

Learnwell Oy Communications and the Vårdsvenska Project Promotion

Yulia Bazyukina

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<p>Author or authors Yulia Bazyukina</p>	<p>Group or year of entry 2009</p>
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<p>The Vårdsvenska project is an online platform developed for health-care personnel interested in acquiring Swedish language skills and ultimately working in Finland. The project lies within the framework of a Finnish immigrant integration program.</p> <p>The objective of this research was to examine communication among the parties involved in the Vårdsvenska project and to analyze the results of its promotion campaign, which was held in November and December of 2011.</p> <p>This thesis introduces different viewpoints regarding communication in general and provides a detailed observation of both internal and the external communication, carried out within the framework of the Vårdsvenska project from a participant's point of view. It also examines project promotion campaign planning and development, including an in-depth analysis of the campaign results.</p> <p>The findings of my research demonstrated that there were positive overall results of the promotion campaign. Nevertheless, in this thesis I also provide suggestions for the improvement of project promotion in the future.</p>	
<p>Keywords Communication, Organizational communication, Promotion, Vårdsvenska, Learnwell Oy</p>	

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1 Introduction

In this chapter the background information, the objectives of the thesis, the research questions, limitations of the study and the structure of the thesis will be presented.

1.1 Research background and objectives

The rapid development of the online services leads to the growth of the range of services the modern Internet sites are offering to their users. The possibilities for web-based interaction and variety of educating tools help learn new languages, acquire new skills, and change their workplaces – in other words, the Internet nowadays can be used as a tool for changing lives for better. An increasing number of international programs and projects with charitable or supportive purposes are now using the Internet as a simple and effective tool for reaching their target audience as the number of Internet users worldwide is constantly growing.

The Vårdsvenska project used as a material for this research analysis was run in the frames of immigrant integration program in Finland and was developed by three organizations:

- Learnwell Oy (project idea, coordination and administration)
- Svenska Kulturfonden (financial investment)
- Online Revenue Oy (IT and online platform development)

The overall purpose of this research is to define the characteristics of the communication and provide a deeper understanding of the role of communications within organizations.

The objective of this research is to examine the types, channels and tools of communication between three abovementioned parties involved in the Vårdsvenska project and to analyze the outcomes of the Vårdsvenska project promotion campaign held in the frames of this project in November and December, 2011. Besides an in-depth analysis

of the results of the promotion campaign, I am also providing the findings and recommendations that might be of use for the company in future.

1.2 Research questions and methods

The research questions of this study are to be formulated as follows:

- 1) What types of the communication channels and tools were used in the Vårdsvenska project?
- 2) What evaluation can be given to the Vårdsvenska project promotion campaign?

For conducting this thesis I chose to use a combination of several research methods. The empirical data on the communicative channels was collected in the course of my personal observations in the frames of the Vårdsvenska project. As I was personally involved in the project operations and had the access to the information and materials of the Vårdsvenska project, the observation method was used in order to provide a deeper understanding of the project communications phenomena.

Besides observing the communication channels and tools used in the Vårdsvenska project, this research aims at providing an in-depth analysis of project promotion campaign steps with the use of the procedural method. The results of the promotion will be evaluated using the quantitative method.

1.3 Limitations of the study

In this research I will be describing the internal and external communication in the frames of the Vårdsvenska project from the participant's point of view and analyzing the results of the promotion activity of the campaign held in November and December, 2011 in which I participated in as a project worker. Thus, this research does not aim to analyze the final success of the campaign, but to evaluate the results achieved at a certain stage of the project promotion.

1.4 Thesis structure

In Chapter 2 I will introduce Learnwell Oy, the commissioning party, provide the information about the Vårdsvenska project and the project site functions and describe my role and tasks in the project.

In Chapter 3 I will discuss the role of the communication, describe communication process theories and provide corporate communication types definitions.

In Chapter 4 I will describe external and internal communication types, tools and channels, examine the difference between formal and informal communication and observe the communication channels and tools used in the frames of Vårdsvenska project.

In Chapter 5 I will describe the promotion campaign steps, Vårdsvenska promotion plan development, define the target audience and the objectives of the campaign, examine marketing communication tools, such as direct marketing and online advertising, and analyze their role in the Vårdsvenska project promotion.

In Chapter 6 I will provide the information about the Vårdsvenska campaign schedule and stages, explain its process and describe the campaign outcomes basing on the statistics materials of the Vårdsvenska project Internet site and Google Analytics service.

In Chapter 7 I will evaluate my personal input in the Vårdsvenska project site development and promotion, discuss the research outcomes, and describe the main problems faced when working at Vårdsvenska project and my recommendations for the further project development.

The materials used in the Vårdsvenska promotion campaign are included in the Appendix.

2 Learnwell Oy and Vårdsvenska project

In this chapter I am going to introduce Learnwell Oy, the commissioning party, provide the information about the Vårdsvenska project and the project site functions and describe my role and tasks in the project.

2.1 Learnwell Oy

Learnwell Oy is a small-size enterprise operating in Helsinki with three full-time and approximately 25 part-time employees. The company provides a wide range of linguistic services, such as language training, translating, proofreading and language teaching material creation. Learnwell Oy developed a number of online services for teachers. On its biggest site (<http://teachers.thelanguagemenu.com>, over 19,000 registered users), the company is actively collecting and distributing material for studying and teaching languages.

The company is occupied in a large number of international and domestic educational projects and is cooperating with governmental and non-governmental funds, organizations and programs such as European Commission, CIMO, Nordplus, Leonardo da Vinci, GRUNDTVIG Learning Partnership and Svenska Kulturfonden.

2.2 Vårdsvenska project

The Vårdsvenska project selected as a material source for this study was coordinated by Svenska Kulturfonden and aimed at the integration of the immigrant healthcare personnel into the Finnish working community.

The project was developed as a part of immigrant integration initiative in Finland and it aims at creating an online platform for the healthcare personal interested in learning Swedish and moving to Finland. The access to all Vårdsvenska project materials and site registration is free of charge. The description of the site functions and its users' possibilities will be provided in the chapters below.

2.3 Project worker responsibilities

I joined the project in August 2011 when I started working for Learnwell Oy as a trainee during my work placement as a Haaga-Helia student of MUBBA bachelor degree program. As I had a chance to accomplish a wide range of tasks in the frames of the Vårdsvenska project and I found working at the project very interesting, I chose to use it to be the base for my bachelor thesis.

I joined the Vårdsvenska project at the stage when its first levels had already been completed. The project Internet site had already been launched, but provided access only to limited material and services.

The Internet pages of the Vårdsvenska site had English, Finnish and Swedish versions, but did not have a Russian one. As working at the Vårdsvenska project was one of the major tasks of the employees of Learnwell Oy during autumn 2011, Russian language skills at a native speakers' level were the requirement I met as a candidate for this position.

Besides translations, other tasks in the frames of the Vårdsvenska project were set in the sphere of external communications. They included service promotion, attracting new users, advertising and disseminating project results.

2.3.1 Project Internet Site and its functions

Vårdsvenska site offers information and tools for health care personnel interested in learning Swedish. The content of the site is meant to serve many purposes, providing support for those intending to study languages themselves and interested in learning cultural information about Finland.

The project site services can be divided in three 3 groups:

- online language learning tools (grammar exercises, multilingual dictionary, linguistic games)
- legal and cultural information (for work migrants intending to come to Finland)
- networking (online CV creation, job application tool, tools for users' interaction)

All these three components were designed to complement each other: with the help of online language learning tools users can acquire language skills sufficient for searching for an employment in Finland, legal information is meant to help them avoid cultural barriers, while networking allows the users create CVs in accordance with general European guidelines and send them to the potential employees in Finland whose contact details can be found in the Vårdsvenska employee's database.

It would be also necessary to underline the importance of possibility to use all the above mentioned types of information as moving to another country is linked to difficulties not only in the language learning, but also in adaptation and overcoming cultural barriers. The Vårdsvenska site offers considerable amount of information on Finnish culture and links useful for working migrants as their potential employees such as health care institutions for the most part expect the applicants to be able to work successfully with such sensitive groups of patients as elderly people.

As the project was developed for the health care personnel intending to move to Finland, its users are provided with an access to written and audio material for learning Swedish language in the forms of flash cards, grammar rules and exercises, video and audio exercises.

The possibilities for interactive communication at the Vårdsvenska site are presented in two categories:

- interaction with other site users (forum)

- interaction with potential employees (online CV creation, access to potential employees list)

The Vårdsvenska employer database contains the contact details of more than 2700 Finnish companies operating in the healthcare field (dental offices, home care hospitals, private health care centers, senior care homes and state run health care centers) that can be reached by the site users via email, telephone or mail. The registered users also have an opportunity to create a CV online and to send it to the potential employee in the corresponding healthcare sphere.

3 Communications of an organization

In this chapter I will discuss the role of communication, describe communication process theories and provide corporate communication types definitions.

3.1 Communication definition and role

The communication concept is used interdisciplinary and therefore has multiple definitions depending on the field of studies and the theoretical approach. One of the definitions for this term is the following: communication is a complex process of establishing and developing interaction between individuals, including information and actions exchange and social perception. Communication is the basis of all human interactions and a necessity of life and social order (Watzlawick 1967). In my opinion, this definition successfully reflects the depth of the communication concept as such – the communicators and the communicated messages play the most important role in building the society and keeping it united, making it possible to transmit the message and assure its successful delivery, and keeping this condition a necessary basis for all communication types. Though this definition was formulated over 50 years ago, it is still valid for describing various types of communication. Regardless technological development and acquiring new communication tools, the nature of the concept, its core, remains the same.

3.2 Communication process

In order to realize the communications of an organization, it is important to understand the communicational process as such. The description of the communicational process will be provided below.

The communicational studies have accumulated a large number of theories and terms since the major communication model was introduced by Shannon and Weaver in 1949 (Shannon 1949).

The so-called basic communicational process is a simple structure consisting of the following elements:



Figure 1 Communication Model according to Shannon (Shannon 1949)

But communicating is more than just sending a message; it is about sending a message through acceptable channels with guaranteed receiving and understanding. Thus, it is possible to use a more complex scheme of the communicational process (PMBOK 2013):

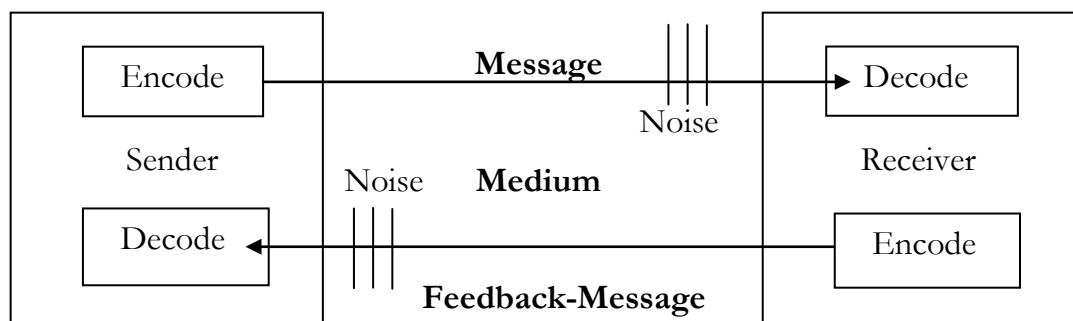


Figure 2 Communication Model according to PMBOK (PMBOK 2013)

Despite this model (reflexing a technical view upon the communicational nature) in most cases remains the common basis in discussions of communication for different researchers, the elements of the communicational dimensions receive different names in different theories. By the elements of the model usually the following is meant:

- source/sender/encoder (the person/source sending the message)
- message (encoded information to be communicated)
- channel/medium (path through which the message is sent)
- receiver/destination/target/decoder (the person or receiver of the transmitted message).
- encoding (putting the message into a symbolic form)
- decoding (transforming received message symbols, words and signs)
- feedback (determination if intended and interpreted message coincide)
- noise (distractions in the process of the communication)

The communication process may be simple, but in most cases its structure is complex. The success of the communicational process depends on such factors as the nature of the message, its complexity, receivers' perception and interpretation the environment and the level of noise.

Communication as a form of interaction between two and more participants is a natural and an essential part of the management process in the organization. Since communication involves information exchange between people which aims at transmitting an understandable message, it is possible to describe communication as a process by which meaning is assigned and conveyed in an attempt to create shared understanding (Robbins 2011).

For companies, as for any other societies or units, communication plays a very important in role, and communication is a key tool for reaching their goals involving both employees and customers. Information exchange is essential for realization of all management functions (planning, organizing, motivation, control, etc.). Communication is a most important condition for reasoned decision making, and it has a leading role in interpersonal relationship building and in formation of the corporate image.

3.3 Corporate communication types

Within organizations communication takes a variety of forms, activities and functions and their definitions also vary in different research theories. According to Baker (Baker 2007), the communication in a company may be presented as:

- management communication, public relations, advertising and personal selling
- an ingredient of corporate culture
- central feature of relationships both between employees and with other stakeholders

The communication acts as a uniting element within the company borders and with the stakeholders beyond them. The blend of communication functions is essential for

companies of any size, structure or industry of specialization, but the share of this or another element in the communicational process will vary.

Today it is possible to state that the economy of a modern enterprise, its dynamics and efficiency depend primarily on the employees involved. Practice has proved that a well-established activity in the field of communications of the enterprise is a prerequisite for a successful solution to most possible economic problem.

Within organizations van Riel and Fombrun (van Riel 2007) distinguish three types of communication:

- management communications
- marketing communications
- organizational communications

Baker states that management communication can be defined as management use, adaptation and creation of languages, symbols and signs for the effective and profitable management of the corporate enterprise (Baker 2007). Smeltzer describes management communication as an interdisciplinary field that deals specifically with the communication of management and managers, communication variables that affect management and the practice of communication by managers (Smeltzer 1993).

According to van Riel, marketing communications is the most strategic cluster where the communications are taking place between the management level of the company (all levels of the business-unit and department managers) and its both external and internal audiences; marketing communications mainly include communication forms supporting product sales, services and brands; and organizational communications comprise public and investor relations, public affairs, corporate advertising, environmental and internal communications (van Riel 2007). Another definition formulated by Vuokko states that marketing communication contains the elements that are supposed to create the interaction between the organization and its target group that will have a positive impact on the results of the company marketing” (Vuokko 2003).

A large number of theories developed separate approaches to the organizational communication notion. For instance, Deetz offers three conceptualizations of this term: a discipline (a descriptor tool referring to a specific sub-division of the communication field), a way to describe an organization (as descriptor for what happens within organizations) and a corporate phenomenon (specific phenomenon or set of phenomena occurring within an organization) (Deetz 2001).

Organizational communication represents a subfield of general communication studies; it is the consideration, analysis and evaluation of the role of communication in organizational contexts. It can also be described as a process by which the activities of a society are collected and coordinated to reach the goals of both individuals and group. This type of communication acts as a component of effective management in a workplace environment (BusinessDictionary.com 2012).

This multiplicity of approaches and understandings of the nature of the organizational communication allow us to define the organizational communication as a higher-order unit that would include managing communication and marketing communication as a part of the operations in the course of the external communications.

In this study I am using the Juholin's understanding (Juholin 2009), according to which organizational communication covers both external and internal communication within an organization, formal and informal.

The communication types will be illustrated in the chapters below in the form of description of the organizational communication structure, channels and tools used in the course of the Vårdsvenska project. I will also provide the detailed analyses of the results of the promotion campaign of the project as a part of marketing communication analyses.

4 Communication types, channels and tools

In this chapter I am going to describe external and internal communication types, tools and channels, describe the difference between formal and informal communication and observe the communication channels and tools used in the frames of Vårdsvenska project.

4.1 Internal communication

Internal communication is a vital part of the company's communications as well as the external communications are. The organization is built on cooperation between its segments; these segments are interdependent and share common goals. Well-developed internal communications help guarantee setting and reaching these goals, understanding the corporate vision and objectives. Company's internal communication channels refer to the way the information flows within the organization and it is shared by people at all levels within a company.

The selection of the internal communication tools that potentially can be used by companies of various sizes and structures can be limited to a certain list and deciding if using this or another tool should be necessary is an each company preference. This decision depends on the scope of the company's operations, its size and its organizational communication strategy.

K.A. Francis names the following internal communication channels: face-to-face meetings, internal emails, newsletters and memos, communications between managers and employees, and communications between peers (Francis 2013).

Thornton provides an exhausting list of the internal communication tools and the description of their uses; amongst the tools she mentions employee publications, company intranet, emails, memos, large and small group meeting, letters, face to face meetings, videos, grapevines, displays, bulletin board, webinars and social media (Thornton 2013).

4.2 Formal and Informal communication

Both internal and external communication channels can be additionally subdivided into formal and informal ones determining their formality type.

Communication through formal channels in the organization takes place along the lines of authority created by the management. This type of communication is usually in writing and takes different forms, e.g. policy; memoranda, procedures, manuals and rule books, reports, etc. As for the informal communication, it takes place through the channels that fall outside the formal ones and is usually carried out in the form of emails, messages, phone calls and grapevine. Internal communication is based upon the social relationships of company members and do not follow lines of authority as is the case of formal communication.

The internal communication of the company is often a subject for additional subdivision in accordance with the direction of information flows. Traditionally, researchers distinguish three directions of communication within a company: downward, upward, and horizontal (Lunenburg & Ornstein 2008, Canary 2011, Cheney 2011).

Downward communication flow is meant to transmit the information from higher to lower organizational hierarchy levels; upward communication flows in the opposite direction, from the subordinate employees to the top management; horizontal flow allows information exchange between the employees at the same level of the organizational structure. All these three information flow directions took place in the communication between the Vårdsvenska project workers.

4.3 Internal and External Communication Grid

The types of communication and its channels have been researched continuously which resulted in different systematization theories. In this study I will use the scheme developed by Thill and Bovée (2008) and their presentation of the communicational channels in the organization in a form of a grid below:

	Internal	External
Formal	<p>Planned communications following the company's chain of command among people inside the organization</p> <p>Channels: email, memos, conference calls, reports, presentations, executive blogs</p>	<p>Planned communications with people outside the organization</p> <p>Channels: emails, letters, reports, speeches, news releases, advertising, Web sites, executive blogs</p>
Informal	<p>Casual communications among employees that do not follow the company's chain of command</p> <p>Channels: email, instant messages, phone calls, face-to-face conversations, team blogs</p>	<p>Casual communications with outsiders (e.g. suppliers, customers, investors)</p> <p>Channels: email, instant messages, phone calls, face-to-face conversations, customer-support blogs</p>

Figure 3. Internal and External communication channels of an organization

Though this scheme does not offer an exhausting list of all communication channels and their specification can be continued, in my opinion, its visualization helps develop the general understanding of the communication types division. While the channels of both external and internal communication undergo constant development due to rapid technology evolution and implementing of new soft and hardware (e.g. video conferencing), the abovementioned grid can be used a base for further spread-out.

The channels of the informal and formal communication in Figure 3 share the majority of communication channels, but some differences are also to be mentioned. For instance, instant messaging is rarely used in the course of formal internal communication and, as well as phone calls and face-to-face conversations can be considered informal. Coincidentally, news releases, letters and advertising are distributed through formal external channels exclusively.

4.3.1 Internal communication in Vårdsvenska

Due to the high mobility of the employees mainly online solutions have been used in the frames of the project made it possible to have simultaneous access to the necessary tools from any working places. The online tools were used for both external and internal communications.

Amongst the internal communication tools used in the course of the Vårdsvenska project the following ones were used: corporate Intranet, emails, face-to-face meeting, instant messaging, text messages and social media. These tools are described in the sub-chapters below.

Corporate Intranet

The first Corporate Intranets appeared in the late 1990 and were primarily used as information storages. They were mainly electronic bulletin boards, whose standards and purpose varied significantly (Juholin 2006). The Intranet's functions remind ones of the Internet's, but the former contain the information and tools necessary in everyday work of the company's employees, it can be seen as both an information channel and an environment in which to operate (Juholin 2006). This Intranet possibility has completely revolutionized internal communication structure.

The main functions of Intranet are to distribute and to store information, creating an electronic interaction as the stored information is simultaneously available to company's employees.

Learnwell Oy used corporate Intranet as an online archive for storing customers, marketing, financial and other projects information. By the time I joined Vårdsvenska project, the company has already created an Intranet page for the Vårdsvenska project. This Intranet page was used for archiving purposes exclusively. Any new data on the project was instantly uploaded by the project workers to the corresponding folders and backed up on the company server to ensure data safety. I was assigned full users rights to access project information, while the head of the company, Ms Gelfdren, and the IT

manager, Mr Viitala, had admin rights. The full user rights allowed the employee upload, download and modify information stored in archives, while an admin user could also register and delete other users as well as modify their profiles and access rights.

Email

E-mail is one of the most effective communication channels, with the help of which the communication is carried out in all three information flow directions within an organization.

Learnwell Oy used its own corporate domain name (learnwell.fi) and provided the access to the project worker's email accounts via Gmail online email service. Special project email addresses for the Vårdsvenska project purposes exclusively were not created; employees involved in the Vårdsvenska project were using the general corporate email boxes (e.g. julia.learnwell@gmail.com or julia@learnwell.fi). These email boxes were used both for internal communication (correspondence with other project participants) and for external communication (sending out promotional material to the target audience, correspondence with company customers and project users).

Instant messaging

Instant messaging tool of the Google's mail chat service and the one of the Skype service were used for interaction between the Vårdsvenska project participants as they offered quick and efficient transmission of the messages between its users. The instant messengers were used for carrying out less formal communication, and in case of urgent matters that required immediate response provided that it was not possible to reach a project worker by phone if he/she was online. The instant messengers were especially demanded when some of the company members were on business trips and their laptops/mobile phones were connected to Internet.

Phone and text messages

The internal communication in the frames of the Vårdsvenska project was carried out also by the means of the corporate phones provided to the company employees and

was carried out through both telephone calls and messages. This communication channel was used only in urgent cases, with the preference given to communication by email.

Video conferencing

In several cases there was a necessity for the project discussion with the presence of multiple Vårdsvenska project workers at the time it was not possible to gather them for a meeting at the company premises. In these situations the conversation was organized virtually via the Skype video conferencing service. The video conferences were always scheduled in advance, and the meeting usually gathered 4-5 participants.

File Sharing Tools

Dropbox

Dropbox is a file hosting service offering cloud data storage and its synchronization between different users. Dropbox allows creating special folders on separate computers so that these folders appear to be the same one containing the same data regardless the computer used for access to this folder. Files in these folders are accessible online and in a form of mobile phone applications.

In the frames of Vårdsvenska project Dropbox online service was used as an internal communication tool for uploading, sharing and tracking changes in the material between the project workers. It was mainly used when working with multiple separate files, such as language audio material, due to high serviceability of this tool and possibility to maintain folders simultaneously with other project participants.

Scribd site

Scribd.com is a document-sharing website that allows users to post documents in various formats and download them. In the frames of Vårdsvenska project all the language study material (such as spread sheets, flash cards and grammar exercises also

available on the Vårdsvenska Internet site) was uploaded to the Scribd project folder in a printable format and was open for downloading.

4.4 External communication

External communication plays an essential role in the company's position on the market. Establishing and developing business relationships is the main goal for any company operating on the market. Thus, for any organization communication is important not only as a tool for establishing effective internal operations, but it is also crucial for the promotion possibilities of goods in the market environment.

External communication takes place between the company and the parties outside the company, such as suppliers, customers, and investors. Unlike internal communications, directed at employees to explain policies and procedures, the purpose of the external communication of the company is to promote sales and publicity, generate sponsorship, announce events, products or services and support branding (Duggan 2013).

Companies use various means of information exchange with their external environments. For instance, with the potential consumers of the produced goods or services the companies communicate through advertising and other tools of promotion and carrying out the surveys; much attention is also paid to creation of the positive company's image which is usually taken care by the Public Relations departments.

External communication is designed to attract customers, partners and suppliers to conduct profitable business transactions through its channels. Due to the constant technological development, the list of external communication tools is constantly changing. For example, amongst external communication tools Duggan names email, newsletters, advertisements, posters, brochures (Duggan 2013). This list can be continued in accordance with Francis's classification: public relations statements, press releases, marketing materials, commercials, and articles and books written by or about the business are all examples of external communication (Francis 2013). Forms of multimedia marketing include external communication tools, such as customer and supplier Web sites.

4.4.1 External communication in Vårdsvenska

Internet site

As the main purpose of the external communication in the Vårdsvenska case was to attract the maximum number of new users to the project Internet sites and acknowledge them with the outcomes of the project, the project website design played an important role in creating the project credibility and influence the potential user's decision. Thus, much attention was given to the general site appearance, creation of multiple language versions and the quality of the texts published on the site.

Email

Company email boxes were used as tools for both internal (correspondence with other project workers) and external communication (correspondence with company's clients and project users). The promotional material was sent from individual corporate emails (e.g. julia@learwell.fi) to the email addresses in the target audience database.

Press-releases

According to Collins English dictionary, a press-release is an announcement of an event, performance, or other newsworthy item that is issued to the press (Collins 2000). Being a widespread tool in the field of public relations, the aim of the press-release is to attract media attention, provide publicity for events or products of the company.

In the course of the Vårdsvenska promotion, the project press-release was published in 10 printed and electronic versions of the newspapers. All the press releases were created in Swedish and published in the Swedish-speaking media in accordance with Svenska Kulturfonden guidelines.

Brochure

The Vårdsvenska project brochure was created at the beginning of December 2011 and shortly after that became available for downloading on the official project site as well as on the Scribd.com file sharing site. The brochure was printed only in late spring 2012 and was distributed during the events beyond the frames of the promotion campaign analyzed in this research. The text of the two-page Vårdsvenska brochure in English is attached in the Appendix.

4.5 Vårdsvenska Communication Channels Grid

Basing on the analyses in the sub-chapters above it is possible to give an answer to the first research question: What channels and tools were used in the frames of the Vårdsvenska project?

Relying upon Thill and Bovée scheme (2008), the communication channels of the Vårdsvenska project discussed above can be presented in the form of the following grid:

	Internal	External
Formal	Channels: Corporate Intranet, email, document sharing services, phone calls and text messages, video conferencing, file sharing tools (Dropbox and Scribd services)	Channels: project Internet site, emails, press releases, project fact-sheet, brochure, online advertisements
Informal	Channels: email, instant messengers, phone calls, text messages, face-to-face conversations	Channels: were not used

Figure 4 Internal and External communication channels in Vårdsvenska project

5 Campaign planning

In this chapter I am going to describe the promotion campaign steps, Vårdsvenska promotion plan development, define the target audience and the objectives of the campaign, examine marketing communication tools, such as direct marketing and online advertising, and analyze their role in the Vårdsvenska project promotion.

5.1 Planning the promotional campaign

In this research the promotional campaign steps will be described in accordance to the scheme developed by Thornton (Thornton 2013):

Step 1	Communication need identified	Why should the communication be made?
Step 2	Audience and objectives	Who to communicate with? What should the target audience do, know, believe or understand as a result of this communications?
Step 3	Key messages	What important things need to be told to the audience?
Step 4	Tools and timing	How and when will the communication take place?
Step 5	Implementation	What are communication strategies and tactics deployed?
Step 6	Measurement/evaluation	What are the outcomes? Were the objectives achieved? If not, why?

Figure 5 The steps of a promotion campaign

The scheme offered by Thornton was chosen as one that would correlate well with the Vårdsvenska promotional campaigns as it was seen by the CEO Learnwell Oy. This six steps structure was used in the Vårdsvenska promotion campaign planning process, during the campaign itself and helped evaluate the achieved results.

5.2 Vårdsvenska Promotion plan development

When the task within the promotion campaign was set, I did not receive any limiting guidelines to keep to. In the course of campaign it was not required to create any special documentation except for building a list of the contacted individuals and organizations. Thus, I was free to make the choice of the campaign strategy and implementation, basing on my personal understanding of the requirements of a campaign of this type. The approach shown in Figure 5 helped me understand what the elements of the Vårdsvenska project promotion campaign were and what questions needed to be taken into consideration when carrying out the project promotion campaign.

Basing on the approach proposed by Thornton (Thornton 2013) in Figure 5 above, the Vårdsvenska promotion campaign was designed as follows:

Step 1	Communication need identified	Communication aims at disseminating the information about the project, becoming known in the target community and attract new users
Step 2	Audience and objectives	Target audience: healthcare personnel (junior medical staff, nurses, aged care personnel) interested in employment in Finland Objectives: visiting Vårdsvenska site, learning Swedish language with the help of the online tools offered on the Vårdsvenska Internet site and searching for employment in the Vårdsvenska database of potential

		employees in the healthcare field
Step 3	Key messages	The Vårdsvenska site offers healthcare personnel learning Swedish language with the help of a vast variety of online and downloadable material for free. All the materials are created in order to meet the requirements of the field. Vårdsvenska can help both acquire new language skills and search for employment in Finland.
Step 4	Tools and timing	Tools: direct email marketing and advertising on professional (medical) and thematic forums (healthcare and immigration) Timing: promotional material preparation (1 week), recipients database creation and material distribution (3 weeks)
Step 5	Implementation	Tactics deployed: database marketing (direct email marketing), web-based advertising (information forums), public relations (creation and distribution of media releases in printed media)
Step 6	Measurement/evaluation	Evaluation of the statistics of the Vårdsvenska Internet site with the use of Google analytics and by the number of the registered users

Figure 6 The steps of the Vårdsvenska project promotion campaign

The steps of the scheme shown in Figure 6 will be additionally described in the chapters below.

5.3 Target Audience and Objectives

Finland is a multilingual country with Swedish language being one of the official languages. As Swedish belongs to the Germanic group of languages, those aiming to move to Finland seeking for a work placement were presumed to succeed in acquiring Swedish language skills quicker as they might already have some knowledge of English

or German, the languages belonging to the same language group. The migrants would obviously have to learn Finnish upon their arrival to Finland, but satisfactory Swedish skills might be enough for job applications to some of the healthcare organizations. The content of the Vårdsvenska project site and the study material were developed in order to be universal for all users regardless their cultural background and only their mother tongue was taken into consideration when designing the site and creating the material.

As it was assumed that the sufficient part of the potentially interested group might come from Slavic-speaking countries (e.g. Russia, Ukraine, Belarus, or Poland) or represent language Russian-speaking minorities (Estonia), all the site materials, language learning content and marketing information were translated into Russian and Polish in addition to Swedish, Finnish and English.

There can be several groupings of people associated with a company. The subdivisions of these groupings might vary according to different understandings.

The potentially interested group of people can be referred as a target audience, a specific group of people at which the product or the marketing message of the product is aimed at (Kotler 2000). According to Kotler, the target audience may be formed according to such characteristics as age group, gender, marital status, profession, etc. Smith (2005) offers an additional division of the concept defining the possible groupings, such as the public.

He states that public is a group of people that shares common interest vis-à-vis an organization and recognizes its significance and sets out to do something about it (Smith 2005). The gradation of four categories of public, according to Smith, is the following:

- Customers (receive products or services) and secondary customers (customers of customers)
- Producers (provide input, e.g. produce materials or offer financial resources)
- Enablers (set the norms or standards, e.g. authorities, municipalities, trade unions, media)

- Limiters (reduce or undermine the success of an organization, e.g. competitors, opponents)

In this research it is possible to limit the concept to the “target audience” term offered by Kotler (Kotler 2000) as this study is examining only the “customer” public group in Smiths’ understanding, and the producers, enablers and limiters will not be analyzed.

As Vårdsvenska project aimed at attracting the healthcare personnel to study foreign languages, it is possible to divide the potentially interested group in two categories:

- 1) personnel involved in the healthcare industry
- 2) organizations supporting healthcare personnel

Thus, two main aims set for the Vårdsvenska project promotion were:

- to attract the maximum number of the site users
- to disseminate the project results between the organizations dealing with potential job seekers in the sphere of health care

In the case of Vårdsvenska project by the term “target audience” I will understand both the customers represented by the individual healthcare personnel (customers) and the organizations (labour unions, funds, and associations) supporting this personnel (secondary customers). The Vårdsvenska target audience in the frames of the promotion campaign held in November and December, 2011 consisted of health care personnel potentially interested in employment in Finland with English or Russian language skills regardless age and gender. The field of expertise used as second main criterion was narrowed to junior and medium-level medical personnel and aged care nurses.

5.4 Marketing communication tools

Communication with the target audience is carried out with the help of a set of tools called the marketing communications mix. According to Fill, there are five main mar-

keting communication tools: advertising, sales promotions, public relations, direct marketing and personal selling (Fill 2006).

Kotler defines direct marketing as direct communications with carefully targeted individual consumers – the use of telephone, mail, fax, e-mail, the Internet, and other tools to communicate directly with specific consumers” (Kotler 2006).

In case of Vårdsvenska promotion direct marketing seemed to be an appropriate tool as it enabled targeting specific customer groups accurately, the level of the message personalization was also considered high, and the costs of this method were low.

Another marketing communication tool used in the frames of the Vårdsvenska project was online advertising. Online marketing is an online advertising form that appears on computer screen while consumers are surfing in the web (Kotler 2006). Online advertising uses the Internet for delivering marketing messages for customer attraction, such as banners, social network advertising, search engine and contextual advertising.

In the frames of Vårdsvenska promotion campaign both digital and printed promotion materials were used. Distributing printed material, such as leaflets and brochures (their text is available in the Appendix), was not a part of my responsibilities within the promotion campaign. My task as a project worker was to distribute digital material in order to invite new Internet site users using direct and digital marketing tools.

Both marketing communication tools will be described in the subchapters below.

5.4.1 Direct Email Marketing

As Vårdsvenska is digital product and it is accessible from any computer with the Internet connection, it was decided to use the promotional tools that would make it possible to access the Vårdsvenska site directly through the link provided in the marketing material, i.e. would include functioning hyperlinks to the Vårdsvenska Internet site. Thus, direct emailing was chosen from the other direct marketing options.

According to Rouse, direct email marketing is a format for email-based campaigns in which standalone advertisements are sent to a targeted list of recipients (Rouse 2012). The idea behind direct email marketing is to send the information to a smaller group of receivers potentially interested in receiving it. This concept contrasts with UCE (unsolicited commercial e-mail, an electronic promotional message sent without a consumer's request or consent).

In the course of promotion campaign the marketing material used in email marketing was created in English and then translated in Finnish and Russian, and therefore the content of all three language versions was the same. The full text of the email marketing materials can be found in Appendix.

Each marketing email consisted of two parts: the promotional text in the body of the email and the Vårdsvenska factsheet in the attachment. The factsheets were first created in English and translated in Finnish and Russian. These documents were distributed in PDF format in order to prevent any possible layout modifications by its receivers, as the document had three pages. The text of the Russian version of the Vårdsvenska factsheet is included in the Appendix.

The Vårdsvenska project workers were not using any email marketing tools, such as MailChimp, and the email marketing letters were laid out and sent manually. The description of the email marketing tools is provided in the Recommendations chapter.

5.4.2 Direct Email Marketing Database

In order to disseminate the information about the project amongst both potential job seekers and health care personnel organizations, it was decided to create a new database as neither Learnwell Oy nor Svenska Kulturfonden had similar database in their disposal. The creation of this database was assigned to be my task, and the contact information of the potential customers was to be collected online with the help of the search engines (Google search engine for the European and international search and Yandex for the Slavic-speaking countries).

When designing the database it was important to take into consideration the specific features of each country and differences in information accessibility and online cultures.

As Russian healthcare personnel was selected as one of the most important part of target audience, it was necessary to have a strong promotion in the Russian-speaking Internet. In the course of the data collection it became clear that the majority of the healthcare institutions (especially in the non-capital regions) do not have corporate email addresses or Internet sites with a forum options. Thus, during the promotion campaign in Russia it was necessary to focus also on healthcare-related forums.

In order to reach potential customers the information about the project was also distributed on the immigration sites and forums as well as amongst medical institutions interested in learning foreign languages and Finnish and foreign organizations dealing with expatriates with health care related background. The detailed information about the reach of the campaign is presented in Campaign stages chapter.

In addition to direct emailing, it was decided to use two types of digital marketing: advertising on forums and social media marketing as this would complement direct email marketing, because distributing information on forums and in social media have some additional benefits that will find the description below.

5.4.3 Advertising on forums

Besides the benefits of direct email marketing, such as low-cost and easy product accessibility directly from the marketing material, it is possible to reach the representatives of the target audience by advertising on forums. Furthermore, some of the articles posted on forums are indexed by search engines as thus the information about Vårdsvenska became accessible also in a form of a search engine results that appeared when the users' requests concerned learning languages and work migration.

According to BusinessDictionary.com, non-commercial advertising is a type of advertising that is typically for the purpose of educating consumers or promoting specific ideas usually sponsored by or for a charitable institution or civic group (BusinessDictionary.com 2013-2). As all the services offered to the Vårdsvenska users were free of charge and the project had an educating purpose, it is possible to define the project advertising as non-commercial. Therefore, posting information on Internet forums was not violating the forums' conduct rules that usually forbid placing commercial information.

The information about the Vårdsvenska site was distributed on health-care related professional forums and forums for those seeking work placements abroad. The immigration/migration-related forum threads were chosen regarding the planned direction. Therefore, the posts containing Vårdsvenska promotion material was posted on forums in case the forum participants discussed the possibility to move to the European countries and Scandinavia especially.

5.4.4 Advertising in social media: Facebook

In this research by social media I will imply a group of Internet based applications built on the ideological and technological foundations of Web 2.0 (a platform collaboratively and continuously modified by all users) that allows creation and exchange of User Generated Content (data added and modified by users) in accordance with Kaplan understanding (Kaplan 2009).

Nowadays the communication between organizations, communities and individuals has been undergoing substantial changes - with the rise of the power of social media, modern corporate communication moved far towards democratization processes. Creation, sharing and consuming social media entries, blog articles, pictures and videos are done by both individuals and companies. Spreading information about brands happens with and without companies' permission, but it is still an important decision for a company to define if they want to take part in the social media communication.

According to Kietzmann, social media can be described using seven functional building blocks: identity, conversations, sharing, presence, relationships, reputation and groups (Kietzmann 2011). Offering networking possibilities itself, Vårdsvenska was interested only in some of the abovementioned blocks – the main focus was made on sharing (representing exchanging, distributing or receiving content in Kietzmann definition (Kietzmann 2011) and presence. It might be also possible to narrow the object of this sharing to general information and news about the Vårdsvenska project – in other words Facebook was used as a tool for project information dissemination rather than for building a network with and between potential users. The Vårdsvenska Facebook group was also meant to serve as an easy-to find link, similar to a bookmark, in the social media users' profiles.

Vårdsvenska project open the Facebook group on November 8, 2011. The promotion of Vårdsvenska project in social media was not planned to be intensive and was not considered the main instrument for target audience attraction. For this reason, the Vårdsvenska promotion campaign did not use the Facebook channels for its purposes and intensive Facebook Vårdsvenska group promotion was not performed.

The Facebook "Like" feature allows Facebook users to show their support for specific pages, wall posts, statuses, or other content without posting a written comment. When users push "like" buttons of any Facebook material, their friends immediately see that. As a result, the Facebook "like" tool can be seen as a very effective tool for information distribution and, thus, for promotion.

The total number of Vårdsvenska Facebook group likes is 62 (valid for 31.03.2013), and the Facebook group statistics shows that the most number of "likes" was received on January 15, 2012.

This number suggests that though the promotion within Facebook was not intensive at all, this largest number of the "likes" was registered shortly after the campaign was held through other channels. It is possible to presume that the social media users became

aware of the Vårdsvenska project through promotion letters or word of mouth and later made their contribution to the number of “likes” in the Vårdsvenska Facebook group.

6 Campaign evaluation

In this chapter I will provide the information about the Vårdsvenska campaign schedule and stages, explain its process and describe the campaign outcomes basing on the statistics materials of the Vårdsvenska project Internet site and Google Analytics service.

6.1 Campaign stages

As it was already mentioned above, the Vårdsvenska project promotion campaign was held in November and December, 2011. It lasted around three weeks, including the time for both marketing material preparation and its dissemination.

The promotion consisted of five campaign stages altogether. Figure 7 below shows the duration of each campaign and the number of the contacted institutions or forums where the information about the Vårdsvenska project was published.

Campaign stages	Date	Target
Russia	11.11-17.11.11	74 medical forums, 116 medical and healthcare associations
Finland	17.11-18.11.2011	130 medical associations
International campaign	21.11-23.11.2011	236 medical associations
Ukraine, Belarus, Estonia	23.11-25.11.11	98 medical associations and forums (24 in Ukraine, 23 in Belarus, 47 in Estonia)
USA	01.12.-05.12.2011	170 medical association

Figure 7 Vårdsvenska promotion campaign stages, scheduling and targets

The contact information of the medical associations, institutions as well as the forum Internet addresses were collected online using the method of continuous sampling. The promotion aimed at maximum coverage of the target audience; thus, it was im-

portant to deliver the information about Vårdsvenska to the healthcare institutions not taking into account their size and regardless their geographical position. The interest in changing work places was considered equal for the inhabitants of cities of all sizes.

During the International part of the Vårdsvenska promotion campaign, the project information was sent to various international healthcare organizations (world-wide and European) as well as institutions in English speaking countries, such as the Great Britain, Australia, New Zealand, Singapore, Canada and India. The data on Sweden will also be presented separately.

For the sake of convenience the figures on the changes of visits flow only on four campaign parts (Russia, Finland, Ukraine-Belarus-Estonia and the USA) will be analyzed. The conclusion on the results of the international part of the campaign will be deducted from the total tendency in the change in the number of the visitors apart from the users from other target countries of the Vårdsvenska promotion campaign.

6.2 Vårdsvenska project site statistics

6.2.1 New users' registration

The total number of registered site users on March 1, 2012 was 554.

Figure 8 below shows the total number of registered users on the Vårdsvenska Internet site on March 1, 2012 and the quantity of the users monthly registered on the Vårdsvenska site in the period of July, 2011 – February, 2012.

Date	New users/month
July 2011	6
August 2011	13
September 2011	7
October 2011	14
November 2011	179
December 2011	103
January 2012	144
February 2012	82
Total number of registered users	554

Figure 8 Number of monthly registered users on Vårdsvenska site from July, 2011 – February, 2012.

According to this table, in November 2011, in the period of the promotion campaign, the number of the new registered users reached its peak (179 new Vårdsvenska site registrations). The December figures show a certain decrease in the number of the new registrations that can be justified by general lower professional activity in December due to the lower number of working days and festive preparations and time-spending. January 2012, though, shows another increase in the number of registered users (up to 144 new users).

Figure 9 below shows the progress in the number of the Vårdsvenska site registered users with November and December, 2011 and January, 2012 being most successful in terms of new users' registration.

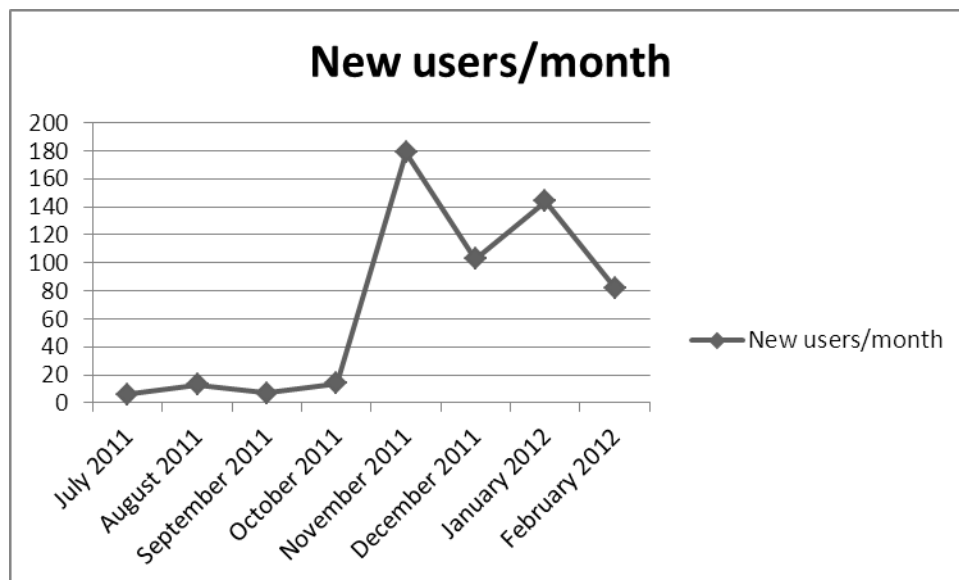


Figure 9 The change in the number of registered Vårdsvenska users.

Figure 10 below shows the percentage division of the new users registration on the site. November, 2011(33%), December, 2011 (19%) and January, 2012 (26%) were the most active periods of the new users' registration on Vårdsvenska site.

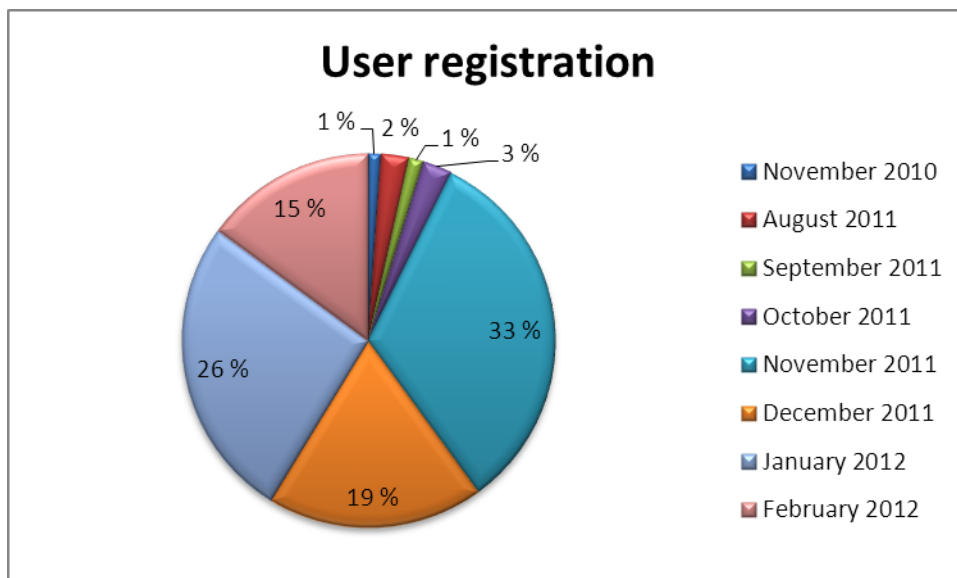


Figure 10 Monthly distribution of the Vårdsvenska site registrations

6.2.2 Users Language Division

The project users' registration form was still under the development when the promotion campaign was launched. The country of origin form field was introduced only in the late spring of 2012, thus in this research I am analyzing the statistics on native language of the registered users instead of the home country data in the registration form.

Figure 11 below shows the total number of registered users and their mother tongue division valid for 31.03.2012.

Language	Number of users
Finland	441
Russia	56
Sweden	39
English	14
Polish	4
Total number of filled forms	554

Figure 11 The language distribution of the Vårdsvenska registered users

The majority of registered users have Finnish language as their mother tongue (441 users); Russian-speaking users take the second place (56 users).

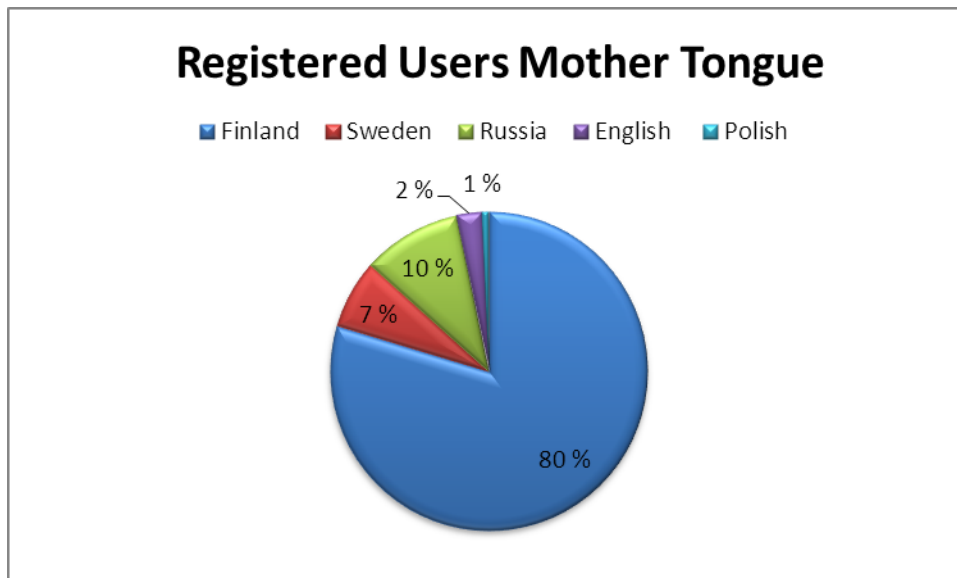


Figure 12 The percentage division of the registered users' mother tongue.

The Finnish-speaking users compose 80% of the total number of the users registered at Vårdsvenska Internet site. The Russian speaking users take the second place with 10% of the total number of registered users.

6.3 Google Analytics statistics

6.3.1 New visitors rate

Google Analytics is a Google service that generates detailed statistics about a websites' traffic. For making this research accomplishable, Learnwell Oy provided me with the access to the Google Analytics statistics on Vårdsvenska project Internet site.

In the frames of the promotion campaign the task was mainly to attract new site users and thus in this research the number of the new users will be evaluated. The users' bouncing rate will not be used in evaluating the success of the promotion campaign as it depends on how the purpose and the professional content of the site met the visitor's expectations and if they found the Vårdsvenska portal functions applicable in their current life situations.

As it has already been mentioned, the Vårdsvenska promotion campaign took place in November and December, 2011, the promotion material preparation was completed in the beginning of November, 2011 and the campaign itself started on November, 11 and ended December 5, 2011.

In order to see the scale and be able to evaluate the reach of the campaign, it would be appropriate to include the data on general Vårdsvenska statistics on visitors rate from the date of the Internet site launch (August 1, 2011-March 31, 2013).



Figure 13 Change in the number of Vårdsvenska site visitors

Figure 13 shows prominent growth in the number of the Vårdsvenska site visitors after the promotion campaign was launched in November, 2011. The analyses of the number of the site users will be provided below.

In this research two 5-month periods in the Vårdsvenska Internet site statistics retrieved from Google Analytics service are compared:

- **Period 1:** 16 June, 2011 – 16 November, 2011 (before the campaign)
- **Period 2:** 17 November, 2011 – 17 March, 2012 (during and after the campaign)

Figure 14 below shows the number of new visitors in Period 1.



Figure 14 Number of users, 16 June, 2011 – 16 November, 2011.

Figure 15 shows the number of new visitors in Period 2.

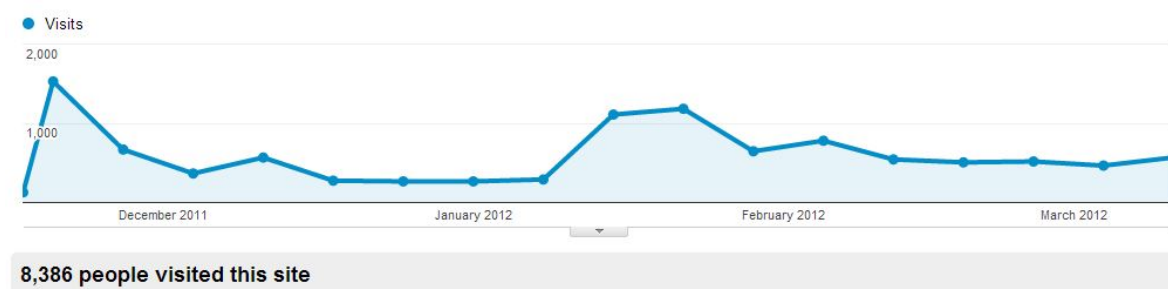


Figure 15 Number of users, 17 November, 2011 – 17 March, 2012.

Figures 14 and 15 show positive changes in the number of new site visitors during both time periods.

Google analytics also allows determining the average number of new users per week:

- Period 1: **78** users per week
- Period 2: **628** users per week

Basing on these figures, it is possible to observe a 795,1% growth in the number of new Vårdsvenska project site visitors per week in Period 2 (after the promotion campaign launch).

Figure 16 shows the change in the number of new visitors after the promotion campaign launch.

Country/Territory	Visits in Period 1	Visits in Period 2	Growth
Finland	1,154	7,678	565.34%
Russia	80	779	873.75%
Ukraine, Belarus, Estonia	10 + 6 + 22 (38)	180 + 36 + 72 (288)	1,700.00% + 500.0% + 227.27% (657.89%)
USA	27	122	351.85%
Sweden	120	935	679.17%
Other users	295	884	199.66%
Total number of visitors	1714	10686	523.45%

Figure 16 The growth of the number of new visitors after the campaign launch.

The change in the new visitors rates for all countries is positive. The total number of Vårdsvenska site visitors grew in 535,45%. The most significant changes in the new visitors rates in Periods 1 and 2 can be seen in the following countries: Ukraine (+1700%), Russia (873.75%) and Sweden (679.17%). These numbers allow drawing a conclusion about the overall campaign success rate.

Basing on the results presented in Figure 8 showing the numbers of registered Vårdsvenska site users and the rate of new users observed in Figure 16, it is possible to state that the number of the registered users grew proportionally to the number of the new project site visitors. It signifies that the marketing communication was carried out successfully: the potential user's attention was attracted to the project site and the Vårdsvenska site in general meets the target audience requirements, which results in their registration.

7 Discussion

In this chapter I would like to discuss my personal input in the Vårdsvenska project site development and promotion, discuss the research outcomes, and describe the main problems faced when working at Vårdsvenska project and my recommendations for the further project development.

7.1 Personal input estimation

For 31.3.2012 the total number of the unique Vårdsvenska site users is 36481. Though the promotion campaigns of the scale similar to the one in November and December, 2011 have not been held again, the number of visits keeps growing and remains sufficient for the all period since the campaign launch.

In my opinion this fact signifies that the results campaign I have participated in should be described as positive. My assumption can be supported by the positive feedback of Ms Gelfgren, the CEO of Learnwell Oy, to my performance in the course of this promotion campaign and to its results.

7.2 Research outcomes

Analyzing the communication in the Learnwell Oy and evaluating the results of the Vårdsvenska promotion campaign in this research were of great interest to me. As the biggest part of project promotion was accomplished by me during my internship at Learnwell Oy, it was especially important from the point of self-assessment. Developing the promotion campaign during the work placement and analyzing in outcomes are a combination, essential for understanding the functions and processes in the real business environment. The examination of the internal and external communication of the company acting as the commissioning party of this thesis also helped me realize the structure of the communications within and beyond the company borders.

Basing on the data analyses provided in the chapters above, it is possible to give the following answers to the research questions:

1) “What communication channels were used in the frames of Vårdsvenska project?”

In the frames of the Vårdsvenska project both internal and external communication of both formal and informal types were carried out.

The Vårdsvenska organizational communication grid was built in accordance with the format developed by Thill and Boveé (2008). I chose this approach to the concept as a grid they developed helped me understand the overall structure of the communication of an organization and as its simplicity makes it applicable to a company almost of any structure and field of operations.

The answer to the first research question “What communication channels were used in the frames of Vårdsvenska project?” in the form of a communicational grid can be found in the Chapter 4.

The formal internal communication was carried out through such channels as corporate Intranet, email, document sharing services, phone calls and text messages, video conferencing, and file sharing tools. The informal internal channels of the Vårdsvenska were email, instant messengers, phone calls, text messages and face-to-face conversations. Amongst the external formal channels it is necessary to mention the Vårdsvenska project Internet site, emails, press releases, project factsheet, brochure and online advertisements. Another research finding is the fact that in the frames of the project no external informal channels were used. There were no communicational problems revealed during the analyses of the communicational tools between the project workers and thus, there is no necessity for their improvement recommendations.

2) What evaluation can be given to the Vårdsvenska project promotion campaign?

In general, the Vårdsvenska project promotion campaign can be described as successful. Basing on the statistics of the Vårdsvenska site registered users and the new user statistics of the Google Analytics service, it is possible to draw the conclusion that since the Vårdsvenska project promotion launch in November and December, 2011, the number of the Vårdsvenska users dramatically rose and reached the peak of new users' registrations and new site visitors in January, 2012 with almost 800% growth of the number new users weekly.

I believe these results can be assessed positively and the results of the campaign may be evaluated as successful, taking into consideration the limited number of information distribution channels used in this campaign and the necessity to develop a a new email recipients' list.

Basing on these numbers, it is possible to suggest that planning the promotion campaign following the steps offered by Thornton (2013) was a correct direction in case of the Vårdsvenska. As the promotion campaign was designed form the scratch and Learnwell Oy was not involved in the similar campaigns before, some problems faced in the course of the Vårdsvenska project promotion will be discussed in the chapter below.

7.3 Main problems faced

Due to the absence of a target audience database suitable for direct marketing in the frames of the Vårdsvenska project, it was necessary to create a new database. As purchase of a ready database was not one of the expense items in the list of the project budget, the new database needed to be created from the scratch. It required much afford as Vårdsvenska employees, including me, have never worked in the health care field and did not have developed connections in this sphere.

In the CIS countries labor unions tend not to have Internet sites, their contact information is not easy to find online, and, therefore, it was hard to reach them in the course of campaign, though they could be considered a significant part of the target audience. In general, it is necessary to emphasize low online accessibility of the governmental institutions on the territory of the CIS countries. At the same time, the activity of individual users in the post-soviet countries, e.g. on the Internet forums, can be compared to the average European level.

It is not possible to trace the path that led the visitor to the Vårdsvenska site and understand which type of forums (immigration or professional) was a more successful tool in the promotional campaign. As Learnwell Oy was not using any email agents, it is possible to get the report on open and click rates of the marketing emails neither.

7.4 Recommendations

Amongst the suggestions for the improvement of the communication in the frames of a project promotion campaign similar to the Vårdsvenska case the following ones are worth mentioning:

1. It would be reasonable to use mailing agents instead of laying out the promotional emails manually.

The email marketing service providers such as MailChimp, iContact, MyEmma or similar, offer software and web-based solutions for designing and sending out marketing email letters, sharing them in social networks, maintaining receivers' databases and tracking emailing campaign results (by providing reports on email open rates, link usage, etc.).

Thus, using an email marketing service provider software or system would benefit and simplify the task. It could also be called preferable when working with large number of promotion letter recipients as reporting they provide can be used for tracking and improving the results of a promotion campaign. These services also make it possible to

avoid sending any documents in the attachments by including this document in the body of the email. This may be considered to be a useful function that could be used in future as many people prefer not to open any attachments in the emails from the unknown addresses as they might contain viruses.

2. When making a similar type of a campaign in future, it might be a good solution to have a stronger promotion in social media such as Facebook.

Nowadays social media rapidly attract new users in the developing countries, and this tendency should not be overlooked. If the promotion campaign is targeted at the CIS countries or the countries of the former Soviet Union, it would also be sensible to create a corresponding group in Vkontakte (www.vk.com), a social network of Russian-speaking countries numbering over 200 million users.

3. Using other forms of promotion, besides direct marketing and advertising, would also be applicable for promotion campaigns of the similar product. For instance, attending professional seminars in the target market countries and presenting the project in the professional audiences could also have a positive effect on the project promotion. Advertising in professional printed media such as health care related professional magazines could also be one the possibilities.

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8 Appendix

Marketing email content, English

Dear Sir/Madam

We are proud to inform you about the Vårdsvenska project funded by Swedish Cultural Foundation in Finland.

The Vårdsvenska project offers information and tools for health care personnel interested in learning Swedish. On the project site you will find an interactive language course, information and tools for employment search, information about Finland and networking possibilities. To find out more, please visit www.varldsvenska.fi.

All the study materials and information of the site are free and available in four languages - Swedish, Finnish, English and Russian. In order to access some features, you need to register as a user. The registration is free and allows you to create your CV online, to use our large employer database and to access hundreds of interactive language exercises.

You can download medical and healthcare flashcards here <http://www.scribd.com/doc/46829496/V%C3%A5rldsvenska-medical-picture-flashcards> and <http://www.scribd.com/doc/46829542/V%C3%A5rldsvenska-medical-health-care-vocabulary-picture-and-text-flashcards>. Health Lingo, a free iPhone application based on the website, is also available in Appstore: <http://itunes.apple.com/us/app/health-lingo/id475290210?mt=8>.

The Android version of the application will be available in December, 2011.

We would appreciate it if you could help pass on the information about the project to health care personnel and students.

We hope you find the website useful, and we welcome feedback and questions!

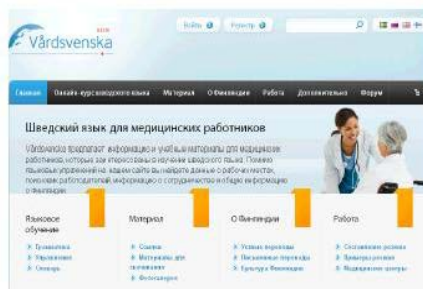
Best regards,
Vårdsvenska project team

Vårdsvenska Factsheet in Russian



Vårdsvenska – шведский язык для медицинского персонала

Сайт **Vårdsvenska** www.vardsvenska.fi – больше, чем просто интернет-страница. Это портал для языкового обучения, на котором можно также найти информацию и полезные сервисы для медицинского персонала, заинтересованного в изучении шведского языка. Помимо языкового обучения мы предлагаем пользователям данные и средства для трудоустройства и сотрудничества, а также информацию о Финляндии. Сайт является прежде всего информационным порталом и ресурсом для изучения шведского языка, однако вся информация доступна на четырех языках: шведском, финском, английском и русском.



Сотрудничество

В разделе «Сотрудничество» собраны полезные ссылки и основная информация, необходимая для вашего переезда в Финляндию (о визах, о Финляндии и ее культурных особенностях), приведены контактные данные налоговых офисов, Института социального страхования Финляндии, медицинских учреждений, домов престарелых и др.

Став зарегистрированным пользователем, вы сможете создать профиль активного соискателя работы, онлайн составить резюме в разделе «Работа» и отправить его в любое медицинское учреждение из базы данных непосредственно с нашего сайта. На сайте также можно ознакомиться с примерами готовых резюме. База данных работодателей Vårdsvenska содержит подробную контактную информацию о тысячах потенциальных финских



работодателей в различных сферах здравоохранения. Медицинские учреждения сами также смогут связаться с вами через наш раздел открытых вакансий.

Языковое обучение

Онлайн курс шведского языка содержит информацию о лексической базе, произношении и основах шведской грамматики, упражнения на шведскую лексику сферы здравоохранения, и грамматические упражнения. Уровень сложности упражнений варьируется от начального до продвинутого. Информация о шведском языке представлена на четырех языках, но вы можете выполнять упражнения также на финском, английском и русском, просто выбирая язык упражнений. Благодаря этому вы сможете практиковать нескольких языков одновременно. Онлайн вы можете работать с лексическими и грамматическими упражнениями, сотнями иллюстрированных упражнений, упражнениями на чтение и понимание, а также распечатывать необходимый материал. Система сохраняет данные о достижениях зарегистрированных пользователей. Оригинальные и забавные упражнения помогут сделать ваше обучение интересным. Вы сможете учиться часам, забыв про скуку.

“Уход за пожилыми” – это десятиуровневая интерактивная игра на лексику и понимание. После прохождения уровня вы получаете доступ к следующему. По завершении последнего уровня игры вы сможете распечатать сертификат, подтверждающий прохождение программы. Этот сертификат дает право на бесплатный интенсивный курс разговорного шведского языка в Хельсинки.

На сайте вы также можете воспользоваться четырехязычным словарем, в котором можно найти как базовую лексику, так и профессиональную медицинскую терминологию.

Материал:

Раздел «Материал» содержит онлайн материал для самостоятельного обучения, обширную фотогалерею, пояснения грамматики и произношения, доступные для скачивания словарь и грамматические упражнения, а также полезные ссылки и дополнительную информацию о Финляндии и ее культуре, и о том, что необходимо знать при переезде Финляндии. Вы также можете скачать глоссарии, содержащие лексику как сферы здравоохранения (уход за престарелыми, стоматологическое здоровье, медицинские профессии, заболевания и симптомы и т.д.), так и повседневной жизни.



Кроме того, на сайте работает Форум, в котором можно размещать вопросы и сообщения, касающиеся любых аспектов языкового обучения, здравоохранения или проекта Vårdsvenska, а также обмениваться контактами с другими студентами и медицинским персоналом.

Благодаря обширным языковым и обучающим ресурсам, возможностям интерактивного поиска рабочих мест и сотрудничества сайт Vårdsvenska является действительно уникальным порталом для медицинского персонала. **Учить шведский может быть весело!**



Vårdsvenska press releases

MÅNDAG 23 JANUARI 2012



Ny webbtjänst lär vårdpersonal svenska

Publicerad 19 januari 2012 kl. 12:23. Senast ändrad 19 januari 2012 kl. 15:09

Webbplatsen Vårdsvenska ska lära sjukvårdspersonal svenska. Webbplatsen riktar sig främst till ryska sjukskötare som vill jobba i Finland.

På Vårdsvenska-webbplatsen finns närmare 2.000 språkövningar, bland annat vokabulärövningar, hör- och läsförståelse samt bildövningar.

Webbplatsen finansieras av Svenska kulturfonden och genomförs av Learnwell.

- Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken. Vårdpersonal är en strategiskt viktig grupp.

Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman Sonja Ollas-Airinen.

Också andra som vill lära sig svenska kan dra nytta av sajten, eftersom alla övningar kan göras på svenska, finska, ryska och engelska.

Inom ramen för Vårdsvenska-projektet lanserar också en app som heter Health Lingo.

Länken till webbplatsen Vårdsvenska hittar du [här](#).

ANNA GAMMELGÅRDWEBB@HSSMEDIA.FI

Vårdsvenska press release published in Österbottens Tidning, 19.01.2012



MÅNDAG 23 JANUARI 2012

Kulturfonden vill lära vårdpersonal svenska

Publicerad 19 januari 2012 kl. 13:18.

Svenska, finska, ryska och engelska. De språken kan vem som helst nu lära sig på webbplatsen Vårdsvenska, som Svenska kulturfonden finansierat.

Webbplatsen är i första hand riktad till rysk vårdpersonal som jobbar eller vill jobba i Finland, och dessutom lära sig svenska. Men materialet innehåller också allmänspråk och kan utnyttjas av vem som helst. Man kan fritt välja sitt modersmål och det språk man vill lära sig bland de fyra alternativen.

Webbplatsen innehåller närmare 2 000 språkövningar, bland annat vokabulär, hör- och läsförståelseövningar samt en bildbank med över tusen bildövningar. En stor del av vokabulären i övningarna har att göra med just sjukvård. Dessutom finns applikationer för mobiltelefoner och pekadorer.

På webbplatsen finns också information och verktyg för att söka jobb inom vårdsektorn, information om byråkratin i Finland och om kulturella skillnader mellan Ryssland och Finland.

- Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken. Vårdpersonal är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman Sonja Ollas-Airinen.

Inom projektet erbjuds också gratis intensivkurser på en vecka för personer som använt webbmaterialet. (FNB)

FNB

Vårdsvenska press release published in Syd-Österbotten,
19.01.2012

Kulturfonden vill lära vårdpersonal svenska

Svenska, finska, ryska och engelska.

De språken kan vem som helst nu lära sig på webbplatsen

Vårdsvenska

, som Svenska kulturfonden finansierat.

Webbplatsen är i första hand riktad till rysk vårdpersonal som jobbar eller vill jobba i Finland, och dessutom lära sig svenska. Men materialet innehåller också allmänspråk och kan utnyttjas av vem som helst. Man kan fritt välja sitt modersmål och det språk man vill lära sig bland de fyra alternativen.

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På webbplatsen finns också information och verktyg för att söka jobb inom vårdsektorn, information om byråkratin i Finland och om kulturella skillnader mellan Ryssland och Finland.

– Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken.

Vårdpersonal är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman Sonja Ollas-Airinen

Inom projektet erbjuds också gratis intensivkurser på en vecka för personer som använt webbmaterialet. (FNB)

<http://www.stt.fi/jaagon/95073142.htm>

Vårdsvenska press release published in STT-Lehtikuva, 19.01.2012

Vårdsvenska press release published at Svenska Kulturfonden

Internet site, <http://www.kulturfonden.fi>, 19.01.2012

Svenska kulturfonden presenterar: Gratis lektioner i svenska för vårdpersonal på nätet!

Publicerad 19.01.2012 kl. 12:03

Webbplatsen Vårdsvenska www.vardsvenska.fi är en ny webbtjänst där sjukvårdpersonal på ett lätt och roligt sätt kan lära sig svenska. Webbplatsen är finansierad av Svenska kulturfonden och genomförd av Learnwell Oy. Kulturfonden har stött projektet med 108 000 €.

Dela



På Vårdsvenska-webbplatsen finns närmare två tusen språkövningar, bland annat vokabulärövningar, hörförståelse- och läsförståelseövningar samt en bildbank med över tusen bildövningar. Främst är webbplatsen riktad till ryska sjukskötare som är intresserade av att jobba i Finland eller redan jobbar här och behöver svenska i sitt arbete. En stor del av vokabulären i övningarna har att göra med just sjukvård. På webbplatsen finns också information och verktyg för arbetsökning inom vårdsektorn, information om Finland (registrering av utländsk yrkesexamen, visum, skattefrågor), information om kulturella skillnader mellan Ryssland och Finland och annan nyttig information för målgruppen.

- Kulturfonden vill med det här projektet stöda svenskundervisningen för invandrare i vissa yrken. Vårdpersonal är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, förklarar Kulturfondens projektombudsman **Sonja Ollas-Airinen**.

Också andra än vårdpersonal som vill lära sig svenska kan dra nytta av sajten, eftersom alla övningar går att göra på både svenska, finska, ryska och engelska. Användaren kan välja både modersmål och det språk han eller hon vill lära sig helt fritt. I övningarna ingår också allmän vardaglig vokabulär på alla fyra språken.

Inom projektet erbjuds också gratis intensivkurser på en vecka för personer som använt det elektroniska undervisningsmaterialet och som vill öva upp sin muntliga färdighet. Kurserna erbjuds två gånger per år under tre års tid.

Health Lingo

Inom ramen för Vårdsvenska-projektet lanseras samtidigt en mobil-applikation vid namn Health Lingo som finns både för Iphone och för Ipad samt i fyra olika Android-versioner. Applikationen kan laddas ner gratis och med hjälp av den kan man i spelform lära sig svenska, finska, ryska och engelska vårdtermer och uttryck.

www.vardsvenska.fi

Länk till Health Lingo i App Store

Virtuell språkskola lär vårdarna svenska



Datorövningarna utmynnar i det interaktiva äldrevårdsspelet. 19.01.2012 13.47 - [Se större bild](#) - Bild:

Vårdare ska lära sig svenska med hjälp av den nya webbportalen [Vårdsvenska](#) som lanserades i dag.

- Det finns väldigt lite nätbaserade språkverktyg på svenska. Det här är ett av få som finns tillgängliga just nu och intresset är stort, säger Veronica Gelfgren på företaget Learnwell som skapat portalen.

Sajten presenterar flera olika övningar och material som kan laddas ner gratis. Besökaren kan öva text- och hörförståelse med ordlistor, bildkort och ett ordspel designat för smarttelefoner. Applikationen har redan laddats ner 900 gånger.

Datorövningarna utmynnar i det interaktiva äldrevårdsspelet.

- När du har klarat spelets tio nivåer får du delta i en gratis konversationskurs i svenska, säger Gelfgren.

Svenska Kulturfonden har finansierat projektet för att stöda service på svenska inom vården.

- Det finns en brist på vårdpersonal på många håll och man försöker rekrytera personal från andra länder. Vi hoppas att det nu blir flera inom vården som kan tala svenska med sina patienter, säger Veronica Granö-Suomalainen på Svenska kulturfonden.

Sajten fungerar på fyra språk: svenska, finska ryska och engelska.

Vårdsvenska press release published in YLE Internet site, 19.01.2012

Kulturfonden lär vårdpersonal svenska på webben

Svenska, finska, ryska och engelska. De språken kan vem som helst nu lära sig på webbplatsen Vårdsvenska, som Svenska kulturfonden finansierat.

FNB

Publicerad:

19.1.2012 13.24

Uppdaterad:

19.1.2012 13.25

FinlandSpråkSvenska kulturfonden

4

SKRIV UT

Mindre **A** Större

Webbplatsen är i första hand riktad till rysk vårdpersonal som jobbar eller vill jobba i Finland, och dessutom lära sig svenska. Men materialet innehåller också allmänspråk och kan utnyttjas av vem som helst. Man kan fritt välja sitt modersmål och det språk man vill lära sig bland de fyra alternativen. Webbplatsen innehåller närmare 2000 språkövningar, bland annat vokabulär, hör- och läsförståelseövningar samt en bildbank med över tusen bildövningar. En stor del av vokabulären i övningarna har att göra med just sjukvård. Dessutom finns applikationer för mobiltelefoner och pektdatorer.

På webbplatsen finns också information och verktyg för att söka jobb inom vårdsektorn, information om byråkratin i Finland och om kulturella skillnader mellan Ryssland och Finland.

- Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken. Vårdpersonal är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman **Sonja Ollas-Airinen**.

Inom projektet erbjuds också gratis intensivkurser på en vecka för personer som använt webbmaterialet.

Vårdsvenska press release published in Hufudstadsbladet,

19.01.2012

Kulturfonden vill lära vårdpersonal svenska

Svenska, finska, ryska och engelska. De språken kan vem som helst nu lära sig på webbplatsen Vårdsvenska, som Svenska kulturfonden finansierat.

Webbplatsen är i första hand riktad till rysk vårdpersonal som jobbar eller vill jobba i Finland, och dessutom lärarsvenska. Men materialet innehåller också allmänspråk och kan utnyttjas av vem som helst. Man kan fritt välja sitt modersmål och det språk man vill lära sig bland de fyra alternativen.

Webbplatsen innehåller närmare 2 000 språkövningar, bland annat vokabulär, hör- och läsförståelseövningar samt en bildbank med över tusen bildövningar. En stor del av vokabulären i övningarna har att göra med just sjukvård. Dessutom finns applikationer för mobiltelefoner och pekadorer.

Hur söka jobb?

På webbplatsen finns också information och verktyg för att söka jobb inom vårdsektorn, information om byrå-



Webbplatsen Vårdsvenska, som Svenska kulturfonden finansierat, är i första hand riktad till rysk vårdpersonal som jobbar eller vill jobba i Finland och dessutom lära sig svenska.

FOTO: COLOURBOX

kratin i Finland och om kulturella skillnader mellan Ryssland och Finland.

– Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken.

Vårdpersonal är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman

Sonja Ollas-Airinen.

Inom projektet erbjuds också gratis intensivkurser på en vecka för personer som använt webbmaterial. **FNB**



Ny webbtjänst ska lära vårdpersonal svenska

En ny fondfinansierad webbtjänst för sjukvårdspersonal som vill lära sig svenska har sett dagens ljus.

Vårdsvenska.fi innehåller närmare tvåtusen språkövningar och en bildbank med över tusen bildövningar.

Webbtjänsten är främst avsedd för ryska sjukskötare som är intresserade av att jobba i Finland eller redan jobbar här och behöver svenska i sitt arbete.

Det är inte bara vårdpersonal som vill lära sig svenska som kan dra nytta av tjänsten. Alla övningar kan göras på både svenska, finska, ryska och engelska och innefattar också en allmän vardaglig vokabulär på alla fyra språk.

I samband webbtjänsten lanseras också en mobilapplikation, Health Lingo, som lär ut vårdtermer och uttryck på svenska, finska, ryska och engelska.

VN

Vårdsvenska press release published in Terveystietojen Sihteerit-lehti
in January 2012

MÅNDAG 23 JANUARI 2012

VASABLADET

Mån 23
14.00
-8°C

Nyheter Sport Ekonomi Kultur Ledare & debatt Te
Euribor Börsanalysen Bumerangen

vasabladet.fi » [Nyheter](#) » [Ny webbtjänst lär vårdpersonal svenska](#)

Ny webbtjänst lär vårdpersonal svenska

Publicerad 19 januari 2012 kl. 12:23. Senast ändrad 19 januari 2012 kl. 15:09

Webbplatsen Vårdsvenska ska lära sjukvårdspersonal svenska. Webbplatsen riktar sig främst till ryska sjukskötare som vill jobba i Finland.

På Vårdsvenska-webbplatsen finns närmare 2.000 språkövningar, bland annat vokabulärövningar, hör- och läsförståelse samt bildövningar.

Webbplatsen finansieras av Svenska kulturfonden och genomförs av Learnwell.

- Kulturfonden vill stöda svenskundervisningen för invandrare i vissa yrken. Vårdsvenska är en strategiskt viktig grupp. Det behövs personal inom social- och hälsovården som kan svenska, säger Kulturfondens projektombudsman Sonja Ollas-Airinen.

Också andra som vill lära sig svenska kan dra nytta av sajten, eftersom alla övningar kan göras på svenska, finska, ryska och engelska.

Inom ramen för Vårdsvenska-projektet lanseras också en app som heter Health Lingo.

Länken till webbplatsen Vårdsvenska hittar du [här](#).

ANNA GAMMELGÅRD
webb@hssmedia.fi

Vårdsvenska press release published in Vasabladet.
on 19.12.2012

Vårdsvenska Facebook group cover page

Vårdsvenska BETA

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Home Swedish on-line course Material About Finland Jobs About Forum

Swedish for Health Care Personnel

information and tools for health care personnel who are interested in learning Swedish. Besides language training, we offer you information and tools for employment search, information about Finland and networking.

Vårdsvenska 62 likes

Product/Service
Vårdsvenska offers information and tools for health care personnel who are interested in learning Swedish. Besides language training, we offer you information and tools for employment search, information about Finland and networking.

About Photos Likes Scribd

Vårdsvenska Facebook Group header, retrieved 03.02.2012

Vårdsvenska brochure, page 1

A new project website for learning Swedish

With its vast language learning and material resources, interactive job search and networking possibilities, the Vårdsvenska website is truly a unique tool for health care professionals and language trainers.

Learning Swedish can be fun!

www.vardsvenska.fi



LEARNWELL OY

LANGUAGE TRAINING AND TRANSLATIONS

The Vårdsvenska project has been fully funded by the Swedish Cultural Foundation in Finland. Project idea and coordination Learnwell Oy. Developed by OnlineRevenue Oy.



SVENSKA KULTUR
FONDEN



ONLINEREVENUE™

Contact

Learnwell Oy
Mikonkatu 8 A, 8th floor
00100 Helsinki
Finland

office@learnwell.fi
www.learnwell.fi
www.vardsvenska.fi
<http://blog.learnwell.fi/>



Vårdsvenska -
Swedish for Health
Care Personnel



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www.vardsvenska.fi

Vårdsvenska brochure, page 2

Project Overview

"Swedish for Health Care Personnel" website is designed as an online teaching and information resource for learning Swedish, specifically developed for health care personnel. All the information is available in four languages - Swedish, English, Finnish and Russian.

Registration is free and it allows you to access hundreds of interactive language exercises and downloadable material:

- ⇒ Swedish grammar and pronunciation explanations
- ⇒ downloadable vocabulary and grammar exercises for self-study
- ⇒ interactive language games
- ⇒ a comprehensive image gallery with hand drawn pictures by our artists and photographs by our professional photographer
- ⇒ a dictionary in 4 languages and glossaries related to health care (aged care, dental care, medical professions, diseases and symptoms, etc.)
- ⇒ online CV creation, access to our large database of employers within the health care sector, information about Finland

www.vardsvenska.fi

Swedish Online Course

The Swedish online course has information about Swedish vocabulary, pronunciation, basic grammar, exercises in Swedish related to the health care field, as well as basic language exercises.

The level of the exercises ranges from elementary to advanced. The information on the Swedish language is available in four languages, and you can also do the exercises in Finnish, English or Russian, just by choosing the language of the exercises.

The Healthcare dictionary can be used to translate a word between Swedish, Finnish, English or Russian. You can also choose to see a list of all occurrences of that word in our online database. It takes only one click to create multilingual glossaries or your own set of flash cards.

You can work online with vocabulary and grammar exercises, hundreds of picture exercises, reading and comprehension, and print paper versions of the material. As a registered user, the program recognizes your progress and will keep a log of your achievements. The exercises are inventive and fun. You can spend hours without getting bored!

Elderly Care Game

Elderly care game is a ten level interactive vocabulary and comprehension game aimed at healthcare personnel who work with the elderly.

After completion of one level, the following level will open. Upon completion of the last level, you will be able to print a certificate that confirms that you have completed the program. This will then entitle you to attend an intensive course in conversational Swedish in Helsinki for free.

Health Lingo

Health Lingo is a free game application for developing vocabulary specific to the health sector. The database used in the background for the game is based on glossaries related to health care (aged care, dental care, medical professions, diseases and symptoms, etc.).



Health Lingo, a free iPad and iPhone application is available in Appstore and Android.

www.apple.com/mac/app-store/
<https://market.android.com/>

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