

Development of Communication as a Profession in Finland

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<p>This thesis takes a deeper look into the development of communication as a profession in Finland since the 1970s. Through researching related literature, job advertisements in the Helsingin Sanomat newspaper and interviews of people, working in the area of communications, a deeper understanding for the changes can be obtained.</p> <p>Through the means of qualitative research, backed up by quantitative research and data analysis the empirical part of the changes and development of the profession can be found. In addition interviews were made to confirm or deny the presumptions made by theory and to give a more personal perspective to the changes. The theory, together with the facts and personal views paint the whole picture and can give the real side of the consequences.</p> <p>As a result of the suggested research findings were made proving that through the social and economic changes in the past 40 years and the rapid development of technology, communication has undergone major changes in its meaning, importance and structure.</p> <p>With a larger focus on companies' social responsibility, professionalism, creativity, uniqueness, being known and present, and making a difference, communication has gained more importance. It has evolved from a task within some other division in the past to one of the key factors of success in modern management.</p>	
Keywords communication, profession, development, creativity, digitalization	

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1 Introduction

This thesis examines the development of communications as a profession in Finland from the 1970s until this day and makes predictions about how it will develop in the future. The main **objective** is to give an insight into the profession to future employees and people interested in the field by retrieving documented information – archives and historical reviews, as well as by presenting a more personal view of the field through personal experiences of people, who have worked in the field.

The main **research question** of the thesis is:

- How has the job of communications assistants, officers, managers and directors changed through the years?

The sub questions are:

- Is there any difference in the job requirements when it comes to educational, professional skill and personal skill requirements?
- Is there a difference between the positions now and then, did the job descriptions stay the same?
- What are the positions occupied, the responsibilities and the tasks of the communications professional in the company?

The **hypothesis** in this thesis is that the communication roles, job requirements and the importance of the job have changed, mainly in an increasing manner, through time and alongside with changes in the economic and social aspects of society.

The thesis begins with an explanation of the most used terms and job roles in the latter text. It then moves on to the description of the research methods used to derive and analyse the information and to make the conclusions. Then communication as a profession is introduced to the reader, getting him/her acquainted with the specifics, requirements and more general descriptions of it, offering a more general view of its development.

To achieve a broader view, current to its own time, a data analysis was conducted, mainly based on Helsingin Sanomat newspaper – the Nordic countries' largest subscriber paper (Sanoma 2015), archives' job advertisements. These gave a good look into what employees searched for in candidates applying for communications-related positions. When trying to understand the past, it is good to turn to literature which describes developments, makes comparisons and explains changes. Thus there has been related

literature used, which describes the social changes and environment of the development of the role of communications in companies and on the significance of the job. With this retrieved data of past events and its analysis, assumptions for the future development of the job were made.

In order for the analysis not to be too theoretical and too detached from the personal aspect, group interviews with professionals having a sufficient amount of experience in the field of communications was conducted. These interviews were based on the theory and gave a broader, more personal and experience based view on the matter. In the final part conclusions were made based on the collected information and the analysis.

2 Definitions

There are some terms used throughout this thesis that may have different meanings. To avoid misunderstandings and confusion, in this part the most commonly used ones are defined and described.

2.1 Communication

Communication is one of the key words in this thesis. By general definition it is a process that involves interaction between two or more people (Miller 2003, 1). It is an important part of society because it is a way to share meaning and spread information (Jensen 2012, 12-13). In a more business-related context, it is perceived as a vital part of every organization, not just a separate task (Juholin 2009, 64) and defined as transferring information from one point to the other, it takes place where people are, where they work and where they exchange information and experiences (Juholin 2009, 58; 62).

Communication is not something static, it has different direction patterns inside the company – vertical (up and down in a hierarchical manner), horizontal (between same-level employees) or free-flowing (all members communicate with each other), and different channels, through which it can happen, like face-to-face, written and mediated (Miller 2003, 19). It is believed that communication is vital in today's organizations because the success of the company usually depends on how it is perceived by the employees, stakeholders, customers, consumers and other people (Cornelissen 2011, 3).

Communication is a way to ensure public support, not only to companies, but also to governments. (Jensen 2012, 47).

In a more historical perspective, at first communication was focused on the tasks, innovation and maintenance but with time and the formation of organizations there arose the need to build effective interaction models between individuals, to increase productivity and coordination (Miller 2003, 16-17). With this need and the technological and social changes there were new types of communication and new tools that emerged. Examples of these are the introduction of the terms corporate social responsibility – describing the moral obligations and influences that a company has, which reach beyond their relationships with stakeholders and market value (Cornelissen 2011, 236).and corporate communication - a managerial instrument through which internal and external communication are harmonized (Cornelissen 2011, 5).

Internal communication is one of the two main types of communication in organizations. It refers to the communication of the management with its employees and between employees inside a given company (Cornelissen 2011, 164). Internal communication

helps improve the identification of employees with the organization, which in turn increases employee satisfaction (Cornelissen 2011, 167). The most commonly used communication type here is the vertical communication – from managers to employees and vice versa, but with the development of the social media networks, also the community model – an organizational boundaries crossing, self-organized community, in which people are brought together through common interests and the search of a common social identity, has been taken into use (Cornelissen 2011, 172). With the new technology new ways to communicate emerged. Internet-based networks created new space for colleagues to interact with each other, which has had an impact on the ways of internal communication (Juholin 2009, 74).

The other main type of communication is **external communication**, with its main component – public relations. Public relations is dedicated to promoting brands, enhancing images and retaliating to criticism and attacks (Jensen 2012, 50).

The term was used before the 1970s to refer to the communication with stakeholders by means of the press (Cornelissen 2011, 4). Nowadays stakeholder communication consists of delivering the right kind of information to different identified stakeholder groups (Cornelissen 2011, 44). And there is a focus on maintaining long-term relationships with stakeholders (Cornelissen 2011, 53).

2.2 Communication roles

Below are listed the main occupational roles, which a person working in communications can occupy. ProCom - The Finnish Association of Communication Professionals has listed the main roles a communications professional may occupy and has given the official translation of the titles in English (ProCom 2012, 6).

In this thesis public relations and communications are not separately defined and considered. PR-professionals are seen as a part of the Communications Professionals. This is due to the fact that historically PR's roles and meanings have changed. Therefore not differentiating these two areas of work simplifies the thesis and helps the reader concentrate on the main topics.

- **Communications Professional** (viestinnän asiantuntija). This term has a broader meaning and will be used mainly as a collective name for the assistants, officers, managers and directors who work in the field of communication. As pointed out by Juholin, because of their nature, professionals do seek out different roles in the area of communications which coincide with their interests and skills (Juholin 2009, 222). Their tasks usually consist of exchange of information, discussions,

comments and inquiries about work-related issues, discussion with the directors, development and project work (Juholin 2009, 225-226).

- **Communications Assistant** (viestintäassistentti). This is the stepping stone for communications professionals. It is a practical position, associated with writing, printing and presenting of communication-related materials (ProCom 2012, 3). Commonly the Communications Assistants work as a help to the Communications Director or Communications Manager.
- **Communications Officer** (tiedottaja). The Communication Officer's role is more creative and needs a more specific set of skills. Their main tasks include designing and planning the company's communication – internally and externally, while taking into account all the target groups the messages are meant for (ProCom 2012, 3).
- **Communications Manager** (viestintäpäällikkö). In the past it was seen that the Communications Manager would be responsible for the communication of a certain department. Thus he/she would not have direct subordinates. (Åberg 2012, 35). Nowadays Communications Managers are seen more as strategic leaders, but they still do not hold the highest positions. Their main tasks include planning of communication and leading projects. (ProCom 2012, 3).
- **Communications Director** (viestintäjohtaja). As all directors, he/she has the most responsibilities to effectively share the given information, which stem from the notion that he/she possesses the most information (Juholin 2009, 92-93). The role of the director is to announce changes and their effects, listening to employees, converse informally and formally within the work community, reacting and answering to discussion inside and outside of the company and giving feedback to the ones that should receive it (Juholin 2009, 195). Together with the top management of the company, they come up with the strategies and developments to ensure success. The Communications Directors make the decisions for the company's communication. (ProCom 2012, 3-4.)

3 Research methods

The main research method of this thesis is the qualitative research method, but there are some element of quantitative research embedded. Using mixed methods helps the thesis to be more versatile and give a bigger and more precise picture of the development of communication as a profession.

3.1 Quantitative research method

Quantitative research is defined as an empirical view, which collects, analyses and presents data in a numerical manner (Given 2008, 713). It strives for objectivity of data by distancing the researcher from the data (Daymon 2011, 11).

Quantitative research is concerned with measurements and procedures with which to analyse these measurements (Jensen 2012, 238). The elements of such research are variables – independent (can be manipulated by the researcher) or dependent (the measure of the result) representations of a construct, which are measurable; concept – an abstract definition or interpretation of the researched phenomenon; and construct – a collection of concepts (Jensen 2012, 238-239).

The hypothesis – a statement about the relationship between variables, is one of the first things quantitative research is concerned with, because of the research type's characteristic to investigate causes and effects of a phenomenon (Jensen 2012, 239). Hypothetico-deductive methods are used for a construction of a theory based on results of observation and experimentation, which predict further effects (Encyclopaedia Britannica 2015).

To give support to the aforementioned hypothesis of the thesis and through the used hypothetico-deductive methods the number of communication professionals through the years are presented later on. The numbers of people occupied in positions related to the area of communication give insights into how all of the surrounding changes have affected the popularity of the profession. In part 4 graphs are utilized to represent the different years and the number of people occupied in the certain position. In these graphs nominal scales of measurement – numbers which categorize things, are used (Jensen 2012, 241).

In addition, the data in the statistics of Statistics Finland has been collected through a quantitative method – the survey, which has collected data at a certain point of time, not testing causes and effects (Jensen 2012, 242).

3.2 Qualitative research method

Qualitative research focuses on finding the meanings, interpreting and criticizing, which leads to a more precise understanding in analysing social change (Daymon & Holloway 2011, 5). According to Creswell the qualitative method relies on many coexisting factors and circumstances that together create an outcome, which means that results are dependent on the context, whereas in a quantitative research one looks for universal truths, which are not circumstantial (Hirsijärvi 2001, 25). One of the key points in Daymon and Holloway's book is that when looking into communication relationships, they cannot be separated from their historical and social contexts (Daymon 2011, 6).

The main focuses in qualitative research are meaning and interpretation, which can be found throughout the research process (Jensen 2012, 266). In this method there is emphasis on the activeness of the researcher as an interpreter of the phenomenon at every step of the research process, which leads to comparing data and building a story (Jensen 2012, 266). Qualitative research strives to follow processes through time, because it realises that nothing is completely static, but that the meaning emerges through time (Daymon 2011, 8).

As Jensen points out in his book "Qualitative studies are especially suited to exploring the transitions and transformations of communication ... that occur within and across contexts" (Jensen 2012, 275). This in addition to the aforementioned characteristics of qualitative research made this method the perfect one for the purposes of this thesis.

Qualitative research in communication should focus on the naturalistic context – give the views, thoughts and perspective of the person in his/her own natural setting and reality. This is transferred also to the qualitative sampling, through which the empirical information of a phenomenon can be obtained in a more specific manner. (Jensen 2012, 266.)

In an empirical research in communication the sample usually is a subgroup – people or texts (Jensen 2012, 268). In this research there are two samples – the first one is the texts of the job advertisements which were researched through the means of a content analysis - theory found in the next sub chapter, and the second one is the communication professionals who were interviewed - theory found in chapter 7.

3.3 Data analysis

Data is something that already exist somewhere, through a medium. It can already be found somewhere, so it need not be made into existence in the research (Jensen 2012, 274). This makes it easy and quite convenient to do research on topics, such as the development of communication as a profession. Especially when one can utilize existing materials, such as the microfilm archives of the Helsingin Sanomat newspaper.

The data analysis in this thesis is not quantitative, as it does not use coding, which means segmenting and categorizing on the basis of set rules (Jensen 2012, 275). It is qualitative as it uses new descriptions and synthesis of texts (Jensen 2012, 275-276). More specifically the qualitative data analysis used in this thesis is grounded theory. It is characterized by a repeated comparison set in numerous stages, through which empirical data can be analysed (Jensen 2012, 278).

Qualitative analysis is never detached, but has clearly defined key terms and follows the same analysis patterns (Jensen 2012, 276). In this case all the job roles are the key terms of the analysis, and the job advertisements are analysed and compared in the same way, searching for the same criteria on which to do the comparisons.

Thus, the qualitative coding in this thesis' research was set as a resource – a portion of independent text meant for further reference and analysis. Through these portions the terms and codes are contextualized in order to facilitate an iterative process of analysis. (Jensen 2012, 276.)

For the purpose of investigating the role of communication in different times and contexts, and the developments of ideas and concepts related to it, historical research can be used. Most commonly the method comprises of analysing written and visual contents available in public and private archives. (Daymon 2011, 110.) This is why the analysis of the Helsingin Sanomat newspaper archives is arguably one of the best ways to follow the development of communication.

During the search for communication-related job advertisement it was established that the period January-March had the most vacancies for all positions. That is why these periods were more thoroughly examined. In addition, it was found that October and September had a variety of job applications, so also these months were researched. There was no exact number of advertisements used per year, as it was not the purpose to collect quantifiable data from them.

In the job advertisements all the text is not taken into consideration. Contact information, ways of submitting applications, location, workload or payment are omitted. Instead the job roles, the position in the company, requirements in terms of skills, education and experiences, as well as the tasks are taken as resources.

However, examples of job advertisements of each decade are given in the end of the analysis in order to display a broader picture and give the reader a chance to better understand the manner and style used in that specific time. Three to four examples have been chosen because they represent the style and manner of the given decade, or because they are unique and extravagant. Some of the advertisements are in English but most of them are in Finnish.

4 Communications as a profession

Communication is a relatively young area of science and work. According to Katherine Miller, organizational communication began to be acknowledged in the 1960s and 1970s (Miller 2003, 1). Communications did exist before that but not in the same form as we know it today. In the 1980s public relations and marketing were brought together in management under the name “Marketing public relations” (Cornelissen 2011, 16-17). In 1970s corporate communication gained a new meaning, it became to refer to the way the company presented itself internally and externally (Cornelissen 2011, 4).

In the study of communication different approaches were used. Classical approaches, which were concerned with the needed communication, appeared in the beginning of the 20th century in the United States of America (Miller 2003, 13; 17). The human relation aspect, which was concerned more with the well-being, needs and the increased productivity of employees, emerged in 1920s and 1930s (Miller 2003, 27-32). The combination of these two approaches led to the development of the human resources approach which encourages innovation and concentrates on the choice of the employees and relations (Miller 2003, 57).

The tasks of communications specialists have varied in time and are discussed in more detail in the following chapter. There are a few tasks that have been relatively consistent through time and define the job description of the communication specialist. First and foremost, communication professionals are concerned with the way stakeholders and the public view the company. That is why the repeated communication of the company’s identity, mission, vision, values and future goals is crucial, although it may seem trivial or self-evident (Juholin 2009, 103-104).

From here the separate smaller tasks are derived. One of these is maintaining the image of the company which translates into maintaining the symbolic constructs related to the company (Cornelissen 2011, 60). Another one is communication strategy development which refers to designing and maintaining the set out goals of reputation positioning, programmes and campaigns (Cornelissen 2011, 81).

As every profession, communication has a set of requirements for its professionals in terms of education, skills, qualification and knowledge. As Juholin points out the most important prerequisite for a professional is knowledge. Without it work cannot seem pleasant as it does not produce the desired outcomes. And for communication to function there needs to be a flow and an effective exchange of information and knowledge. (Juholin 2009, 85.)

Communicational knowledge consists of four areas – written and oral expression skills; relationships and networks; skills to use different communication tools, such as the telephone, e-mail, mail, intranets, etc.; and strategy or the ability to utilize the three previous areas (Juholin 2009, 30-31).

The know-how of professionals has to be concentrated on the needs of the organizations and on its development, and the recognising of these is used in recruiting and assessments. According to Juholin there are three types of know-how – core knowledge, which helps perform well in tasks, supportive knowledge – which enhances the core one, and the knowledge needed for the future – which should be stressed in order to promote creativity and development (Juholin 2009, 180). Two of the most valued characteristics of a communications professional in Finland are creativity and innovativeness (Juholin 2009, 207).

5 Development of communication in Finland

This part of the thesis presents an overview of the development of communications as a profession in Finland. The most significant developments are displayed through a short history review, which also gives the base and the background information for the content analysis part.

Secondly, there is a short exploration of the number of people involved in the field of communication. This is to display the changes in the profession and the consequences of the economic and social changes in numerical terms. The figures contain information derived from statistics provided by Statistics Finland.

5.1 History

The main influences on Finnish communications tradition came from several countries. For example the United States, with its managerial inclinations. Middle Europe affected with its critical PR and German inclination of organization. Another factor of influence was the cooperation with the Nordic countries, especially with Denmark and Sweden. (Åberg 2012, 29.)

In the beginning Finland walked a few steps behind the rest of the world in its development in the field of communications. However, nowadays it has grown to the same level and could even be seen as a frontrunner. This fast growth and rapid changes in the Finnish communications' world led to an increasing number of different titles and in a creation of a hierarchy (Åberg 2012, 33). These titles have changed throughout the years and been replaced by new and more international ones. For example in the past internal communications was more related to human relations, whereas external – more to marketing, advertising and sales (Åberg 2012, 33).

This can be seen most clearly in the job descriptions, requirements and roles. It can be noted that the bigger changes in titles and areas of science, which communications professionals belonged to, happened in Finland in the period 1990-1995. This is presented in the graphs below, which were compiled using tables and the information given from Statistics Finland.

Because there was no specific education before the 1970s many of the people working in the area of communications had a journalism background. Academic schooling, knowledge of languages and practical communication, especially writing, were important. At that time, the career path began from the assistant role and continued to

communications manager (without subjects). The next step was to become a communications' unit director who was in charge of the people working with the internal press releases, internal and external communicators. And the final step was becoming a director of communications with a role in the executive board. (Åberg 2012, 35.)

Public Relations education in Finland started as an initiation of Tiedotusmiehet – the Finnish Association of Public Relations (translation, Melgin, Nurmilaakso 2012, 46), in the 1950s' seminars (Åberg 2012, 26). Specific courses, such as ones on staff publications began in the 1970s. The first seminar on industry related public relations took place in 1974 and ProCom –the current communications trade union, incorporated its schooling in 2004 (Åberg 2012, 26-27).

In 1992 with the emergence of Universities of Applied Sciences in Finland PR and communications started being more widely taught. In addition, consultant firms offered some schoolings on these subjects. This was considerably late in comparison with other countries which adopted schooling programmes already in the 1970s. (Åberg 2012, 27.)

In the 1980s Suomen Tiedottajien Liitto (Finnish Communications Trade Union) established the levels in the communications profession: basic (perustaso), manager (esimiestaso), director (johtajataso) levels. It also certified the offered education. The Marketing Institute and Helsinki University's Lahti's adult education centre (nowadays Palmenia) offered education on the basic level. The manager level was given after participation in the Industry communications' seminars. The director level was often sought for from abroad and in 2000 the Marketing Institute issued their own programme. (Åberg 2012, 27.)

5.2 Number of communication professionals in Finland

All of these developments, in addition to economic and social changes can be reflected in the number of professionals involved in each role of communication. According to their homepage, Statistics Finland has independently kept track of the population and the social details in Finland since 1865. With Finland joining the European Union changes were made so that the institution would become more internationalized. (Statistics Finland 2015.)

This change can be clearly seen in the files received from Statistics Finland on the numbers of professionals involved in the marketing and communication fields. Before 1995 marketing, communications and business were combined in one field without much

differentiation. After 1995 communications and marketing got their own separate sections and the titles within them were more distinct.



Figure 1. Number of Advertisement and Communications Directors in Finland in 1970-2005

The Director's position is the highest communication role in an organization. It has always been present, but has had a different significance within the organization, its tasks and requirements have changed through time. A fluctuation of numbers can be seen in Figure 1, which gives a representation of the numbers of people occupying this position in the period 1970-2005. This is due to the fact that before 1995 there are only collective numbers for professionals working in the field of marketing, communications and advertising, which are called "Advertising Directors, etc." (Mainospäälliköt ym.). The steady increase after that is of the number of people working only in advertising and communications with the name "Advertising and Communications Directors" (Mainos- ja tiedotusjohtajat).

Although this data is not entirely comparable as the numbers do not represent the absolute same thing, they still show the increase in numbers of professionals of one or more similar professional fields.



Figure 2. Number of Communications Officers in Finland in 1970-2005

In Figure 2 it can be seen that there has been a steady increase in the numbers of Communications Officers (tiedottaja) in Finland since 1995. The numbers for 1970 – 1990 represent the category of Other Marketing Contributors (Muut markkinoinnin edistäjät), which show a slow decrease in numbers. This may suggest that the category lost numbers through specification of the occupational roles in the field.

Once again the data is not completely comparable because it represents two slightly different categories. From the offered categories in the period of 1970 – 1990, the Other Marketing Contributors seemed the most compatible with the Marketing Officers.

The first half, up to 1995, shows that there was a decrease, probably due to the increasing specification of tasks in the area of Marketing and Communication. The latter period, from 1995-2005, shows a significant increase in the numbers of Communication Officers, which shows that the importance of communications increased and there was more work for Communications Professionals.

6 Jobs in communication

In this part of the thesis the job advertisements found in Helsingin Sanomat's newspaper archives are reviewed in more detail. The time of observation is broken down into decades, as usually in historical references. The samples of job advertisements are taken from the beginning and the middle of that time (e.g. 1970 and 1975), with the exception of 2010s, in which only 2010 is investigated. An analysis of each decade's trends in the job advertisements is done, concentrating on the requirements for each job and the descriptions of the job given. However narrow these descriptions may be, they still give valuable insights into the professions in communication.

6.1 The 1970s

The 1970s marked an important point in the development of communications as a profession in Finland. As Leif Åberg points out the term *communication* (viestintä) emerged to substitute the formerly used information services (tiedotustoiminta) and public relations (suhdetoiminta) (Åberg 2012, 23). In 1978 the merging of Tiedotusmiehet ry and Suomen Henkilöstölehtien Yhdistys ry created Suomen tiedottajien liitto StiL, which accepted the Lisbon code (Åberg 2012, 23).

The Lisbon code is a concrete set of rules on how to conduct Public Relations in Europe, emphasizing on the importance of human rights, honesty and loyalty. It stresses the importance of openness of public relations and the company's endeavours. The relationships with clients should be conducted without conflict of interests, basing contracts and reimbursements on quantitative outcomes. Misleading and dishonest competition are prohibited. (Åberg 2012, 25-26.)

With this decision the communications' professionals in Finland gained status through international ethic guidelines, a strong trade union and a controlling body based on self-monitoring (Åberg 2012, 26). In 1977 Tiedotusmiehet ry divided communications into internal and external (Åberg 2012, 36).

From the job advertisement in the Helsingin Sanomat archives it can be seen that in the 1970s there were job titles like Communications Director, Communications Officer, PR-secretaries and PR-managers. There is a distinction between the PR and the communication (by the title of "tiedottaja") roles. One could also distinguish that there is some overlapping with the fields of marketing, advertising and journalism.

The advertisements were not only written Finnish. There were ones in English, Swedish and German. These languages, along with French were also the most commonly sought after languages in all of the communications professional's positions. Finnish and Swedish were almost always mandatory and English was relatively sought after. German and French appeared a few times as a requirement, and Russian was mentioned as an advantage.

There was a clear variety in styles of advertisement. Some were professional, almost contemporary, whereas others were almost overly casual. Many of the expressions and criteria used in them would nowadays be prohibited in Finland. There was very often strict *gender, age and even marital status requirements* for different positions. In some advertisements the language used may also be found offensive nowadays. For example, especially when looking for assistants, companies state they are looking for "their girl" (meidän tyttömme), which is demeaning at the least.

Most of the job advertisements were published by *private companies*. There are some advertisements by political parties, associations and organizations. This is most likely due to the fact that at that time governmental institutions used their own officials to conduct communication.

From the advertisements it is clear that there are some specific requirements for the skill set of **PR- and Communications Assistant**. They had to be organized, lively, creative, to know how to express themselves in writing and orally. They were not always required to have finished their studies in similar fields, but sometimes communication studies and prior experience in the field of communication or administration were required.

It can also be noted that there are some gender and age preferences, as many of the advertisements state that young women are preferred for the position. The Assistant's main tasks included printing of materials, writing and taking care of the informing (internally and externally), making meeting arrangements, press-servicing, taking care of relations with target groups and various project work. As for their position in the company, they worked for the Communications Manager.

Communications Officers were the next in the hierarchy of communication professionals. They were required to have prior experience from communication, journalism or the area of business the company is in (e.g. shipping, textiles) and an education in communications, advertising and administration. Other requirements included being competent, able to express themselves clearly and perform well, being able to work independently, being responsible, creative and able to generate new ideas, fast, hard-

working and active. Relations to the press or other media were sometimes seen as an advantage.

The age preference was under 35. Both men and women were sought for with the occasional specific preferences indicated in the advertisements. Communication Officer's responsibilities included dealing with the press, the production of ad-campaigns, sales promotion, coordination and publishing newspapers. They worked in both internal and external communication.

The **Communications Managers** were given positions in which they were the experts of their field and responsible for the Communications division. Most commonly they reported to the human resources director or directly to the CEO. The requirements for them included a higher education, preferably in communications and business, long and "impressive" experience from the field of communication. Knowledge about the society and economy was seen as an advantage.

The skills required of Communication Managers included practicality, brightness, capability to organize, adjustability, *creativity*, clear expression in writing and speaking, initiative and persistence. The preferred gender was male. Their tasks included coordination of communication, being responsible for advertising, internal and external communication.

Helsingiläinen rahalaitos
etsii kauttamme

PR

päällikköä

toimimaan itsenäisesti, suoraan toimitus-
johtajan alaisena. Pr-päälliköllä on
päävastuu myös mainonnasta. Tehtävä-
kenttään kuuluu yhtymän sisäinen ja
ulospain suunnattava pr. Odotamme toimeen
valittavalta sopivaa pohjakoulutusta,
näyttöä pr-alan hallinnasta ja selkeää
kirjallista ilmaisukykyä.

Hakemukset palkkatoivomuksineen
pyydämme lähettämään viimeistään
21.02.75 mennessä osoitteella
Markkinointi TOPITÖRMÄ Oy,
Fredrikinkatu 48 A, 00100 Helsinki 10
Kuoreen tunnus "PR". Hakemukset
toimitamme avaamattomina
asiakkaallemme.

TOPITÖRMÄ
T

Picture 1 (Helsingin Sanomat, Wed 29.01.1975)

Kun etsimme

PR- YHTEYS- PÄÄLLIKKÖÄ

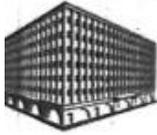
etsimme henkilöä joka on ja josta tulee asiantuntija.

- emme hae tavoittamatonta neroa: pikemminkin älykästä sympaattista realistia
- emme etsi kirjotoukkaa vaan käytännön miestä, joka osaa soveltaa yhteiskunta- ja taloustieteitten tuntemustaan elävään elämään
- emme tarvitse tekstikonekivääriä, tarvitsemme organisoijaa

HAEMME n. 30 ja siitä alle -vuotiaista MIESTÄ, joka osaa asettua helposti uusiin tilanteisiin, osaa suunnitella, nähdä metsää puilta, kirjoittaa ja puhua. Hyvä yleistietämys on A ja O, ruotsin ja englannin taito usein tarpeen.

Ota yhteys, tositarjouksella johtaja Sirpa Nykäseen puh. 12 020 maanantaina 3. 8. tai keskiviikkona 5. 8.

Oy Liikemainonta-McCann Ab
Infoplan



PR-toimisto
Keskuskatu 5 A, Helsinki 10

Picture 2 (Helsingin Sanomat, Su 2.08.1970)

Ota kiinni lomapallo

Lomapallo pyörii ja kasvaa. Tule mukaan!
Tarvitsemme nyt Myynti- ja Mainososastolle

TIEDOTUSSIHTEERIN

"Kynämiehen tai -naisen". Henkilön, jolle kirjallinen ja suullinen esittäminen on helppoa. Tehtäviin kuuluvat mm. yrityksen sisäinen ja ulospäin suuntautuva tiedotustoiminta, matkailutilaisuuksien järjestäminen, osallistuminen esittelytekstitykseen ja lehdistöpalvelu.

Lähetä meille lyhyt esittelyteksti itsestäsi ja hakemus palkkatoivomuksineen 28. 8. -70 mennessä, Simonkatu 8, Helsinki 10. Tiedustelut puh. 649311, konttoripäällikkö.



Helsinki, Simonkatu 8, Viherniemekä 5, puh. 649311, Lappeenranta, Kauppakatu 40, puh. 11 502, Tampere, A. Kivenkatu 11 A, puh. 27 358

**matkatoimisto
oy lomamatka**

Picture 3 (Helsingin Sanomat, Fri 21.08.1970)

6.2 The 1980s

In the 1980s there was a stress on *the function of communication professionals* as an important part of the society and as having the power to impact positively on it. There were no direct links between communications and marketing or human relations. The ones in charge of communications received greater responsibilities and assumed new roles, such as *planning, consulting*, advertising and sponsoring. (Åberg 2012, 36-37.)

This can clearly be seen in the job advertisements. Even between the advertisements from 1980 and 1985 there are distinguishable differences between the requirement levels for professionals. Whereas 1980 was closer to the 1970s, 1985 already was more demanding in regard to education.

Although visible already in the 1970s, in the 1980s *free-lancing* was commonly practised, especially in the Communication Officer's position. Some of the job advertisements mentioned that they were specifically looking for free-lancer to occupy the offered positions.

The languages used in the job advertisements were Finnish, Swedish and English. The languages sought for in employees were most commonly the same. German was also relatively often mentioned. The gender differentiation is once again visible in the different positions or in the specific preferences of companies. There was also distinction in preferences for young employees or for more skilled and experienced ones.

Most advertisements were by companies in the first half of the decade. Sometimes political parties, unions and organizations also advertised. In the cases of political parties, in addition to the general requirements, they required steady belief in the party and ideologies they were to represent. In 1985 it can be noted that ministries, associations and organizations were actively looking especially for Communications Secretaries.

New things, distinguishable in the job advertisements of the 1980s are the emergence of *business travelling*, which in the ads is seen as a requirement for readiness to travel, and the distinction for *evening and weekend-work*, again seen as a readiness requirement. A more unusual requirement type found in the job advertisements was the requirement for a "regular way of life".

In 1985 knowledge and experience in the *mass media* emerged. Something new were titles such as Internal Communications Officer, which put a further distinction between internal and external communication.

Communications Assistants' skill requirements included good conduct of foreign languages, good written and oral presentation skills, good common knowledge and the ability to work independently. Promptness, initiative, meticulousness, enthusiasm and cooperation were also valued in candidates. Sought after experience included one in international correspondence, communication or in similar positions. Sometimes requirement included a few years of work experience in the field. There were also expectations for interest or knowledge of the field of work of the company, or of communications.

Educational requirements were in the field of journalism or communication. In the latter half of the decade the requirements were for an *academic degree* in communication, social sciences, journalism or similar. Communications Assistant's work included handling tasks in internal and external communication, promotion and development of internal communication, communication with mass media, arranging seminars, editing articles and newspapers, taking care of marketing correspondence, newsletters and writing promotional materials. They usually worked in cooperation with the Communications Manager.

Communications Officers' skill requirements included creativity, good writing skills, knowledge of the advertisement field or of the one the company was operating in. Independence, initiative, willingness to cooperate and social skills were appreciated. Sometimes it was required of them to have *contacts to the press*. Their past working experience commonly included some in the field of work of the company, communications or journalism.

Their educational requirements were in communication and advertising, or in the specific field of work the company was in, completed on an academic level. Communications Officer's responsibilities were editing of the company newspapers and other information materials, designing of the advertising and communication materials, communication to shareholders, company's other external communication, as well as writing about company's affairs, research and writing reports. Keeping in contact with stakeholders and dealing with international contacts was included in their duties. Officers had the responsibility for internal communication (e.g. staff newspaper) and the related materials and they had to *follow the press* – locally and internationally.

They reported to the HR-department or the marketing-department. This means that they worked with these teams, but as Åberg's theory suggested, their duties did not overlap with the duties of these departments.

Communications Officers were sometimes hired as *consultants*, e.g. in the Nordic Council of Ministers. In those positions the requirements for education, skills and experience were higher and the responsibilities were more demanding.

Communications Managers' skill requirements included good spoken and written presentation skills, and knowledge of languages. They were expected to be active, responsible, cooperative and assertive. Managers' educational requirements were in social sciences and communication. In the latter half of the decade, they were required to have an academic degree, sometimes even on a Master's level. Their required experience included some in the fields of communications, journalism, advertising, with writing texts or the field of work the company was in.

Their tasks included coordination and execution of the communication in the sales department or managing the advertisement department. Creating, managing and developing the company's internal and external communication, campaign planning, compiling all kinds of communication texts, chief editing of the company's paper, sometimes even *internationally* in English, were the most common tasks. Communication with the press and stakeholders, planning marketing and advertising, leading external communication were perhaps more specific. Around 1985 they worked in the communications and marketing department.

Our client, a large Finnish-owned multi-nationally operating industrial enterprise is looking for a

MARKETING COMMUNICATIONS ASSISTANT

to their Helsinki based marketing department which is a progressive team of 10.

You (she/he) will be involved in editing customer publication articles, marketing correspondence and newsletters, and varying promotional material. Consequently you will be expected to take active interest in all aspects of PR work.

You will have fluent and clear written English (your mother tongue), although journalistic or PR experience is not essential. Ideally you will be 25-35, but this is not critical.

Please write to Oy INTERPLAN Ab, Mannerheimintie 4, 00100 HELSINKI 10 by the end of February. The envelope should be marked "Marketing Communications Assistant" since it is forwarded unopened to the client concerned.

INTERPLAN

Picture 4 (Helsingin Sanomat, Su 10.02.1980)



Säteilyturvakeskus on viranomaisen, joka valvoo ydinvoimalaistosten turvallisuutta, säteilyn hyötykäyttöä sekä elinympäristössä esiintyvää radioaktiivisuutta

Keskuksessa on haettavana projektirahoitteen

TIEDOTTAJAN TOIMI

ydinturvallisuusosastolla. Työhön kuuluu mm. ydinlaitostapahtumia koskevien raporttien ja muiden julkaisujen toimittaminen, ulkomaisten valvontaorganisaatioiden tiedotustoiminnan selvittäminen sekä koti- ja ulkomaisen ydinvoimaa koskevan kirjoittelun seuraaminen. Tehtävä edellyttää teknistä tai säteilysuojelulain koulutusta sekä hyvää kotimaisten kielten ja englannin kielen taitoa.

Hakemukset osoitetaan säteilyturvakeskukselle ja ne on toimitettava viimeistään 11. 3. 1985 ennen virka-ajan päättymistä osoitteella: Säteilyturvakeskus, kirjaamo, PL 268, 00101 Helsinki (käyntiosoite Elimäenkatu 25 A). Lisätietoja antavat Tapio Eurola ja Heikki Reponen p. 61671.

Picture 5 (Helsingin Sanomat, Su 17.02.1985)



Starckjohann-Telko Oy on Suomen suurimpia kauppayrityksiä, kokonaismyynni n. 2 miljardia markkaa vuodessa. Koko yhtiössä on henkilökuntaa n. 1050. Yhtiö toimii Suomessa kymmenellä paikkakunnalla, pääkonttori sijaitsee Lahdessa. Ulkomailla on tytäryhtiöitä ja konttoreita yhdeksän.

Yhtiö palvelee teollisuutta, rakentajia ja jälleenmyyjä terästen, rakennustarvikkeiden, koneiden ja laitteiden sekä raaka- ja tarveaineiden toimittajana. Yhtiön toiminta jakaantuu viiteen liiketoimintaryhmään, joista Lahdessa toimivat autoryhmä, kansainvälinen ryhmä, teräsryhmä ja kanttäryhmä. Telko toimii Helsingissä.

Haemme nyt yhtiön pääkonttoriin Lahteen

KOKENUTTA MAINONNAN AMMATTILAISTA VIESTINTÄPÄÄLLIKÖKSI

Tulet toimimaan mainososastomme vetäjänä. Tarvitsemme henkilön, joka vastuun kantamisen lisäksi osallistuu itse aktiivisesti työhön.

Tehtäviin kuuluu mm.

- koko yhtiön viestinnän koordinointi
- sisäinen ja ulkoinen tiedottaminen, yhteydenpito lehdistöön sekä sidosryhmiin
- mainostoimisto- ja alihankkijayhteydet
- osallistuminen markkinoinnin ja mainonnan suunnitteluun
- esitteiden, ilmoitusten, näyttelyosastojen jne. tuottaminen

Hyvä lähtökohta viestintäpäälliköksi olisi esimerkiksi sujuvakäynäisellä yhteystyöskentelöllä. Korkeakoulututkinto on toivottavaa, samoin ainakin englanninkielen taito. Isoissa organisaatioissa toimiminen vaatii yhteistyökykyä sekä määrätietoisuutta.

Tarjoamme osaavalle henkilölle asiantuntijan palkan sekä monipuolisen tehtäväkentän. Tarvittaessa avustamme asunnon hankkimisessa.

Lähetä hakemuksesi palkkatoivomuksineen 6.3.1985 mennessä osoitteella Starckjohann-Telko Oy, toimitusjohtaja Pertti Berg, PL 54, 15101 LAHTI. Tiedusteluihin vastaa henkilöstöpäällikkö Esko Vuori, puh. (918) 28 911.

STARCKJOHANN-TELKO OY

Picture 6 (Helsingin Sanomat, Su 24.02.1985)



Suomen Farmasialiitto on farmaseuttien, proviisorien ja farmasian opiskelijoiden etujärjestö. Jäsenkunnan määrä on 6000.

Etsimme kymmenen hengen työyhteisöön

SISÄISTÄ TIEDOTTAJAA

JONKA TEHTÄVIIN KUULUVAT

- 17 kertaa vuodessa ilmestyvän jäsenlehti Seminan toimitussihteerin tehtävät
- tieteellisen DOSIS-lehden teknisen painotyön valvonta neljä kertaa vuodessa
- sisäisten tiedotteiden laatiminen
- sisäinen viestintä kentällä erilaisissa tilaisuuksissa

TOIVOMME SISÄISELTÄ TIEDOTTAJALTA

- vankkaa kokemusta jutun teosta ja lehden tekemisestä
- ulospäin suuntautuvaa elämän asennetta
- mielellään ruotsinkielen taitoa.

Kirjalliset hakemukset palkkatoivomuksineen tulee lähettää 15.3.1985 mennessä: Suomen Farmasialiitto, Rautatieläisenkatu 6, 00520 Helsinki. Tiedusteluihin vastaavat tiedotuspäällikkö Jormalainen 6.3. lähtien ja varatuomari Orkovaara puhelin 15021.

Picture 7 (Helsingin Sanomat, Su 3.03.1985)

6.3 The 1990s

In the 1990s hybrid titles were used, which combined previously separately appearing titles, for example marketing and communications manager. The hierarchy changed as communications directors were on top and answering to them were various managers, with the power over workers and their assistants (Åberg 2012, 35). *Evaluative* tasks emerged, such as bringing forward the public opinion through the communications perspective (Åberg 2012, 38).

The placement of job advertisements in the newspapers changed. They were placed in an earlier section and were given more visibility than before. In 1995 the job ads were placed in their own attachment in the Sunday number.

The languages in which advertisements were written were once again Finnish, Swedish and English. The language requirements for applicant were for the mentioned languages, as well as German and French.

Through the ads it could be seen that communication teachers were sought after. Thus it can be concluded that *communication education* was on the rise, which automatically becomes reflected in the educational requirements of applicants. *Consultant* jobs also

became more common and were comparable to the Communications Managers' positions.

Until this time mostly private companies had been searching for different kinds of Communications Professionals, but in the 1990s there was a huge increase in governmental and municipal search for them. In the public and the private sectors part-time jobs appeared.

There were new requirements for the candidates. In 1995 *IT-skills* started to appear as important criterions for employment. For all the professionals there was a stress on *listening to customers' and other stakeholders' opinions* and taking them into account in development and decision-making. In addition when submitting applications, people were required to attach their CVs.

Communications Assistants were required to possess skills such as good conduct of written and spoken languages, good organization skills, initiative and flexibility. The requirements for their education was for an academic degree in a relevant field. Their prior work experience had to be in communications, journalism, public administration or the area of business the company was in.

Communications Assistant's task included planning, executing and coordinating of the internal and external communication of the company, editing the organization's newspaper's information section, preparing press conferences, writing articles and bulletins. They were responsible for publishing, doing presentations, keeping in touch with stakeholders and associates, writing press releases, as well as the communication with the press.

Cities, councils and ministries seemed to give more responsibilities to assistants than commercial companies. Communications Assistants sometimes were also given the tasks of a *department secretary*. They often worked with management and in cooperation with sales and marketing departments.

Communication Officers' required skillset included good writing and language skills, ability to cooperate, as well as typewriting and word processing abilities. They were expected to work long hours and to be *skilled on multiple levels*. Appreciated qualities were meticulousness, activeness, creativity, efficiency, commitment and flexibility. Good social skills and especially IT-skills, such as Page Maker, were a must. Officers had to adjust well to hectic working environments, and show initiative and organization skills. Motivation was often stressed in a way that applicants were required to regard

communication as their own thing. In addition, they had to be interested and know the field they were to work in. Sometimes they were required to have *contacts to the media*.

Their educational requirements were an academic degree in the field of communication, economics or journalism. Their required previous experiences was in the area of internal and external - together or separately depending on the tasks in the offered job, communication, journalism, office-work, association work, if applying to work in an association, marketing, or the company's field of work. Since 1995 the previous *work experience* was required to be commonly a few years. Some jobs expected the applicant to be *ready to travel*.

The tasks of a Communications Officer included planning the communication for events and press conferences, taking part in the radio and television work and keeping in contact with stakeholders. They handled internal and external communication, translations, project work, editing newspaper, production of publications, training, general informing, contacts with the press and media, compiling plans for marketing, participating in campaign communication, and sending of publications and annual reports, for the editing and planning of which they were responsible.

Sometimes Officer's tasks were *fused with marketing*, (E.g. marketing and PR) or even all-round secretaries. Although age requirements were rare in the 1990s, one could find requirements for the officers' age of 35-40.

Communications Professionals were mentioned in 1995. They were required to take initiative, be cooperative, active, social and creative. They were expected to have an academic degree and prior experience in communication, publication and layout, and in work with a computer. Their tasks included editing of the company's newsletter and other publications – brochures, press releases, articles and annual reports, participation in other communication tasks, operating the company's network and helping in the implementation of the company's identity.

Communications Managers were expected to be skilled in written and oral presentations, have good knowledge of languages and interest towards the field the company or other organization was in. They had to be organized, cooperative, dynamic, flexible, active and social, and have the ability for variable management. The requirements for Managers' education included studies on the graduate school level in the field of communication and marketing. Their prior experiences were required to be in versatile communications and journalistic tasks.

Managers' tasks included editing of the staff and other newsletters, supervising internal communication, handling of external communication, development and maintenance of customer relations, coordination of marketing and communication. They had also duties on the press side or on the editorial side, and their titles were hybrids of these two in addition to their regular one. Communication managers were leaders of their own department and answered straight to the chief director.



Maailman Luonnon Säätiö (WWF) on maailman suurin ympäristöjärjestö, joka toimii yli sadassa maassa. WWF:n tavoitteina ovat luonnon monimuotoisuuden säilyttäminen, luonnonvarojen kestävä käytön edistäminen ja saastumisen vähentäminen. WWF:n toimintaa tukee lähes kuusi miljoonaa ihmistä.

Maailman Luonnon Säätiön (WWF) Suomen Rahasto on toiminut vuodesta 1972. Kehitämme viestintäämme ja haemme nyt joukkoomme

VIESTINNÄN AMMATTILAISTA

joka vastaa WWF Uutiset-jäsenlehden ja julkaisujen toimittamisesta sekä osallistuu myös muihin viestinnän tehtäviin, erityisesti WWF:n markkinointiviestintään. Toimi on määräaikainen.

Toivomme sinun olevan oma-aloitteinen, markkinointihenkinen ja yhteistyökykyinen. Sinulla on kokemusta julkaisujen tekemisestä ja PC-työskentelystä. Pienet taittotyöt teet kätevästi itse. Hallitset molempien kotimaisten lisäksi englanninkielen.

Lisätietoja ahtavat tiedotuspäällikkö Sirpa Pellinen ja pääsihteeri Meri Saarnilahti, puh. (90) 644511.

Hakemukset palkkatoivomuksineen pyydämme toimittamaan 15. 2. mennessä osoitteeseen WWF, Uudenmaankatu 40, 00120 Helsinki. Kuoreen merkintä "Viestinnän ammattilainen".

Picture 8 (Helsingin Sanomat, su 5.02.1995)

Helsinki Media Company Oy:hyn kuuluva Helsinki Televisio on kaapelitelevisioyhtiö, jonka verkkoon on kytketty yli 180.000 taloutta. Puolet helsinkiläisistä, espoolaisista, vantaalaisista ja kauniiaisista seuraa televisio-ohjelmia HTV:n verkon välityksellä.

Kaapelitelevisioverkon rakentamisen ja ylläpidon lisäksi toimintaan kuuluvat ohjelmapalvelujen tarjonta ja videotuotantopalvelut.

HTV:n maksulliset tv-palvelut ovat tällä hetkellä FilmNetin kaksi kanavaa sekä 14 satelliittikanavaa sisältävä PlusSat-palvelu. Lisäksi HTV:n maksu-palveluja on digitaalinen MC Europe, joka välittää 30 eri musiikkilajin kanavaa.

Haemme maksu-tv-yksikköömme

TIEDOTUS/ OSASTOSIHTTEERIÄ

aitiysloman sijaiseksi 13. 3. 1995 alkaen.

Sihteerin tehtäviin kuuluu mm. sisäinen ja ulkoinen tiedottaminen, lehdistötiedotteiden laatiminen sekä henkilökohtainen yhteydenpito lehdistöön. Lisäksi tehtäviin kuuluu yhteydenpito ulkomaisiin ohjelmatoimittajiin ja joihinkin kotimaisiin kaapeli-tv-yhtiöihin, asiakasneuvonta, kirjeenvaihto ym. sihteerin tehtävät.

Hakijalta edellytämme englannin kielen hallintaa, järjestelykykyä, oma-aloitteisuutta ja joustavuutta.

Kirjalliset hakemukset palkkatoivomuksineen pyydämme toimittamaan 22. 2. 1995 mennessä: Helsinki Televisio Oy, Arja Junttila, Ratamestarinkatu 11, 00520 HELSINKI. Kuoreen merkitään "tiedotus/osastosihtteeri". Tiedusteluihin vastaa markkinointipäällikkö Arja Junttila puh. 156 5322 (vaihte 15 651).



HELSINKI TELEVISIO
Ratamestarinkatu 11, 00520 HELSINKI

Picture 9 (Helsingin Sanomat, su 12.02.1995)

Oy Promotiva Ltd on kansainvälisillä markkinoilla toimivien yritysten viestinnän suunnitteluun ja toteutukseen erikoistunut viestintätoimisto. Osaamisemme erikoisalueita ovat ympäristökysymykset, terveydenhoitoala ja lääketiede sekä laatuviestintä. Promotiva on ensimmäisenä viestintätoimistona maailmassa saanut ISO 9001 -laatusertifikaatin.

Etsimme nyt joukkoomme

VIESTINTÄKONSULTTIA

Odotamme Sinulta

- kansainvälisen viestinnän tai markkinoinnin parissa hankittua vahvaa käytännön kokemusta
- valmiuksia itsenäiseen asiakasvastaavalliseen työskentelyyn
- kiinnostusta osallistua oman toiminta-alueen kehittämiseen
- näkemystä asiakkaan toimintaympäristöstä ja luovaa ongelmanratkaisutaitoa
- hyvää kielitaitoa

Tarjoamme

- paljon mielenkiintoista ja haastavaa työtä
- mahdollisuuden kehittää ammattillista osaamista
- dynaamisen, tiimihenkisen työympäristön
- kilpailukykyiset edut

Lähetä hakemuksesi ke 8.3.95 mennessä osoitteella Oy Promotiva Ltd, Lönnrotinkatu 15 C, 00120 Helsinki. Kuoreen merkintä 'Viestintäkonsultti'. Lisätietoja tehtävästä antaa Irene Mäkipää, puh. (90) - 605 001.

Manning
Selvage
& Lee

PROMOTIVA



Picture 10 (Helsingin Sanomat, su 26.02.1995)



Are you a young, energetic person around 30 years of age? With an academic degree and some communications experiences?

Planning on a

CAREER IN INTERNATIONAL COMMUNICATIONS?

To get a good start for your career, join our small Corporate Communications team in Helsinki, learn to operate in the Group's Communications Network, contribute to its various activities and media - and grow with us!

Give your innovative input for implementation of our Corporate Identity in different levels of the organization, participate in doing brochures, annual report, press releases, write articles to our in-house magazines.

English is our corporate language but while working in Finland your skills in Finnish are essential. Command of other languages make the work more interesting.

Write a letter with your CV to Viestintä Oy Anssi Siukosaari, Mitalitie 2 A, 02680 Espoo. He will contact you and introduce you to us.

Ahlstrom is a privately owned global engineering and paper group. Ahlstrom supplies systems and equipment to the pulp, paper and power industries, and manufactures speciality papers. The Group's net sales for 1995 are estimated to be about 2.5 billion US dollars. The total number of employees in Ahlstrom units worldwide is nearly 13,000.

Picture 11 (Helsingin Sanomat, su 19.02.1995)

6.4 The 2000s

The new century brought a lot of changes. With the growth of the professional work communities, influencing was brought to a new level – to the company and work environment, and not only left in politics (Juholin 2009, 144). A lot of new terms such as *branding*, *marketing*, *image keeping*, *public and investor relations*, emerged. The communications department rose as an important part of the strategic unit. The title of

communications director was noticed (Åberg 2012, 38). The trade union ProCom (pro communication) was established in 2002 to replace the previous STiL (Melgin, Nurmilaakso 2012, 65).

The languages of job advertisements remained Finnish, Swedish and English. Sought after languages are the aforementioned in addition to German. But on the educational side there were more requirements, as now Professors of communication technology were sought after.

Oikotie.fi – currently the biggest portal for real estate and job advertisements (Sanoma 2015), is often mentioned in the job advertisement sections. In 2005 the job section in Helsingin Sanomat newspaper was renamed to “oikotie jobs”. This had an impact, as through the appearance of *Internet-based platforms for job search*, there were substantially less job advertisements to be found. The biggest number of advertisements was again published on Sundays.

The advertisements themselves had become bigger and *more visual*. It was often the case that a company was looking for different professionals through the same advertisement.

The ones posting the job advertisements in Helsingin Sanomat newspaper were different unions, companies, organizations, ministries and municipalities. Therefore it can be stated that everyone was looking for communications professionals. What was new was, that the nature of the contracts was made evident with expressions such as permanent position or stand in position.

Communication Assistants' requirements included good writing skills, *command of PC and internet tools*, layout and typography conduct, language and organizational skills, as well as good communication skills. They were expected to be able to perform well in teams and alone, and to be flexible, creative, organized and cooperative. They had to be communication professionals with a corresponding academic degree and working experience in communication, journalism and the internet-usage.

Communication Assistants' tasks included taking care of external communication, developing, executing and maintaining the company's web-page, taking part in the planning of marketing, assisting the Communications Manager, taking care of campaigns, delivering the bulletins to the media and taking care of the *visual and graphical appearance* of all communication materials.

Communication Professionals, who in this case can be considered to be equivalent to Communications Officers, were recruited to different specialist positions inside the company, like IT, IR, Marketing and Publications. All of them had to have good insights into the offered position, as well as experience from it. Creativity, readiness for challenges, cooperation, networking and social skills were appreciated in all cases. Their tasks were all related to communication and were specified according to offered position.

Communication Officers were sometimes specifically divided into Internal or External Communications Officers. Their required skills included cooperation, good writing, flexibility, good conduct of *digital tools* such as Page Maker, Word and PowerPoint '97, creativity, ability to work well in teams, good language skills, organized, productive, initiative, passionate, diligent, be ready for challenges, ready to travel, independent, good oral and written expression, photography, energetic, be able to manage all communication channels.

Their educational requirements were for an academic degree in a related field, such as communication or economics. They had to have a few years of working experience from communications, sometimes international, advertising, sometimes internal, external or both, network communication, from team- and project-work. They were expected sometimes to have knowledge of the company's field of work.

Communications Officers' tasks included development, coordination and execution of internal and/or external communication, development of the intranet and web-pages, event and symposium responsibility, coordination and development of the company knowledge, editing of the staff and the external newsletters and taking care of media and press relations. They were involved in different communication projects and were responsible for the company's communication materials, as well as gathering and analysing information about the company from inside and outside sources. More specific tasks also included taking care of annual and quarterly reports, *development of the brand and the company image*, as well as *coordination and alignment of the communication* of all companies when working in a corporation. Communication Officers acted as *communication advisers to the Executive board*.

Communication Consultants and **Experts** were required to have good knowledge of languages, be creative, strong designers, good sellers, to have the ability to work in a team and alone, as well as multitask. They had to master tools such as Photoshop, Image Styler, Freehand, Dreamweaver and Flash. They were expected to have previous experience in communication or journalism tasks and to have the ability to take the customer's needs into consideration in their work. Their tasks included responsibility for

the *digital communication* and the concept designs for it, as well as responsibility for customer relations.

Communication Managers were required to have skills in languages, oral and written communication, and performance. They had to know how to handle knowledge. It was expected for them to be proactive, hard-working, organized, creative, meticulous, social, active, responsible, independent and flexible. Knowledge of the digital tools such as Photoshop and PowerPoint were essential. Managers had to be able to *identify the stakeholder's needs and expectations*. They had to be able to set goals and *evaluate* results.

All Communication Managers had to be professionals. Their educational requirements were for an academic degree. They had to have at least a few years' worth of experience from communications or journalism. Knowledge and/or interest in the area of business the company was in was seen as a benefit.

Managers' roles meant that they would *lead* communication and *build visibility*. They were responsible for almost everything, including public and media relations and releases, presentations, coordination of messages with marketing, development of IR solutions, designing and executing communication and campaign communication.

Communication Managers were chief editors and consultants for other departments. They had to handle media and societal relations development and implementation of internal and external communication. They reported directly to the Director or CFO. Sometimes they were also members of the Executive board.

Communications Directors' roles were seen relevantly rarely in 1995. They were required to have good language knowledge and good social skills. The educational requirement was that they have an academic degree in communication or a field connected to the line of work of the company. They had to have experience in leading teams and an understanding of some of the key issues in management, such as strategy.

Communication Directors' tasks included identifying and addressing stakeholder's needs in communication, as well as taking care of the stakeholder and media relations. They acted as coordinators and consultants in the issues of communication. They reported to the Executive Vice President.

BNL Information Oy on Suomen johtava viestintätoimisto ja osa kansainvälisen Euro RSCG -konsernin kehittyvää viestintätoimistoverkkoa. BNL:ssä työskentelee jo yli 30 viestinnän ammattilaista. Voit tutustua BNL:n toimintatapoihin, arvoihin, mahdollisiin tuleviin työkaluihin ja asiakkaisiin tarkemmin sivuillamme www.bnl.fi.

ETSIMME JOUKKOOMME UUSIA VIESTINNÄN AMMATTILAISIA

<p>IT</p> <p>Seuraat IT-alaa ja tunnet sen tuotteita ja palveluja. Sinulla riittää ideoita ja taitoa menestyvien kotimaisten ja kansainvälisten it- ja uusmedia-asiakkaiden viestinnän hoitamiseen. Osaat kirjoittaa alan asioista kiinnostavasti ja selkeästi. Arvostamme erityisesti IT-median tuntemusta.</p>	<p>IR</p> <p>Jos olet sijoittajaviestinnän ammattilainen, ymmärrät osakemarkkinoiden liikkeitä ja tunnet sijoittajaviestinnän säännökset, olet lämpimästi tervetullut joukkoomme. Etsimme palvelukseemme myös nuoria, talousviestinnästä kiinnostuneita ja haasteita pelkäämättömiä henkilöitä.</p>	<p>Julkaisut</p> <p>Tulet julkaisupäällikkönä vastaamaan BNL:n asiakaslehtien toimitustyön johtamisesta ja lehtien kehittämisestä. Olet kokenut ja yhteistyökykyinen yritysviestinnän ja toimitustyön ammattilainen ja olet jo aiemmin toiminut esimiestehtävissä.</p>	<p>Head&Hand</p> <p>Vaikka em. tehtävät eivät olisi juuri sinua varten, ole silti yhteydessä meihin, jos viestintä kiinnostaa sinua. Tarvitsemme edelleen lisää motivoituneita ja osaavia konsultteja, toimittajia ja assistentteja.</p>
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Lisätietoja BNL:stä ja työtehtävistä antavat Anne Korhioja ja Heikki Laakso, puh. (09) 7515 1100. Lähetä hakemuksesi meille viimeistään 14.2.2000 osoitteeseen Ruoholahdenkatu 26, 00180 Helsinki. Kuoreen tunnuksemme "ProFiilis".

BNL information

Picture 12 (Helsingin Sanomat, su 6.02.2000)

JOS KATSOT OLEVASI LUUNKOVA SISÄINEN TIEDOTTAJA, TÄSSÄ ON SINULLE VERTAISESI POSTI.

Professionalismia matalalla profiililla
Suomen Posti on maamme johtava viestinvälitys- ja logistiikkayritys. Menestyminen ydinalueillamme edellyttää paitsi viimeisimmän teknologian käyttöä, myös jatkuvaa investointia tietotekniikkaan ja sähköiseen tiedonhallintaan. Näin me olemme myös tehneet. Joskin matalalla profiililla, valitsemamme viestinnällisen linjan mukaisesti.

Nimensä veroinen Postin Tuotanto
Postin Tuotanto vastaa ei vähemmästä kuin kaiken konsernimme läpi kulkevan postin lajittelusta, kuljetuksista ja jakelusta. Pientä osviittaa toimintamme mittakaavasta antaa esimerkiksi se, että yksin viime vuonna toimitimme perille noin 2,5 miljardia lähetystä. Mutta jos löytyy työsarassa, niin löytyy kyllä harteissakin. Tuotanto on henkilömäärältään Postin suurin yksikkö: konsernin kaikkiaan 25.000 työntekijästä peräti 17.000 työskentelee Tuotannossa. Ja nyt olisi tilausta vielä yhdelle.

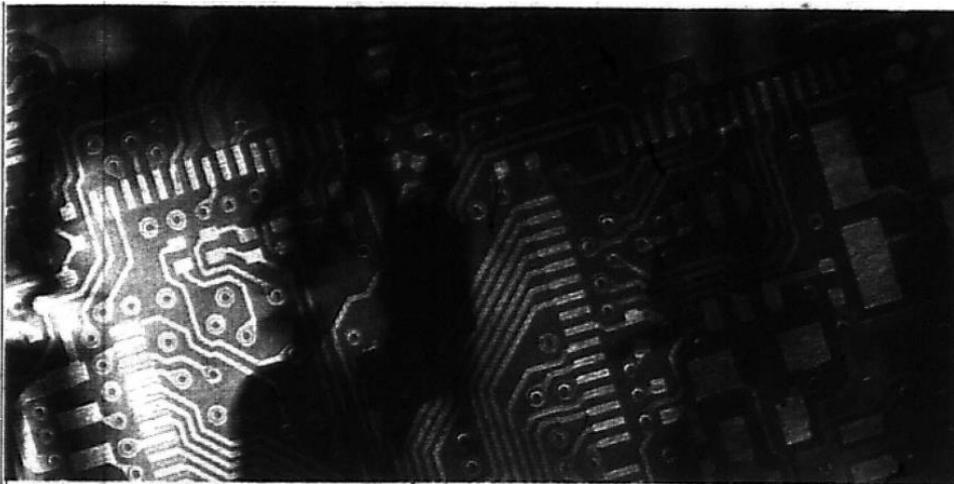
Sisäinen tiedottaja

Tulet Postin konserniviestintään. Ja samalla avainpaikalle. Keskeisin tehtäväsi on nimittäin Tuotantoryhmän sisäinen tiedottaminen, sen kehittäminen, koordinoiminen ja toteuttaminen. Tulevan toimenkuvasi mukaisesti osallistut myös Postin intranetin kehittämiseen vastaamalla Tuotannon tietosisältöjen koordinoimista ja kehittämisestä. Kehität ja toteutat niin ikään myös muita kohde-ryhmiemme erityistarpeet huomioivia viestintävälineitä ja -kanavia. Toimit lisäksi Tuotannon johto- ja esimiestason viestinnällisenä asiantuntijana. Ja osallistut Postin viikottain ilmestyvän tiedotuslehden sekä konsernin henkilöstölehden toimitustyöhön. Ajvan heppoisista tehtävistä ei siis ole kyse. Tehtäväsi edellyttävät valmiudet? Soveltuva korkeakoulututkinto on tarpeen. Yhteistyökyky enemmän kuin eduksi. Ja käytännön karaisema kokemus viestintätehtävistä suoranaisten must. Yhteisöviestinnän kummit ovat nekin hallussa, samoin kuin sähköisten tiedotuskanavien tarjoamat mahdollisuudet. Tätä paremman tekstin kirjoitat vaitta ja Page Makerin käyttökäsi sujuu. Eteen- ja ylöspäin suuntautuneena ei myöskään vierasta sitä, että huomenna jokin voi olla toisin kuin tänään.

Lisätietoja ja hakemukset
Lisätietoja tehtävästä antaa meiltä valinnassa avustava konsultti Tero Miettinen, puh. (09) 4763 7722. Lähetä vapaamuotoinen hakemuksesi palkkatou- vumuksineen osoitteella: HRD Group, PL 236, 00101 Helsinki. Merkitse kuoren päälle tunnus "Sisäinen tiedottaja". Odotamme yhteydenottoasi 31.1. mennessä, ja palaamme asiaan tuota pikaa.

www.posti.fi

Picture 14 (Helsingin Sanomat, su 23.01.2000)



Aspocomp Group creates demanding printed circuit board solutions and provides high-tech services for the global electronics industry. Our clients are international electronics producers, especially the telecom players.

Aspocomp Group operations break down into four client segments: Mobile, Telecom, Auto & Industry and EMS. The Group's net sales totalled approximately 200 million euros in 1999 and we employed about 1850 people.

Now we are searching for a key person to take on a challenging new job:

Communications Manager

Your task will be to take responsibility for the systematic design, development and implementation of the company's internal and external communications processes. In particular, you will focus on developing proactive Investor Relations solutions and supporting our divisions with efficient internal communications systems. You will be reporting directly to the CFO of the Aspocomp Group.

You are a proactive and hard working person, and you have excellent oral and written communication skills. You need to be able to work fluently in English in the international arena. You have the right kind of educational background for the task at hand and/or communications and capital markets -related know-how and experience.

Personnel-Yhtiöt will be assisting us to make a selection. You can get more information about the job by contacting Pauliina Salmi and Kari Sorvari / Personnel-Yhtiöt, phone (09) 759 1455. Please send your application including your CV and salary request by the 24th of August to Personnel-Yhtiöt, Hitsaajankatu 6, 00810 HELSINKI. Please mark the envelope with the code "Aspocomp/KS". You can also apply through the Personnel-Yhtiöt website at www.pib.fi

ASPOCOMP

www.aspocomp.com

Picture 13 (Helsingin Sanomat, su 13.08.2000)



Vice President, Sustainability Communications

Stora Enso Corporate Communications

Corporate Communications manages the global Stora Enso brand. The task of Sustainability Communications is to identify and address the stakeholders' communications needs regarding economic, environmental, and social aspects of sustainability. Responsibilities will include:

- Co-ordinating and consulting in sustainability related communications
- Media and stakeholder relations
- Managing relevant instruments such as corporate reports, on-line solutions and printed material
- Consulting and facilitating sustainability training

Vice President, Sustainability Communications will report to Executive Vice President Kari Vainio and will be based in Helsinki. Requirements:

- University degree in communications, environment, paper technology, or similar.
- Clear understanding of communications as a strategic tool.
- Thorough knowledge of the various communications instruments
- Proven experience of leading teams
- Good knowledge of environmental, social or economic sustainability
- Fluency in spoken/written English, good knowledge of Finnish, Swedish or German languages would be an advantage
- Good social skills.

Stora Enso is an integrated paper, packaging and forest products company producing publication and fine papers, packaging boards and wood products, areas in which the Group is a global market leader. Stora Enso sales totalled EUR 12.4 billion in 2004. The Group has some 45 000 employees in more than 40 countries in five continents and an annual production capacity of 16.4 million tonnes of paper and board and 7.7 million cubic metres of sawn wood products, including 3.2 million cubic metres of value-added products. Stora Enso's shares are listed in Helsinki, Stockholm and New York.

Please, send your application/CV to Kari Vainio by email kari.vainio@storaenso.com latest 14 March 2005.
 Additional information Kari Vainio, Executive Vice President, Corporate Communications, 9 South Street, London, W1K 2XA, UK, tel. +44 20 7016 3140 and Päävi Sihvola, Vice President, Sustainability Communications, Kanavaranra 1, 00160 Helsinki, Finland, paavi.sihvola@storaenso.com, tel. +358 2046 21380

STORAENSO 

Picture 15 (Helsingin Sanomat, Su 27.02.2005)

6.5 The 2010s

The *importance of communication in leadership* was pronounced - the role of the leaders in the companies changed toward a more open one in communication (Juholin 2009, 188), and the importance of good communication as the backbone of any organization was stressed. Measurement on the efficiency of communications emerged. It started coming closer to the classic notion of Public Relations with the addition of the web and public spheres and expertise (Åberg 2012, 38-39).

Once again most of the advertisements could be found in the Sunday editions. The other weekdays sometimes had no advertisements. Most of them seemed to have been moved to the internet. A change supporting this claim was the fact that in the 2010s some of the

job advertisements contained only the job titles the company was hiring for and the web-address where all the details could be found.

As it had been before, the sought after languages were Finnish, Swedish and English. It could be noted, though, that the importance of Swedish was no longer as big as it had been before – it was not a must requirement anymore, although it was often mentioned as a preferred language.

The publishers of advertisements were companies, ministries, organizations and associations. The importance of communication remained and increased in society.

In all positions there were requirements for the readiness of travelling mentioned. This means that most of the companies wanted their communication employees to be mobile and in a way expressed their importance for the company as a representative.

Communications Assistants' job descriptions were not really found. In some cases Assistants or Office Assistants took over assisting roles in communication, alongside their other tasks.

Communication Officers were required to have good IT-skills, as well as know at least two foreign languages. Their desired skills included good cooperation, communication, organization capabilities and the ability to express themselves well in writing and orally. Layout and social media skills were seen as an advantage. They had to be eager and flexible. A *graduate* school level of education, or at least academic degree in communication or relevant was required. Officers had to have a few years of experience in communication – external and internal were sometimes asked for separately, digital communication and publishing. *Crisis communication* was also mentioned as an area of prior experience. Knowledge of the area of work of the company was seen as a plus.

Communication Officers' tasks included being responsible for the publications, web-pages, media communication and communication campaigns. They were expected to help clients at events, plan and execute communication, take care of stakeholder relations, network communication, editing of newsletters, target group communication and event planning.

Communication Professionals held the titles of Experts, for example in public relations or projects, or Planners. They were expected to be skilled in digital communication and IT-tools such as Microsoft Office, to have good social skills, language knowledge and pressure tolerance. They had to be collaborative, adjustable, independent and *goal-oriented*.

Communication Professionals were expected to have an academic education, sometimes Master's level, in communication and experience from the related tasks, and IT-tools. Their tasks included advising, development, planning and execution of communication, active stakeholder cooperation, media communication and they held the responsibility for digital communication.

Communications Managers were required to be skilled in languages, communication, to have good *networking skills* and be able to *make strategic decisions*. They were required to be flexible, cooperative, organized, independent and goal oriented. Their educational requirements were for a graduate school level in communication. Managers were expected to have a strong experience in communication and media relations, information service and management, and to be able to provide some evidence of results they had achieved. Experience in a similar area of work as the company was in was seen as a benefit.

Communications Managers' tasks included taking care of media relations and archives, developing internal and external communication. They were responsible for the communication of the company's operations, the company's brand, network communication and the development of publications. Managers were seen as *team leaders* and a part of the *strategic work* of the company.

Communications Directors were expected to have excellent writing and presentation skills, capability to act as spokespersons, good language knowledge and excellent conduct of IT-tools. Of importance were also collaboration, *cultural and global awareness*, *strategic mind set*, the ability to lead in different hierarchy styles, as well as knowledge of the media and the current communication channels. Social skills and the ability to work in different networks were appreciated.

Director's educational requirements were for an academic degree in communication or related. Past experience requirements included media relations, international corporate communication, business, development or the related field of work of the company. Time of past experience could be expected to be up to 8 years. Knowledge of the field was always seen as a plus.

Communication Directors' tasks included development and execution of internal and/or external communication, building up and promoting the company's image and taking care of press and publishing activities. They were expected to *diversify communication*, drive *corporate social responsibility* initiatives and communicate the *strategy developments*. They also had to coordinate interaction with public relations, advertisement and media, as well as give statements to the media. More concrete tasks found were to establish

communication guidelines and style and develop metrics for measuring budget and performance. Directors were part of a Marketing and Communications team and other teams, working in strategic levels. They were a part of the Executive board and mostly reported directly to the CEO.

VIESTINTÄPALVELUT -RYHMÄ

VIESTINTÄPÄÄLLIKKÖ

Ryhmä vastaa sisäisestä ja ulkoisesta viestinnästä mukaan lukien markkinointi, mediasuhteet, alumni- ja rekrytointipalvelutoiminta. Ryhmässä työskentelee 7 henkilöä.

Viestintäpäällikkö vastaa HAAGA-HELIAN sisäisen ja ulkoisen viestinnän kehittämisestä sekä ryhmän operatiivisesta toiminnasta.

Edellytämme:

- ylempää alan korkeakoulututkintoa
- vahvaa viestinnän kokemusta mukaan lukien mediasuhteet
- näyttöjä tuloksekkaasta toiminnasta viestinnän tehtävissä
- esimieskokemusta ja
- erinomaista englannin kielen taitoa.

Lisätiedot: kehitysjohtaja Paula Kinnunen, puh. 050 561 2786
25.1 klo 13.30–15.30, 27.1 klo 8.30–9.30 ja 28.1. klo 16–17.30
ja rehtori Ritva Laakso-Manninen, puh. 050 364 7839
25.1. klo 12–14, 26.1. klo 16–18 ja 29.1. klo 11–12.

Picture 16 (Helsingin Sanomat, Su 24.01.2010)



Verohallinto uudistaa organisaatiotaan. Verotusta kehitetään käyttöönottamalla entistä laajemmin veroriskien hallinnan menettelyjä sekä kehittämällä ja yhdenmukaistamalla palveluita. Verohallintoon perustetaan 1.5.2010 Viestintäyksikkö, Palveluyksikkö ja Veroriskien hallintayksikkö.

**Viestintäyksikössä on haettavana
VIESTINTÄJOHTAJAN
virka (työavain 300-83-10)**

Viestintäjohtaja vastaa viestintästrategian toteuttamisesta sekä muista yleisistä viestinnän ja markkinointiviestinnän linjauksista, suunnitelmista ja ohjeista. Hän vastaa myös Verohallinnon yhteisökuvasta, toimintastrategian tukemisesta viestinnän keinoin, eri yksiköissä työskentelevien viestintä- ja markkinointihenkilöstön yhteistyömuotojen kehittämisestä ja koko Verohallintoa koskevasta sisäisestä ja ulkoisesta viestinnästä. Viestintäjohtaja antaa myös lausuntoja tiedotusväliheille.

Picture 17 (Helsingin Sanomat, Su 28.02.2010)

METSO - TAMPERE OR HELSINKI, FINLAND

Environment first.



Metso is a global supplier of sustainable technology and services for mining and construction, power generation, automation, recycling and the pulp and paper industries. Our 26,500 employees in more than 50 countries have two things in common: expertise and a true service attitude.

Metso is a leading global supplier in power generation, automation as well as metals recycling solutions and lifecycle services. Our customers work in the power generation, oil and gas, metals recycling as well as pulp and paper industries.

COMMUNICATIONS DIRECTOR

We are seeking a Communications Director to develop and execute external and environmental communications in Metso's Energy and Environmental Technology segment.

You have a key role in building Metso's profile as a sustainable clean technology company. You will take care of our trade press relations and publishing activities. You will also diversify our communications supported by our technical specialists and promote Metso's image as a strong player in the energy and environmental business.

You are part of our Marketing & Communications Team and work close with Metso's Corporate Communications Team.

We expect you have a strong experience in the area of business and global corporate communications. We value your know-how in media relations. You have an academic degree and your professional experience is from communications, environmental management or business economics. You have excellent writing skills and you are fluent in spoken and written English and Finnish. You have good presentation skills and capability to act as a spokesman in business presentations and you have a global mindset. Familiarity with environmental issues is an asset. Traveling is an essential part of the job.

We offer you a challenging position in a dynamic global company and a great opportunity for your professional development.

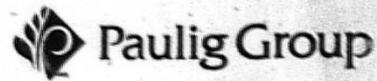
FOR MORE INFORMATION please contact Tommi Lehtinen, Partner Consultant, Psycon Corp., tel. +358 20 7101 248.

SEND YOUR APPLICATION with your CV and salary request by 14.02. via metsocareers.com

EXPECT GOOD MORNINGS:

- opportunities for a global career
- diverse challenges in a multinational company
- unbeatable working spirit





The Paulig Group is an international food enterprise focusing on seasonings, international food concepts, coffee and related services as well as industrial flavorings. We operate in 12 countries from Western Europe to Russia and our products under the Paulig and Santa Maria brands are sold in more than 30 countries. Our customers are retail trade, Out-of-home sector and the food industry. The Group's net sales are close to 700 million euros and it has roughly 2,000 employees.

Paulig Group is looking for a Communications Director

to lead and manage the Group's external and internal communications and to drive corporate social responsibility (CSR) initiatives. The Communications Director reports to the CEO of the Paulig Group and works closely with the leaders of other functions and businesses in the Group at both strategic and operational levels.

Key responsibilities will be to

- develop a communications strategy for the Group.
- lead and manage the Group's internal and external communications.
- develop and drive the Group's corporate social responsibility agenda.
- coordinate interactions with public relations, ad agencies, and media.
- establish a group communication style and messaging guidelines.
- deliver tangible metrics associated with budget and communications performance.

Professional profile

We are looking for a professional with at least 8 years experience in communications from a corporate environment. Other requirements include an academic degree in communications or a related field, fluency in English, Finnish and Swedish, plus proficiency with communication related IT tools. We expect excellent collaboration skills, cross-cultural awareness, an ability to shape and drive strategy, lead projects, and manage staff in a matrix and cross-border environment.

The job is located either in Helsinki, Finland or Gothenburg, Sweden and requires frequent travelling.



For more information please contact MPS consultant Jari Grönroos, tel. +358 20 7469 475. Please fill out the application form and attach your CV with expected salary at <https://applications.mps.fi/EN> by 28th Feb 2010.

www.pauliggroup.com

Picture 19 (Helsingin Sanomat, 14.02.2010)

7 Communications Professionals' view – theory versus practice

An interview was conducted in a chosen focus group in order to get a more practical and proven perspective into the theories of the development of communications as a profession in Finland.

7.1 Interview theory

The reasons to choose an interview instead of a questionnaire can be found in what has been pointed out by Hirsijärvi & Hurme – interviews make it easier to discover any underlying motives of an issue, make it easier to understand reasons, are better motivators for people to answer, observation in itself can grant validity to the answers – the language and behaviour used, answers and examples given may be quite descriptive (Hirsijärvi 2001, 34 - 36). The only real downside of interviews is that it takes more time to decipher and analyse in comparison to questionnaires (Hirsijärvi 2001, 37), but this problem is surpassed by the quality and significance of answers retrieved through interviews.

The type of interview used is an unstructured and focused. According to Merton Fiske and Kendall the focused interview consists of collecting participants that have the same or similar background, the interviewer has collected data concerning the events, processes and reasons that the topic consists of and has created an assumption or theory about the consequences, and the interview focuses on the subjective experiences of the participants (Hirsijärvi 2001, 47). In an unstructured interview there are open questions used, which are meant to be deepened according to the respondents' answers and the interviews resemble conversations (Hirsijärvi 2001, 45). As already stated, the participants are usually carefully chosen to represent a certain focus group, which leads to the possibility of having deep and detailed conversations on the chosen topics, getting a more collective perspective (Hirsijärvi 2001, 46; 61). This is also important because professional groups have their own language. And as theory states the words and expressions used by a person to convey a message, are an important part of the interview (Hirsijärvi 2001, 53). This is also a reason why the interview was conducted in English – to avoid problems with translation and keep the message as authentic as possible.

The interview's basis lay on the previously made observations about the development of communications in Finland. The interview questions were grouped into themes which depicted the hypothesis and theories, as suggested by the literature (Hirsijärvi 2001, 66). The form of the questions was dynamic – the purpose was to encourage and maintain

positive conversation and motivate participants to express their experiences and feelings (Hirsijärvi 2001, 105).

The research method used for the analysis of the gathered information from the interviews themselves and the recordings was the qualitative one. And as theory states, the analysis of the collected information in quantitative research begins already at the interview (Hirsijärvi 2001, 136). First observations and conclusions were made during the live conversation. The iteration was done after the interviews with the help of the recorded material. There was no discourse, ethno-methodological, nominative or body-language analysis made, because that would have been a large analysis and would not be of significant importance for the purposes of this thesis.

7.2 The Interview

The interview was conducted with communications professionals, participating in the course Issue and Crisis Communication, a part of the Degree Programme in Communications Management (Master's level) at Haaga-Helia University of Applied Sciences. Six people took part in a group-interview, conducted in the premises of Haaga-Helia UAS. The interview was recorded and later transcribed.

7.2.1 Interview design

The questions in the interview were based on the collected information, presented above. The first questions was to tell about one's background. The participants were asked to share their current position, working history and their education background.

Next the participants were presented with a few observations made about the changes in communication as a profession in the last 40 years. They were then asked to say if these were true in their experience, as well as to share some of their own experiences about these changes.

In the end the participants were asked what their views on the future prospects of the communications as a profession was. A more detailed overview of the questions asked and their sub-questions can be found in Attachment 1: Interview.

7.2.2 Background of the interviewees

The interviewed people had between 4 and 20 years of experience in the fields of communication, journalism, human resources, education, marketing, technical writing,

editing and public relations. The positions varied from an assistant's role to the managerial one.

The interviewees currently occupied various positions in communication or journalism, such as communication consultants, managers, specialist positions, as well as journalist positions.

Their educational background was at a bachelor or masters level. Master's degrees included Social Sciences and Arts. The Bachelor's degrees were in Business Administration and Journalism.

All of this information is consistent with the previously acquired theory and observations. Trending even from the 1970s was a background in journalism or technical communication. Also then more commonly people would start their careers from assistant levels. However, the variety of positions and the high levels of experience and education reflect well the current state of demand for communication professionals.

A full profile of the participants in regard to their current positions, education background and work experience, can be found in Attachment 2: Interviewee Profiles.

7.3 Interview results

Through the conducted interview a more practical side to the development of communication as a profession was discovered. There were valuable insights given, that either backed up the findings from above or contradicted them.

7.3.1 Theories displayed in working-life

The interviewees were presented with a statement of *creativity* being of high importance in the current communication specialists skill set and of there being a stress on uniqueness and the visual aspects of communication. This was confirmed by all.

The interviewees saw that there is a stress on differentiation which would require the communication professionals to be more creative. Especially because of the increase of ways of communication through social media, creativity was highly valued. They saw that it was not so relevant in the press releases, which were commonly presented as news or articles.

Being *visual* was considered to be increasingly important in communication, which also leads to the need to learn new ways of communication. Through the digitalization it was seen that there have emerged new ways of communicating, for example through pictures, videos and vines. This was also seen as an important step, as the employees or stakeholders tend to prefer shorter messages, due to the constant overflow of information from different channels. In internal communication videos were seen as being of significant importance, because of the ease they bring to communicate important messages to everyone and keep everybody up to date.

The *digitalization* was seen to have largely impacted the work of communication professionals. With the social media and mobile applications it is easier and faster to react to big news, keep in touch, especially when customers nowadays expect faster replies. The downside of this was that the work was everywhere – even at home.

Through digitalization everyone had become a communicator which enables two-way communication, as opposed to the traditional way of one-way communication coming from the company. This also means that companies had to accept they cannot control all the communication about them, as all information spreads fast. With this professionals need to be skilled in all the new tools (e.g. Twitter, WhatsApp, Facebook, LinkedIn, etc.), they have to follow all the developments and be always one step ahead of others. Moreover, they have to be more careful about what they say and do. The visual communication brought new ways of communication and requires new skills, not just written ones, but also knowledge of tools like Instagram, vines, YouTube, etc. In addition, through digitalization it is easier to follow what is happening with other companies – how visible they are and where.

With the increase of the *importance of communication* it was seen that nowadays it is essential to do better and more. Also it was argued that communication and marketing are nowadays equal, as opposed to communications being previously smaller compared to marketing. This brought up the need to know and understand both, as it was essential to coordinate the messages, internally and externally. The interviewees saw that communication has previously been regarded as more open and straightforward, and has been concentrated on sharing information. But currently employees are getting more used to receiving communication that is closer to marketing.

Corporate social responsibility was seen to have aroused a demand for more openness and honesty from companies. Everything should be told without excessive boosting or greenwashing - claiming to be environmentally responsible, while at the same time spending a larger amount of money and time on advertising about it, than on environmental issues. The company should do what they say and say what they do. It was

seen that compared to the past, nowadays companies seem to be more socially responsible.

It was argued that because of this transparency trend many companies have been forced to change the ways they operate, and even changed business cultures. Especially because the ones that are most interested in the honest operations are the consumers and stakeholders.

Internal communication was seen to be as important as external. Social media was seen as the factor that had most notably changed internal communication. Nowadays the task of communicators was to be a provider and encourager of dialogue between the employees. They were seen more as facilitators and not so much as informers. They needed to engage, motivate and inspire the employees through internal communication.

Because of the two-way dialogue, there had to be channels provided for the employees where they could share information and ideas, openly and freely. Due to this there has been a need to channel information in order to avoid information overflow inside the companies. Channels were also seen as a way to give the employees the opportunity to choose what to follow, as well as a ways to get all the information to everyone.

Through this conversation and the reflection of theories, it could be noted that although most of the theory seems to be reflected in practice, it does not always correspond. For example internal communication in the theory has been elevated in comparison to external, but in practice they are seen as equal. In addition, the discussion about social media gave much more insight into what is being done inside the companies about and through the social media, which cannot be found in the theories and observations.

7.3.2 The future of communication jobs through the eyes of a professional

When asked about the future prospects of communication as a profession in Finland, the interviewees saw that actually communication could go *higher in the hierarchy* of companies, because currently there are only a few companies where communication has the managerial status and is present in executive boards.

In addition it was proposed that most likely in the future *internal and external communication* would merge as opposed to becoming separate tasks for communication professionals. Everybody agreed to this statement. Companies themselves were seen to become more linear in their communication in the future, as opposed to the currently trending matrix-hierarchy.

However, the role of *social media* was seen as one that could change the most. Because of its rapid increase in the last few years, it was seen that it could collapse or decrease in its value to communication. As it had been noted before, almost everybody has been involved in communication through social media, which has led to an overflow of information. The prediction made was, that the way to avoid the current situation in the future and the solution would be that the information would become more specifically channelled and that people would then have a choice of channels. A perceived downside of this was the creation of different realities.

It was suggested that there will be a demand for constant learning for the *communications professionals* in order to be able to be on the forefront of communication. In addition, as it was not seen that currently communication professionals were given as much credibility, it was believed their position would improve. It was also suggested that the current trend of journalists entering the field of communication would continue.

8 Conclusion

Communications as a field and as a profession has changed rapidly after the time of the industrialization. It has been influenced by the changes in social and working environments. However, the development of technology, the changes in economics and the structures of companies have had the largest impact on its functions and importance.

The hypothesis of the thesis was answered through the research itself. It was proven that the importance of communications has changed through time. This could be seen in the statistical numbers of Statistics Finland, in the advertisements, which had greater requirements for their candidates and through the interviewed professionals' observations. In addition, the job descriptions showed that the positions in the work communities rose in the hierarchy. Through the quantitative, qualitative and data analysis methods and all the materials it became obvious that the importance has increased and the roles of communication professionals has changed through the years.

In the 1970s the main focus for Communication Professionals seemed to be informing stakeholders and customers about the company. In the 1980s it started to become more about representing the company. This continued to be further highlighted in the coming decades.

Since the 1990s digitalization has brought new dimensions to communication. Because of it professionals were required to be skilled in the IT-tools as well as keep up to date with all the developments. As the society became more aware about the companies through the Internet, the communication professionals needed to be one step ahead and try to lead the communication to the best of their abilities.

In the 2000s and 2010s things like corporate social responsibility and communication strategies emerged. They clearly reflected the importance to which communication had risen inside companies. It was important to be able to coordinate corporate communication clearly and honestly, without contradictions. Thus also the importance of communication strategy was emphasized. Especially in the 2010s it can be seen that in most cases Communication Directors were seated in the Executive boards and their advices were sought after in all of the company's departments.

8.1 Future prospects of the profession

The results of the research and most importantly the interview gave insight into what can be anticipated in the future for communication and the communications professionals.

First of all, it is reasonable to claim that the importance of communication professionals will continue to be acknowledged. Most likely they will be able to keep or increase their positions in the management teams of companies. Moreover, as there is a trend for companies to seek more environmentally and socially responsible solutions, and as the image and reputation of the companies will always be seen as a priority, communication specialists will be needed as advisers on strategy.

Secondly, digitalization will continue to change the requirements and tasks of the profession alongside its own development or decline. It may lead communication in many directions, such as specification or broadening of influential fields. Digitalization will also force professionals to stay alert and be ready for whatever changes it may bring.

Finally, communication as a profession has proven itself as a dynamic entity. In the future it will most likely continue to change and develop, for example by altering the relationship between internal and external communication, or by modifying its relationships to the other departments, such as marketing.

Whatever the future holds for communication it will for sure be interesting and worth following. The profession has gone through rapid changes in the past and will most likely continue to do so.

8.2 Evaluation of the process

The process of work on this thesis has been truly interesting, although at times exhausting. The first challenges were to find a proper way to look for, analyse and combine information in order to be able to provide a more versatile picture of the development of communication as a profession in Finland.

The quantitative research methods were relatively narrowly used. Their main purpose was to give evidence on the growth of communication as a profession through displaying the figures on the employed professionals. Although it played a minor part in the thesis, it did provide the needed evaluative and presentational tools to state clearly that the hypothesis about the increase of numbers and importance is true.

Qualitative research methods and the data analysis, together with the historical analysis gave the opportunity to take a deeper look into the written and visual evidence of the changes and developments in communication as a profession. The history analysis gave perfect grounds on which to build the more concrete examples of the content of archives.

The recorded changes in society and economics gave a background and shaped the models through which society and the individuals acted. Through the analysis and the quantitative methods it was easy to bring the similarities, meanings and contexts to the attention of the reader.

The interview was of big importance in this thesis, because it brought a more practical and personal side to all the analysis and theory. It was a pleasant and valuable way to bring up some of the differences between what is said in records and derived from writings, and what is displayed in everyday life. Through the interviews some of the findings were confirmed and some rejected as to not being so clearly seen in practice. It also highlighted the most important aspects of the changes in communication. The interviewees gave a valuable input to this thesis by giving the reader a glance into everyday communication.

Also all the materials and help provided by Statistics Finland and ProCom added value to this thesis and made it easier to acquire the needed information.

The most time-consuming part of this thesis was the analysis of the microfilm archives of the Helsingin Sanomat newspaper. One had to go through all the newspapers and find all the needed information by scrolling film rolls. However, it was not unpleasant, as the full content of the newspaper showed the spirit of the time.

In the end, it could be said that the whole process of the thesis has been very educational. A lot of new information and interesting details were obtained throughout the process. In addition, it could be argued that the dimensions given through the different research can be of value to people interested in the development of communications as a profession in Finland.

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Attachment 1: Interview

Question 1 (background questions)

What is your background?

- What position do you currently occupy?
- What other communication-related positions have you occupied?
- What is your education background?

Question 2 (creativity)

One of the most stressed qualities in communication has been creativity. How important has it been in your experience?

- Has its importance increased through the years?
- There seems to be more emphasis on uniqueness and on visual communication today than, for example 1-2 decades ago. Do you agree?

Question 3 (digitalization and social media)

Digitalization has had a huge impact on communication. Where do you feel it can be seen most clearly?

- What is the most important “new field” for communication?
- How important is social media for the communications professional?

Question 4 (importance and role of communication)

The importance of communication has increased in the last 40 years, from being a task in some other department (sales, advertisement, HR or marketing) to being one of the important strategic aspects of business. How can this be seen in practice?

- Have there been more demands on the skill, educational and experience requirements with communication professionals?
- Has there been more appreciation for the communication professionals inside the company?

Question 5 (corporate social responsibility)

Through the societal changes, social responsibility and being ethical in all aspects have become essential for the company's success and for communication. How has this presented itself in practice?

- Have there been any new requirements on behalf of being acquainted better with laws and ethical requirements?

Question 6 (internal communication)

Internal communication has become increasingly important in companies. How can this be seen in practise?

- Has internal communication become more stressed in the day-to-day operations?
- Have there been more requirements concerning internal communication skills and experience?

Question 7 (future outlook)

Communication is of big importance nowadays and has been given high priority. Also with the development of technology and new ways of communication it will get new meanings and fronts in the future. Do you see communication keeping its position in the management ranks of companies and do you see it becoming more important?

- Can communications go any higher in the hierarchy of the company?
- Will the communication professionals need to constantly learn new things in order to keep up with the development of technology?
- Will communications become more demanding?
- Do you see a possibility for a clearer differentiation between internal and external communication with them separating into two different fields?
- What are your personal views of the future of communication?

Question 8 (any other business)

Is there something else regarding this topic that you would like to highlight?

Attachment 2: Interviewee Profiles

Person	Years of Experience	Current Position	Past Positions	Education
Interviewee 1	10	Communications Consultant	Executive level, Senior level,	Bachelor of Business Administration
Interviewee 2	4	Communications Manager	HR and development, Internal communication, Corporate communication	BBA in International Business
Interviewee 3	20	Journalist	City Editor	Master of Social Sciences, Political Science
Interviewee 4	20	Quality Manager	Technical Communication	Master of Arts
Interviewee 5	10	Web-Editor	Journalist	Bachelor in Journalism
Interviewee 6	20	Senior Lecturer in Communication	Communications Specialist, Manager, Team Leader; PR-projects	Master of Social Sciences