread the awareness of their cause more effectively. Moreover, different activities, such as collector passes, tourism routes and volunteer programme could spark the interest of supporting the cause and donating to the construction project of World Heritage Center of Central Finland.

A theoretical base was formed by collecting different perspectives from authors on cultural heritage, responsibility communications and fundraising for cultural heritage. The research was conducted by utilizing qualitative research methods; thematic interviews for data collection and thematic analysis in interpreting the collected data. The research results indicated that in order to receive donators for the project, cultural heritage should be explained from the education and value perception. Socially responsible communications methods of storytelling and joint marketing with other WHS's must be presented with concrete manner which raises emotions of the receiving

audience as well as consider including surprise factors in the communication content. Moreover, by organizing events and activities to different target groups, the project enables the increase of awareness and knowledge of the WHS's in Central Finland in the form of experiences thus memorabilia. In fundraising, different forms of donations should be implemented to reach a larger audience thus creating easy ways for the public and private sectors to contribute to the project. Effective fundraising methods were discovered to be cause marketing in the form of tangible products or intangible services as well as organizing events and influencers to promote the project. In addition, the project communications should consider benchmarking on the American style of fundraising. These results provided a baseline wherefrom the project members can continue to brand and market their cause and encourage donors to contribute to preserving the Central Finland's cultural heritage, the Petäjävesi Old Church and Oravinvuori Arc point. By providing financial support to the conservation of the sites and enabling the building of World Heritage Center of Central Finland, everyone has an opportunity to do good with minimum effort and preserve our legacy for generations to come as well as learn more of our history thus understand the world, we live in better than before.

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## **Appendices**

**Appendix 1. Cover letter of data collection – Email to potential interviewees**

**Appendix 2. Interview outline – The structure of the thematic interviews**

**Appendix 3. Privacy policy statement – Data collection and protection statement**

**Appendix 4. Communication plan for the World Heritage Center of Central Finland  
2023**

Hyvä **Nimi Sukunimi**,

lähestyn teitä opinnäytetyön haastattelun merkeissä.

Olen Ida Poukka, Jyväskylän ammattikorkeakoulun neljännen vuoden kansainvälinen restonomiopiskelija, ja kirjoitan opinnäytetyötäni toimeksiantona Petäjaveden vanhan kirkon säätiölle.

Opinnäytetyön tavoitteena on luoda viestintäsuunnitelma Keski-Suomen maailmanperintökeskukselle, löytää parhaat viestintäkanavat ja -keinot sekä inspiroida potentiaalisia lahjoittajia hankkeelle.

Asiantuntemuksenne olisi arvokas lisä tälle projektille, joten kysynkin, olisitteko kiinnostunut auttamaan hanketta antamalla oman näkemyksenne **varainkeruun ja viestinnän** saloista?

Kiitos harkinnastanne ja arvokkaasta ajastanne jo etukäteen!

Innostunein terveisin,  
Ida Poukka

---

Dear First Name Last Name,

I am Ida Poukka, a fourth-year Tourism Management student at JAMK University of Applied Sciences, writing my thesis for the Foundation of Petäjävesi Old Church.

The purpose of the thesis is to create a feasible communications plan for the World Heritage Center of Central Finland and discover the most inspiring communication content and channels to encourage potential donors to provide financial support for the project. This thesis is planned to be completed by the end of April 2023.

Your expertise would be a valuable addition to the project, therefore, would you be interested in assisting the project by providing your perspective on the meaningfulness of World Heritage to tourism in an interview?

Thank you for your consideration and valuable time in advance!

Kindest regards,  
Ida Poukka

# Thematic/semi-structured interview

The goal of this interview is to discover different expert perspectives on three different themes mentioned below. The data from the participants will be used to answer the research questions written below. The themes are present throughout the entire interview. The participants are asked for a permission to record the interview to enable a deeper understanding and analysis of their replies in the data analysis phase of the interview. The thematic interview questions are highlighted below in green for the student to retain the themes present throughout the interview.

*The main research question: What type of online and offline communication encourages potential donors to provide monetary support to the World Heritage Center?*

*Themes*

**Vastuullisuusviestintä/Social responsibility communications**

**Kulttuuriperintö/Cultural Heritage**

**Varainkeruu/Fundraising**

Warm-up questions to build a connection with the participant.

1. Miksi oma erikoisalasi on erityisen kiinnostava? / Why your area of expertise is particularly interesting (to you)?

**Social Responsibility Communications**

2. Mitä eri näkökulmia/termejä vastuullisuusviestintään liittyy? What type of perspectives and terms are related to social responsibility?
3. Kuvaile vastuullisuusviestinnän eri haasteita ja mahdollisuuksia? / Describe the different challenges and opportunities related to Social Responsibility communication?

**Cultural Heritage**

4. Miten kuvailisit, mitä on kulttuuriperintö? / How would you describe cultural heritage?
5. Mikä on kulttuuriperinnön merkitys sinulle/yleisellä tasolla? Kuvaile kulttuuriperinnön suojelemisen merkitystä ja kiinnostavuutta/ How do you see the significance of cultural heritage to yourself/on a general level? Describe the significance of cultural heritage.
6. Kuvaile Keski-Suomen maailmanperintökohteiden merkitystä? / Describe the significance of the cultural heritage sites in Central Finland?

## Fundraising in cultural heritage

7. Miten näet varainkeruun merkityksen kulttuuriperinnölle? Kuvaile minkälaisia haasteita ja mahdollisuuksia näet? / How do you perceive the significance of fundraising for cultural heritage? Describe the challenges and opportunities it entails?
8. Miten kulttuuriperinnöstä tulisi viestiä vastuullisesti? / What should be considered while communicating responsibly about a cultural heritage site?
9. Kuvaile onnistunutta varainkeruukampanjaa? / Describe a successful fundraising campaign?
10. Luettele syitä miksi mahdolliset lahjoittajat tukisivat tätä hanketta? Mitä asioita näet kannustimina lahjoittamiseen? / List different reasons why potential donators would support this project? How do you see what issues operate as incentives for donating?



# Personal data protection and privacy statement

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*In Finnish*

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Aihe: **Tietosuojaseloste henkilötietojen käytöstä ja säilyttämisestä opinnäytetyötutkimuksessa**

Hei Etunimi,

lähetän viestiä koskien tämän päiväistä haastattelua klo xx.xx-xx.xx.

**Tietosuojaseloste henkilötietojen käytöstä ja säilyttämisestä opinnäytetyötutkimuksessa**

Saanko suostumuksesi nauhottaa haastattelun xx.x.2023 ja käyttää Teamsin transkriptio toimintoa haastattelussa?

Ida Poukka on vastuussa henkilötietojesi kontrolloinnista. Henkilötietosi ovat salasanasuojattuja ja niitä säilytetään henkilökohtaisella tietokoneella ja Teamsin työtilassa. Työtilaan on rajoitettu pääsy ja sitä kontrolloi Ida Poukka. Opinnäytetyössä henkilötietojasi ei käytetä ja sinuun tullaan viittaamaan anonyymisti. Henkilötietosi, jotka säilytetään ovat nimi, sukunimi, sähköposti, työtitteli ja työpaikan nimi. Henkilötietojasi tullaan säilyttämään siihen asti, kunnes opinnäytetyöprosessi on saatettu loppuun. Henkilötietosi tullaan poistamaan ja tuhoamaan välittömästi prosessin loputtua kaikista tietokannoista.

Saanko suostumuksesi henkilötietojen käyttöön ja säilyttämisestä yllä mainitulla tavalla?

Vastaa "kyllä" tai "ei" tähän sähköpostiin.

Ystävällisin terveisin,  
Ida Poukka

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*In English*

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Hello First Name,

I am sending you this message regarding today's interview at xx.xx-xx.xx.

**Privacy protection statement of the usage and storage of personal data in the thesis research**

Do you give consent to record and transcript the interview on xx.xx.2023?

Ida Poukka is responsible of controlling your personal data. Your personal data is password-protected and stored on a personal computer and in Teams workspace. The workspace has restricted access and it is controlled by Ida Poukka. No personal information is used on the thesis, and you will be referred anonymously in the thesis. The personal data stored are your first name, last name, email address, work title and the name of your employer. Your personal data will be

stored until the thesis process has been completed. Your personal data will be removed and destroyed accordingly from all the databases.

Do you give consent to the usage and storage of your personal data in the aforesaid way?

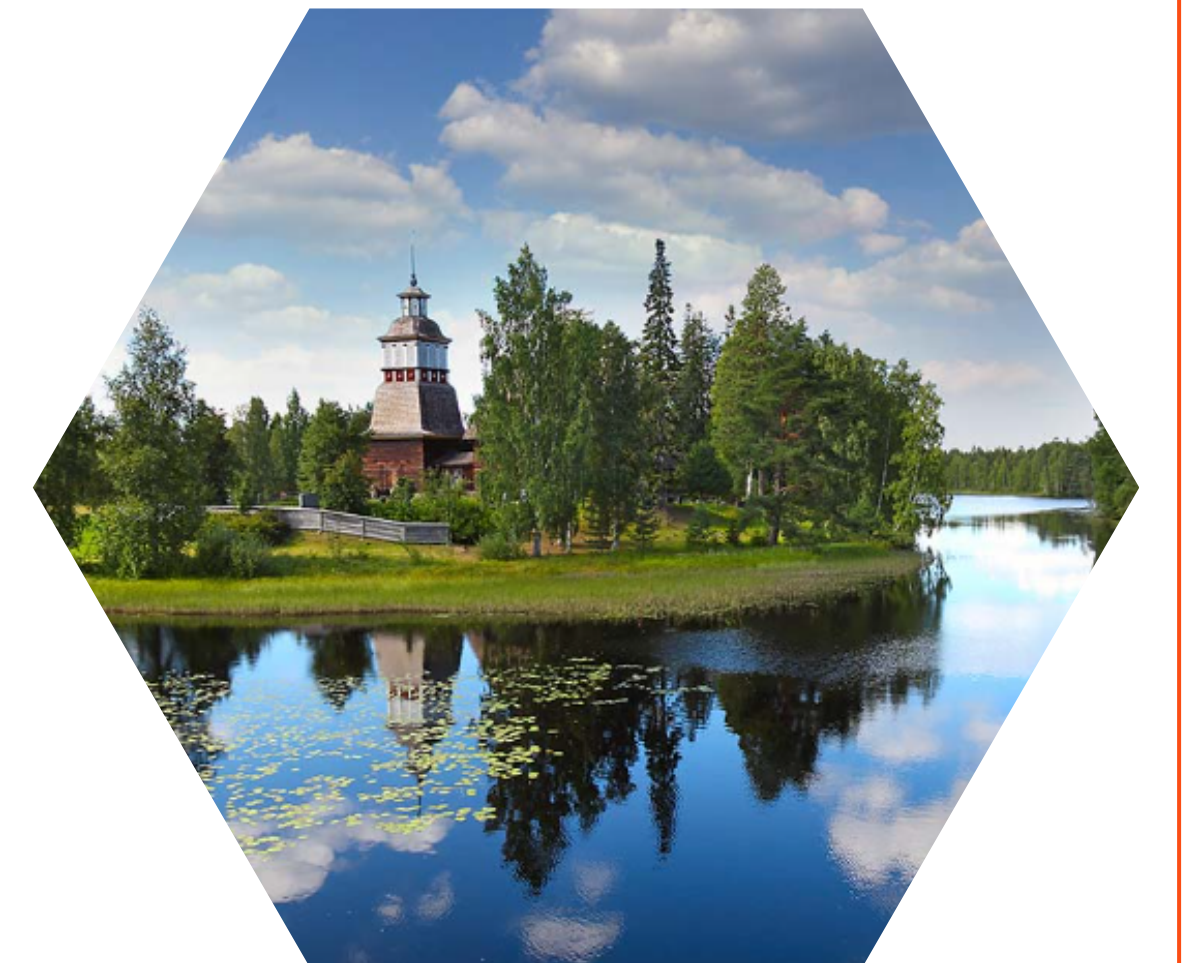
Please answer "Yes" or "No" to this email.

Best regards,  
Ida Poukka

# Communications plan 2023

Foundation of Petäjävesi Old Church

The communications project of World  
Heritage Center of Central Finland



# Content

Starting point & Objectives

Timeline

Budget

Resources

Target groups

Communication methods

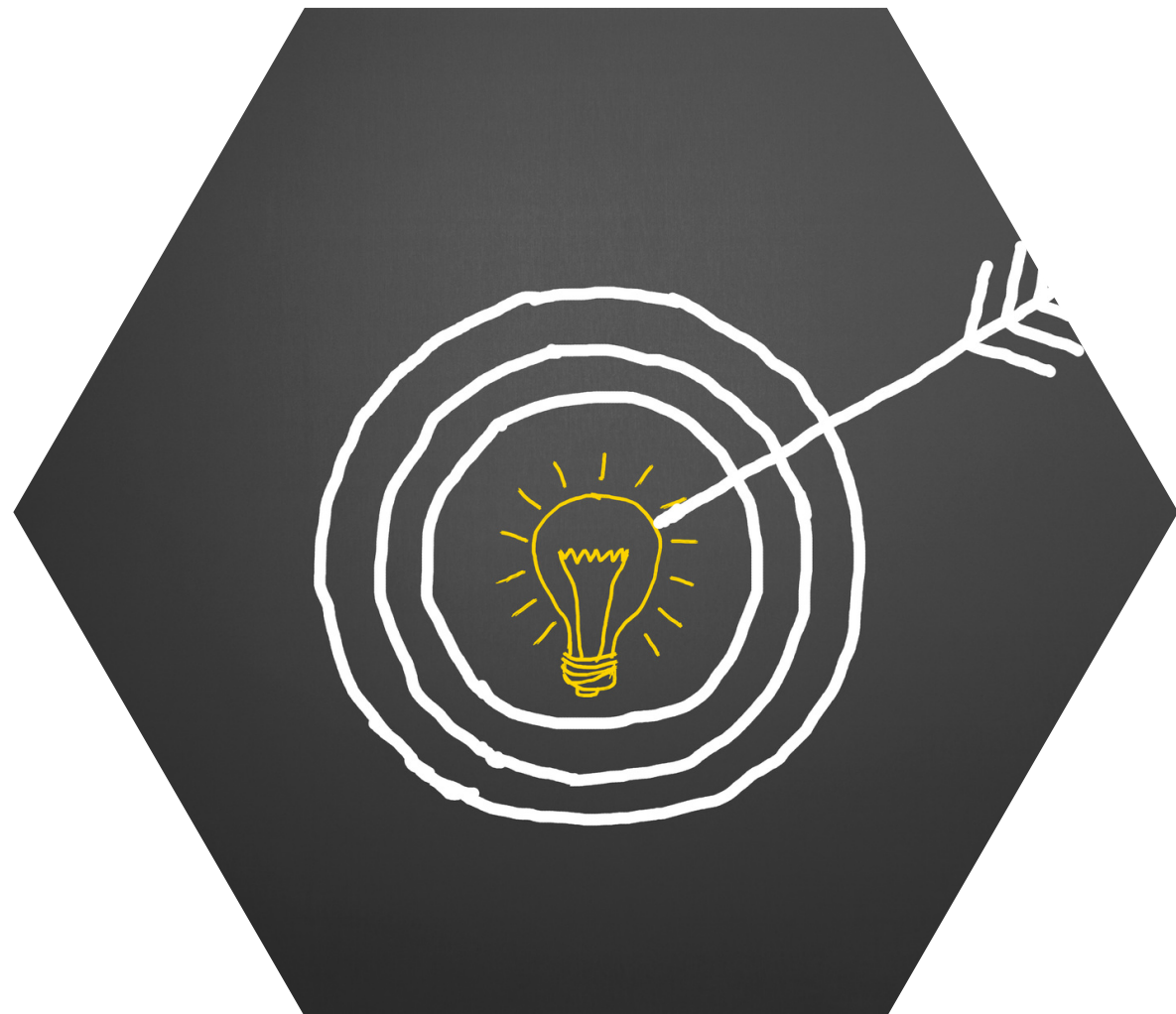
Website & social media

Activities for communications

Fundraising methods

Post-evaluation

# Starting point & objectives



## Starting point

Social Media followers:

- Instagram 727
- Facebook 1100
- Twitter 148
- Website

## Objectives

- To define concrete and practical actions to receive donators
- To define the most effective communication and fundraising methods
- to define the budget breakdown priorities and othe resources

# Timeline 2023



# 1 Priority

Events: benchmarking on annual events of other WHS's, philanthropy concerts with known artists

# 2 Priority

Activities: tourism collector passes 1 & 2, tourism/adventure routes and volunteering programmes

# 3 Priority

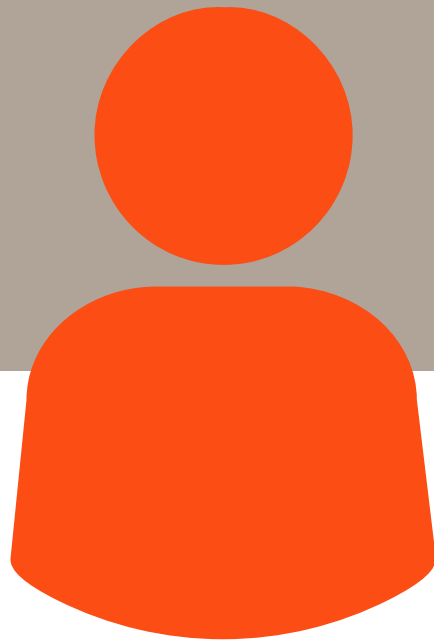
Storytelling content: emotive, storytelling videos and images



# Budget

Total budget: 10 000€

# Resources



***Main responsibilities:***

*Overseeing the progress of the communications project*

**Director of development**



***Main responsibilities:***

*Executing the communications plan in practise*

**Project worker**



***Main responsibilities:***

*Creating social media content*

**Summer guides**



- **Families with children**
- **Different experts** from different fields (architecture, cultural heritage, cultural services etc.)
- **WHS Fans and enthusiasts** (collaborating with other WHS management operators nationally and internationally)
- **Visitor vs audience** (visitors are planning a visit and audience follows media content more closely)
- **Pupils and students** from educational institutes (collaboration with school faculty)



# Target groups

# Communication methods

## Current trends

Wood building  
Culturally sustainable travelling

## Joint marketing

Promoting collaborations on website and social media

## Surprise factors

Communicating something unexpected or unknown

## Emotional appeal

Creating personal attachment to the cause

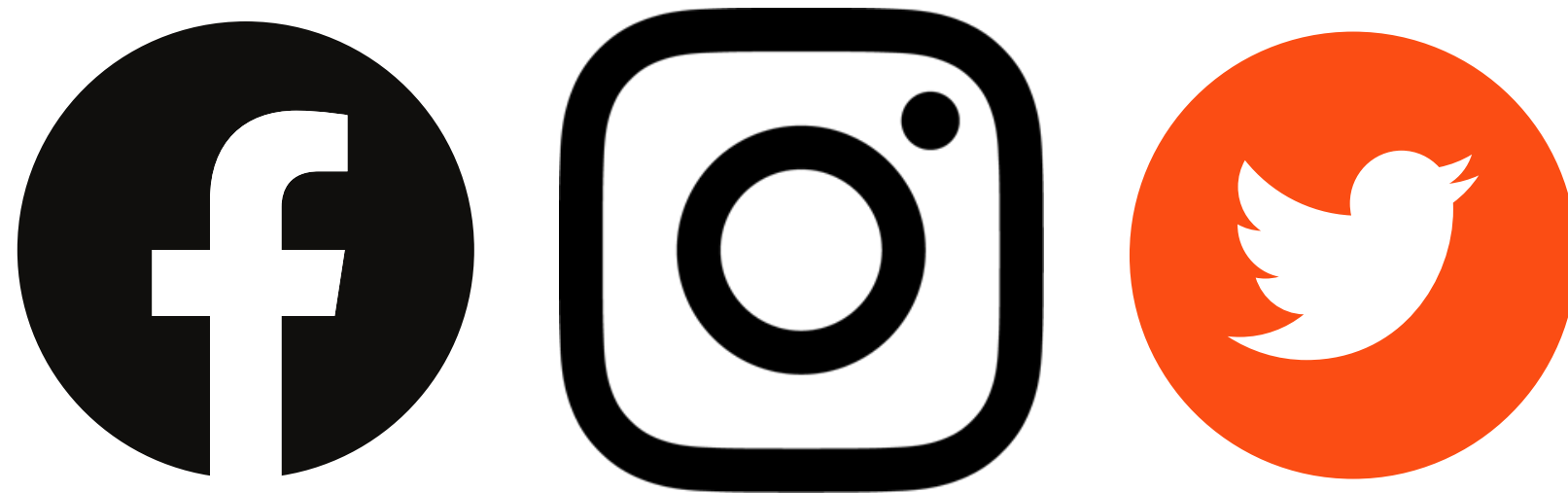
## Concreteness

Actions taken and future plans for the cause

## User-generated and storytelling content

Stories translate to everyone  
Encouraging audience to share their experiences

# Website & social media



## **Person(s) responsible:**

The summer guides of Petäjävesi Old Church

## Website

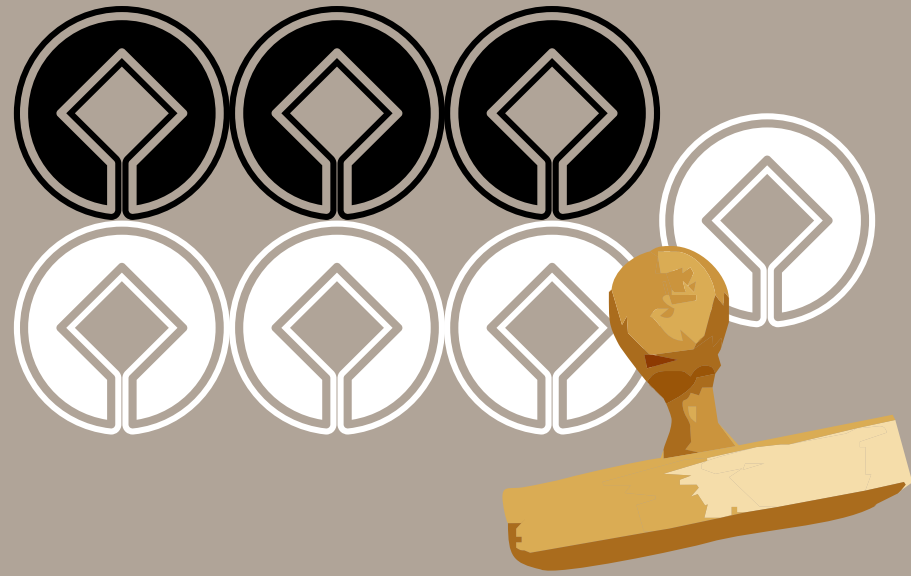
- Donation calculator
- Description of breakdown of costs of building the World Heritage Center of Central Finland
- Storytelling content

## Social media

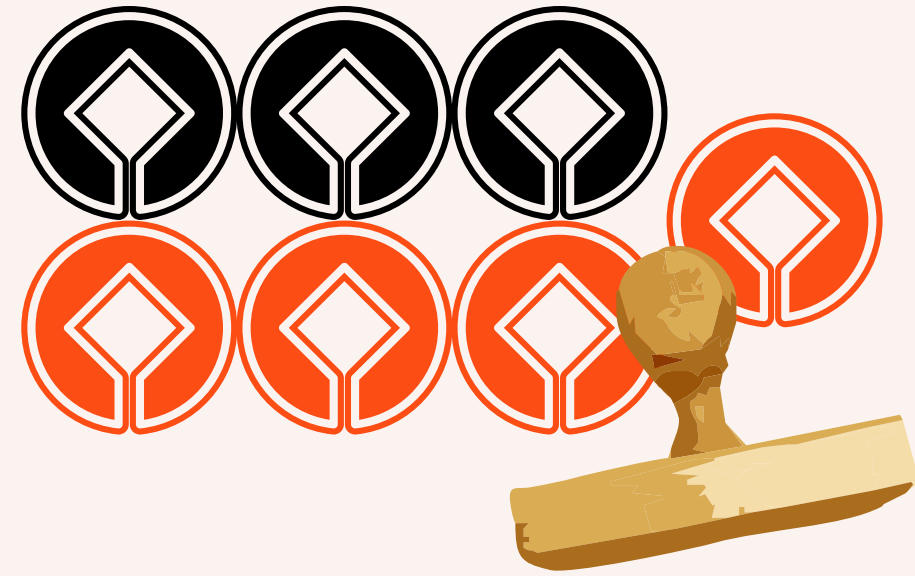
- Encouraging and sharing user-generated content
- Posting old photographs (storytelling)
- Donation calculator
- Influencer (a surprise factor)

## **Expected outcome:**

more followers, more shares, more awareness, more personal attachment, increased willingness to donate



Collector pass #1



Collector pass #2



Volunteer programmes



Tourism adventure routes

# Activities

## For communications

- Collector pass #1 - joint marketing with other WHS's in Finland (collect all seven and receive a small price)
- Collector pass #2 of different activities and adventures on the sites (simple activities for families with children, enables cultural heritage upbringing)
- Tourism adventure routes - promote the journey to the sites and encourage visitation and stay
- Volunteer programmes - creating a volunteer programme to increase awareness and collaborate with companies as part of their employer branding, a current trend

# Fundraising methods



## What we have now:

- Donating via website
- Donating via text message

## Easiness

One of key elements of increasing the likelihood of more donations

## Donations on-site

- In events, such as philanthropy concretis with known artists (e.g Mikko Harju)

## Smaller donations

- Less than 10 euros as a donation option

## Philanthropy products

- Cause marketing campaign together with a suitable company or a social media marketing campaign

## Breakdown of donation targets

- Building, exhibition and activities
- Targeting each one to an appropriate target group (exhibition to cultural heritage professionals and fans)

# Post- evaluation

## Thesis research

- Were the objectives reached?
- Where the results feasible?
- Can the results be executed with the existing budget? What suggestions can and cannot be executed?

## Plan implementation

- Were the objectives reached?
- Increase of followers on social media channels?
- What type of content engaged most with the audience? What did not?
- The success rate of development suggestions from the thesis research?