Take note! Generating stakeholder awareness

Case Study: Public relations campaign in a nonprofit organisation

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In September 2014, international business association Amcham Finland expanded its operations into the United States, opening an office in New York City. Establishing an office outside Finland was a major development for the nonprofit member association. Situation analysis conducted by management in March 2014 showed that the association's stakeholders were not aware of the new office. To help inform stakeholders of the upcoming development, a targeted public relations campaign was developed, implemented, and analysed. The strategic goal of the public relations campaign was threefold: generate awareness among key stakeholders, namely the association's 350 member companies; gain publicity through media to help build the association's international profile; and contribute to the overall business goal of attracting new member companies.

This case study research examines if the strategic goals of the public relations campaign were achieved by considering: the frequency and type of communication to members specifically related to the U.S. office development; the amount of related media coverage generated; the number of new member companies to join the association during the course of the campaign.

According to the data, member companies were well informed about the new office, news of the U.S. office received considerable media coverage, and 11 new member companies joined the association during the course of the campaign. Based on the findings, the research makes recommendations for developing public relations in nonprofit member associations.

Keywords
Public Relations, Stakeholder Communication, Media Relations.

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1   Introduction

Developing positive relationships with stakeholders, the groups or individuals who can af-
fect, or be affected by, an organisation's actions is critical to organisational growth and de-
velopment (see Freeman 1984). Public relations is a strategic communication process that
helps organisations build mutually beneficial relationships with its stakeholders (PRSA
2015). Strategic communication is how an organisation describes the reputational position
it wants to establish with stakeholders, and is useful for designing public relations cam-
paigns (Cornelissen 2014, 81).

For-profit companies typically design public relations campaigns around the business ob-
jective of driving profits. Nonprofit organisations, however, need to take a broader ap-
proach. As Broom & McBride (2009, 478-79) explain, when designing public relations
campaigns, member associations should consider the following: member retention and re-
cruitment; providing useful and timely information to members; harmonising members'
viewpoints; influencing decision makers; promoting the association; and generating posi-
tive media coverage in order to promote mission and vision, build reputation, and gener-
ate awareness of the association.

This project-oriented research covers a public relations campaign that takes into account
the varied and complex nature of member association public relations. The case study
analyses the campaign developed by Amcham Finland in an aim to raise awareness of its
U.S. office expansion among association member companies, potential members and me-
dia. The research begins with an overview of the member association, including communi-
cation practices and the U.S. office development. The literature review sets out the theo-
retical framework for the study, covering communication theory, stakeholder theory and
public relations practice. The case study is presented in four stages: research, develop-
ment, implementation, and evaluation. The research concludes with a discussion of find-
ings and recommendations for public relations development in nonprofit member associa-
tions.

As communication manager at Amcham Finland, the researcher had a participatory role in
the project, overseeing design, implementation and analysis of the public relations cam-
paign.

2　Research Background and Aim

This chapter sets the context for the case study research. It opens with an overview of the case organisation Amcham Finland with a focus on its communication practices and the U.S. office development. The research aim and research questions are presented.

2.1　Organisational Overview: Amcham Finland

Associations are a type of nonprofit organisation dedicated to assisting and promoting the interests of members, who typically constitute a particular group, industry, or field of expertise. They exist to advance the interests of their members, using revenues to achieve this (Broom & McBride 2009, 476.)

This definition is applicable to Amcham Finland, a nonprofit business association that exists to promote the interests of its 350 member companies. Members represent a diverse group of companies ranging in size from post-revenue startups through to global corporations. More than half, around 55 percent, are Finnish-owned companies, the remainder are international, with headquarters located across 20 countries (Amcham 2014a).

Associations are typically industry or expertise focused. Business competitors associate in order to organise and implement mutual support efforts and to expand or protect their industry (Broom & McBride 2009, 477.) Amcham Finland's members represent a diverse group of industries and sectors that chose to associate around Amcham Finland's mission to enhance the overall business environment. The association is independent from government and fully member-funded. Member companies pay an annual membership fee and can opt to provide additional revenue through paid sponsorship agreements. All revenues are invested back into member services in an approach known as 'nonprofit distributing', meaning that profits are not generated for owners or directors (Broom & McBride 2009, 456).

Member companies are Amcham Finland's primary stakeholder group. The association's broader stakeholder network includes Finnish and U.S. government and public sector partners, business associations and the media. The association is affiliated with the global American Chamber of Commerce network, and holds strategic partnerships with the American Chambers of Commerce in neighbouring Sweden and Estonia. A comparison of member retention and growth rates undertaken by the American Chambers of Commerce

Europe (ACE) network shows Amcham Finland is faring better than its European counterparts (ACE 2014). This growth was a contributing factor for the U.S. office expansion. (Amcham 2014b.)

Another important stakeholder group is Amcham Finland staff. At the time of the research, this included 12 persons of different nationalities. The working language is English, which is a key differentiator from other business associations in Finland.

The association's mission is to drive members' business by providing insights, advocacy and connections (Amcham 2014c). In practice, it seeks to achieve this by profiling, or segmenting, member companies by maturity and business type and tailoring programs and services accordingly. Business programs feature high-level networking events, workshops and seminars.

Amcham Finland operates four flagship programs:

- **Launchpad USA** for companies looking to enter and expand in the U.S. market
- **Global Investors Program** for country managers of foreign affiliates operating in Finland
- The **New North Forum** for senior executives overseeing Nordic-level operations
- **Defense Industry Dialogue** a network for defense related companies (Amcham 2014d.)

In addition, Amcham Finland undertakes media outreach and policy advocacy on behalf of all members. The media strategy, discussed in sub chapter 2.3, is linked to the association's policy and advocacy work. This agenda is steered by the association's policy, legal and tax committees. The three committees comprise of small teams of business experts from the Amcham Finland community, and who volunteer their time in the role.

Amcham Finland's vision is to be the leading international business organisation in northern Europe. It seeks to do this by positioning itself as the preferred network for companies, foreign investors and affiliates, and as the most effective organisation to help growth companies enter and scale in the U.S. market (Amcham 2014e.)

2.2   Organisational Change: U.S. Office

Expanding operations into the United States had long been an organisational goal of Amcham Finland. In March 2013, the newly elected Amcham Finland Board of Directors approved a feasibility study for the expansion based on the following factors:

- Increased number of member companies looking to expand into the U.S.
- Recruitment of a senior team member and U.S. business specialist Mike Klyzeiko
- Organisational funding growth (Amcham 2013a.)

In June 2013, based on the results of the feasibility study, the board approved the proposal to open the New York City office in September 2014. This decision was top-down, but stakeholders, including member companies and staff, were involved in the strategy development. According to Higgs & Rowland (2005, in Green 2007, 21-22) this type of management approach is known as the 'change through people paradigm', which, recognises the need to include, involve and engage stakeholders, namely employees, to create solutions.

Operationally, the U.S. office is a physical extension of Amcham Finland. Its mission is to build additional strategic capabilities, resources and networks for the association. In particular, to support the continued growth of Launchpad USA program, which provides member companies with tailored advice in areas including U.S. market-entry strategies, visa requirements, human resourcing, risk management, sales and marketing, etc. A further strategic goal is to increase awareness among stakeholders in the U.S. of the investment opportunities within the Nordic market (Amcham 2014f.)

2.3   Communication in Practice

Communication is an executive-level function at Amcham Finland, overseen by CEO and communication expert Kristiina Helenius. She works closely with the three-person communication team to design and implement public relations programs, activities and campaigns, branding and media relations. The communication team combine both managerial and technical roles. This means undertaking day-to-day activities such as multi-platform content production, copywriting, editing as well as conceptualising strategic communication.

- **Communication Manager** oversees stakeholder communication strategy, planning and implementation. Ensures the accurate and timely flow of information to all

stakeholders. Develop and implements multi-platform content marketing and social media campaigns, closely aligned with the association's overall strategic goals.

- **Media Relations Manager** develops and nurtures close working relationships with journalists, bloggers and influential publishers. Positions Amcham Finland in the media as the 'voice' of the international business community. Develops and implements targeted media strategies, plans and campaigns that seek optimum and free media coverage. Coordinates media background briefings, interviews, in-house media spokesperson training for Amcham Finland staff.

- **Digital Communication Manager** develops and manages Amcham Finland's brand across multi-channel platforms including website and marketing materials. Develops digital content strategy, plans and campaigns, aligned to the organisation's strategic goals and search engine optimisation.

Amcham Finland's communication structure reflects 'communication excellence', as defined in the excellence theory of public relations. According to the 15-year study of organisational communication best practice, published in three volumes (J. Grunig 1992; Dozier D., L. Grunig & J. Grunig 1995; 2002), communication teams should combine both technicians and managers; be dynamic and horizontally structured; flexible in order to reassign resources and activities as needed; and adaptable to changing environments. Further, the communication function should be high within the organisational hierarchy and communication managers should be part of the dominant coalition - the executive team who influence decisions about how strategic communication is practiced (Grunig 1990, 22-23.)

Amcham Finland's communication function is led by the CEO. The communication team are also part of the dominant coalition and serve as both technicians and managers based on their field of expertise.

2.4 Content and Communication Channels

Developing engaging content that is designed to address user's needs, and which is aligned with an organisation's mission, vision and overall business goals, is a practice known as 'content strategy' (Caywood & Smith 2012, 798). Amcham Finland undertakes this approach producing multi-media content to distribute and publish across multi-channels.

Stakeholder Communication

- Events

  Amcham Finland organises up to 100 events each year for its members and the news media. Connected to the key programs, outlined in sub chapter 2.1, events are topical to the business community, and typically include keynote speakers and business experts from within Amcham Finland community. Related content is developed and distributed by the communication team, via the website, email, digital screens, banners, printed programs and social media, before, during and after the event.

- Email Communication

  This is a commonly used channel of communication and the preferred channel for member communication. Rather than applying an ad-hoc approach, Amcham Finland member companies receive scheduled and targeted emails alerting them to events, news and developments.

- Website

  The website is a key communication channel. Content includes information about Amcham Finland programs, advocacy, member profiles, events, news, blogs, videos, images and social media. Amcham Finland hosts two websites: one targeted at the Finland-based audience and one for the U.S. audience. The U.S. website went live the same day as the U.S. office launch as part of the public relations campaign.

- Web Stories

  These news-style stories provide content for the website and social media. Developed in-house by the communication team, they typically feature advocacy, developments, programs, investment opportunities and the promotion of member companies.

- Blogs

  Amcham Finland publishes blog posts on its own website, on social media platforms and through traditional media, namely Tekniikka&Talous, the Finnish-language news magazine with a focus on industry, trends and research (Tekniikka&Talous, 2014). Informative, topical and analytical blog posts help to highlight members' expertise and generate awareness around the policy advocacy

issues relevant to the association. Blogging is a useful tool to engage and attract potential members and help to position the organisation as a thought leader.

- Video Newsletter

  The Amcham Community Update in 90-Seconds is a video newsletter targeted to all stakeholders. The video is published on Amcham Finland's YouTube channel, and distributed to 10,000 email recipients. Produced in-house by the communication team, the stories and videos provide extra content for the website and social media channels.

- Printed Materials

  Also developed in-house, brochures and leaflets are used primarily as a sales tool for potential members. They outline key programs, services, and advocacy work, as well as other key benefits of Amcham Finland membership.

Media

Media relations encapsulates the ways in which an organisation interacts with the news media (Doorley & Garcia 2007, 77). Amcham Finland's media strategy is to get as much exposure as possible through a mix of earned and owned media. Earned media is free coverage and publicity, in comparison to paid media, where editorial space is purchased. Growing in popularity, owned media is where organisations create their own media content and publish it via their own communication channels (Kelley, Jugenheimer & Sheenan 2015, 5.)

Amcham Finland puts much of its media relations efforts into obtaining earned media. According to the International Association of Business Communicators, the largest global network of communication specialists, it is typical for nonprofits, with little, or no, paid advertising budget or marketing team, to seek earned media to convey mission and vision (Gillis 2011, 22.) The following section details the tools used by Amcham Finland to achieve optimal earned media coverage.

- Press Release

  Drafted by the media relations manager, press releases are a tool to announce organisational developments and advocacy issues to the news media. Messages and content is framed to current events and the news agenda. Press releases are distributed

early morning in order to take advantage of the news cycle, or during slow news periods, such as holiday periods and weekends when fewer journalists are working, therefore increasing the likelihood of publication.

● Media Briefings

Journalists are invited to Amcham Finland media briefings several times a year. Briefings cover newsworthy topics, hosted by experts from the Amcham Finland community. They are a useful way to update reporters on Amcham Finland developments.

● Exclusive Interviews

Another approach used to create media interest is offering exclusive interviews. Selected journalists are offered a 'scoop' on stories that could be of specific interest to their audience.

Social Media

Social media is an interactive communication platform that allows organisations to share information and interact with stakeholders. Part of the digital communication strategy, Amcham Finland uses three channels: Twitter, LinkedIn and YouTube, to engage member companies, business leaders, decision makers and other influencers.

● LinkedIn

Amcham Finland uses the business-oriented social platform to publish web stories, videos and other content promoting upcoming business sessions and programs. Amcham Finland has close to 750 followers, who represent executive or manager-level professionals in the areas of international trade and development, broadcast media, information technology and higher education (LinkedIn Analytics 2014).

● Twitter

Amcham Finland is active on the micro-blogging platform daily. Amcham Finland has close to 1000 followers including member companies, political and business figures and media (Twitter Analytics 2014). Tweets are a way to engage with members and keep them up-to-date about organisational developments, programs and sessions.

● YouTube

Videos produced and edited in-house, namely the Amcham Update in 90-Seconds video newsletter, are published on the Amcham Finland YouTube channel.

2.5 **Research Aim**

Expanding to the U.S. and opening an office in New York City was a major development for Amcham Finland. Situation analysis carried out six months ahead of the office launch showed that member companies were not informed about the development, and that a targeted public relations campaign was needed.

Drawing upon relevant public relations and stakeholder communication theories and models, the case study examined the campaign's four key stages: research, development, implementation, and analysis. Employing a quantitative analytical approach to the data, it considered whether the public relations campaign met its strategic goals, specifically to help generate stakeholder awareness and media publicity, and attract new member companies. It did this by considering the following research questions:

1. How well were key stakeholders informed about the U.S. office development?
2. How much coverage did the media strategy generate?
3. Did the public relations campaign help deliver measurable business goals?

The research concludes with a discussion of the findings, lessons learned and suggestions to develop public relations campaigns in nonprofit member associations.

3   Literature Review

This chapter establishes a theoretical framework for the case study, introducing relevant communication, stakeholder and public relations theory. It begins with an outline of key models of communication: transition, interaction and transaction. Organisational communication, stakeholder theory, media relations, and reputation management are discussed. The stakeholder identification and communication models applied to the case study are also detailed.

3.1   Communication

Communication studies is a broad academic field that is concerned with the human communication process. It emerged as its own discipline in the 1960s, largely in response to technological developments and growing recognition of the influence of the mass media. Its origins in the humanities and social sciences, however, date back much farther. In particular, communication studies is influenced by psychology, sociology, anthropology, linguistics and philosophy (Jensen 2002, 1.)

With a multi-disciplinary knowledge base, it is perhaps unsurprising that there are hundreds of definitions explaining the human communication phenomena, which vary depending on academic interest. In fact, 126 definitions of communication are presented in *The Functions of Human Communication: A Theoretical Approach* (Dance & Larson, 1976).

At a fundamental level, communication is about understanding one another. In this context, West & Turner (2014, 5) define communication as a social process in which individuals employ symbols to establish and interpret meaning in their environment. The definition explains the social process as something that involves people and interactions. Symbols as being concrete objects, or abstract ideas or thoughts. The environment is the context in which communication occurs, and can be influenced by technology. Building upon this definition, from a business perspective, Van Riel & Fombrun (2007, 38) state that understanding one another is crucial if effective stakeholder dialogue is to result, and if a consistent form of corporate communication is to develop in the organisation.

Understanding what underpins human communication - the ability to understand one another - is an important consideration for communication professionals. As discussed in sub chapter 2.1., Amcham Finland has a diverse group of stakeholders; its member companies represent different business sectors. To ensure mutual understanding occurs,

member communication must be general enough for a broad audience to understand, i.e., not sector focused, technical or jargon-lad. Communication should also demonstrate that members have been listened to, and understood. This approach helps to ensure the association stays relevant to members and drives member retention rates (see Broom & McBride 2009, 478-479).

3.1.1 Communication Models

Human communication is a complex and dynamic phenomenon. To help conceptualise the process, theorists have developed different models of communication. Three influential models, transmission model of communication, interaction model of communication, and transaction model of communication, have shaped much of the thinking in communication studies. A new communication paradigm influenced by social media is also emerging.

The transmission model of communication was developed in the 1940s by Claude Shannon as part of his work for Bell Telephone Laboratories to help explain the function of radio and telephone technology. Popularised by his colleague Warren Weaver, the linear or model of communication has four key elements: source, message, channel and receiver (see Figure 1). It assumes that the source sends a message in the form of words, sounds, or actions, to the receiver of the message via a channel. The communication process can be distorted by unintended noise in the channel, including semantic noise, such as linguistic jargon that holds little or no meaning to the receiver; the receiver's own psychological biases or physiological effects such as fatigue, illness, hunger; or general background noise (Shannon & Weaver 1949 in West & Turner 2014, 11-12.)
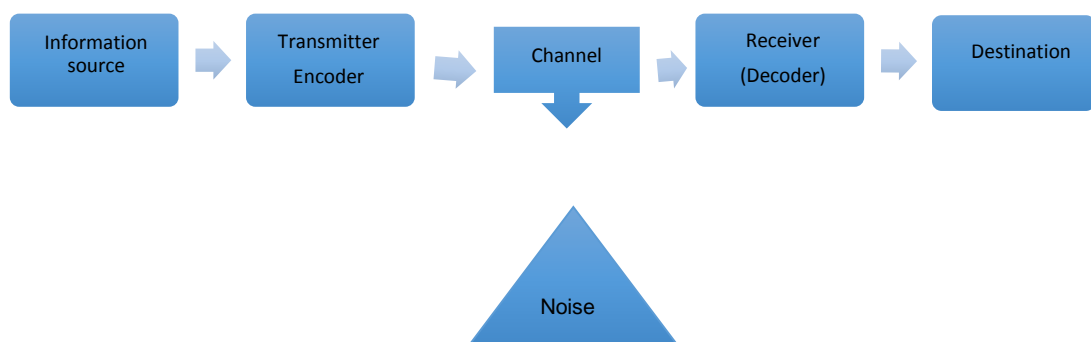

Figure 1. The Transmission Model of Communication (Shannon-Weaver 1949). *Adapted from West & Turner 2014, 11.*

Pioneering at the time, this basic model of communication gave way to the development of mathematical information theory. Critics, however, were quick to point out limitations of the model when applied to the human communication process, arguing that it simplifies communication down to the transmission of information only. Further, it assumes that the sender is talking to the receiver; that there is only one message transmitted at a time; there is a beginning and an end to the process (West & Turner 2014, 12.)

To better examine the sender-receiver relationship, Wilbur Schramm, the mass communication theorist widely credited with establishing the field of communication studies, proposed the two-way interaction model of communication in 1954 (see Figure 2). The circular communication process assumes communication is ongoing in that the sender and receiver simultaneously send and receive messages. Responding to both verbal and non-verbal elements, called 'feedback', allows communicators to know if their messages are received. Further, the model considers the influence of a person's culture and field of experience (Schramm 1954 in West & Turner 2014, 12.)
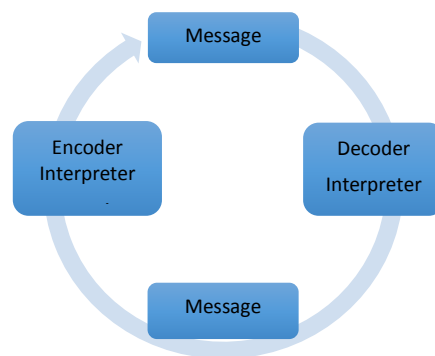

Figure 2. The Interaction Model of Communication (Schramm 1954). *Adapted from West & Turner 2014, 12.*

Schramm's model further conceptualises the human communication process, it is, however, seen as problematic because it assumes that each person acts as the sender, or receiver, in a single encounter. This omits the possibility that people speak and listen at the same time as using body language (West & Turner 2014, 13.)

Schramm's contribution gave way to the development of the transaction model of communication, which views communication as a simultaneous sending and receiving of messages. Developed in 1970 by intercultural communication theorist Dean Barnlund, the more complex and cooperative approach assumes that the sender and receiver are mutually responsible for effective communication, and for the building of shared meaning to

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take place (see Figure 3). This is because the person's culture and experience not only exist, as in Schramm's model, but overlap, resulting in an active process of understanding (Barnlund 1970, in Mortensen 2008 47-57.)
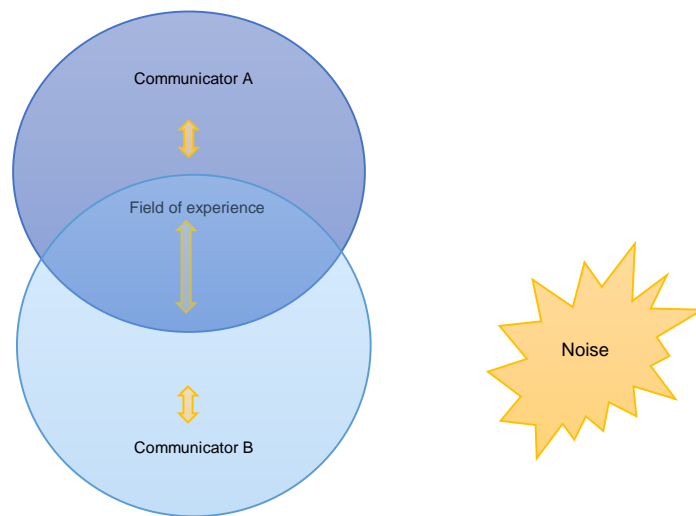

Figure 3. The Transactional Model of Communication (Barnlund 1970)**.** *Adapted from Mortensen 2008, 47-57.*

Social media networking platforms and content sharing sites such as Twitter, Facebook, LinkedIn and YouTube are changing the way people communicate. The new digital media landscape is also challenging traditional models of communication. Researchers Jesper Falkheimer and Mats Heide describe a shift towards a reverse communication structure, a participatory approach that blurs the lines between transmitter and receiver (Falkheimer & Heide 2015, 340). Building upon this, Cooke and Buckley (2008, 274) note that social media is based upon how users retrieve the information that they want instead of receiving information directly from the sender. Cooke and Buckley see social media as a communication revolution, with a significant impact on the human communication process.

The different models of communication are a useful way for thinking about the communication processes between organisations and their stakeholders. Amcham Finland uses a mix of communication models for stakeholder communication. Like the work program of Amcham Finland, communication centres on information that is relevant to member companies. As a member association, is critical for Amcham Finland to listen to the needs of its member companies and design services to meet these needs. Interactive communication is at the heart of this, and an important way for the association to gain insights and in-

formation from the constituency it serves. Linked to the transactional model of communication (Barnlund 1970), this type of stakeholder communication takes place through face-to-face business sessions and meetings between staff and members. It is an active process of understanding between the association and its key stakeholder group.

Amcham Finland's work and organisational strategy is informed and shaped by the transactional communication process. Its public relations campaigns, however, align with the transmission model of communication (Shannon-Weaver, 1949). Amcham Finland is the source of the message developed by the communication team; the message is sent via the selected communication channel to the receiver, being the intended target audience.

Amcham Finland's social media strategy is also more in line with the transmission model of communication, however, as the social media strategy develops it moves towards the transactional model of communication, by placing greater emphasis on sharing user content, and engaging in online dialogues and conversations.

3.2 Organisational Communication

Communication does not occur in a vacuum; it is a process that takes place within specific environments, or contexts. To help focus the broad theoretical study of communication, the following subfields are established: intrapersonal, interpersonal, small group, organisational, public, rhetoric, mass media, and cultural (West & Turner 2104, 32.)

The context of this case study research is organisational communication, which is concerned with how organisations communicate to members of the organisation and its stakeholders (Berger 2000, 15.) Organisational communication theory typically focuses on communication functions within the boundaries of an organisation, known as internal communication. More recent scholars (Morgan *et al* 2004 in Remke 2013, 34), however, include external audiences in the scope of organisational communication. This is an important consideration for this research as it is interested in external audiences as the recipients of the public relations campaign.

3.3 Stakeholder Theory

Linked to the fields of organisational and strategic management studies, stakeholder theory explores the impact of relationships between organisations and their stakeholders. The concept was popularised by American philosopher and business professor R. Edward Freeman in 1984. He proposed that developing and managing relationships with a broad range of stakeholders, groups or individuals who can affect, or be affected by, the actions of the organisation, is critical to the organisation's success (see Freeman 1984).

Notable public relations professor James E. Grunig is another influential contributor to the field of stakeholder theory. His situational theory of publics (1966; 1997) identifies organisational stakeholders as active, passive or latent. It does so by identifying the consequences, or potential consequences, of management decisions upon different stakeholder groups. Grunig notes that active publics (stakeholders) typically make issues out of the consequences of organisational decisions. Actions are positive when the organisation's behaviour has a positive impact for them. The theory also suggests that publics form associations to the organisation organically, and are motivated to do so by problems experienced first-hand. In an organisational context, stakeholders define their stakes in an organisation, rather than the other way around (Grunig 2009, 12-14.)

Freeman and Grunig helped to conceptualise strategic stakeholder management, a widely practiced corporate strategy used to facilitate strategic stakeholder relationships (Cornelissen 2014, 43). The strategic management paradigm emphasises two-way communication between organisations and its stakeholders, both before and after strategic management decisions are made (Grunig 2009, 9). According to the stakeholder model of strategic management (see Figure 4) typical organisational stakeholders include, investors, employees, customers, suppliers, governments, communities, trade associations and political groups.

Figure 4. Stakeholder Model of Strategic Management. *Adapted from Cornelissen 2014, 43.*

Stakeholder management is an organisational approach used at Amcham Finland. Its stakeholders include employees and member companies (customers), board of directors,

government and public sector partners, media, affiliated and competing business associations and other communities. Its different stakeholder groups typically organise around different themes and interests linked to Amcham Finland's work program and mission.

3.3.1 Stakeholder Identification Models

In order to manage stakeholder relationships, stakeholders must be identified and prioritised in relation to their stake upon the organisation. Numerous tools, methods and templates have been developed to facilitate this. Stakeholder mapping is one approach that helps organisations to visualise stakeholders and their influence in relation to the organisation. The stakeholder salience model and the power-interest matrix are the two mapping models applied to the case study research.

The stakeholder salience model is particularly useful for developing communication strategies targeted to specific stakeholder groups (Cornelissen 2014, 47). The model (see Figure 5) identifies and maps stakeholders by their overall involvement, or stake, in the organisation, in relation to three areas: *power* to influence, *legitimacy* of their relationships, and *urgency* of their claim. The more attributes a stakeholder has, the higher the priority or salience to the organisation. Stakeholders with high salience need to be communicated with frequently (Mitchell, Agle & Wood 1997, 874.)

The attributes of power, legitimacy and urgency, help to form the following stakeholder groups:

1. *Dormant.* Stakeholders have power but not urgency or legitimacy. Organisations need to be aware of them but no communication planning needed.
2. *Discretionary.* Stakeholders are legitimate but have no power or urgency. Not much attention is needed.
3. *Demanding.* Urgent stakeholders with needs to be met when asked for.
4. *Dominant.* Stakeholders' power and legitimacy overlap here. Dominant stakeholders have legitimacy and authority. Communication needs taken into account.
5. *Dangerous.* A critical mix of power and urgency. These stakeholders are very useful for the welfare of the project. Needs must be met.
6. *Dependent.* Legitimate stakeholders with urgency but no commensurate power. They need to be informed.
7. *Definite.* The most critical stakeholders, who need to be informed, satisfied and involved.
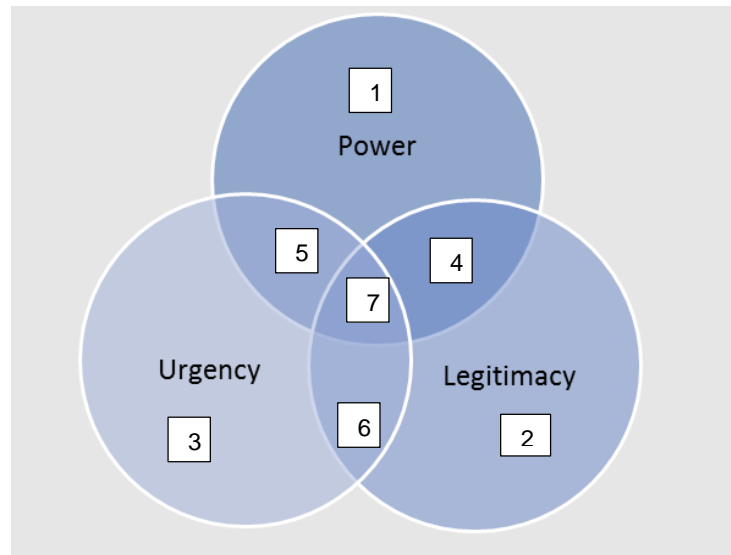
Figure 5. Stakeholder Salience Model. *Adapted from Mitchell et al, 1997, 874.*

The power-interest matrix similarly categorises stakeholders according to their influence on an organisation and level of interest in its actions (see Figure 6).
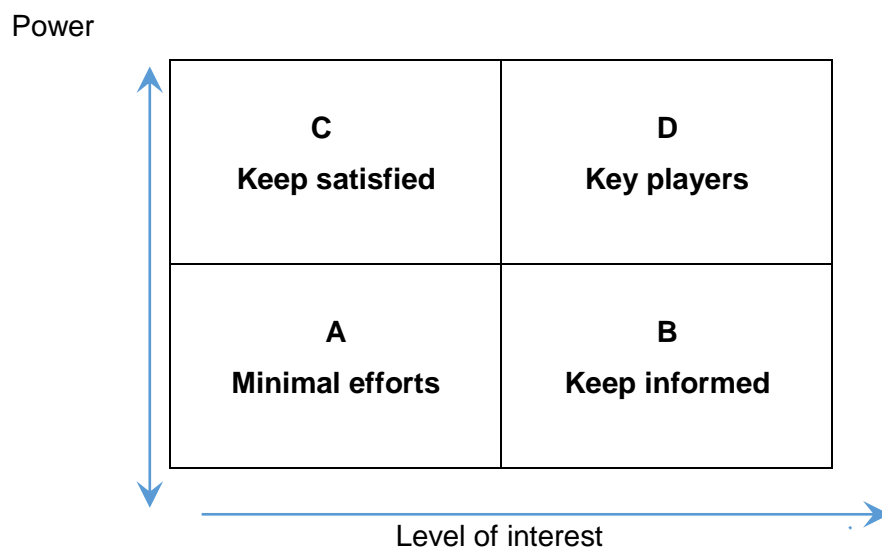

Figure 6. The Power-Interest Matrix. *Adapted from Cornelissen 2014, 50.*

Stakeholders in quadrant D are high priority and need consistent communication. Those in quadrant B, which hold a high level of interest but low influence, should be well informed in order to keep them committed to the organisation. Stakeholders in quadrant C are more challenging due to their general lack of interest but relative power in relation to a particular

decision or corporate activity, and stakeholders in quadrant A require minimal attention. (Cornelissen 2014, 50-51).

3.4 Public Relations

Stakeholder theory is central to the field of public relations. The world's largest organisation of public relations practitioners, the Public Relations Society of America, defines public relations as a strategic communication process that builds mutually beneficial relationships between organisations and their publics (stakeholders) (PRSA 2015). Similarly, Hazelton & Long (1987 in Werder 2015, 269) define public relations as a communication function that helps to achieve organisational goals. This function can be referred to as corporate communication, external affairs, public affairs, community relations (Cornelissen 2014, 262.)

These definitions of public relations link stakeholder management with the communication process. Earlier definitions focus on public relations as a tool for gaining publicity, particularly through media (Grunig 2012, 4). Business has long been in the practice of publicity and promotion. It was not until the 1980s, however, that the excellence theory of public relations emerged. The general theory resulted from a 15-year study of public relations best practices led by Grunig and his collaborators and funded by the Foundation of the International Association of Business Communicators (Grunig 2009, 1). The theory demonstrates public relations as a vital management function that can increase organisational outcomes if practiced strategically (Grunig 1990, 18). It presents a universal set of principles designed to facilitate excellent public relations. As discussed in sub chapter 2.3, these principles include integrating public relations into a single department led by a communication manager who is empowered in strategic decision-making; the communication manager is part of the dominant coalition, the power-wielding executive-level team. Further, the communication team should be diverse, ethical and practise two-way symmetrical communication (Grunig 2009, 2).

Two-way symmetrical communication is one of four models that James Grunig and Todd Hunt developed to describe the different forms of communication that take place between an organisation and its stakeholders. The models (see Table 1) provide a useful framework to analyse and explain public relations practice.

Model	Communication	Characteristics
Press Agentry/Publicity	One-way communication	Uses persuasion and manipulation to influence audiences to behave as the organisation desires.
Public Information Model	One-way communication	Uses press releases and other one-way communication techniques to distribute organisational information. The public relations practitioner is often referred to as the in-house journalist.
Two-Way Asymmetrical Model	Two-way communication (imbalanced)	Uses persuasion and manipulation to influence audiences to behave as the organisation desires. Differs from the press agentry model by using research to find out how best to persuade stakeholders.
Two-Way Symmetrical Model	Two-way communication	Uses communication to negotiate with the public, resolve conflict and promote mutual understanding and respect between the organisation and its stakeholders.

Table 1. Models of Stakeholder Communication. *Adapted from Grunig 2002, 308.*

The work of press agents is to influence public opinion by creating news, publicity and drawing attention to their organisation in almost any way possible. Public information practitioners, on the other hand, are essentially journalists in residence who disseminate accurate, yet favourable, information. This model does not seek to persuade the audience or change attitudes. The two-way asymmetrical model uses research to influence and persuade the audience and is linked to marketing. Practitioners of two-way symmetrical communication are more like mediators, using research and dialogue to exchange ideas, attitudes and behaviours of both organisation and its stakeholders (Grunig 2002, 308.)

Grunig and Hunt agree that each model can be effective depending on the organisation and the context of the communication. Their research identifies asymmetrical communication as typical of public relations practice. Grunig and Hunt advocate the two-way symmetrical model to increase organisational effectiveness (Grunig 2012, 308-309). Public relations practitioners tend to accept this notion. Theaker (2011, 15) for example, argues that

the two-way symmetrical model describes a level of equality of communication that pro-motes the exchange of views and the possibility for management and stakeholders' atti-tudes and behaviours to adjust.

Like the different models of communication, the different models stakeholder communica-tion are useful for thinking about communication in practice. Although the models are more than 30 years-old they remain relevant. Amcham Finland uses a mix of stakeholder communication models depending on the audience. For example, the media relations manager employs one-way press communication to attract as much media attention as possible. Public relations and marketing communication campaigns designed by Amcham Finland's communication team reflect two-way asymmetrical communication in order to influence target audiences. Two-way symmetrical communication reflects day-to-day dia-logue between staff and member companies.

3.5 Strategic and Corporate Communication

The excellence theory of public relations revealed the links between strategic manage-ment and public relations and helped give rise to the areas of strategic and corporate communication (Carroll 2013, 234). Strategic communication emerged as an academic discipline after 2000. It is defined as the planned and purposeful use of communication by an organisation to fulfil its mission (Hallahan, Holtzhausen, van Ruler, Vercic, & Sriramesh 2007, 3.) Similarly, corporate communication is defined as the strategic alignment be-tween strategy and communication (see Figure 6).
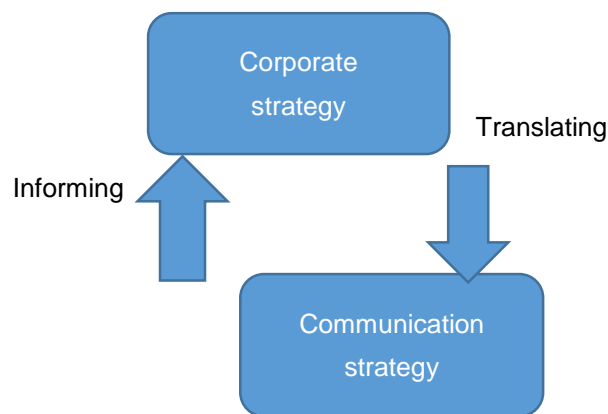

Figure 6. The link between corporate strategy and communication strategy. *Adapted from Cornel-issen 2014, 81.*

Corporate communication emerged in the 1990s; it is concerned with the voice and image that an organisation projects to its outside audiences, namely its reputation (Argenti & Forman 2002, 4.) Cornelissen (2014, 81) sees corporate communication as a management function, which in practice describes the general reputation position an organisation aims to establish and maintain with its key stakeholders. Identity and image are central to the concept. Identity is the way an organisation projects itself to outside audiences. It is the brand or visual identity. Image is the reflection of the organisation's identity from the perspective of the stakeholders (Argenti & Forman 2002, 68-69.)

Reputation is what happens when identity and image align. Watson (2010 in Heath, 340) defines reputation as a collective representation of images and perceptions – the sum of predictable behaviours, relationships and two-way communication undertaken by an organisation, as judged affectively and cognitively by its stakeholders, over a period. According to Balmer & Gray (1999, 171) enviable reputations are built when organisations communicate a clear image based on a positive identity. Alessandri (2013, 150) concurs that positive impressions of the image promote a positive reputation over time, which in turn leads to acceptance of the organisation by different stakeholders. Further, it promotes a first-choice status among customers and employees and signals the underlying quality of the organisation's products or services.

Amcham Finland uses strategic communication as a way to support its overall strategic goals and objectives. It does this by describing the reputational position it wants to establish with its stakeholders: the leading business network in Northern Europe (Amcham 2014c). This strategic communication approach (see Cornelissen 2014, 81) guides the development of public relation campaigns and media activities. For example, themed messages that relate to Amcham Finland's strengths and identity are repeated in an effort to help establish reputation and identity. According to Werder (2015, 270) themed messages are the central component of communication strategy. Aligned with the association's long-term operational plan, Amcham Finland's themed messages include:

Amcham Finland (is the)

- Primary point of contact for foreign investors
- Leading forum for affiliates in the region
- Most effective organisation helping growth companies to enter and scale in the U.S. market
- Provides critical business information and insights
- Advocates on issues affecting the entire membership

- Proactive, member-driven and dynamic
- Provides high-level networking opportunities
- Works with partners to enhance organisational competencies
- Positions Finland as a competitive investment market
  (Amcham 2014f)

3.6 Media Relations

As introduced in sub chapter 2.4, media relations consists of all the ways that an organi-sation interacts with the news media (Doorley & Garcia 2007, 77.) It is a public relation function that can enhance organisational reputation, change attitudes, increase market share, influence policy and improve stakeholder relations (Theaker 2011, 148.) The role of the media relations professional is to develop and manage solid stakeholder relationships with journalists, which ultimately benefit the organisation.

A common reason organisations focus their efforts on media relations is the media's influ-ence in shaping public opinion, a notion linked to the agenda-setting theory, which sug-gests the media determine what people think about because it shapes and controls the in-formation sought out by the public (see McCombs & Shaw, 1972). In this regard, Gonring (2012, 278) sees media relations as a management practice with influence due to the reach and perceived independence of the media, which adds credibility to the message.

Media relations professionals employ a number of tactics in efforts to increase media cov-erage. These include hosting media-interest events, publishing surveys and research re-ports, linking press statements to the current media agenda, and selectively targeting me-dia organisations (Theaker 2011, 153). Organisations should have well-defined policies about interacting with the media. Information distribution to the media should be managed, and only staff trained to speak with reporters should. Depending on the organisation, the approach to media relations can be reactive, proactive or interactive. Reactive media rela-tions is responsive to immediate inquiries and identifies helpful background information. Proactive media relations is an organised approach that aims to promote and publicise the organisation to help generate business. Interactive media relations goes deeper - building rapport with reporters by being a knowledgeable and trustworthy source, pitching stories, and looking for legitimate non-news reasons to build relationships (Gonring 2012, 278.)

Social media is another aspect of media relations that organisations are investing time and resources. The fast-developing content sharing platforms and channels allow organi-sations to share news and information with stakeholders while directly bypassing tradi-

tional media (Gonring 2012, 278). As Mangold and Faulds (2009, 357) discuss, social media is a hybrid marketing communication tool that allows organisations to talk directly to their audience, while allowing the audience to communicate directly with each other. Given that social-media based conversations are outside of the organisation's control, Mangold and Faulds (2009, 357) suggest organisations learn to contribute to and shape discussions consistent with the mission and strategy.

Media relations and social media are a core part of the communication function at Amcham Finland. Consistent with the nonprofit approach, Amcham Finland, which has no paid media budget, employs a number of tactics aimed at generating publicity through earned media. It uses social media to communicate and engage with stakeholders, including members, business leaders, decision makers and other influencers.

3.7 Nonprofit Perspective

Amcham Finland is member-led and member-driven. It is fully independent from government even though it collaborates with public sector bodies for some programs. It is 'nonprofit distributing', circulating revenue back into member services. It is self-governed by a board of directors, and utilises volunteer participation from within the membership, for example through the work of the committees. All of these features are typical of the various types of organisations that make up the nonprofit sector (see Broom & McBride 2009, 460).

Unlike for-profit companies, which typically design public relations campaigns around the business objectives of driving profits, nonprofits should:

- Define or brand the organisation, gain acceptance of its mission and protect its reputation
- Develop channels of communication with those an organisation serves
- Create and maintain a favourable climate for fund raising
- Support the development and maintenance of public policy that is favourable to an organisation's mission
- Inform and motivate key organisational constituents to dedicate themselves and work productively in support of an organisation's mission, goals, and objectives
  (Broom & McBride 2009, 460.)

Amcham Finland's public relations practices reflect this. Communication seeks to define and promote the organisational mission vision and brand, helping to develop reputation,

attract sponsorship, and volunteer brand ambassadors from within the membership. It uses its media relations function as a tool to generate publicity and share its mission and vision.

4   Methodology

This chapter introduces the case study research methodology, data collection methods, approach to analysis and the role of researcher. The public relations campaign is presented in four key stages: research, development, implementation, and evaluation. The first stage includes a situation analysis using three models: PESTLE, gap analysis and the 8-step process for leading change. The second stage covers the development of key elements of the public relations campaign including communication objectives, target audience, themed messages, communication channels, and media strategy. The third stage, implementation, is presented as work breakdown structure table including timeline, communication tools and products developed. The final stage evaluates the campaign's success in relation to its objectives.

4.1   Case Study Research

Communication research is characterised by methodological approaches typical to the social sciences, which, is a broad field of research concerned with people and their life contexts (Somekh & Lewin 2005, 1.) Case study research is a method that provides researchers with a framework to examine the case in depth, within in a real-life context and over a specific timeframe. Case studies can also be about people or entities, decisions, events, programs, implementation processes and organisational change (Yin 2009, 29.) Case study is the chosen methodology for this research. The case is the public relations campaign to promote Amcham Finland's U.S. office launch. It is unique to Amcham Finland and cannot be reproduced and therefore presented as a single case study rather than a comparative multiple case study (see Yin 2009, 47).

4.1.1   Data Collection

Case study evidence, or data, comes from a range of sources, including documents, organisational records, interviews, direct observation, participant observation and physical artefacts. Having multiple sources helps to validate research findings (Yin 2009, 98). The data for this case study includes organisational and planning documents, communication outputs of the public relations campaign and media coverage. Casual data collection methods, such as internal meetings and office discussions, provide additional context for the case study. These data sets, identified as the most relevant to address the case study questions, was collected between March and September 2014.

4.1.2 Data Analysis

Once collected, data must be organised and analysed. Data analysis consists of examining, categorising, tabulating, testing, or otherwise re-combing evidence, in order to draw empirically based conclusions. This step can be difficult because the different techniques are not well defined (Yin 2009, 126). Techniques also differ depending on the category of the data, either quantitative or qualitative. Quantitative data usually involves numbers and graphs, and derives meaning from numbers. Results are numerical and standardised, and analysis is made using approaches such as diagrams and statistics. Qualitative data derives meaning from words and is often collected through interviews. These results are non-standardised and require categorisation, known as 'conceptual analysis'. This case study applies simple quantitative data analysis techniques to determine how many number of times member companies were messaged about the U.S. office expansion, how much media coverage was generated, and how many new member companies joined during the campaign timeframe. This type of quantitative analysis allows data to be summarized, and values to be read (Saunders, Lewis & Thornhill 2000, 381.) According to Daymon and Holloway (2011, 9-11), quantitative data analysis helps to promote objectivity due to the researcher's distance from the data, helping to address questions of bias.

4.1.3 Role of the Researcher

Case study research typically takes place in the natural setting of the case, allowing for direct observations (Yin 2009, 109.) Participant observation is where the researcher is not merely a passive observer, but assumes an active role and participates in the case study (Yin 2009, 111). In the role of communication manager, the researcher was a participant observer in the research, overseeing the strategy development, implementation and analysis of the public relations campaign.

According to Yin (2009, 112-113) being an insider participant observer not only provides exclusive data collection opportunities, but a unique and invaluable perspective from which to understand and portray the case. It does however raise issues to do with credibility and potential bias. This is because the researcher can assume an advocacy role that is favourable to the organisation. The participant role may also supersede that of the observer role, preventing the researcher from raising questions from different perspectives (Yin 2009 112-113). These are important trade-offs to consider. It is likely that this case study research would have been restricted if the researcher was an outside, passive observer, restricted from the day-to-day developments of the case. Leading the development project gave the researcher an in-depth understanding and overview of the entire process.

4.2   Research

The public relations campaign was developed and implemented in the six-months leading up to the U.S. office launch in September 2014. The first step was to conduct situation analysis to better understand the context in which the development would take place. As Kelley, Jugenheimer & Sheenan (2015, 32) note, structured situation analysis can provide the necessary information and insights to help inform public relations campaigns that meet brand and marketing objectives. A number of situation analysis tools exist to do this. The PESTLE, gap analysis and the 8-Step process for leading change were undertaken in March 2014.

Gap Analysis

This tool helps to identify gaps between the current state of the organisation and its future desired state that it wants to be after the development (see Figure 8).

Figure 8. Gap Analysis tool visualised. *Adapted from Smith 2015.* Full list of findings in Annex 3.

The analysis (full results in Annex 1) showed that very few stakeholders were aware of the development. Another communication consideration highlighted in the gap analysis findings was the lack of awareness among U.S. investors, a potential target stakeholder group, about the potential business opportunities in Finland.

PESTLE

This macro environmental analytical tool helps assess the impact that political, economic, socio-cultural, technological, environmental and legal factors may have on an organisation in a chosen context. The purpose of PESTLE is twofold: identify external trends, and/or events that will influence the organisation's ability to deliver; and the key factors that will either enhance of impede current or future strategy (Green 2007, 37-38.) PESTLE helps organisations to identify possible scenarios and trends that may affect the decision-making process.

In the context of the U.S. office launch, PESTLE was undertaken from the perspective of member companies (see Figure 7).
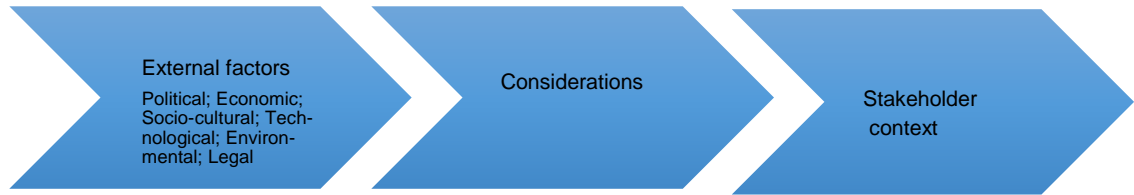
Figure 7. PESTLE tool designed for analysis of Amcham Finland U.S. office launch. *Adapted from Green 2007, 37-38.*

The PESTLE analysis (see full results in Annex 2) showed:

- Member companies want insights into U.S. attitudes towards Finnish business
- Member companies cite increased customer numbers in U.S.
- High-tech, clean-tech, new-tech companies benefit from guided exposure to U.S. market
- Member companies seek help to set up legal entities in the U.S.

8-Step Process for Leading Change

Developed by John Kotter in 1995, this tool helps management successfully transition organisations through change. The top-down approach places an emphasis on the leader's role and ability to create a sense of urgency, motivate and empower employees, and lead with clear concise vision (see Figure 8).
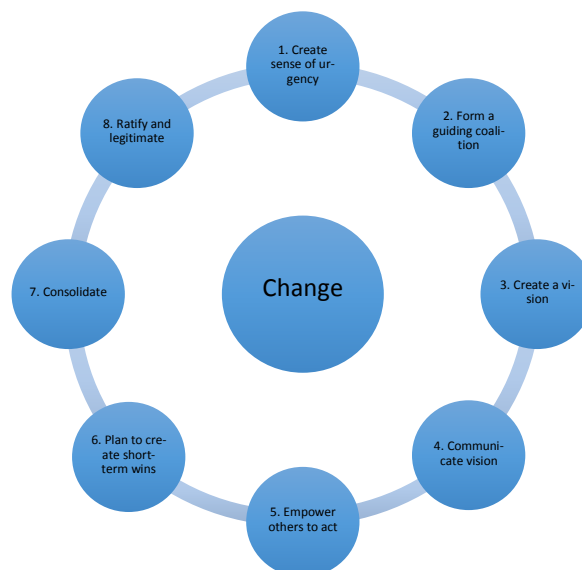
Figure 8. The 8-Step Process for Leading Change. *Adapted from Kotter International, 2014.*

Conducting this type of situation analysis (see full results in Annex 3) helped the communication manager to better understand the context under which the U.S. office launch would take place, particularly from the perspective of the member companies. It provided an initial timeline of milestones related to the development, which were used to coordinate public relations-based planning and activities.

Situation Analysis Findings

The gap analysis showed that members were not aware of the U.S. office development and highlighted the need for a public relations campaign. In addition, the gap analysis highlighted the need to raise awareness about investment opportunities in Finland to the U.S. audience. The PESTLE results helped reinforce the notion that the U.S. office would benefit all member companies, not only those with operations in the U.S., due to the broadened network and business opportunities. The situation analysis findings were summarised and presented to the management team, as follows:

> *The U.S. office is an opportunity for Amcham Finland members to grow their international network and business. A public relations campaign could help to promote the development not only to members, but also to potential members, including businesses in the United States.* (Amcham 2014g)

The findings helped the communication manager to shape the following themed messages for public relations campaign:

- We will connect you with business in the U.S.
- The U.S. is an opportunity to grow your business
- You will have access to an office and resources in the U.S.

4.3   Development

The following section outlines the development stage of the public relations campaign including communication objectives, target audience, themed messages and media plan. The structure and design of the campaign (see Figure 9) is an adaptation of the 7-step guide to communication planning developed by Cornelissen (2014, 107-113).

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                    ┌─────────────────────┐
                    │    Mission Vision   │
                    └─────────────────────┘
                              ↓
                    ┌─────────────────────┐
                    │  1. Strategic intent │
                    └─────────────────────┘
                              ↓
                    ┌─────────────────────┐
                    │ 2. Define communication │
                    │        process       │
                    └─────────────────────┘
                              ↓
                    ┌─────────────────────┐
                    │ 3. Identify/prioritise │
                    │    target audience   │
                    └─────────────────────┘
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                    │  4. Identify themes  │
                    │       messages       │
                    └─────────────────────┘
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                    ┌─────────────────────┐
                    │ 5. Develop message  │
                    │       styles         │
                    └─────────────────────┘
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                    │  6. Develop media   │
                    │       strategy       │
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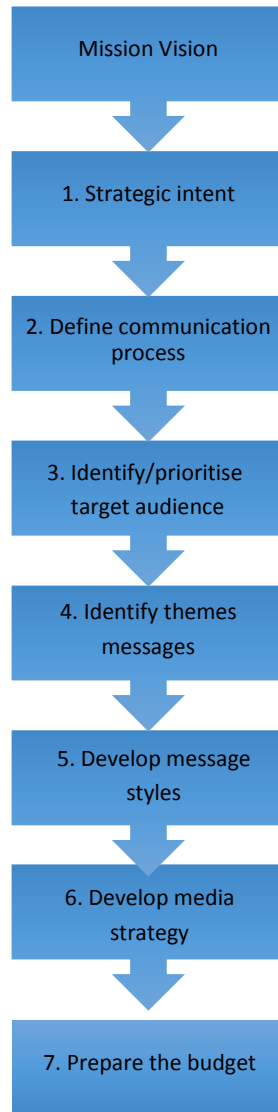
Figure 10. Communication Programmes and Campaigns. *Adapted from Cornelissen, 2014, 107-113.*

The public relations campaign was aligned with the principles of the member association framework (Broom & McBride 2009, 478 - 479):

- Provide members with helpful information
- Expand the association by recruiting new members
- Harmonise member viewpoints by promoting positive positions
- Promote the industry or profession
- Influence government legislation and regulation
- Improve products and services
- Gain popular support and combat adverse publicity
- Contribute to social progress by sponsoring public service programs

Communication Objectives

The first step of the development stage was to outline the communication objectives. According to Cornelissen (2014, 108-109) objectives should be defined in terms of whether they are seeking to change or consolidate particular stakeholder awareness, attitude, general reputation or behaviour. Further, objectives should be specific, measurable, achievable (or, actionable), realistic and timely. This approach, commonly used in project management, is known as SMART (see Drucker 1954).

Based on the situation analysis findings, the public relations campaign objectives were set:

- Generate awareness of the U.S. office among key stakeholders, namely member companies
- Create publicity through earned media to help build Amcham Finland's international profile and attract new members

The objectives align to the SMART model; they specifically seek to generate awareness; are measurable by new member companies; achievable given communication resourcing (staff and time); and timely in relation to the U.S. office launch date.

Target Audience

With the communication objectives set, the next step was to identify and prioritise the campaign's target audience. The strategic communication goals identified member companies and media as two key audiences for the public relations campaign. To help identify more potential audiences, the communication manager applied a project management tool known as an impact map (see Figure 11) to identify stakeholders who could affect the goal of opening the U.S. office.
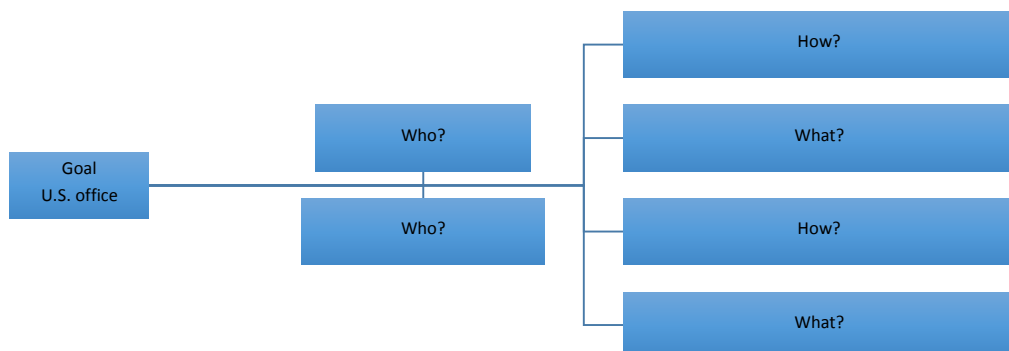
Figure 11. Impact Map. *Adapted from Adzic (2012) Impact Mapping: Making a big impact with software products and projects.*

The impact mapping exercise (full results in Annex 4) identified the following stakeholders:

Amcham Finland

- Board of directors, staff, LaunchpadUSA founding partners: Mercuri Urval and Borenius

Business community

- Finnish American Chambers of Commerce (FACC nine U.S.-based chapters), European American Chambers of Commerce (EACC), Finnish chambers of commerce (Finncham)

Public-sector partners

- Finnish government, Consulates General Finland (NYC, LA), Finland Embassy, Washington, Team Finland *(Tekes, Sitra, Invest in Finland),* policymakers (Finnish politicians, NYC Mayor)

To understand the role of the identified stakeholders in the development of the U.S. office, the communication manager mapped stakeholders using the power-interest matrix (see Figure 12) and the stakeholder salience model.
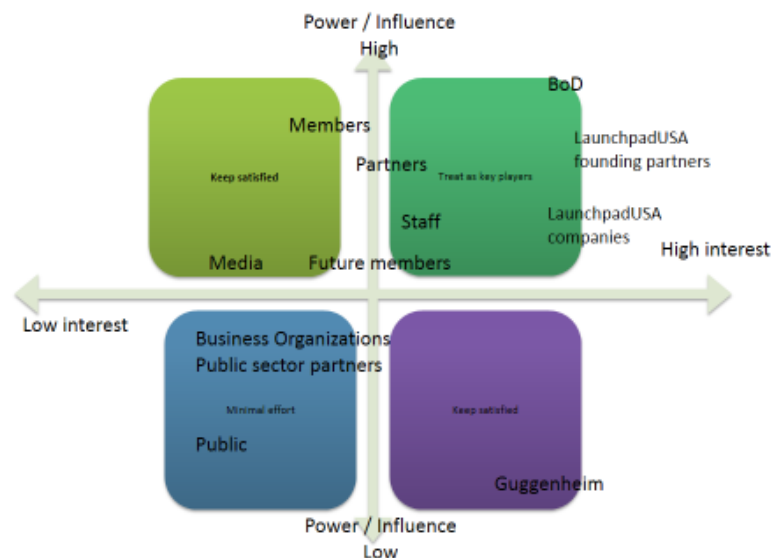
Figure 12. Power-Interest Matrix applied to Amcham Finland U.S. office stakeholders. *Adapted from Cornelissen, 2014, 50.*

The results of the power-interest matrix showed that the stakeholders with high influence and high interest in the U.S. office, in addition to members and media, were:

- Amcham Finland board of directors
- Launchpad USA companies
- Public-sector partners and potential members

The board of directors and staff were not relevant to the public relations campaign as they were classified as internal stakeholders updated regularly throughout.

The findings of the power-interest matrix mirrored the results of the stakeholder salience model mapping, which prioritised stakeholders according to their involvement levels and salience. The analysis showed that the most critical stakeholders, those who always need to be well informed, satisfied, and involved, were the board and members. Stakeholders whose communication needs were to be taken into account include Launchpad USA participants and founding partners. Those who needed to be informed included staff, future member companies and partners. In addition, the media is a 'demanding' stakeholder.

Themed Messages

With the target audience identified, work began on developing themed messages, informed by the situation analysis, communication objectives, stakeholder mapping and corporate-level communication strategy. The following messages, for use in the public relations campaign, were established:

Amcham Finland:

- Is expanding operations into the United States - the largest consumer market in the world
- The new U.S. office in the heart of one of the most critically connected business markets - New York City
- The association's international network is growing
- Dual location means increased market access, better branding and more business opportunities

Communication Channels

Amcham Finland's established communication channels were utilised for the public relations campaign. For example, the Amcham Update in 90-second video newsletters would focus on the U.S. office launch.

Media Plan

The media plan was an important part of the public relations campaign. Using the close media contacts already in place at Amcham Finland, the approach was to gain media free coverage using tools such as press releases, press briefing and exclusive interviews.

Because the opening of an office in the U.S. is not in itself newsworthy, the media strategy was to frame the story in the context of other current events such as international sanctions against trade with Russia, which meant companies with interest in the Russian market would likely be looking for alternate markets for business opportunities. Another tactic was framing the new managing director USA's, appointment in the following way: *"Finland's business community has elected their representative to the U.S."* (Amcham 2014h).

Another media scoop was the opening of the office by President of Finland Sauli Niinistö. His participation in the opening ceremony, however, was confirmed in August 2014; due to strict security protocols, details could only be released to the media on the day of the event.

Social media was incorporated into the public relations campaign. The approach was to use the organisation's established presence on Twitter, LinkedIn and YouTube, to promote owned and earned media coverage and milestones.

4.4 Implementation

Following development of the strategic objectives, target audiences and themed messaging, the communication manager, with input from the communication team, developed and implemented the public relations campaign. Set out as a work breakdown structure (see Table 2) it includes a timeline and description of communication activities, channels, themed messages, media and social media and target audience (members, future members, LaunchpadUSA, media, public-sector partners, business community and policy makers.

Timeline 2014/15	Activity	Message/Aim/Action	Channel	Audience	Task Owner
June 10	Announce **Erika Sauer's** apt to members at annual 'Summer Drinks'	Introduce and profile Erika as a business expert working on behalf of members & to promote FDI	Event	Members	Comms team, Events team
June 11	Announce **Erika Sauer's** apt to media	As above & presented to media as 'elected' by business community	Media briefing Press release Website	Media All stakeholders	Outi and Susanna
June 12	Launchpad USA: White-board strategy session	"What would *your* new office in the U.S. focus on to launch you into success?

"The Launchpad USA team wants to hear what you, and other companies en route to the U.S., want and need from the New York address" | Event

Website | Launchpad USA Future members | Mike K, Comms team, Events team |
June 18	Newsletter Featuring LaunchpadUSA companies & program owner Mike K video shoot from Times Square, NYC.	Trailblazing the American Dream Introduce/highlight companies using LaunchpadUSA **Oviku, Glowway, Kokoro&Moi and Path to Math** (video testimonial)	Video Website Social media	All stakeholders,	Comms team
July/ August	Website development	Prepare content & look for NYC website	Website	All stakeholders	Mike K, Kristiins H and-Comms team,
July/ August	Invites for NYC office launch	Copy/layout/design for VIP launch and reach out	Invitations	Future members, Policy makers Media	Comms team
August 21	Obtain content at foreign investors event	Use testimonials from new investors to Finland for web copy/testimonials	Interviews Video Photographs	Furore members (U.S.)	Comms team/ Event-owner Antti Oksanen
August 28	Newsletter featuring Erika Sauer, members of Amcham Finland Inc. Board	Focus NYC office launch	Video Website Social media	All stakeholders, with a focus on Future Members (U.S.)	Comms team
Sept 8	NYC website 'soft' launch	Website and content live ahead of international journalist briefing	Website	All stakeholders	Comms team
Sept 9-12	Press briefing coordinated with Finnfacts for Design Fair Helsinki	Highlight Finnish design & brand companies using LaunchpadUSA	Media briefing Press release/kit	All stakeholders Media	Outi

Sept 15-19	Marketing campaign to attract new members	Selected companies receive **snail mail** Magisso cake cutter invite to "take a piece of the pie" Introduce Amcham Finland, convey exclusivity & create buzz around office opening	Invite Website Erika's personal contact info	Future Members (U.S.)	Mike R
Sept 18	Member Alert	Use Amcham Alert to inform all members about the NYC office launch	Amcham Alert mass mailing to entre database	All stakeholders	Comms team, Kristiina H
Sept 24	Press Release X2	Send embargoed press release announcing office opening, featuring President Niinisto	Media contacts	Media	Outi and Susanna
Sept 23	Office Launch NYC	President Niinisto opens NYC office in front of a select crowd of VIPs and media, and hired photographer in NYC. 'Live Tweeting' and coverage from the event, New website goes live.	Event, pics, social media, Website goes live. Media Briefing	Attendees (all stakeholders) Media.	Amcham Finland
Sept 23 Newsletter	(With help of the AmChams in Europe comms team who will be visiting early August to learn more about the video newsletter)	To help create buzz and excitement around the Amcham Finland office launch	Member Alert Social media	All stakeholders	Comms team Events team
Sept 25	Office launch party Helsinki	Celebrate office launch with Amcham community	Event, associated comms material.	Members	

Table 2. Public Relations Campaign for Amcham Finland U.S. office launch.

4.5   Evaluation

The public relations campaign for the U.S. office set clear objectives, had a specified a timeframe and target audiences. The SMART indicators enabled evaluation of its effectiveness, in relation to the objectives, to be drawn. By analysing the frequency and type of messaging, the researcher was able to establish how many times member companies were informed about the U.S. office development; media coverage was measured by quantity of media articles published; the number of new member companies who joined the campaign through the campaign was tracked. While evaluation is an important part of any public relations campaign, Clarke (2012, 24) stresses the limitations of establishing cause and effect relationships between public relations campaigns and business results. Many aspects of the effects of public relations cannot be measured. Overall outcomes are the result of a host of complex interactions, only a few of which are under the control of

communication teams. These types of considerations should be taken into account when drawing conclusions about the impact of communication campaigns.

5 Findings

The objective of the public relations campaign was to generate awareness of the U.S. office among key stakeholders, namely member companies and to create publicity through the media to help build Amcham Finland's international profile and attract new members.

Specifically, the research questions of the case study research were:

1) How well were key stakeholders (members) informed about the U.S. office development?
2) How much coverage did the media strategy generate?
3) Did the public relations campaign help deliver measurable business goals?

How well were key stakeholders (members) informed about the U.S. office development?

In order to draw conclusions as to how well members were informed, members' awareness of the development was measured by the frequency of targeted communication throughout the public relations campaign (see Table 3).

Channel	Event	Event Comms Website Invite Reminder Confirm Thank-you	Media Briefing	Press Release	Website Launch Non-event related comms	Amcham Alert	Video News letter	Media hits
Frequency	4	20	3	4	5	1	3	11
Audience	Members	Members	Media	Media	Community	Community	Community	Public

Table 3. Communication outputs of public relations campaign.

Quantitative data analysis shows members were messaged close to 30 times about the change through a range of channels in the six-month period leading up to the office launch. This includes four specific events directly linked to the launch of the new office. This analysis indicates that members were well informed about the development.

How much coverage did the media strategy generate?

Media coverage was measured by collecting the number of media articles and mentions related to the U.S. office generated throughout the campaign. This was achieved through the daily monitoring of media, with a focus on the times at which press releases were issued, and aided by the media relations director's good relationships with journalists. The collated data (see Table 4) shows the U.S. office expansion was mentioned on 11 occasions through a wide range of mainstream media. The results were achieved by opportunistically framing the office launch to other current events such as Russian sanctions, and hosting unrelated media briefings. Another media tactic that helped to generate coverage was officially announcing the appointment of Erika Sauer, Managing Director USA, with a clever media angle. This approach generated five news stories, including a two-page feature in Talouselämä the Nordic's largest business weekly that has a reach of close to 200,000 readers (Talouselämä 2014).

Date (2014)	Media	Content	Title	Linked Comms	*Media Reach
March 10	Confederation of Finnish industries EK	This article discusses how business can take advantage of the recovering US economy through LaunchpadUSA.	*USA attracts companies from all sectors now*		The Finnish Chambers of Commerce represents 16,000 companies and corporate influence.
March 20	Confederation of Finnish industries EK	The article discusses the challenges Finnish companies have with marketing in the U.S. mentions the NYC office.	*Marketing – the key opening doors in the US*		The Finnish Chambers of Commerce represents 16,000 companies and corporate influence.
June 19	Arctic Startup	The article focuses on the reasons for opening a New York office, namely *"to focus largely on helping Finnish growth companies succeed in the US."*	*Amcham Finland opens NYC office*		Reach: The independent publication covers the Nordics, Baltics and Russia. Audience per article - *10 000 site visits.*
June 25	Good News from Finland	Based on the press release announcing the appointment of Erika Sauer as Managing Director, USA, this article covers Amcham Finland's NYC office to "help Finnish companies establish business."	*Amcham Finland opens a New York Office the fall*	Press Release Erika Sauer	The news service covering positive and globally interesting company, business and innovation-related news topics from Finland in Finnish, English, Russian and Chinese. It has more than 50,000 visitors a month.

August 5	Talouselämä	Following up on the press release announcing the appointment of Erika Sauer as Managing Director, USA, reporter Saara Koho interviewed Erika, resulting in a two-page feature on Erika's vision for the new office.		Press Release	The Nordic's largest business weekly magazine had *a* circulation of 81.280 and 184.000 readers in 2013
August 5	Jyväskylän University School of Business (News)	Based on the press release announcing the appointment of Erika Sauer as Managing Director, USA, this article takes the angle of Erika's connection with the University.	*The Adjunct Professor Erika Sauer appointed AmCham the New York director of the Office*	Press Release	Internationally renowned research facility is one of seven faculties at the University of Jyväskylä.
August 19	Bloomberg Television	Prompted by news of the Russia sanctions, Managing Director Alexandra Pasternak-Jackson was interviewed and mentioned the office in NYC, in the context of the US market as an alternate to decreased business from Russia.	*Finland's exporters are in survival mode*	Media Relations	American-based international cable and satellite business news television channel owned by Bloomberg L.P.[3] Global reach of over 310 million viewers.
Sept 22	Helsingin Sanomat	A full-page interview with Managing Director, USA, Erika Sauer published to coincide with the opening of the NYC office, discusses the office, its benefits for Finnish companies, and Finland's strengths in the U.S. market. The interview was prompted by a Save-the-Date invitation sent to Finnish journalists located in the US.	*Finnish companies succeed in the U.S.*		*The largest subscription newspaper in Finland and the Nordic countries, owned by Sanoma media, had a circulation of 354 737 in 2013.*
Sept 23	YLE Radio Suomi	A radio interview with Amcham Finland, Managing Director, USA, Erika Sauer about the NYC office launch.	*Up-to-Date*	Press Release	Finland's public broadcaster – 40 per cent of the weekly radio audience.
Sept 24	Kauppalehti		The United States is a paradise for entrepreneurs	Press Release	Finland's economic and trade publication has a daily circulation of 154,000.
Sept 24	Ilta Sanomat			Press Release	Finland's second largest tabloid daily has a circulation of 215,000 in 2000.

Table 4. Media coverage relating to Amcham Finland's U.S. office launch. * *Note: references for media reach are included in the bibliography.*

Social media

In addition to manual data collection methods, Amcham Finland's media and social media coverage was tracked by media monitoring company, M-Brain (Amcham 2014i). The peak coverage takes place in June 2014 with 70 mentions (see Figure 13). This is a direct correlation to the press release announcing the appointment of the USA managing director. There is a small peak in August and the September U.S. office launch.
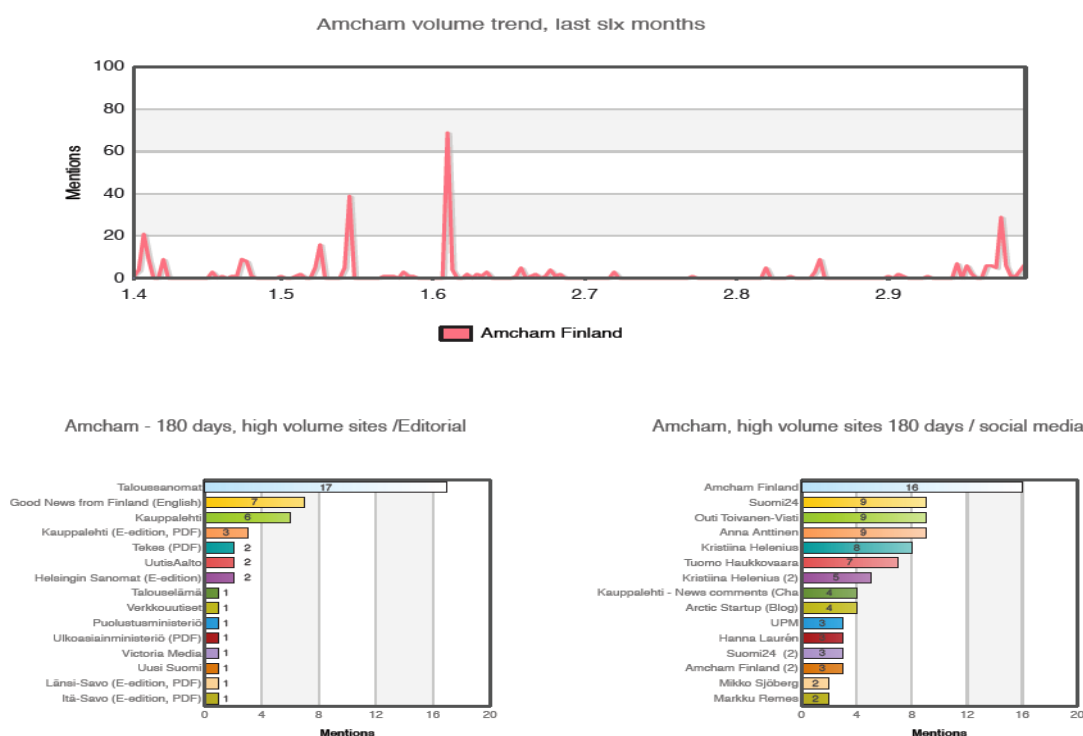
Figure 13. Analysis of Amcham Finland media and social media coverage between April and September 2014. *M-Brain 2014.*

Additional analysis of Amcham Finland's Twitter activity was conducted by the communication manager using the free online analysis tool, Twitonomy (see Figure 14). A 12-month snapshot demonstrates the direct engagement around the time of the nomination of USA managing director and the U.S office launch. The number of times users interact with the tweets (clicks, hashtags, links, expansions, retweets, replies, follows, favourites) is the 'engagement rate'. This peaks at 6.8 percent on Sept 20, the day of Helsinki-based U.S. office launch party with member companies. Analysis from LinkedIn paints a similar story. Engagement peaked in June, correlating with the time of the NYC office launch (LinkedIn Analytics 2014).
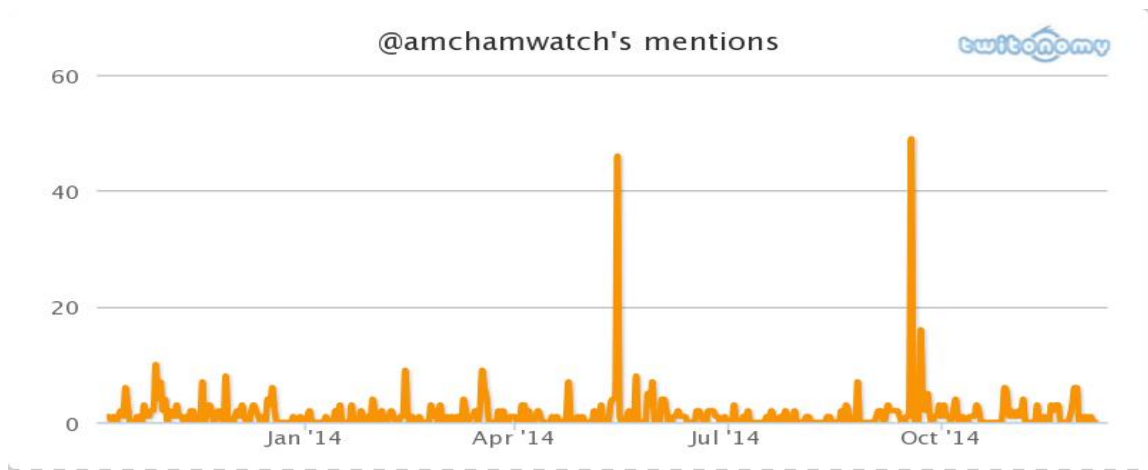
Figure 14. A 12-month snapshot of Amcham Finland's Twitter activity media. *Twitonomy, 2014.*

Did the public relations campaign help deliver measurable business goals?

In order to quantify whether the public relations campaign helped to achieve deliverable business goals, namely attracting new member companies, the number of new members who joined Amcham Finland between June and November 2014 was tracked. These new members are divided into the following categories for the purpose of the analysis:

1) U.S. companies looking to invest in Northern Europe, or do business with Launchpad USA companies

- Chris Pfaff Tech Media
- Gibney, Anthony & Flaherty, LLP
- Lucas and Mercanti
- Sari Laitinen
- Sullivan and Worcester
- Westmuca Inc

2) Nordic growth companies looking to enter or expand in the U.S. market

- CyberLightning
- Media Sapiens
- Rauli Drawings Ltd
- Serres
- Valkee

Analysis shows that 11 new member companies joined between June and November. Comparatively, 13 new companies joined between June and November 2013, including nine Launchpad USA companies and three international companies looking to do business in the Nordic market (Amcham 2013b).

6 Discussion

The objective of Amcham Finland's public relations campaign for the U.S. office launch was to generate awareness among members and media and ultimately help to deliver new members to the association. This chapter discusses the findings reflecting upon the design of the public relations campaign, associated theories and limitations.

The frequency, type and timing of messaging to Amcham Finland members during the six-month period leading up to the office launch suggests member companies were well informed about the development. Coordinated efforts by the communication team resulted in 30-targeted messages, delivered through a range of channels and at regular intervals in the lead up to the office launch. Rather than taking an ad-hoc approach to communicating the U.S. office launch, the public relations campaign helped to identify messages, timing and target audiences. Amcham Finland has developed public relations campaigns prior to this however the information has not been tracked in a systematic way. This means that the quantifiable findings of the case study research cannot be benchmarked.

Another limitation is understanding the extent to which the communication was understood by the members. Effective stakeholder communication and dialogue is based on understanding one another (see Van riel & Fombrun 2007, 38). This issue could have been addressed by undertaking a member company feedback survey before and after the opening of the office to determine members' knowledge of the development, and what types of communication was most effect in terms of delivering the message.

The media strategy was to generate as much earned coverage as possible. There a number of proven tactics that help to increase media coverage including hosting media-interest events, linking to current media agenda and selectively targeting media organisations (see Theaker 2011, 153). These tactics were applied to the public relations campaign. For example, the U.S. office development was framed in the context of current events. The U.S. office launch was discussed with journalists through an unrelated media briefing, and a clever media hook was used to announce the appointment of USA managing director, which generated five news stories. The media strategy helped deliver 11 media stories, which can be considered as a very good outcome given the development was not in itself newsworthy.

The media coverage of the U.S. office launch accounted for the majority of Amcham Finland's earned media coverage during the course of the public relations campaign. However, the exact correlation between media coverage relating specifically to the U.S. office

launch, and general media coverage for Amcham Finland, cannot be determined because media coverage was not tracked in a systematic way.

The volume and reach of media coverage can be quantified, the overall impact, however, is harder to asses. It is widely acknowledged that positive earned media coverage can enhance organisational reputation, change attitudes, increase market share, influence policy and improve stakeholder relations (Theaker 2011, 148). Another value of earned media to organisations is influence. This is due to the reach and perceived independence of the media, which helps to add credibility to the message (Gonring 2012, 278). Social media also proved a useful channel to share earned media hits, news, updates and information about the U.S. office launch. Analysis showed high engagement levels around important milestones in the public relations campaign, and when mainstream media coverage relating to the U.S. office launch was shared.

Strategic and corporate communication is about aligning communication to organisational strategy that supports overall goals and objectives (see Cornelissen 2014, 81). This approach guides the development of communication programs, activities and media campaigns at Amcham Finland. Attracting and retaining new member companies was an overarching goal in the development of the public relations campaign. Media outreach and themed messages were key to this. The recruitment of new member companies, particularly in the United States, was included in the public relations' campaign design. Analysis shows that 11 new member companies joined in the lead up to the launch. This represents two less companies than the same period the previous year. This finding does not indicate that the public relations campaign had a positive influence on member recruitment. It is worth noting, however, the difficulties in drawing direct correlations between public relations campaigns and business results (see Clarke 2012, 24).

As well as informing member companies of the development, the aim of the public relations campaign was to influence their understanding of why it was important for their business, which ultimately reinforces the value of Amcham Finland membership. This was done primarily through the design of the themed messages; understanding the target audiences, and aligning the campaign to the framework promoted by Broom & McBride for member association public relations.

Recommendations

1) Develop a systematic approach to the collection of data for public relations campaigns and member messaging. This would enable comparative analysis to be made, helping to determine the effectiveness of future public relations campaigns.

2) Incorporate member survey(s) into public relation campaign design. This feed-back will help to show if the target messages are received and understood by the target audience, and which communication channels are preferred.

3) Continue successful media relation practices with a more systematic approach to collecting and analysing media coverage and mentions. This will enable the communication team to identify which media tactics are optimal, and to draw more detailed analysis of media mentions in public relations campaigns.

4) Survey new member companies when they join to determine if they heard about the association through public relations or communication campaigns.

Reflection of Learning

Undertaking the case study research was beneficial to me, the researcher, from both a professional and academic standpoint. Opening an office in the U.S. was a big develop-ment for the association and successful stakeholder communication was an important part of the transition process. As communication manager, it was an ideal opportunity to de-velop a public relations campaign based upon the theory, practical tools and models learned throughout the degree program in communication management.

Professionally, I felt confident to contribute communication management strategy develop-ments and advice to senior management. Academically, I learned how key concepts in communication and stakeholder theory could be applied to practical work-based situations and deliver results. I continue to apply different theories and tools of the case study re-search in a professional context.

The results of the public relations campaign were extremely positive and demonstrate the value of undertaking a theoretically informed approach to the design, implementation and evaluation of public relations campaigns. The research helped to highlight areas in which

the Amcham Finland communication team was already exceling, for example in media re-lations, and made useful recommendations for future public relations campaigns, particu-larly from the perspective of nonprofit member associations.

I put a lot of effort into the design of the public relations campaign. In hindsight, I think it would have been beneficial if I had spent more time designing the structure of the case study research. This would have made the task of compiling and reporting the research process and results more thorough and less time consuming. Spending more time on the initial case study design may have also highlighted the benefit of incorporating a member survey in the case study design. This is an important part of the learning process that I can now apply in future projects, be it professional or academic.

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Valkee www.valkee.com
Westmuca Inc. www.westmusa.com

Annex 1 GAP Analysis Results

Future state - Amcham Finland Inc. strategic objectives	Current state	Deficiencies - the gap	Action plan
To open an office in NYC as an extension of Amcham Finland	The allocated office space is being set up to align with Amcham Finland branding (look and feel); Managing Director, USA, hired to run office; induction and training underway	The office is not yet operational or open for business, and few people are aware of it	Create comprehensive comms plan (internal/external) relating to NYC office launch and follow up actions
Connect members with key players in the U.S. market(s) and recruit new members	Identified some but not all key players; they are not organized; and relations are lacking	No clearly identified network to activate and connect members with	Systematically build a network industry-at-a time through strategic networking
Provide meeting space for Amcham members in NYC	Office space acquired and interior development underway	Office space not open/operational. Few members know they can utilize it	Create comprehensive comms plan (internal/external) relating to NYC office launch, and follow up actions
Promote Finland and attract U.S. investment	Several initiatives/programs in place from Helsinki, but not in NYC	U.S. investors and companies not aware of opportunities in Finland	Implement a comms plan aimed at U.S. companies and investors
Offer companies four distinct 'roles' through which they can strategically associate with the	Roles have been defined, but not yet offered to future members	No new members to be defined by roles, they will need to be segmented	Work on segmenting members into roles, and building relations. Create supporting visuals and collaterals

Amcham community			
Dynamically determine optimal number of member companies per 'role' (dynamic quotas)	Understanding of how to do it exists but process yet to start	Difficult to accurately determine quotas ahead of NYC office opening	Managing Director, USA, arrives August, at which time a better estimate can be prepared and managed
Assist companies to fully benefit from their respective role	No actions taken to date, but planning re measurements has begun	Actionable when companies are segmented into roles and office is open. Measurement plan needed to determine success	Segment companies into roles; open NYC office, implement scorecard to measure success
Allow demand to determine membership price points	Plan in place, but office needs to be operational to evaluate membership demand and price points	The office isn't open and Managing Director, USA, not integrated into role	Managing Director, USA, arrives in August at which time a better estimate can be prepared and managed
Evaluate and rotate memberships, if applicable, at set-terms	Currently in planning process	Membership roster for NYC required, based on new member contracts, regular follow up needed	Pilot concept with new members of Amcham Finland Inc. engage and evaluate, co-creating rotation schedule

Annex 2 PESTLE Results

Type	External considerations	Stakeholder considerations
Political	Business and FDI on national agenda as Finland moves into 2015 election cycle; Transatlantic Trade Investment Partnership negotiations continue; National Export Initiative in the U.S. brings more attention to the Nordics; Outdated Share Exchange laws prevent American VCs and companies from investing in Finnish startups resulting in Finnish companies going to U.S. independently to seek investment	Member companies want insight into U.S. political developments; U.S. attitudes toward Finnish companies and FDI incentives for business
Economic	Transatlantic trade accounts for more than 50% of global GDP; U.S. companies looking for new investments; U.S. economy picking up while Finland's stagnates; Team Finland arrives changing the innovation pipeline model; Finpro restructures	Members reaching increased customer numbers in U.S. - enabling growth; companies with poor public sector program experiences increasingly coming to Amcham Finland for help re U.S. market
Social	Positive attitudes towards clean energy and new technology; companies expected to be triple bottom line; Nordics present a 'positive luxury brand'; public discussions on work-life balance, immigration, and retirement age continue	Many high-tech, clean-tech, new-tech companies benefiting from guided exposure to U.S. market; visiting U.S. delegations and business groups looking at Finland
Technological	Social media playing an increasingly important role; Finland receiving more attention for its data centers; global competitiveness in manufacturing high-end specialized goods increasing; technological infrastructure for business operations considered among world best	Technology companies need to succeed in the U.S. market to grow; the more Finnish technology solutions adopted in the

		U.S. the better for national brand and peer companies' success
Legal	Labor legislation is a competitiveness issue in a global context; the legal environment between the U.S. and Finland is very different and tough to navigate; specific legal requirements for tax-exempt organisations in Finland vs. U.S.; Employment laws structured differently	Companies seeking on-the-ground help to set up legal entities, back office operations and other requirements to do business in the U.S.; legal environment can be tricky but often favours businesses through precedent law showing what similar companies have done
Environmental	U.S interest re lessons from Finland's environmentally friendly business focus; environmental implications of the Arctic and the Northwest sea passage; long-term implications of the sulphur-directive for sea transport for logistics	Numerous environmentally friendly technologies from Finland that the U.S. is interested in

Annex 3 Kotter's 8-Step Process for Leading Change

Timeline	Activity	Kotter's model
March 2013	Mandate from the BoD to conduct feasibility study	
May 2013	Feasibility study and initial project plan complete. BoD approves project, endorses 2014 timeframe, and ties organisational performance measurements to the goal	Establish a sense of urgency
June 2013	Project team assigned. Detailed operational planning and funding, including sponsorship, starts	Form a guiding coalition
September 2013	Concept articulated in further detail	Create a vision
October 2013	First two sponsors secured - funding and office space	Create a vision
November 2013	Amcham Finland team fully briefed on 2014 development plans. NYC office recruitment and legal process starts	Communicate the vision & empower others to act
February 2014	Amcham Finland Inc. board, legal entity and bank accounts established. Other legal and HR processes continue. Weekly internal progress updates	Short term wins
April 2014	Managing Director, USA, recruited to start mid-August 2014. Amcham Finland team briefed, office launch process begins	Short term wins
May 2014	Comms team member travels to NYC to begin collaterals, obtain material, footage etc.	

June 2014	Managing Director, USA, visits Amcham Finland for induction, training and soft-launch at annual Summer Drinks event; external Comms NYC office begins; first Amcham Finland Inc. member joins	Short term wins
July 2014	Communication Planning	
August 2014	Managing Director, USA, travels to NYC begins work	Consolidate
September 1, 2014	NYC office opens; sales and membership work begins	Consolidate
September 2014	Official opening date undetermined: waiting for confirmation from President of Finland. Exclusive opening in NYC and larger scale opening event in Helsinki; external, stakeholder and internal comms plan in effect	
October 2014	Assessment 1 on progression of strategic objectives; adjustments as necessary; adjust internal communication in Helsinki to include NYC updates; additional assessment resource planning for 2015	Legitimate
December 2014	Assessment 2 on progression of strategic objectives; adjustments as necessary. How integrated is NYC office?	Legitimate

Annex 4 Impact Map applied to U.S. Office Launch.
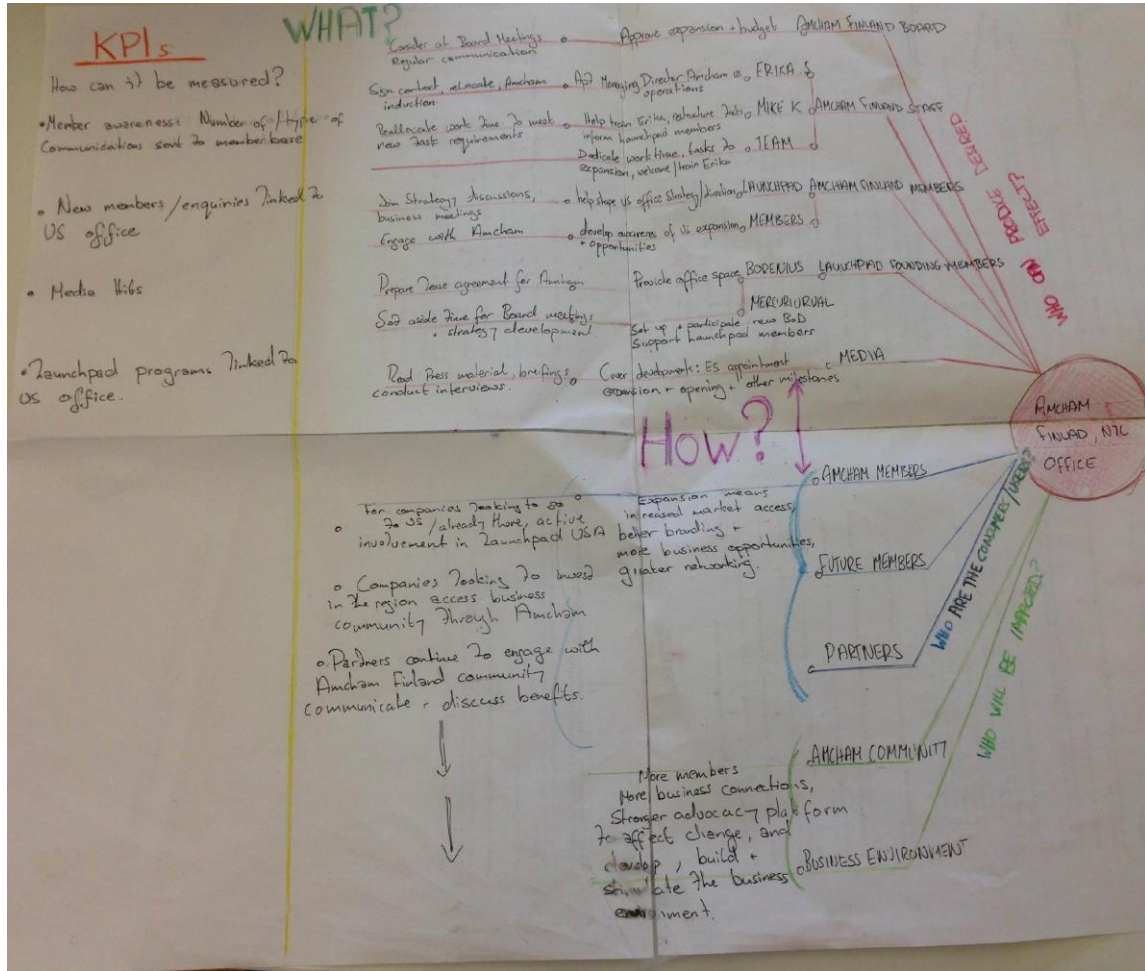
Annex 5 Media Coverage

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07.11.2014

ERIKA SAUERIN VINKIT ULKOMAILLE MUUTTOON

VALMISTAUDU.
"Ota mahdollisimman paljon selvää uudesta kotipaikastasi. Se helpottaa sopeutumista ja antaa eväitä pärjätä."

VARAUDU.
"Alussa voi olla hankaluuksia. Myös puolisolla ja lapsilla on todennäköisesti omat sopeutumisvaikeutensa. Tukekaa toisianne."

ASENNOIDU.
"Suhtaudu aina positiivisesti ja kunnioittavasti uuteen maahan, kulttuuriin ja ihmisiin. Sinä olet vieras."

OPETTELE KIELI.
"Kielen osaaminen edes auttavasti on tärkeää oman viihtymisesi kannalta."

ETSI YSTÄVIÄ.
"Ole aktiivinen. Älä missään tapauksessa jää pelkästään suomalaisyhteisön pariin."

1 2 3 4 5

KIINNOSTU.
"Aloita uusi harrastus tai virittele vanha. Tutustu uusiin paikkoihin. Ole utelias."

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ERIKA SAUER ei huku massaan. Amerikkalaisen kauppakamarin New Yorkin -toimiston tuore vetäjä on täynnä intoa, naurua ja kohteliasta charmia. Hänen tehtävänsä on auttaa suomalaisia yrityksiä valloittamaan vaikeana pidetty Yhdysvaltain markkina.

"Suomessa herkästi ajatellaan, että on haahuilija ja lapsellinen, jos uskaltaa unelmoida. Siitä asenteesta pitäisi päästä eroon. *Think big*!", Sauer sanoo.

Hän toivoo herätysliikettä erityisesti maakuntien pieniin ja keskisuuriin yrityksiin, joilla on kokemusta erikoistuotteiden valmistamisesta teollisuuden tarpeisiin.

"Niissä on osaamista, kärsivällisyyttä ja rahaa. Mieletöntä potentiaalia.

Aloite New Yorkin -toimiston perustamiseen tuli Amchamin jäsenyrityksiltä. Ne toivoivat suomalaisille omaa sillanpääasemaa Yhdysvaltoihin.

KUKA

ERIKA SAUER, 46
TYÖ Amchamin New Yorkin -toimiston johtaja
URA Tampereen yliopisto, Psycon
KOULUTUS KTT
PERHE Aviomies ja 20- ja 16-vuotiaat tyttäret
HARRASTUKSET Sukellus, teatteri, vintage-kauppojen koluaminen

New Yorkissa työskentelee alkuvaiheessa vain Sauer, mutta tiimin on tarkoitus kasvaa vuodessa nelihenkiseksi.

Toimiston väki auttaa yrityksiä hiomaan liikeideansa ja löytämään sopivia paikallisia kumppaneita ja kontakteja.

"Yritysten täytyy virittää esittelynsä selkeäksi, että kuulija ymmärtää alle kolmessa minuutissa, mitä hän hyötyy. Jos yrityksellä on hyvä tuote ja hiottu esitys, se voi menestyä. Ei tämä ole rakettitiedettä", Sauer vakuuttaa.

Ovet ovat auki kaikille kansainvälistymistä suunnitteleville yrityksille, jotka maksavat Amchamin 3500 euron jäsenmaksun.

SAUER ON työskennellyt aiemmin johtamisen yliopistotutkijana Tampereella ja konsulttina Psyconissa. Hyppy yritysten sparraajaksi tuntui luontevalta.

"Oli aina selvää, ettei tutkimus ole koko elämäni. Olen konkreettinen, mielelläni sormet mullassa", hän sanoo.

Suomalaisten yritysten aseman edistäminen on Sauerille tuttua myös hänen puolisonsa, suurlähettiläs **Kai Sauerin** työn kautta. Perhe asui Yhdysvalloissa kolme vuotta 2000-luvun alussa, viimeiseksi Jakartassa. Sauer teki siellä etätöitä Suomeen.

"Oli hirveän hyvä, että niin pystyi

TÄÄLLÄ JÄRJESTELLÄÄN TITANICIN KANSITUOLEJA SEN SIJAAN ETTÄ KÄÄNNETTÄISIIN LAIVAA.

tekemään. Molemmat työnantajani osoittivat luottamusta ja joustoa siinä, että minun ei tarvinnut olla fyysisesti läsnä."

Nyt Sauerit ovat tehneet paluun Yhdysvaltoihin. Jakartan-kodin tavarat on siirretty New Yorkiin, jossa Erika Sauer työskentelee AmChamille ja hänen puolisonsa Suomen YK-suurlähettiläänä.

Vuodet maailmalla ovat opettaneet Sauerille, että kansainvälistyvien yritysten täytyy ymmärtää kohdemaan kulttuuria ja tapaa tehdä bisnestä. Esimerkiksi Indonesiassa liikeneuvottelut eivät ensimmäiseen tuntiin lähde käyntiin bisneksestä. Osapuolten on ensin tutustuttava toisiinsa ja löydettävä jotain yhteistä.

"Ei voi ajatella ylimielisesti, että me tulemme Suomesta ja opetamme teille, kuinka hommien pitäisi toimia", Sauer sanoo.

Hän kehottaa yrityksiä tutustumaan uuden markkinansa poliittiseen kulttuuriin, historiaan ja yrityskenttään.

"Maailmalle ei kannata lähteä vain kokeilemaan pariksi kuukaudeksi. Menestyminen vaatii aikaa ja rahaa. Mutta kärsivällisyys palkitaan."

AmCham on valmistautunut auttamaan kansainvälistyviä yrityksiä niin kauan kuin ne kokevat apua tarvitsevansa.

KANSAINVÄLISTÄ ELÄMÄÄ elänyt Sauer sanoo kokevansa suomalaisten yritysten aseman edistämisen sydämen asiakseen. Hän on huomannut, että talouden pitkä laskukausi on alkanut näkyä suomalaisten mentaliteetissa.

"Ilmassa on jäytävää epävarmuutta. Tartutaan menneisiin epäonnistumisiin ja järjestellään Titanicin kansituoleja sen sijaan että käännettäisiin laivaa."

Hän peräänkuuluttaa yrityksiltä rohkeutta. Juuri nyt on otollinen aika kokeilla siipiään Pohjois-Amerikassa.

"Talous näyttää siellä paljon vihertävämmältä kuin Euroopassa."

Sauerin mielestä suomalaisten yritysten valtteja ovat tekninen osaaminen, korkea laatu ja järjestelmällisyys.

"Suomesta tulee se, mitä luvataan. Hommat toimivat. Sitä osataan yhä arvostaa."

Sen sijaan tekemistä on siinä, että laadukkaat tuotteet ja ideat saadaan paketoitua mahdollisimman haluttaviksi.

"Saammeko me pohjalaisesta insinööristä räjähtävän myyntitykin, joka puhuu kuin **Alexander Stubb**? Jos emme, sen palvelun voi ostaa muualta. Kaikkea ei tarvitse tehdä itse", Sauer sanoo.

Hän toivoo pystyvänsä edistämään myös amerikkalaisten halukkuutta investoida Suomeen. Vaikka Suomella on imago työvoimakustannuksiltaan kalliina maana, etujakin löytyy.

"Meillä on koulutettu kansa, luotettava hallinto ja turvallinen ja ennakoitava toimintaympäristö."

Tällä hetkellä Suomessa on lisäksi tarjolla paljon hyvää tutkimus- ja tuotekehityshenkilökuntaa. Tehokkuuskin on pohjoismainen hyve: napakasti hoidetun työpäivän jälkeen lähdetään hakemat lapset ajoissa tarhasta.

"Meillä ei onneksi ole sellaista yli-istumisen kulttuuria, että pitäisi pitää valot päällä toimistossa yötä päivää todistaaksemme, että olemme omistautuneita ja hyviä työntekijöitä", Sauer sanoo. ∎

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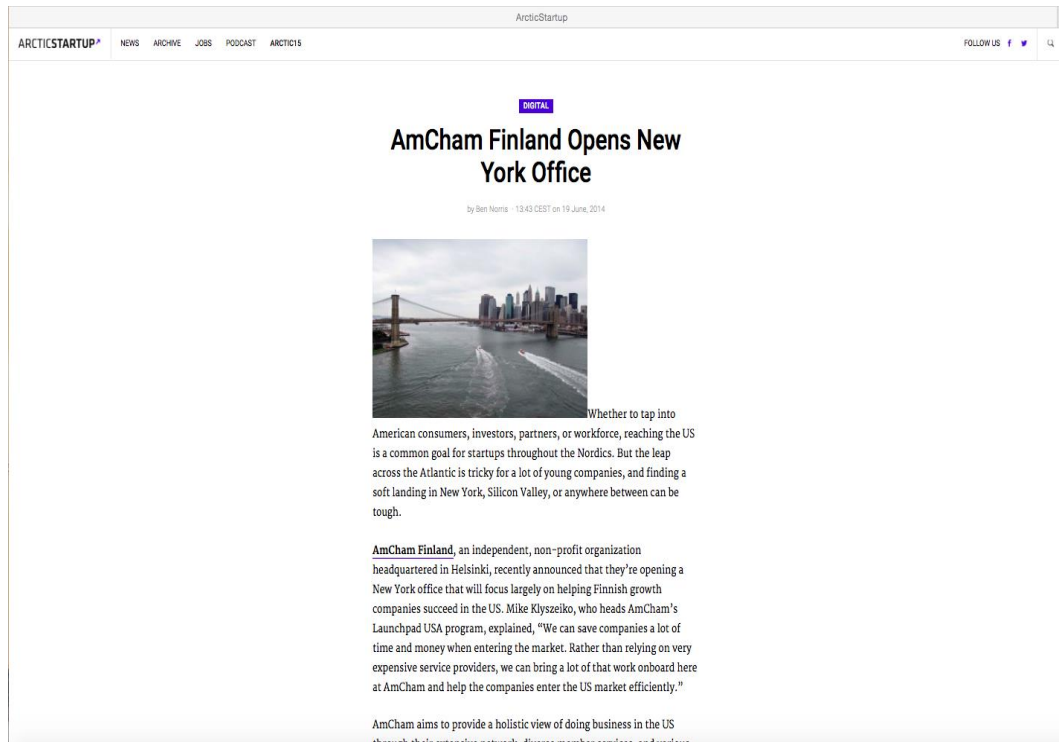
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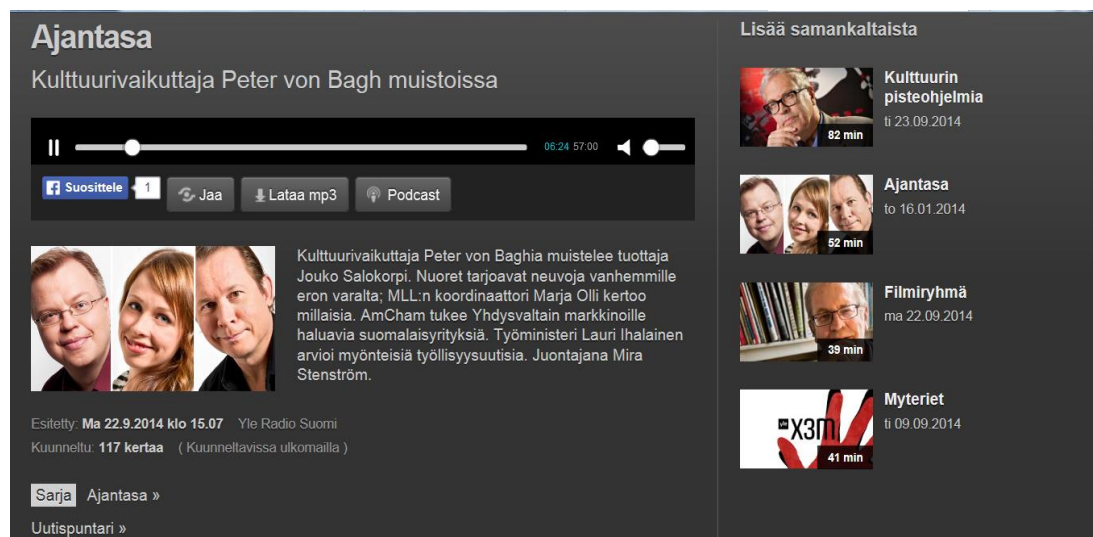
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