

Transition of the Travel Management Process – Traveller as the Travel Booker in the Ministry of Defence of Finland

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| <p>In this research the Ministry of Defence's travellers' and travel assistants' thoughts and feelings about the current travel booking process, self-booking and upcoming changes within the travel management are described. This research describes also how changes were executed in other organisations and what experiences do other business travellers have from similar changes. Additionally, Amadeus cytric Travel & Expense Quick Cards were reviewed by the Ministry's travellers and the comments are described in this paper.</p> <p>The target of this thesis was to create a general recommendation for the Ministry of Defence on how to successfully execute the transition process of a new travel booking system by describing what things should be taken into consideration. The recommendation was created based on the theoretical framework and on the findings of the interviews.</p> <p>The research was conducted between January 2018 and May 2018 and it was commissioned by The Ministry of Defence of Finland. The theoretical framework is business travel & tourism, business travel management and organisational change, including the concepts of change management and change communication.</p> <p>The research method was a semi-structured qualitative interview. Benchmarking with other organisations was also done with semi-structured qualitative interviews.</p> <p>The Ministry of Defence's travellers seem ready to make bookings themselves if the process is simple and the booking tool is fast, intuitive, easy to use and support is available when needed. The most important single factor in the transition process is communication. Without proper planning and implementation of communication the process will most likely fail.</p> | |
| Keywords business travel management, travel booking, organisational change, change management, change communication | |

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1 Introduction

This bachelor's thesis consists of four chapters and eleven appendices. The first chapter describes the thesis, explains why the topic was selected, describes the chosen topic, and gives reasons for the delimitation. The literature review is presented in chapter two. The empirical part in chapter three includes a description of the research, its target, methodology, implementation, data analysis and results. Chapter 4 ends the paper with conclusions, trustworthiness and ethical viewpoints of the research, recommendations for further work and an evaluation of the thesis process.

1.1 Thesis Topic and Research Questions

This thesis was commissioned by The Ministry of Defence of Finland. The theoretical framework of this thesis is business travel & tourism, business travel management and organisational change, including the concepts of change management and change communication.

The target of this thesis was to create a general recommendation for the Ministry of Defence on how to successfully execute the transition process of a new travel booking system by describing what things should be taken into consideration especially from the traveller's point of view. The recommendation was created based on the theoretical framework and on the findings of semi-structured interviews. The aim of the interviews was to find answers to the following research questions:

- How could the Ministry of Defence prepare for the upcoming transition process?
- What is the Ministry's travellers' experience of the current travel booking process?
- How a similar transition process was executed in other organizations?
- What experiences do other business travellers have from similar changes?

Additionally the object of this thesis was to revise the Amadeus cytric Travel & Expense Quick Cards with the ministry's travellers, and suggest improvements to them if needed.

The Ministry of Defence is aiming at reducing the costly and inefficient offline bookings (e.g. bookings made directly from the Travel Management Company, TMC, via email) by introducing a new, user friendlier Amadeus cytric Travel & Expense online booking tool and increasing the number of officials who make their travel arrangements themselves. (Torppa 7.1.2018.) This change is in this paper referred to as *the transition process of the travel booking system*.

Minna Torppa (Travel Manager, the Ministry of Defence) suggested this topic to me during my work placement at the ministry. The Ministry of Defence is undergoing major changes due to the common developments in the Finnish Government. Digitalization is one of the big themes in the Government's current strategy (Valtioneuvosto 2018) and with a *Digital Government in 2020 objective* (Digitaalinen Valtioneuvosto vuonna 2020 -tavoitetila) the Government has set "*realtime and open Government*" as its goal. The key themes of this objective are customer orientation, real-time and interaction, fluency, productivity, safe openness and independence of time and place. (Vepsäläinen 2018.)

The Digital Government in 2020 objective brings many changes in the everyday tools and processes, for example in the form of a common information system VAHVA for the whole Government, but it affects the travel management process as well. From the travel management point of view, *customer orientation* means that travel services and technical solutions will be developed with a customer-oriented approach. *Fluency* means that processes will be digitalized and technical solutions will be easy to use for everyone. *Productivity* will be increased by creating common ways of working and common information system for the whole Government. Government encourages its employees to renew their working habits and implement new equipment that enable working *regardless of time and space*. (Vepsäläinen 2018.)

The Digital Government 2020 objective gives a direction towards a more independent, digital and mobile travel management, where the traveller has more responsibility of the travel management process. In the Ministry of Defence some changes have already increased the traveller's role in the travel management process. This thesis however, concentrates on the upcoming changes with the *travel booking system* and the traveller's role in the *travel booking process* in the Ministry of Defence.

1.2 The Ministry of Defence of Finland

The Ministry of Defence of Finland is responsible of Finland's national defence policy, national security and international cooperation in the field of defence policy. It is the smallest of the 12 ministries in the Finnish Government with about 130 employees. In 2018, the minister responsible is Jussi Niinistö (Blue Reform) and the agency executive is Jukka Juusti, permanent secretary, who leads and supervises the performance of the ministry. (Ministry of Defence 2018.)

The Ministry of Defence consists of three departments, two units and the Secretariat of the Advisory Board for Defence Information (maanpuolustustiedotuksen suunnittelukunnan sihteeristö, MTS) and the Secretariat of the Security Committee (Turvallisuuskomitean sihteeristö, TK). The departments are divided into smaller working units, visualized in the figure below. (Ministry of Defence 2018.)

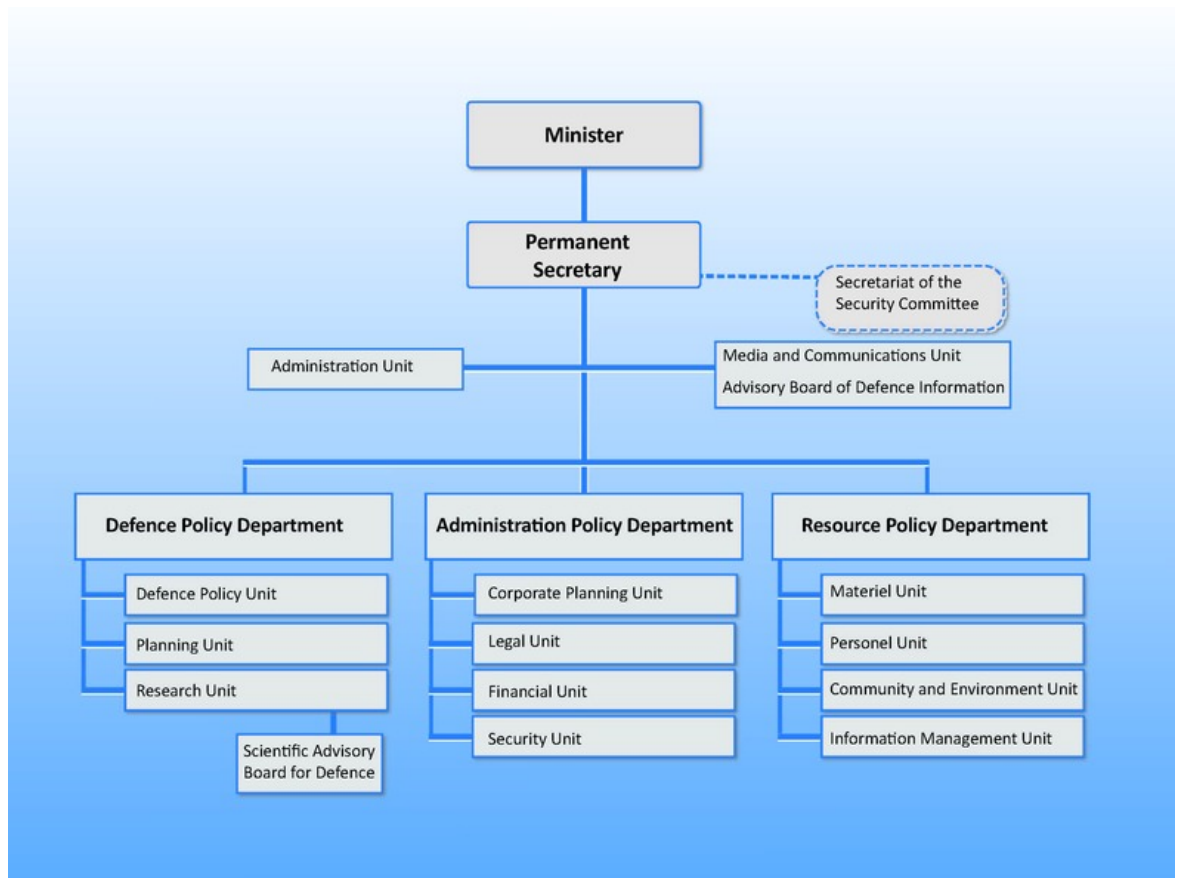


Figure 1. Organizational structure of the Ministry of Defence (Ministry of Defence 2018)

1.3 Travel Management in the Ministry of Defence

Before, there were various ways of managing the travel process between the departments and even between the units of the ministry and the travel assistants had a bigger role in the whole process. They were often the ones who made the travel plans, the bookings and the travel claim for the traveller. Today, the traveller has the biggest responsibility of the overall travel management process and only the executive level's travel related matters are completely or mostly taken care of by an assistant. Even though the biggest responsibility of the travel management process is with the traveller, the travel bookings are still mainly done by an assistant. The assistants have however other main tasks as well and the travel related tasks are only a small portion of the overall job description. The bookings are made either with Amadeus e-Travel Management online booking system or

directly from the TMC over the phone or via email (offline booking). The overall proportion of online and offline bookings in the ministry is currently approximately 50/50. (Torppa 2018.)

The Finnish Government's Travel Strategy 2008 aimed at cutting down the number of travels and reduce the expenditure of Government's travel costs by 8% from the 2008 level by 2011. The 2013 Travel Strategy follow up report states that the goal was not only achieved but exceeded as well with a total of 8,8% decline in travel expenses in the whole of the Finnish Government. (State Treasury 2013.) In the Ministry of Defence the total travel expenses in 2008 were 1 038 106,51 euros. The 8% decrease in their case meant that the total travel expenses should not exceed 955 000 euros in the coming years. In the Table 2 below are presented the total travel expenses of the Ministry of Defence in the years 2008-2011 with the 8% goal (the figures in the table are rounded to the nearest 1000 and presented as thousands of euros). In 2009 the expenditure was 776 000 euros, in 2010 it was 796 000 euros and in 2011 it was 808 000 euros. As visible in the table, the goal of the 8% decrease was achieved during these years in the Ministry of Defence as well as in the whole of the Finnish Government. (State Treasury 2018.)

Table 1. Total travel expenses in the Ministry of Defence in euros (1000) in 2008-2011 (State Treasury 2018)

| Year | 2008 | Goal (2008-8%) | 2009 | 2010 | 2011 |
|--------------|-------------|---------------------------|-------------|-------------|-------------|
| Euros (1000) | 1 038 | 955 | 776 | 796 | 808 |

After the year 2011 the 8% decrease goal has been met only in 2013 with an expenditure of 830 000 euros. As seen in the Table 3 below, in 2012, 2016 and 2017 the travel expenses have been even more than they were in 2008. Last year the total travel expenditure in the Ministry of Defence was 1 147 000 euros, higher than in any of the previous years since 2008. (State Treasury 2018.)

Table 3. Travel expenses in the Ministry of Defence in euros (1000) in 2012-2017 (State Treasury 2018)

| Year | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Euros (1000) | 1 070 | 830 | 1 028 | 982 | 1 059 | 1 147 |

The amount of travel days has increased as well during the recent years. Last year in 2017, there were more both the domestic and foreign travel days than in any of the previ-

ous years since 2013, as stated in the Table 4 below. (State Treasury 2018.) In the Ministry of Defence's 2017 financial statement one reason for the increase of travel days from 2016 to 2017 was said to be the increased amount of international cooperation and preparations of strategic projects (Ministry of Defence 2018).

Table 4. Travel days in the Ministry of Defence in 2013-2017 (Ministry of Defence 2018)

| Year | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------------------|-------------|-------------|--------------|--------------|--------------|
| Domestic travel days | 1012 | 1047 | 1 266 | 1 191 | 1 269 |
| Foreign travel days | 1574 | 1814 | 1 813 | 1 860 | 1 913 |
| Total | 2586 | 2861 | 3 079 | 3 051 | 3 182 |

1.4 Delimitation

This thesis concentrates on the travel management of Ministry of Defence even though the same or similar changes are ongoing in the whole Finnish Government. Processes, tools and ways of working vary greatly between the ministries and therefore creating suggestions for a transition process that would suit them all would not be possible in the given time nor with my limited knowledge on the individual organisational cultures inside the Finnish Government. The theoretical framework has been delimited to business travel & tourism, business travel management and organisational change because they are the core elements of the thesis research. Organisational change includes the topics of change management and change communication, which, as discussed with the commissioner, are to our understanding, the most important factors from the personnel's point of view in any change process.

2 Literature Review

The theoretical background related to the thesis themes are discussed in this chapter. The chosen theoretical topics are business travel & tourism, business travel management and organisational change. Business travel & tourism and business travel management are explained as the context of the research and the core theoretical framework, organisational change with its subheadings change management and change communication, describe the fundamental concepts and most well known theories from these fields.

2.1 Business Travel and Tourism

Business travel or *corporate travel* is a trip that includes activities related to the visitor's work (Davidson & Cope 2003). The United Nations World Tourism Organisation (UNWTO) has in its determination of *tourism*, suggested that also the trips done in the purpose of work are *tourism* (UNWTO 2018). Davidson & Cope divide business travel between *individual business travel* and *business tourism* and those two further into eight different sectors. Presentations, consultations, investigations and one-to-one meetings are regarded as *individual business travel*, which, according to Davidson & Cope, is a form of travel which is nondiscretionary, individual, regular and a necessary feature of employment travel. Group meetings, incentive trips, exhibitions and corporate hospitality belong to *business tourism*, which Davidson & Cope describe as discretionary, occasional feature of employment and often group travel. (Davidson & Cope 2003.)

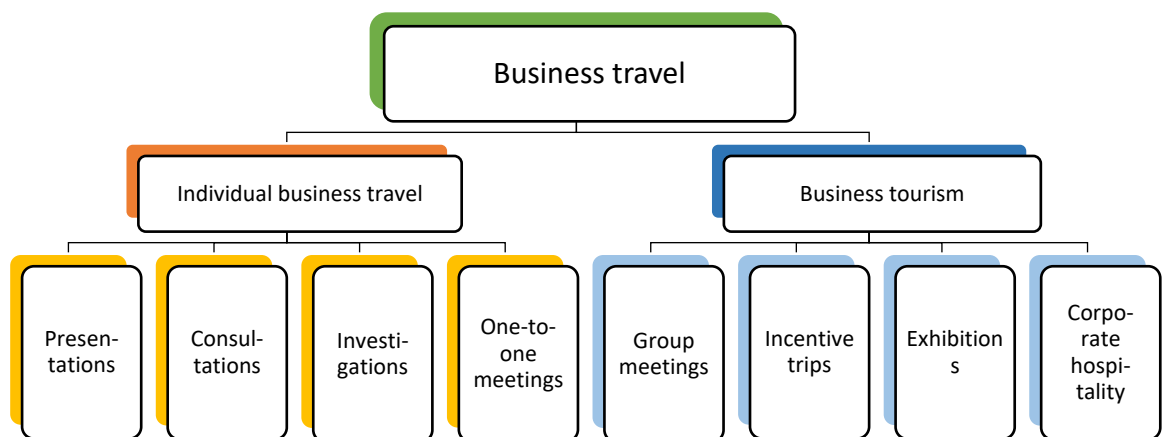


Figure 2. Business travel sectors (Davidson & Cope 2003, 4)

John Swarbrooke and Susan Horner say in their book *Business Travel and Tourism* that compared to business travel, business tourism can be considered as a broader term,

which includes all the actions and experiences of a business traveller. Within business tourism the business traveller is regarded as a *tourist*, which according to the UNWTO's determination is a *visitor* whose trip includes an overnight stay. (UNWTO 2018) Business travel on the other hand is a term focusing on the movement of the traveller rather than the activities taken during a trip and it can include both overnight stays and day trips. Nevertheless, just like Swarbrooke and Horner say, these terms overlap each other and it is no wonder that they are often used as synonyms. (Swarbrooke & Horner 2001, 3.)

2.2 Business Travel Management

Business Travel Management is an organisational function, which supports the organisation's key operations by ensuring the fluency, safety and cost-effectiveness of travel services. Additionally, it often produces information and statistics to support the organisation's management and decision-making. (FBTA 2018.) Travel management can be lead and managed completely internally by the organisation or it, or parts of it, can be outsourced to a Travel Management Company (TMC). TMCs offer usually a wider range of services compared to the traditional travel agencies (Weal 2017). A comprehensive management offered by the TMCs takes all the corporate travel stakeholders into consideration: the travellers, the procurement, risk management and safety, finance, communications, HR, environment, ICT and the organisation's management (FBTA 2011).

In the core of the travel management is the *travel management process*. Here the process is visualized according to the figure presented by Pia Degerholm in her State Central Procurement Unit Hansel Ltd presentation on Haaga-Helia's Porvoo Campus on 19.4.2014. In this figure the process is divided into seven phases, visualized in the figure 4 below. In practice the order of the phases may vary between the organisations and include specific actions not presented in the mentioned figure. Here the linear figure is for the mere description of the different actions and sectors of the process that need to be taken into consideration. Originally, the figure is used in Degerholm's material to represent the different framework agreements that Hansel Ltd has agreed on in each of the seven travel management phase. But as the figure represents the *de facto* actions that happen and solutions that need to exist when there are business travels, it was seen as a suitable model to describe the process in general as well.

In corporate life, the *planning* phase is often the first step of a trip. In many cases, it includes specific preparation procedures where a permission for the travel is obtained. This may mean for example sending a travel inquiry to a supervisor, attached with a travel and expense plan and detailed trip program. The following phase is *profile*, which means that

in order to make almost any travel bookings, each traveller needs a travel profile stating their personal information. The profile includes usually all or some of the followings: traveller's complete name, gender, birthday, nationality, passport number, contact information and possible travel related preferences such as hotel room type. The profile is often integrated into the travel management system. The self-explanatory *booking, changes and ticketing* phase represents the actions, solutions and agreements that are needed in order to get the needed tickets and bookings for the trip. Bookings can be made directly from service providers (such as airlines, hotels and car rental firms) or from a Travel Management Company. Often when there is a TMC in use, there also is a travel management system through which the bookings can be made online as a self-service. (Degerholm 2014.)

For the actual *travel/meeting*, the organisation often attains insurances and credit cards for their travellers. The TMC plays a role here also, for example by providing up to date information about the safety and security issues of a destination during the trip. Also, in case of changes during the trip, the ticket changes and new bookings are often made directly with the TMC rather than contacting the company's own Travel assistants. Besides credit cards, other *payment* related solutions are a travel account and agreements made with the TMC. *Travel & expense system* is an IT solution that is used to collect information about the travels and expenses related to them. The information is used for cost management and *reporting*. Data to the system often comes from the credit card companies, travel account, Travel Management Company and from the company's own finance. *Travel reports* support the decision making and management of the organisation. (Degerholm 2014.)

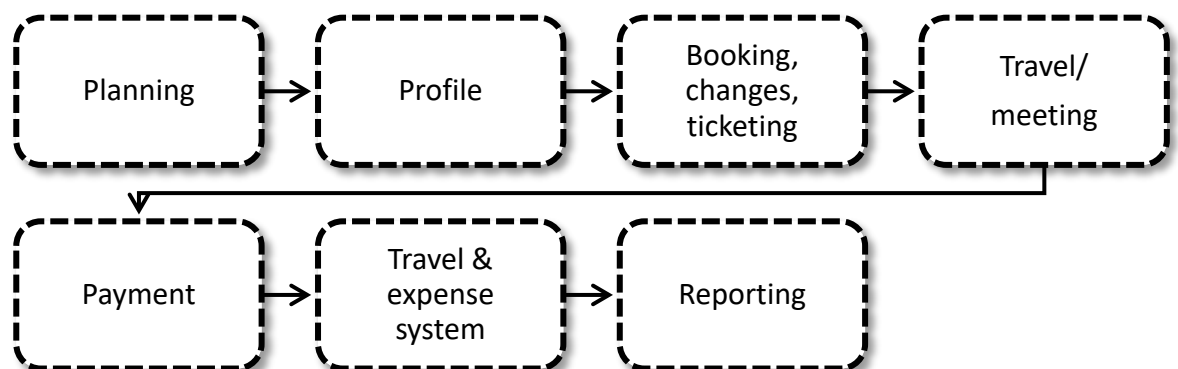


Figure 3. Travel management phases (Degerholm 2014)

Digitalization has affected dramatically the whole travel and tourism sector and the change is especially unmistakable in the way travel bookings are made today. Previously both leisure and business travellers would make their travel bookings offline by contacting

a travel agent over the phone or by visiting a travel agency. The travel agent would then give the traveller a travel suggestion and if the traveller confirmed it, the agent would then book the trip. (Edwards 2016.) Today the internet and mobile phones enable us to book and buy flight tickets, hotel rooms, travel insurance and taxi services online anywhere at anytime and according to the predictions of Phocuswright, the number of online bookings will overrun the number of offline bookings in Europe in 2017. (TNOOZ 2016.)

Digitalization is a megatrend that has had an impact on business travel management as well. Nik Fes wrote in his article from the GBTA Conference 2017, that for example some travel and tourism experts consider *robots* already “main stream”. (Fes 2017.) Indeed, even in the Ministry of Defence the travel management process will be introduced with automated robots that will do some of the travel claim checks after the trip. Swarbrooke and Horner mention that the technological innovations can have positive and/or negative impact depending on how the organizations react to the changes. Those who are able to adapt to the new digital solutions can turn the changing environment to their success but on the other hand, an excessive anticipation may turn against itself as the rapid development makes the technologies soon outdated. In addition, the very need for travel may decrease as the remote meeting and conference technologies become cheaper and easily available. (Swarbrooke & Horner 2001, 227-228.)

2.3 Organisational Change

It is said, that nothing is permanent except change. Laurie J. Mullins and Gill Christy state that, “change is an inevitable and constant feature. It is an inescapable part of both social and organisational life and we are all subject to continual change of one form or another” (Mullins & Christy 2011, 463). In this light, it is no wonder that according to Anderson & Ackerman even the change itself today is different from the change in the past. They claim that “- - change was once a contained transactional event (and easier to manage), it is now more open-ended, radical, complex, personal, and continuous.” This is especially due to the technological developments that have taken place in the market. (Anderson & Ackerman-Anderson 2001, 2.)

Organisational change may happen due to several different reasons. Mullins & Christy make a difference between external and internal forces that may affect an organisation and lead to a need to make changes. Examples of external forces mentioned are economical condition, globalisation, government intervention, legislation, politics, measure of natural resources and technological developments. Other forces are for example demands

from customers, resilience of work structure and management, friction inside the organisation and the change and shape of labour force. (Mullins & Christy 2011, 463.) Natural, internal reasons for change in an organisation are often related to the effects of time: buildings, tools and machines decay, employees retire of age or they no longer possess the needed skills. (Mullins & Christy 2011, 464.)

The linear *Drivers For Change Model* presented by Anderson & Ackerman-Anderson describes four external and three internal driver areas for change, presented in the figure 4 below. Changes happening in the external areas of environment, marketplace, business and organisation are, according to Anderson & Ackerman-Anderson, better known to organisation leaders than changes in the internal areas of culture, behaviour and mind-set. The model shows, however, that the drivers or areas are linearly connected to each other so that a change in one leads to changes in the next which affects to the one following and so on. Anderson & Ackerman-Anderson say that it is crucial for the leaders to pay attention to both external and internal drivers when they are planning an organisational change. If they fail to do so, the change will most likely fail. (Anderson & Ackerman-Anderson 2001, 16-17.)

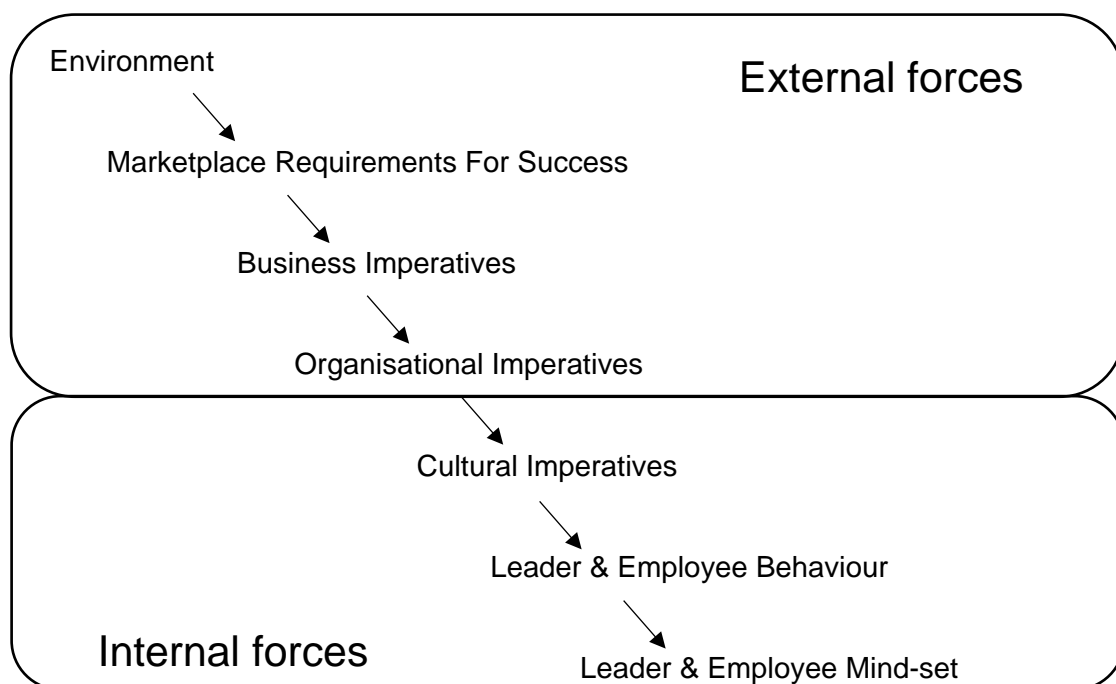


Figure 4. Adaptation of the Drivers of Change Model (Anderson & Ackerman-Anderson 2001, 17)

Two basic reasons or aims for changes are often aiming at changing the behaviour of people and/or improving the ability to adapt to external changes (Mullins & Christy 2011, 464). In order to execute a change successfully, one needs to know the type of change they are dealing with. Anderson & Ackerman-Anderson define three different change

types: developmental change, transitional change and transformational change. The types are mainly differentiated by their scope and depth. Developmental change is the smallest and easiest to execute of the three and represents a change, which aims at improving something that already exists in an organisation. It can be an improvement of skills, knowledge, practice or performance of individuals, groups or the whole organisation, and it can be executed for example in the form of training, skill development, communications or process improvements. (Anderson & Ackerman-Anderson 2001, 33-34.)

Transitional change responds to the movements of the environment or to the internal needs of improvements by replacing what exists with something different. It is bigger in scale and harder in nature compared to the developmental change and requires a capability of letting go of the old and familiar. The main motivation to do a transitional change is to repair a problem or seize an opportunity and transitional change often focuses on re-designing strategy, structures, processes, technology or work practices. Transitional changes are designed against a criteria and can be successfully managed as scheduled projects. (Anderson & Ackerman-Anderson 2001, 33, 35-36.)

The most profound type of change is a transformational change. Anderson & Ackerman-Anderson state that the main motivation for transformational change is survival; the organisation either changes or suffers from major struggles (or loses a great opportunity). The greatest difference from transitional change is, however, the human factors and how much they need focus. In transformational change the new way of working means that for example new technology forces people to change completely how they behave, it changes the job itself, and effects on how the people should view their lives, customers and work. Characteristic for transformational change is also that the actual form of the "new way of working" may be unknown when the process starts. It develops during the change and emerges from the possible chaos that the external and internal demands created. It is important for the leaders to realise that without a deep "self-awareness", possibly new organisational identity, and a dialogue throughout the organisation, a transformational change will most likely fail. (Anderson & Ackerman-Anderson 2001, 37-41.)

2.3.1 Resistance

Change processes cause different kinds of reactions in the affected people. Contrary to the common belief, that people resist change in general for the sake of change, is the notion that people actually like changes that make things better. The negative attitudes are often caused by a presumption that the change will bring personal losses. Negative first

reactions to changes may be uncertainty, frustration and fear, which may show as resisting or defensive behaviour towards changes. (Mullins & Christy 2011, 468-469, 473.) Often the reasons for negative reactions and emotions are previous bad experiences of changes, fear of one's position or status, fear that the change brings more work, fear that the change affects to one's economic situation, and fear that the change creates uncertainty and chaos. (Richmond & al., 2013, 148-149.)

The level of resistance is dependent on the emotional reactions. Therefore, it is crucial for the change leaders to understand where these emotions and reactions spring from. Understanding personnel's inner motivations, emotions and general human psychology, the leaders are able to provide the adequate support and encouragement to the affected people. (Franklin 2014, 202.) This, in turn, is vital for the success of the change as people are the most important factor in change management. One key remark in managing people during change is that both positive and negative emotions and reactions towards change are natural. This is due to the notion that what actually changes in organisational changes, is the individual people and their behaviour, rather than the organisation, its teams or groups. When people change, the latter will change too. (Mullins & Christy 2011, 473.)

Resistance as such should not be seen only as a negative phenomenon but as an opportunity for the management to reflect the made decisions and changes at hand. Management's constructive response to the resistance and reflection of possible alternative solutions may improve the image of management in the eyes of employees. Kotter & Schlesinger (2008) have identified six additional ways to control resistance: education and communication, participation, facilitation and support, negotiation and agreement, manipulation and co-optation, and coercion. With education and communication, it is possible to correct misunderstandings but it is useful to notice that if the atmosphere is negative and there is mistrust towards the management, up to down communication may not work in favour for the change. Participation gives people the chance to get involved with the change process and therefore they will be more likely committed to it. If there are negative feelings towards the change training, counselling and other forms of support may help the employees to cope during the change and finally adapt to it. When a powerful group resists the change, negotiation and agreement may be put in use. Manipulation, co-optation and coercion should be used only if it is not possible to use any other approach. Manipulation may mean for example not telling crucial information to the affected groups and co-optation means that the resisters are involved in the change by giving them power in it. Even though coercion can be efficient way to stop resistance, it may be harmful for the future by affecting the level of commitment in the future. (McKenna 2012, 579-580.)

2.3.2 Change Management

According to Karr et al., a “successful change is managed change” (Carr & al. 1996, 36). Change management provides structure and guidelines for the preparation and implementation of changes. (Murthy 2007, 22.) It aims at securing the success of changes and enduring the gained benefits. (Mind Tools 2018.) Due to the differences between organisations, their leadership styles and cultures, each organisation must find or create a change management solution that best fits their individual needs. (Carr & al. 1996.)

Bennett (1983, in Burnes 2004) states that in order to conduct a successful change, the change management style needs to be selected with care of all the alternative solutions and the implementation needs to be planned based on an analysis of the current state of affairs. (Burnes 2004, 983.) Crucial for the success is also the participation and involvement of all the people and stakeholders that are affected by the change (Franklin 2014, 2). Additionally, motivation towards change may be significantly lower without an individual sense of necessity for the change. (Burnes 2004, 983-984.)

One of the most well known approaches to a successful change management is Kurt Lewin’s 3-Step Model. The model is often taken as an independent theory, but as Burnes states, Lewin himself originally saw it as one of the four elements of his Planned Approach to Change. The other theories in his approach are Field Theory, Group Dynamics and Action Research. (Burnes 2004, 985.) Lewin has determined two requirements for successful change and his Planned Approach is developed to execute them. The first requirement of analysing and understanding how social groups are formed, motivated and maintained is done with the help of Field Theory and Group Dynamics. The second requirement of changing the behaviour of social groups is executed with the help of Action Research and 3-Step Model of Change. (Burnes 2004, 986.) In this section, however, only the 3-step Model will be described in detail.

According to Lewin’s 3-Step Model, a successful change process has 3 steps for behaviour modification: *unfreezing*, *movement* and *re-freezing*. In the first phase, *unfreezing* means that the current situation needs to be destabilized. Lewin argues in his Force Field Analysis that, “the stability of human behaviour was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces” (Burnes 2004). In this light, Lewin argues, that in order to create any change, this balance needs to be disturbed. (Connelly 2017.) In this phase, information about the current situation is collected and the need for change and improvements are identified. (Mullins & Christy 2011, 466.) It is important in this phase to make sure that the personnel understands the importance of

change and how it will affect them. During the *movement* phase happens the creation of new behaviour and the actual implementation of changes takes place. The last phase, *refreezing*, is when the actions stabilising the change happens. This means making the new way of working solid so that it is not possible to revert to the old. (McKenna 2012, 566-567.) In the figure 5 below, are presented Lewin's 3 steps and detailed components determined by French et al., as adapted by Mullins & Christy (Mullins & Christy 2011, 466).

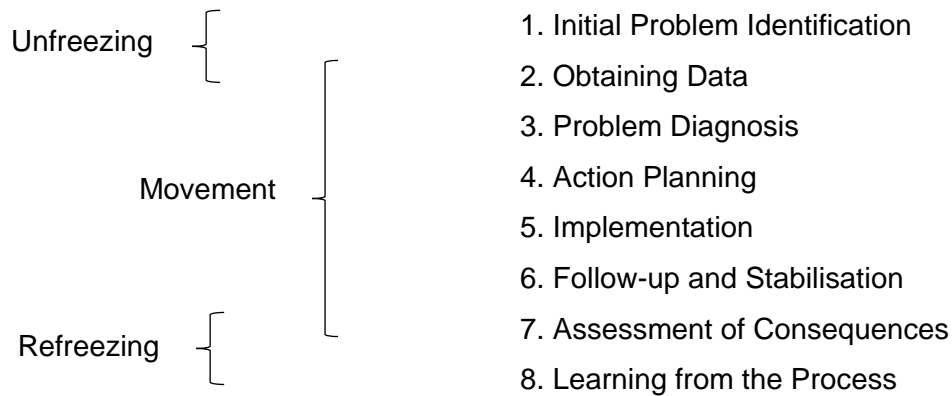


Figure 5. Lewin's 3-Step Model and the 8 components added by French & al. (Mullins & Christy 2011, 466)

Another well-known model for change management is an 8-step model created by John. P. Kotter. In his model, Kotter has identified eight steps and divided them into four phases as listed below.

Preparation

1. Create a sense of urgency
2. Form a leading group of people

Decision making

3. Create a strategy and a vision for the change

Executing

4. Communicate the vision
5. Empower others and remove obstacles
6. Create short-term wins
7. Do not give up

Anchoring

8. Create a new culture

During the first step of the *preparation phase*, a sense of urgency must be created. In other words, the need for change and rapid actions must be made visible to others as

well. During the second step a leading group must be formed. This group of people should possess the skills of leadership, communication, authority, trustworthiness and analysing but also have assimilated the sense of urgency. In order to create a strategy and a vision for the change, the differences between the past and the future should be examined during the *decision making* phase. (Kotter & Rathgeber 2008, 125.) It is also important to make sure that the visions are “sensible, clear and uplifting, and sets strategies” (Mullins & Christy 2011, 471).

The fourth, *executing*, phase aims at making the vision true. First, the vision must be marketed so that the people understand it and are ready to accept it. Well communicated vision increases commitment. After that, the people should be empowered to freely make the vision true by removing any obstacles from their way. At this point is important to create short-term wins to, as Mullins & Christy put it, “provide credibility, resources and momentum for the overall effort.” After the short-term wins, the momentum must be maintained and changes must be implemented one after another in order to make the vision true. The last phase is *anchoring*, which means that the organisation must stick to the new habits in order to make the new state of affairs strong enough to become the “new normal”. (Mullins & Christy 2011, 471.) (Kotter & Rathgeber 2008, 126-127.)

2.3.3 Change Communication

In today's theories, communication is not just the technical process, where information moves from a sender to a receiver, but also a mechanism that is used to create, maintain and handle meanings. (Åberg 2000, 19-20.) Earlier, the communication process was seen linear: succeeded communication meant that the message was received and understood exactly in the same way as the sender intended it. Today, rather than just being a simple copying process, communication is seen as an interactive and coincidental process where the receiver gives the message a meaning regardless of the intentions or actions of the sender (Åberg 2000, 27-28, 33.) and it has been noted that, communication has a strong role in creating and strengthening community inside cultures (Kunelius 1997, in Juholin 2009, 20).

Communication style can be informal (planned, official) or formal (spontaneous, unofficial) and the communication type can be verbal, written or nonverbal. The rapid development of technologies has brought many new solutions for communicating which are generally referred to as information and communication technology, commonly ICT. (McKenna 2012, 176-178.)

Change communication is part of strategic communication and leadership (Juholin 2009, 320) under the broader term of *community communication*. This term in Finland means *managed communication*, which aims at advancing the vision, strategy and goals of the organisation. In the University of Jyväskylä the topic includes not just the formal external communications such as public relations, marketing and influencing but also the formal internal communications, organisational behaviour, organisational leadership and change communication. *Organisational communication* instead includes both formal and informal communication that takes place in and organisation. (Juholin 2009, 22-23.) It is good to notice that in the United States, *organisational communication* is often regarded as *only internal communication* and external communication may be referred to with several different terms such as public relations, corporate communication, public affairs and marketing (Juholin 2009, 25).

As stated earlier, change is constant and we are all the time subject to change in both social and organisational life (Mullins & Christy 2011, 463). According to Åberg, it is important to constantly communicate about change even though it would seem that there is nothing to communicate about. If there is no fact based information available about the change at hand, the “news vacuum” will be filled with rumours. (Åberg 2006, 131-132.) It is useful to realise that during change processes the informal forms of communication (rumours, corridor talks and chats) become highly active because individuals are naturally eager to seek hidden reasons and tend to understand messages incorrectly. Because it is impossible to fully control the informal communication (Dawson & Andriopoulos 2014, 97.) the importance of controlled formal change communication becomes even greater.

When changes happen, there is a great need for information. With change communications, organisations are able to create preconditions for change by increasing understanding of what is going to happen and why, what are the challenges and what has already been accomplished (Juholin 2009, 320). It is important to also tell which things cannot be told about and why they cannot be told about (Åberg 2006, 132).

According to Juholin (2009, 323) the core targets of change communication are:

- Personnel understands why change is happening and why it is crucial to execute it.
- Personnel has all the time sufficient amount of information on how the process is going.
- Work community has enough forums where questions related to the change can be discussed in constructive manner.
- Organisation is able to utilise its personnel’s expertise through proper conversation forums.

The key principles of change management are openness, continuity, interaction, and consistency of contents. It is important to inform about the change at an early stage because the people will hear about the news anyway at some point. Openness helps to avoid the “news vacuum” and it gives the personnel time to adapt. (Juholin 2009, 336-337.) According to Dawson & Andriopoulos, change communication is commonly seen as one of the main factors that affect to the success of a change process (Dawson & Andriopoulos 2014, 97). Carr & al. also say:

“The amount of effort that can successfully be put into communication is often underestimated. As well as providing people with information, communication is an essential prerequisite to changing attitudes and behaviour, ways of work, relationships, and so on, all of which are likely to be necessary to fundamental change” (Carr & al. 1996, 79).

Programmatic approach to change communication strategy means that the communication is a downward process where the management has the power to make the people to follow the given messages of change. According to Russ, the right message through the right channel at the right time can reduce the resistance towards change. (Russ 2008 in Dawson & Andriopoulos 2014, 99.) Programmatic approach uses *reactive communication*, which concentrates on explaining what has already happened, often in formal written form. According to Juholin, reactive communication never fully satisfies the personnel's need for information and may therefore lead to cynicism towards the management and create resistance towards the change. (Juholin 2009, 331-332.)

On the contrary, *participatory approach* highlights the involvement and input of employees in the change process (Russ 2008 in Dawson & Andriopoulos 2014, 99). Participative approach uses *proactive communication*, which is interactive and aims at preparing for the changing situations in advance. Unlike reactive communication, it does not try to sell readymade ideas but instead encourages the work community to find those ideas themselves. (Juholin 2009, 332.) Both of these approaches focus on minimizing the resistance and disturbances to the change process, but with participative approach there is more dialogue and active participation. (Russ 2008 in Dawson & Andriopoulos 2014, 99) They also share the common aim to control or effect on how people think. In change situations the programmatic and reactive communication does not however often work, because people want to participate in situations that effect on their lives and they are often sceptic about things that they do not fully understand. (Juholin 2009, 332.)

The Communication Wheel, created by Goodman & Truss, visualizes the things that effect

on the selection of the most suitable mixture of media, approach, channel and message, i.e. the communication method. The method needs to be reflected against the organisational context, the purpose of the communication, employee response and change programme characteristics. (Goodman & Truss 2004, in Dawson & Andropoulos 2014, 99-100.)

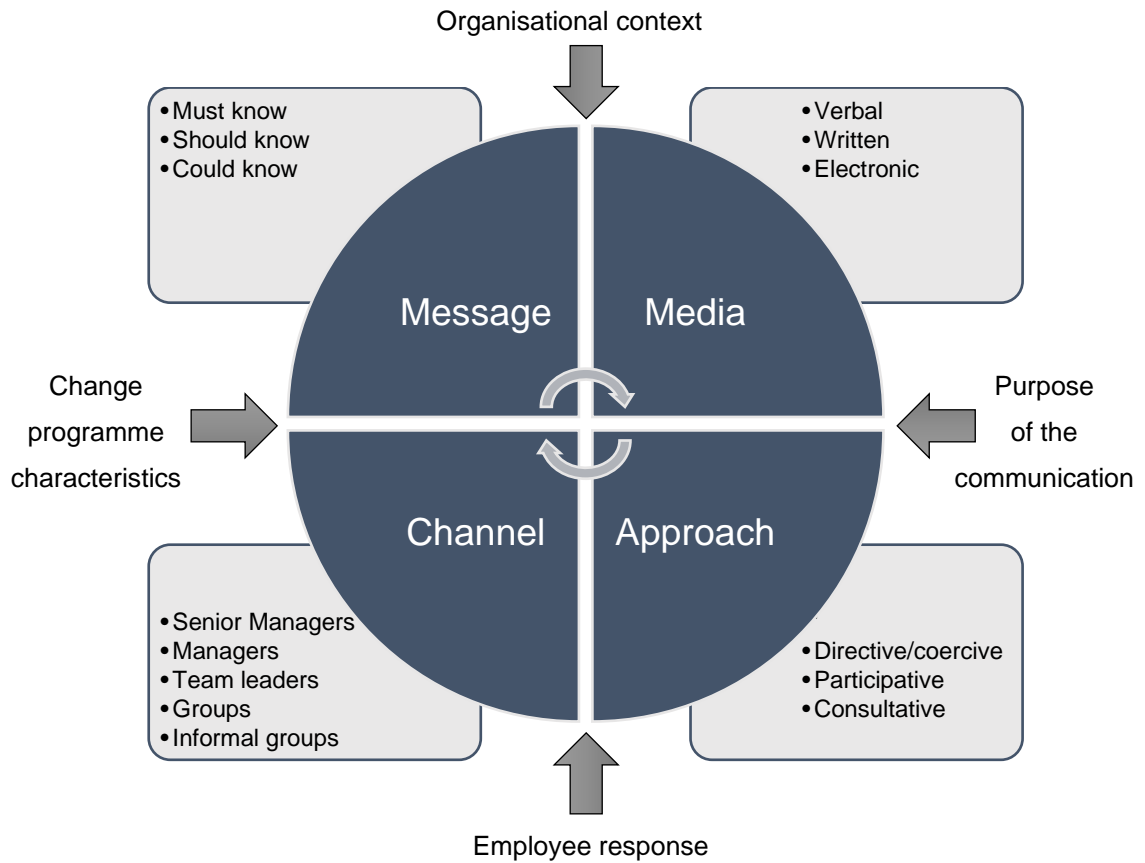


Figure 6. Change communication wheel (as adapted from Goodman, J. & Truss 2004 by Dawson & Andriopoulos 2014, 101)

3 Empirical Part

This chapter describes the research, its objective, methodology, how the research was implemented, how the data was analysed, and what were the results of the research. Results of each interviewed group are described in detail in their own subchapter under Research Results.

3.1 Research Objective and Background

The objective of the research was to find answers to the research questions. The research questions were formed based on the need indicated by the ministry's Travel Manager Minna Torppa. She wanted to find out what the ministry's travellers think about the current travel management process, how they see the self-booking and how the ministry could prepare for the transition process. Torppa wanted to anticipate the future since the change from the use of Travel assistants to self-managed travels is going to be a big change to the travellers despite its voluntary nature. As Minna Torppa did not have the time herself to conduct a research or have discussion sessions at this point with the travellers, a qualitative Bachelor's thesis fit Torppa's needs very well.

Based on the information given by Torppa about the current situation and need, the following three research questions were formed:

- How could the Ministry of Defence prepare for the upcoming transition process?
- What is the Ministry's travellers' experience of the current travel booking process?
- How similar changes were executed in other organizations?
- What experiences do other business travellers have from similar changes?

In order to find answers to these questions, several groups of people were interviewed. Based on the findings of the interviews, a general list of recommendations on what should be taken into consideration in the upcoming transition process was created. The list of recommendations is presented in the chapter 4.1 Conclusions. The recommendation was created for the use of Ministry of Defence's Travel Manager Minna Torppa and it is meant to help in the planning of the transition process rather than act as a complete or systematic instructions for the change process. Undoubtedly, such instructions would be useful but as the ministry as an organisation is relevantly big and formed of several smaller units with different kinds of working cultures, creating instructions that would fit them all would be rather difficult for a person outside the organisation. Hence, a general recommendation for the preparations before the actual change process was seen to be more of use in this case. How and what parts of the recommendation will actually be applied is entirely in the consideration of the commissioner.

3.2 Methodology

The methodology used in this research was qualitative semi-structured interviews. The same method was used for benchmarking with other organisations and to collect background information about Amadeus cytric Travel & Expense online booking system and Carlson Wagonlit's plans regarding implementation of the system in the Ministry of Defence. Information about the Ministry of Defence's travel expenses and other specifically travel related background information, which is presented in empirical parts section 3.5.1, was collected from public online sources such as the Ministry of Defence's financial statements and National Treasury's Netra-service.

Semi-structured interview fits in qualitative researches which purpose is to find out in-depth answers to questions about pre-defined topics. There can be different types of questions in a semi-structured interview. Structured questions are closed, specific and the answer options are pre-defined. In a semi-structured interview, such questions can be for example demographic questions about the interviewee or the organisation at hand. Open-ended questions are however, the most common question types. They do not have ready-made answer options, which enables the interviewee to give a more in-depth answer. With a semi-structured interview, it is possible to ask additional questions during the interview and the questions do not need to be asked in the same order between the interviewees. (Drake & Salmi 2018.)

A semi-structured interview was selected as the research method because one of the aims was to map out the travellers' thoughts and feelings and a semi-structured interview would give them a chance to express themselves freely. Additionally, because the interviewees were known to be busy and receive many emails, it was thought, that it would be more pleasant and interesting for them to take part in a face-to-face interview rather than answering an online survey.

3.3 Implementation

Information about the current travels of the Ministry of Defence was collected by interviewing Ministry of Defence's Travel Manager Minna Torppa, collecting data from the Ministry of Defence's financial statements and from the reports in the National Treasury's Netra-service. The financial statements were available on the Ministry of Defence's website and the detailed numbers about the travels from years 2008-2012 were available at the Netra-service. State Treasury's Development Director Helena Kanervo pointed out the correct reports in the Netra-service.

All of the research interviews were conducted between 2nd of March and 27th of March 2018 and the research questions were sent out to the interviewees before each interview. The preferred interview method was face-to-face but the possibility to do the interview over the phone or via Skype connection was also given. All the interviews were voice recorded and supporting written notes were made during the interviews.

Table 2 Interviewed groups and their purposes

| Interviewed group | Purpose | Number of people |
|--|-----------------------------------|-------------------------|
| Amadeus Finland Oy | Background information | 1 |
| Carlson Wagonlit Travel | Background information | 2 |
| Ministry of Defence's travellers | Research | 7 |
| Ministry of Defence's Travel assistants | Research | 4 |
| Ministry of Defence's Travel Manager | Research & background information | 1 |
| Finnish Defence Forces' travellers | Research | 4 |
| Finnish Defence Forces' Travel Manager or equivalent personnel | Research | 2 |
| Other organisations (3 in total) | Research | 4 |

Essential background information about the Ministry of Defence's travel management and travel related stakeholders was collected by interviewing the ministry's Travel Manager Minna Torppa and the representatives from Amadeus Finland Oy and Carlson Wagonlit Travel. Janne Aarniovuori, the director of Business Travel at Amadeus Finland Oy, introduced the new Amadeus cytric Travel & Expense online booking system first by describing its core features over a phone conversation and later through a demo session at the Defence Ministry. Carlson Wagonlit Travel provided information about the implementation plans they had for the Amadeus cytric Travel & Expense system.

The Ministry of Defence's travellers and Travel assistants were interviewed to get a thorough view of the current travel booking situation in the Ministry of Defence and to map out the travellers' mind set towards self-managed travel booking and changes in general. Three Travel assistants were invited to the interviews based on their agreement given in a Travel assistants' meeting that was held at the end of January 2018. The meeting was between the Travel assistants and Minna Torppa and I was invited there to introduce my thesis. In the same meeting, the Travel assistants were asked to give names of the travellers, who would be most likely willing to participate in an interview and who would most likely

have something to say about the topic. Based on the name lists provided by the Travel assistants, an email invitation was sent to 8 travellers and interviews were agreed with 7 of them. On top of the three originally invited Travel assistants, fourth assistant agreed to be interviewed after our discussions at the ministry. Thereby, a total of 4 Travel assistants were interviewed. Among the 7 interviewed travellers there were officials from different departments and units as well as from different hierarchy levels.

Travellers from the Finnish Defence Forces were interviewed to map out the experiences of the travellers who had already undergone a similar transition process from bookings made by the travel assistant to self-managed bookings. Four travellers responded to the email invitation that was sent out inside the Defence Forces by Senior Administrator Lilja Lehtimäki.

Examples of changes in travel management processes and change implementation practices were collected by benchmarking with other organisations, which were known to have many travels and recent changes in their travel management process. Invitations to interviews were sent out to the travel managers or equivalent personnel of 5 organisations and interviews were agreed with 4 of them. Finnish Defence Forces was one of the interviewed organisations and a research permission AO3425, 693/12.04.01/2018 was granted by the HR Department of the Defence Command on 26.2.2018 (see appendices). It was agreed, that the interviews are fully anonymous and therefore the names of the other organisations, names of the interviewees and their positions are not mentioned.

3.4 Data Analysis

Before the analysis of the interview data, the voice recordings were re-listened and compared to the notes that were written during the interviews. The written notes were corrected where needed according to the recordings. The original answers were then combined together group by group, question by question. For example the answers from the Ministry of Defence's travellers were put together under each question.

The analysis method of the research data was a content analysis where the similarities and differences between the answers to a certain question were collected into a summary. Additional comments that were given during the interviews were also included in the summaries. The summaries were written according to the interview answers and they do not include researcher's interpretation. The research results present these summaries under each interviewed group more or less in the same order with the original interview questions.

This data analysis method was selected because it enabled the creation of the list of recommendations. The recommendations were collected from the answer summaries by simplifying the main points of each summary. The simplified sentences were then collected under corresponding categories. The list of recommendations is presented in this categorised form in the subchapter 4.1 Conclusions.

3.5 Research Results

The research results are presented in this section. The results from the interviews are described in each of their own subchapter and the comments on the Amadeus cytric Travel & Expense Quick Cards are described in the last subchapter.

3.5.1 Finnish Defence Forces' Travellers

From the total number of three interviewed persons one belonged to the age group of 36-45 years, one to the 46-55 years and one to the 56-66 years. All of the respondents had travelled for business more than 15 years. The average amount of travels each of the respondents did in a year was 15 travels. Two of the respondents travelled more inside Finland and one travelled more abroad.

Two of the respondents made their travel bookings to abroad both online (self-service) and offline (TMC). Simple and easy trips were made online and group trips and/or trips with challenging routes were done offline by sending an email. These two respondents made domestic bookings online. One of the respondents made all of the bookings offline (abroad and domestic) by calling to the TMC or to the service provider. Reasons for the latter were that the respondent prefers communicating with a real person, does not have time to make the bookings her/himself, has trust for the TMC's professionals, and uses her/his own car due to the remote location of her/his home.

All the of the respondents were satisfied or mainly satisfied with their chosen booking method. It was said that the online booking system was fairly fast and that the TMC's employees were seen professional. The respondent who used only TMC services was very satisfied but the other two respondents mentioned some issues with the online booking. Some of the State's Framework Agreement hotels were said to be sometimes far away from the venues and once this issue had forced the traveller to book a room directly from another hotel. Booking directly from a hotel was not seen difficult but it meant that the traveller had to remember to mention the deviant booking method in the travel plan. It was also seen problematic that when it came to the Finnish hotels, the online booking system

did not always show the correct State's Framework Agreement hotel room prices. Dissatisfaction was caused also by the TMC's online portal, which did not offer the possibility to book a certain seat on a train but a seat had to always be booked offline. It was also mentioned that one had to be careful with the bookings made by the TMC, for example one needs to remember to check that luggage is added to each leg of the journey.

When asked, what kind of properties a good online booking system should have, the most frequently used descriptive words were *simple, clear, easy to use, reliable* and *intuitive*. With intuitive the respondents meant that the system should guide the travel booker forward and help her/him to book travels according to the rules and guidelines. In other words, the knowledge and expertise of a travel assistant should be inside the system. It should also prevent making mistakes and remember previous searches and preferences. The system should be easy to use with any device and be available from any network. There should be sufficient amount of travel services available and the system should show also others than just framework agreement hotels and flights.

Several major changes inside the Finnish Defence Forces were executed along the Finnish Defence Reform during the years 2012-2015. The key causes for the reform, as mentioned in the Finnish Defence and Security Policy 2012 report, were "the rising operational costs, defence materiel becoming obsolete and smaller age groups in national service." The main goals mentioned in the same report were centralising "the Defence Forces' intelligence, logistics and support functions as well as research and planning. The number of personnel will be reduced and wartime troop strengths will decrease. At the same time unnecessary premises will be closed." (Prime Minister's Office 2013, 106-107.) Along the reform, the Finnish Defence Forces' travel management was centralised to a service centre and the travellers started to make their travel arrangements themselves.

The interviewees were asked to describe their experiences and thoughts of change communication before the changes with the travel management brought by the Defence Reform, what kind of training did they receive for the self-booking and what kind of materials were provided to support it. It was said that the change communication before and during the Defence Reform was not very successful in general but rather confusing and it lacked detailed description about what the changes meant in practice for an individual. It was also said, that the change communication was not very visible. I.e. the respondents did not remember receiving or seeing any specific change communication but it was also mentioned, that this experience did not necessarily mean that change communication did not exist; one of the respondents indeed said that she/he does not have time in general to get familiar with handouts.

According to the responses, the training of the self-booking was conducted with the help of travel assistants or other personnel who showed in practice how the bookings were made. In some cases it was a requirement that the first self-managed booking was done with a travel assistant and only after that the traveller could start making bookings independently, starting with domestic travels. The role of the travel assistants was seen central for the training process and their training's goal was to ensure that the travellers became aware of the travel related rules, contract prices and how to find them from the booking system. The technical skills of the travellers were never doubted. Supporting training materials that were used during the Defence Reform were written electronic printable instructions, which included step-by-step screen shots of the booking phases. However, it was said that the materials included errors because they were made by someone who was not familiar with the booking process. As a comment to this it was said that the instructions should have been made with care from the beginning, rather than put something together in a hurry.

As comments to the trainings and material, the respondents said that group trainings in a classroom environment with PowerPoint presentations are extremely inefficient. Training videos or recordings and interactive demo environments where the traveller could practice the booking in her/his own pace, were mentioned as examples of useful and functional training methods. It was also said, that there should be several different training methods available as people learn in different ways. Instructions, which include screenshots of the process, were seen as a good support material to the instruction videos. Additionally it was said that the words and terms in the interactive environments and software should correspond to the user reality. The trainings should also be started already before the change has taken place.

When asked how the changes within the travel management affected the travellers' everyday work, it was said that the travel booking is not in a big issue at the moment but for example safety during the travels is discussed often. However, it was also said that today the travellers spend time completing irrelevant tasks at the core work's expense. The respondent doubted if the actual costs of self-booking had really been calculated and estimated that for an inexperienced traveller it takes 30 minutes to complete a travel booking when an experienced travel professional completes the task in 10 minutes with a lower salary. Self-booking was described as independent work and it enables the traveller to get exactly what is needed. On the other hand, it was said that despite the self-booking was the primary booking method, the travellers also need to use TMC services when booking

group travels to ensure that for example hotel rooms are booked cost efficiently (two persons in one room).

The respondents were mainly satisfied with the whole travel management process but several issues and development ideas were pointed out. One issue was seen with the steering and guidance of the travel management process. It was said, that the whole process was quite easy for those who travel a lot but those who travel more seldom were left relevantly alone especially if the trip required special arrangements. The travel management process was on the other hand seen to take a lot from the more experienced travellers as well, if the trip included several destinations and required the use of travel account, company credit card, traveller's credit card and cash. At the moment the travellers break down the VATs in the travel claim and one of the respondents asked was this task really the travellers' job to do? The other respondents criticized the travel claim due to the requirement of scanning the receipts. This was seen unnecessary bureaucracy and inefficient use of valuable working hours. One respondent believed that occasional random sampling of the travel claims could be more cost-efficient than the current detailed controlling of every single receipt. If the reason for these detailed controls was to catch misuse of state funds, the price tag of these catches was seen too high. The booking was seen as a rather disconnected part of the process and would need to be better integrated to the whole process, for example with the help of artificial intelligence (AI) so that data between the software would move better and the amount of human effort could be decreased. The organisation was seen to miss an "up to date person", who could be contacted about any travel related questions, who would know the latest changes in the government steering and in the outside world starting from the vaccinations.

When asked what the respondents wish that their organisation had done differently with the travel related changes, it was said that the checking of the receipts and travel claim should have been left out. Even though the foreign country travels are planned and accepted during the previous year, they need to also be accepted by the supervisor and then again by the service centre. Only after this, the traveller can book the trip. Processes like this take a lot of everyone's time. It was also said that it needs to be clearly instructed who can use the travel assistants' services, if someone can. Changes need to be communicated early enough and the key message should be about the practical changes and what they mean to the individuals. One respondent thought that perhaps it had not been seen that the paper version of the travel plan and travel claim had been very simple compared to the current digital version. The traveller was able to add several business trips to one travel plan, which then turned into a travel claim. Today, the traveller has to insert every single trip separately to the system and each of them need to be accepted by the

supervisor. In a week this makes 5 travel proposals and 5 travel claims. It was also mentioned, that the number of travel proposals and travel claims could be decreased by booking a hotel room instead of going home for the night.

The interviewees were asked what things should be taken into consideration especially from the officials' point of view in a transition process such as the one that will take place in the Ministry of Defence and what tips would they give for it. Support was mentioned as an important feature in order to make sure that the travellers are aware what they are allowed to do and what things they can decide on their own. Support should also be reachable over the phone. The role of the travel assistants should be made clear to all, for example will this service still be available to some (the top level management for example) and what will their role be in the transition phase. If the self-booking is to be selected as the new model, it should apply equally to everyone and no one should receive special treatment. One respondent recommended introducing the self-booking first as a volunteer method for those who are capable and eager to do arrangements themselves. Yet, there was another, who did not understand the volunteer method at all and recommended to cancel the whole transition. To her/his opinion, if the goal was to create savings with cutting the travel assistant services, they should be cut down completely and the self-booking should be mandatory to everyone. On the other hand he/she said that using only self-service would be a poor model because it takes so much more time compared to the use of a travel assistant or a TMC. The Ministry of Defence should analyse how the implementation of self-booking will affect to the working in the ministry. It was recommended to prepare and plan how AI and integration could be implemented.

Additional comments were given about the Government's Travel Rule and State Framework Agreement. The Travel Rule should give a possibility to include/connect days off with the business trips more easily especially if including days off would mean cheaper travel expenses in total. It was also said, that the workload had increased due to the different rationalisation actions and there is less time for the secondary (travel related) tasks.

This subchapter was reviewed by the Finnish Defence Forces' representatives Senior Administrator Lilja Lehtimäki and Travel Services' Sector Manager Meri Varhimo. They wanted to point out three things from the answers:

Page 25: *"At the moment the travellers break down the VATs in the travel claim and one of the respondents asked was this task really the travellers' job to do?"*

- The system breaks down the VATs automatically according to the sums. (Varhimo 3.5.2018.)

Page 26: *“Even though the foreign country travels are planned and accepted during the previous year, they need to also be accepted by the supervisor and then again by the service centre. Only after this, the traveller can book the trip.”*

- After the supervisor has accepted the travels, the traveller can book them right away. The service centre steps in only after the travel claim is send to them. (Lehtimäki 27.4.2018.)

Page 26: *“Today, the traveller has to insert every single trip separately to the system and each of them need to be accepted by the supervisor. In a week this makes 5 travel proposals and 5 travel claims. It was also mentioned, that the number of travel proposals and travel claims could be decreased by booking a hotel room instead of going home for the night.”*

- The respondent was not aware that these kinds of travels are recommended to be included in a single travel claim. (Lehtimäki 27.4.2018.)

3.5.2 Travel Management and Changes in Other Organisations

There were 6 persons from 4 organisations that were interviewed. In order to get an answer to all of the questions, two representatives from two of the organisations were interviewed instead of the planned one representative per organisation.

The number of personnel in the interviewed organisations varied between 2500 people and 12 000 people but in three out of four the number of domestic personnel was less than 5000 people. Two of the organisations operated globally. The annual travel expenditure varied from a domestic expenditure of 5,5 million euros to 40 million euros of global expenditure.

The organisations follow different kinds of rules in their travel management. One of the interviewed organisations follows the State Travel Regulations (Valtion matkustussääntö) and their own norms, which are identical to everyone in the organisation. The other three follow equivalent rules of their own. On top of their own travel rule, these organisations have separate guidelines and instructions for the practical use of travel services and booking tools. These instructions are in some cases tailored according to the user group's needs and the organisations that operate globally have country specific rules and instructions. The rules, norms and instructions were created by either the procurement department, the HR department, development department or a centralised service centre, often in cooperation with the travel management and top management. It was said that it is important that the rules come officially from the top-level management.

The compliance of a travel rule was mainly followed with controlling the occurred travel expenses. In some organisations a travel permission needs to be obtained before a trip and this was seen as one way to follow the compliance. One of the organisations relied mainly to the reports given by the procurement department and the TMC. Practically in this case the TMC informs the organisation's travel management if a traveller tries for example book tickets, which are not allowed by the travel rule. Reports from the travel agencies and hotels were used in other organisations as well.

All of the organisations had personnel, whose job included travel assistant's tasks such as managing travel bookings, controlling travel expenses, and handling insurance and credit card matters. In most of the organisations the travel assistant's tasks were only one part of the assistant's (or equivalent's) job description. However, at least one of the organisations had their own travel team, which included also full time travel assistants. The reason why full time travel assistants still exist in this organisation is that there is a great number of visitors and guests in a year whose travel arrangements need to be managed by the travel team because they do not have access to the same self-service systems with the personnel. The personnel however, books their travels mainly themselves by using the online-booking tool and this was the case in the other organisations as well. The total online utilisation degree of the travel bookings (in domestic operations) between the organisations varied between 55% and 85%. Things that were mentioned affecting the online degree were the destination, user's age and IT skills or IT mind-set. Simple bookings such as flights inside Europe, were mainly done online but flights to other continents or difficult locations were done offline by contacting the TMC.

All of the organisations had gone through changes during the past 5 years that had affected the travel management as well. In one of the organisations, the big change was creating the actual travel management for the organisation. Before the change (selecting a global TMC, creating a global travel rule, and implementing reporting), the organisation had several contracts with different service providers in each operating country and the compliance of a general travel policy was not monitored. Another organisation had gone through a similar change where common travel services, travel rules and processes were implemented globally. Two of the organisations had gone through a major organisational change and changes in the travel management were only one part of it. In both of them, the number of travel assistants was cut down and self-booking was introduced to the personnel but only in the other organisation self-booking was given as the only booking method. One organisation had changed their travel management process so that the trav-

ellers no longer had to calculate the VATs in their travel claims but this task was transferred to the finance department. The cut down of the travel assistants in one of the organisations was due to a separation of different administrative tasks, for example so that one person took care of HR matters and another of travel related tasks. Previously, different units had had “general administrative assistants” whose work included a mixture of different administrative tasks. A reason for the separation was that it enabled the worker to concentrate on one field of expertise and for example in the travel management, it enabled equal treatment of the travellers, i.e. there were less people interpreting the travel rules in their own way. The same organisation had also given up of the use of travel permissions. Instead, only a documented (text message, email) permission from the supervisor and the travel claim is nowadays needed.

Several other reasons for the changes were mentioned. In three of the organisations a need to cut down expenses and increase efficiency were the core reasons. Other reasons were increased safety, digitalisation, quality, equal treatment, satisfied travellers and unified operations but in only one of the organisations, the latter mentioned were clearly the core reasons instead of creating savings. One of the organisations wanted to make the travelling and its processes as easy as possible for the travellers, so that they can travel stress free and concentrate on their core assignments.

The organisations in which the changes were done some time ago said that the goals of the changes had been mainly or completely achieved. In one of the organisations, the changes were so recent that it was impossible to say in detail about the outcome. Nevertheless, it was said that it seems like they are going to the right direction even though the personnel had not yet got used to the self-booking. In this organisation data moves between the systems very well and the next step with digitalisation brings more mobile solutions for the personnel. One of the organisation said that the safety matters with travels had improved now that they know where their travellers move, however, some information gaps still exist with for example train travels. Moreover, there is some dissatisfaction towards the online booking tool among the travellers.

In all of the organisations, the change process had been long and in most them, the TMC had had some part in the planning and preparation. Two of the organisations had benchmarked with other organisations and collected useful information about their travel management. In order to understand their personnel’s travel behaviour and preferences, one organisation had collected data from all of their country offices. In one of the organisations, self-booking was first started as a volunteer task with the help of so-called “change

agents”, who spread positive messages about the self-service. In this case, a big leap with self-booking was done by investing in communication.

The change was communicated to the personnel in various ways. The mentioned communication channels and methods were info and training sessions (both face-to-face and online through video webinars), events, documents, intranet, emails, newsletters and agents inside the organisation. Communication was seen mainly challenging and many said they could do better in it. The mentioned challenges were how to reach everyone, how to select the right communication channel and how to communicate (especially about changes) at the right time. It was said, that direct messages for example via email work often the best but on the other hand they may be seen burdening. It was also said, that the messages should come from those, who can answer to questions, i.e. from those who “own” the matter. It was said that it is important to communicate in advance, what the change means in practice, what will happen and when. However, it was also said, that it is not a good idea to start communicating about changes too early because people do not necessarily realise that the changes do not happen right now but in 2 months. One method that had worked well for informing the personnel about travel related matters was an in-house travel expo, where the participants could ask questions and take part in travel related quizzes and lotteries.

Most of the organisations did not have a change communication strategy or they were not aware if such existed in their organisation. One of the organisations believed they have one, at least in theory, but its practical implementation was perhaps perfunctory.

The travel processes and tools were (and in some cases still are) taught to the personnel with several different training methods and materials. The most often mentioned materials and methods were instructions, handouts, videos, face-to-face training sessions, and webinars. Nevertheless, in one of the organisations webinars lacked with participants but videos had worked well. Another respondent said in turn, that their people do not watch videos that much. In some organisations, new workers take part in a mandatory travel webinar in the boarding process. This guaranteed that they received the necessary knowledge of the travel processes at an early stage. The instructions were in all of the organisations available in a printable electronic format (e.g. PDF document). One respondent, however, pointed out that it was not recommended to print out the instructions because the electronic versions were constantly updated. In all of the organisations the instructions were available in an intranet or equivalent online resource and in many cases they were also available inside the TMC’s travel portal. However, it was also said that in

one of the organisations, the instructions and information about the upcoming trainings were hard to find due to a complicated structure of the intranet.

None of the organisations had executed a survey or research about how their personnel feel specifically about changes or how satisfied they are to the latest changes. Surveys about the travel management processes and tools were executed in some of the organisations and in one of the organisations, the TMC executed corresponding survey annually. It was said that it was possible to see the personnel's satisfaction level by looking at the compliance rate. If they were not satisfied to the current ways of working, they would find another way to do it.

The respondents were asked to give tips for the Ministry of Defence in their upcoming transition process. Two of the respondents said that they did not believe volunteering self-booking to have much of an impact and recommended to make self-booking mandatory and give it as an order. One of these respondents said that it is easy for a faceless service centre to treat everyone equally and hold on to rules. However, she/he also said that volunteer self-booking could work out if it was marketed and sold well to the travellers. It was recommended not to believe the loudest complainers who do not represent the majority. It was said, that training and information silences complainers and therefore it was recommended to collect various statistics from early on. With change communication, the recommendation was to concentrate in the personnel benefits rather than the organisational benefits such as savings. Moreover, the Ministry should find out what are the benefits to their personnel in particular and communicate them clearly. Other message that should be communicated to the personnel was that with self-booking the traveller can choose her/himself the travel options according to their personal preferences and at least with hotel rooms it is faster to do it yourself than if someone does it for you. It was also recommended to communicate with thanks instead of blames. Instructions and messages should be tailored to each group but it was recommended to be careful with the messages and make sure that misunderstanding would not occur. It was seen very important that the management or the organisation leaders are aware of the changes, understand what they are about, why they happen and support them with their own behaviour. They also need to have trust towards the travellers and their performance. Another group that was seen as an important influencer in the travel related changes were the travel assistants. It was said, that these people need to be with the change and they need to get convinced that their work will not end even though the role of a travel assistant would not exist anymore. In the implementation of the self-booking they were seen crucial in a supportive role. One of the respondents said that the most important moment in the change process was the moment just before the implementation. In that moment every stakeholder needs to know

what the change will bring and they need to be committed to the change. It was also said, that it is important to stay consistent from the very beginning and not give special treatment to anyone.

The respondents gave several recommendations for the travel booking system. It should be tailored so that it guides the traveller to make decisions according to the organisation's travel rules. The travellers should be allowed to make mistakes with it and some kind of a safety system to prevent extra costs in the case of incorrect bookings should be implemented. One thing that had affected very positively to the self-booking and online utilisation rate in one of the organisations was the introduction of a single sign on, which meant that the travellers no longer needed to memorize several user credentials and passwords. It was recommended to also think the whole travel management process: what is the function of a travel permission and is it necessary to write a formal permission? It was also recommended to evaluate what is a sufficient amount of expense control and how much is it needed.

This subchapter was reviewed by Finnish Defence Forces' representatives Senior Administrator Lilja Lehtimäki and Travel Services' Sector Manager Meri Varhimo.

3.5.3 Ministry of Defence's Travellers

A total of seven travellers were interviewed. Three of the respondents belonged to the age group of 36-45 years and four to the 46-55 years. All of the respondents had travelled for business more than 10 years. At the moment the respondents do in average 10-20 travels in a year and most of the respondents travel more abroad than inside Finland. Only one of them travels more inside Finland than abroad. Travel assistant books the travels abroad for five of the respondents, one of them makes the bookings her/himself by calling to the TMC and one of them makes the bookings her/himself online. Domestic travels are booked either by the travel assistants or online by the travellers themselves: four of the respondents uses travel assistants, two of them books the travels online themselves and one of them uses both methods.

All of the respondents used their chosen booking method because it saved their time or they did not have time to use other method. It was said that the use of travel assistants saved the travellers' time because the assistants possess more up to date knowledge on the systems, have in general better knowledge of travel related rules and other matters and make less mistakes. One of the respondents said that because her/his travels were relatively simple, a call to the TMC seemed to her/him a faster method than using the

travel assistant, with whom time was wasted in unnecessary bouncing of the travel options. Respondent who used online self-booking said that the travel assistant would spend the same amount of time but by booking her/himself, it was possible to plan the schedules according to her/his needs. Other reasons for the use of travel assistants were that it was possible in the first place and that it had been the prevalent method in their unit or department.

All of the respondents were satisfied or very satisfied with the current booking process. Two respondents said that they were very satisfied with their travel assistant; cooperation was extremely smooth and easy with them. Respondent who uses online self-booking said that people are often suspicious about changes but nowadays people book also their holidays online and systems have developed so that the booking is nowadays easy. However, some issues with the travel management process were also pointed out. One of the respondents said that their time goes to waste now that the officials need to manage their travel claims themselves. One of the respondents who use travel assistants said that it is probably smart to implement self-booking but the current booking system requires development at least with the hotel search. One respondent hoped that boat tickets would also be available in the online booking tool. One of the respondents saw the State's Framework Agreement prices high and she/he was wondering whether spending so much in flight tickets was responsible usage of State funds. Another respondent said that it was not an improvement from the travellers point of view when the first checking of the travel claim was given to Palkeet (Finnish Government Shared Services Centre for Finance and HR).

Six of the respondents were ready to make their bookings by themselves and one was not sure. She/he said that it depended on the simplicity of the process and the common policy of the Ministry. She/he would not however be among the first to start self-bookings. One respondent said that self-booking could save time when the unnecessary back and forth bouncing with the travel assistant would end. However, one respondent said that in a unit where many of the officials travel a lot the preference would still be to use Travel assistants because already now travel matters such as filling the travel claims takes a lot of time.

Things that would motivate or encourage the travellers to book their travels themselves online were related to the booking system and its functionality. Four of the respondents who do not yet book their travels online said that they would be encouraged by a fast, easy, clear and simple booking system that would save their time. One of the respondents

did not however believe that online self-booking could take less time than the use of travel assistants.

Only one of the interviewees had read all of the following travel related documents: the State Travel Regulations (valtion matkustussääntö), the State Travel Strategy (valtion matkustusstrategia) and the Government Travel Policy (Valtioneuvoston matkustusohje). She/he was also the only one who had read the Travel Strategy. Five of the other respondents had read the Travel Regulations and four of them had read the Travel Policy. One respondent did not remember reading any of the given documents but she/he was aware of the regulations despite that. Six of the respondents said that the above-mentioned documents were clear or somewhat clear. One of the respondents said that especially the Travel Regulations were not clear. According to her/him the Travel Policy was clearer but it could be even clearer. Another respondent said that there is some incoherence between the Travel Regulations and the Travel Policy, which should not exist in documents like these.

Six of the respondents had asked clearance to the travel related documents from a travel assistant. Issues that had needed clearance were travelling during the weekends and national holidays, combining a holiday to a business trip, long-term parking, when booking a business class ticket was acceptable, what were the price limits and how boat trips could be booked. Five of these six respondents said that the issue or uncertainty had been solved with the help of a travel assistant. One respondent said that sometimes not even the Ministry's Travel Manager had been able to help because the documents were written in a confusing way. Additionally it was said that it is a good thing that the role of a travel assistant exists in the Ministry. The travel assistants were seen important, especially in a supporting and advising role.

To six of the respondents it was easy or somewhat easy to follow the given rules. The unclear and incoherent documents were seen to have a negative impact on the compliance. One respondent said that not everyone follows for example the rules about the use of taxi services in the same way. She/he was wondering if there were weaknesses with the clarity of the rules or with the monitoring. One respondent said that some of the rules could be loosened, for example combining a holiday to a business trip, especially if it would be cheaper in total compared to the original travel plan. One of the respondents said that it was easy to follow the rules because the travel assistants made sure of the compliance.

Things that were said to increase or further compliance were clear and equal rules, common sense, supervisors' and management's example, and travel assistant's knowledge

and expertise. Additionally it was said that the main points of the travel rules should be in a simple format easily available in the intranet and the latest changes in them should be clearly stated. One respondent added that the official's should understand that rules make the decision making easier for an individual.

Things that motivate the respondents to follow the travel rules were their liability for acts in office, fear of sanctions, responsible usage of State funds and a realisation that the rules exist for a reason. One respondent said that she/he is motivated to follow the rules because they do not disturb the actual travelling.

The respondents saw changes inside an organisation as a normal way of life, as a phenomenon that had always existed and a necessity in order to keep up with the changes that happen outside the organisation. Many of the respondents said that changes were a good thing if they brought positive developments and if there were valid reasons for them. Changes that had been executed for the sake of change itself were not seen appropriate. The change was seen negative also if the change made the respondents' work harder, increased their workload or took time away from the core work. One of the respondents said that something that works should not be changed and another respondent said that it is good to remember that an intrinsic value was not the organisation itself, but the functionality of the organisation.

Things that were said to affect the respondents' feelings and attitudes towards changes were mainly related to communication; when were the respondents told about the changes, what were the reasons for the changes and how the changes and the reasons behind them were communicated. In other words, were the changes well sold and did the respondents buy the idea. It was also said that the changes should increase efficiency, introduce improvements and make people's lives easier. If this does not happen, one starts to question the changes and suspect that they were done just for the sake of change itself. It also affects how the changes are implemented and how well the stakeholders are engaged to the change. According to one of the respondents, the engagement level could be increased by communication at an early stage why the changes happen, what will change, what are the reasons for the changes, what are the target groups, what are the aims and what do the changes mean for an individual or for the different parts of the organisation. The plan of the change and the upcoming steps would also need to be clear. One of the respondents said that an evaluation of advantages and disadvantages of each change determined her/his attitude towards the change. Another respondent said that she/he was used to the changes and to the uncertainty that are present in the current work life.

Most of the respondents said that they had received sufficiently information and support with the latest changes in the Ministry of Defence. Especially the implementation of the new “Blue” version of the travel expense system M2 was said to be very successful. On the other hand, the Blue version was said to be so good, easy and intuitive to use, that its implementation did not require that much guidance. Additionally the mobile features of both M2 Blue and the TMC’s travel portal was said to work very well. Plenty of information and training sessions related to the upcoming new joint case management system (VAHVA) was said to be available and two of the respondents said that perhaps there was already a bit too much information and instructions about it. However, one of the respondents said that she/he had not received enough information about VAHVA. It was also said, that despite the great amount of information, some negative comments had been heard about the unclear role of a content creator and how it creates extra work. Additionally, one of the respondents was wondering if the selected content creators possessed the needed skills for a good quality content (referring to her/himself).

Six of the respondents said that the amount of change communication was sufficient in the Ministry of Defence but one said that there could be more of it. Two of the respondents highlighted the individuals’ responsibility to read the given messages. They however, also pointed out that sometimes they had so much work to do that they did not even open the messages. One of the respondents said that the amount of communication was sufficient but according to her/his experience, less meaningful matters are communicated more than the truly meaningful matters. Another respondent wished that the messages were not delivered only via email but important topics and changes would also be discussed face to face.

Several different suitable training methods for the training of a new IT system were mentioned. All of the respondents said that the training should happen in practice and enable the individual to try the system her/himself. Three respondents mentioned specifically the implementation of Valtti computers and said that a similar mandatory scheduled short time training in a small group could work well with new IT systems as well. Four of the respondents mentioned videos and Skype-recordings from demo sessions as a good form of supporting material and an alternative training method. Instructions and manuals were seen important because people learn differently and some people want to get to know to the systems by themselves (sometimes due to the fact that they are not able to take part in the training sessions). It was also said, that it is very important to first tell what changes, how it affects the individual and only after that should the new tools be introduced.

Additional comment was given about the overall change from the travel assistants' services to self-service. The respondent did not see it reasonable that the specialists would start doing these travel related administrative tasks. She/he thought that the travel assistants do the tasks faster because they are more experienced.

3.5.4 Ministry of Defence's Travel Assistants

Five travel assistants from the Ministry of Defence were interviewed (the number includes the Travel Manager). One of them belonged to the age group of 20-35 years, one to 36-45 years, two to 46-55 years and one to 56-65 years. One of them had made travel bookings for work for 10 years, two of them approximately for 20 years and two for over 30 years. One of the respondents makes in average 5 to 10 bookings in a year, two respondents make in average 60 to 70 bookings in a year and two respondents make 100 bookings or more in a year.

All of the respondents book travels abroad using both online and offline method. Bookings are made offline by either calling to the TMC or sending them an email. Offline is used if the trip is complicated (for example flights to the USA), and in cases where the traveller's status does not allow using online booking. Domestic travels are mainly booked online but similarly if the route is challenging, the bookings are sometimes made offline by calling or emailing the TMC. One of the respondents said that sometimes she/he also calls directly to the hotel.

Four of the Travel Assistants use online booking because it is easy and fast. They said that it is easy to compare the schedules, routes and prices yourself in your own pace without queueing on the phone. One of the respondents said that sometimes she/he needs to delegate even the easy travels to the TMC because she/he is so busy. All of the respondents were satisfied or somewhat satisfied with the current travel booking process. One of the respondents said that some information (e.g. contract details) are scattered and several sources need to be used in order to get the needed knowledge.

All of the respondents were satisfied or somewhat satisfied with the current online booking system. However, all of them mentioned some issues with the usability of the system. The mentioned issues were related to the hotel search, flight search, and traveller search. The hotel search did not give the right hotel even if the name would be written correctly in the search field but the correct hotel had to be manually searched from the result list. The flight search did not necessarily give all the available flight options when searched by flight times so it was easier to search by the location and then manually search the correct flight

time from the result list. The search settings were said to disappear after a step backwards in the system. One of the respondents wished that the travellers would be easier to find, she/he makes bookings for the same people all the time.

All of the Travel Assistants said that there are people in their travellers who they believe would be capable of making their bookings themselves. Three of the respondents said that all of their travellers would be able to make their bookings themselves. It was said, that people travel in their free time and make their leisure travel bookings themselves so they would be capable of making their business travel bookings also themselves.

When asked what things would motivate and encourage their travellers to make their travels themselves, three of the Travel Assistants said that giving the self-booking as an order would work best because now the travellers do not see the travel arrangements as part of their core work. Other respondents said that an easy to use, logical, and user-friendly booking system, easy instructions and a knowing that help is near, would encourage their travellers to use self-booking. It was also said, that perhaps if people would take self-booking as an opportunity rather than a threat they would start using it; the travellers are, in truth, the real experts of their own schedules and travel preferences.

Two of the Travel Assistants said that the travel related documents (the State Travel Regulations, the State Travel Strategy and the Government Travel Policy) are clear or somewhat clear. The other respondents said that the documents are not very clear and can be interpreted in many ways. One of the respondents doubted if the travellers had read the documents or were even aware that they exist because at the moment they can trust that the travel assistants have read them. Another respondent said that people read the rules differently and perhaps a bit more assertive management would be needed. It was also said, that there are so many documents in different places that it is difficult keep track which of them is the updated version and which of them is the primer document to be followed.

All of the respondents said that they get help with the above-mentioned documents if needed. Most of them turn to the Ministry's Travel Manager or other colleague. Travel Manager asks help from the Ministry of Finance and the ministries' common group for travel managers (MiMa, ministeriöiden matkavastaavat).

All of the Travel Assistants said that it was easy for them to follow the given rules. It was also said, that many travellers are interested in doing the right thing and following the rules. However, following the rules was not always easy for the travellers as they may not

know which rule or instruction is correct or up to date. There were said to be some who apply the rules in their own way, and some who do not book the cheapest option. Nevertheless, it was said that sometimes the situation requires acting against the rules and common sense should be used in these cases.

When asked what things would help and promote following the rules, one of the respondents said that knowing the big picture better would help. For example if the travellers knew better what the benefits of the State Framework Agreements are in long term, they would be more motivated to book those options. Additionally, if the ticket rules would be clearly stated, the travellers would understand why certain options are more expensive than others are. Two of the respondents said that it would help if the supervisors would interpret the rules consistently. One of them wondered if it would be better if the interpreter would be an outside anonymous entity rather than one's own supervisor but pointed out that in many cases it is an advantage that the decision maker knows the traveller's situation well. It was also said, that following the rules would be easy if the rules would be presented as simple lists or if would be integrated into the booking system so that the booker would not need to even think about the rules. Additionally, it was said that some sanctions should be used for example if the traveller does not make the travel claim in the maximum time.

When asked, what motivates the Travel Assistants to follow the given travel rules, many said that it is part of the work and its responsibilities. It was also said, that rules make life easier when you do not need to think each thing separately yourself, and they help treating everyone equally. One of the respondents said that she/he wants to act as an example by following the given rules.

Things that have an effect on the feelings and attitudes about the upcoming changes were age, previous (negative) experiences, communication, how the changes affect normal daily work, how the changes are implemented, are the changes reasonable, and others' opinion. Age, previous (negative) experiences and the constant introduction of new changes had made one of the respondents tired of changes in general. She/he mentioned also that there are quite often rumours about the upcoming changes and people's attitudes are often negative. Another respondent said that the communication should not go so that first an announcement of a change is given and then nothing is told in 6 months. This was seen secretive and cause unnecessary suspiciousness against the changes. The communication should happen immediately and the uncertain things should be told as well. One of the respondents said that she/he would be more motivated towards the changes if for example after several extra projects she would be given two additional weeks of holiday.

Three of the respondents said that there are (too) many changes going on at the moment and especially changes with IT solutions were seen quite tiring. It was said that there is not enough time to adapt to a change when already a new change or at least an update is introduced. One of the respondents said that she/he is a bit frightened if she/he can manage all the changes, especially if they are implemented when there is hurry. One of the respondents said that she/he tries to maintain a positive attitude towards changes despite the occasionally existing social pressure for change resistance.

Respondents' thoughts about the current amount of change communication and support with the latest changes inside the Defence Ministry varied between the respondents. Some said that there is enough communication in general but with some changes, e.g. VAHVA and other IT related changes, there is perhaps already too much communication, whereas with general organisational changes the communication is a bit slow and causes rumours. One of the respondents said that perhaps the change communication with VAHVA has not been very successful and another respondent said that despite the vast amount of information about VAHVA and the new intranet/workspace Kampus, she/he is still puzzled about them and especially about the content creator's role. It was also said that there are many training sessions coming related to VAHVA and Kampus but the respondent was wondering why these sessions are arranged now even though the system is not ready yet. The implementation of Valtti computers was said to be very well organised. However, one of the respondents was not satisfied with the support she/he got with the new computers and to her/him it seemed that not even the instructors knew what they were doing. The implementation of M2 Blue was said to be successful even though there was not that much information or communication about it before hand.

Four of the respondents said that practical training works the best for the learning of a new IT system. Other good methods that were mentioned were interactive Skype trainings and recordings, webinars, demo environments and demo videos. However, some said that they do not have time to watch videos and especially when they are already using the system, they would prefer having instructions on paper. One of the respondents said that the instructions should be as simple as possible, include a table of contents and be A5 size. Another respondent said that the training should be in two parts: first, the system, its look and functions would be introduced in general in a classroom environment and only when the system was completely ready, the user could try the system in practice. However, it was said that trainings with PowerPoint slides in a classroom do not work at all.

The Travel Assistants were asked what things should be taken into consideration when a new online travel booking system is implemented and especially when the goal is to get as many travellers as possible to use self-booking. It was said, that the system should be as simple as possible, guide the booker forward with the booking process, and include same steps as the trips include in practice. There should be training well before the implementation and technical support should be easily available during it. The instructions should be very simple. For a moment, the old and new system should be available at the same time so that it would be possible to use the old system if there is a hurry and the booker is still insecure with the new system. Additionally, a feeling that self-booking is an opportunity rather than a threat, good experiences and positive messages from other colleagues would help spreading the idea.

Additional comment was given about the travel plans. Sometimes the travellers forget to make them and it was said that this responsibility should be better communicated to the travellers. It was said that the travel information is only one part of the huge information package that a new employee receives during the briefing and is therefore easy to forget. It was suggested that the travel instructions and responsibilities would be revised at some point during the year, for example at the same time with the safety and security info sessions.

3.5.5 Amadeus cytric Travel & Expense Quick Cards

The Amadeus cytric Travel & Expense Quick Cards were provided by Janne Aarniovuori, the director of Business Travel at Amadeus Finland Oy. The Quick Cards were sent as PDF documents to the Ministry of Defence's travellers and Travel Assistants via email before the interview. During the interview, they had the chance to review printed and folded versions of the Cards. The comments are combined from all of the 11 respondents.

There were three different Quick Cards, each describing different features of the Amadeus cytric Travel & Expense online system (see appendix 11). The first Card was about flight booking, the second about Travel Arranger Dashboard and the third about hotels. No other information was given to the respondents about the cards before the interview.

The respondents were asked what first impression the Quick Cards gave. To two of the respondents the Cards seemed clear but most of the respondents were not as satisfied. The respondents could not tell to whom the Cards were targeted at and whether their purpose was to act as instructions or as marketing material. Many said that they do not need these kinds of leaflets unless they are quick step-by-step instructions on how to book a

business trip. Many said that the size of the Cards (A4, folded) was good and could work for those who want instructions on paper. However, there were more comments saying that an electronic version available in intranet could be more useful than this kind of version which has to be printed in order to make the material readable (to some it was hard to tell from a computer screen where the content started and which way it should be read). The Quick Cards were said to have quite a lot of text with small font size and the pictures were too small and blurry. Additionally, one respondent was wondering why there was an airplane icon on the flight Booking leaflet's first page but the Hotels and Travel Arranger Dashboard were missing a similar icon. The screenshot of the "My Personal Portal" was said to be the best picture in the leaflets.

For most of the respondents, it was hard to say what image the Quick Cards gave of the Amadeus cytric Travel & Expense system. Many said that they would need to see how the system works in practice and one of the respondents had watched a video on YouTube because the Quick Cards did not give a clear image of the system. The video was a recording from Amadeus Scandinavia AB breakfast seminar in Stockholm in September 2017. The video explains the Amadeus cytric Travel & Expense system and shows a demo booking with it. Those who were able to give a comment used the following words to describe their image of the system: clear, fresh, modern, confusing, handy, nice, easy look and feel, and reminds a bit Booking.com.

Most of the respondents said that the Quick Cards and other materials such as instructions should be written in Finnish. It was also said that the material should use the same language with the system. The instructions should be easily available in intranet but preferably the system would have built-in instructions for example hovering over would show instruction for that specific feature. One respondent wished that the instructions would be available in PDF and readable with iBook.

The respondents were asked what features a good online booking tool should have. The answers are listed below.

- easy to use
- easy and fast booking
- easy to tailor for individual needs
- clear content
- single sign in (e.g. with Virtu)
- guide the booker logically forward
- alert if some information is missing
- self-explanatory
- reliable (does not crash)

- integrated to other systems (e.g. reporting)
- “book here” button needs to be clearly visible
- show flights’ stop over information clearly
- search results should be sorted according to the travel rules
- sort hotel search results by location
- has comprehensive selection of hotels
- possibility to search nearby hotels by venue address
- possibility to mark the venue on the map and search hotels nearby
- possibility to add favourite or most frequently used hotels
- possibility to see only hotel rooms which include breakfast (or by other preference)
- possibility to see the local public transportations on the same map with the hotels
- possibility to book hotels for others (group travel)
- possibility to see other peoples’ reservation (to help planning trips together)
- possibility to see the airport transportation options
- possibility to take a step backwards after the trip summary to make alterations
- possibility to make changes after the reservation has been confirmed
- possibility to get the trip summary easily out
- possibility to book train tickets with a seat reservation
- ancillary service prices should be clearly stated and if the travel rule permit their use
- TMC’s 24/7 contact information should be easily available also offline
- include Government’s internal TripAdvisor
- when scrolling by using the mouse’s scroll button the date or other information should not change

Additionally some respondents wished an easy to use mobile app where the trip summary would be available also offline. Also the TMC’s 24/7 contact information should be easily available on the app. *Momondo* was mentioned as an example of a good search engine, which search by travel time was said to work nicely. Finnair’s website was mentioned as badly functioning booking site. *Bussit* and *Finnair* app were mentioned as good mobile apps.

4 Discussion

In this chapter the conclusions, trustworthiness of the research, its ethical viewpoints, suggestions for further work and evaluation of the thesis process are described. The conclusions answer to the research questions and they are presented in the form of a list of recommendations. The list's purpose is to act as a helping tool in the preparation of the upcoming transition process in the Ministry of Defence.

4.1 Conclusions

Here the conclusions of this thesis are described as a list of recommendations on the things that the Ministry of Defence should do or take into consideration in their upcoming transition process. The list is formed based on the theories and the interviews explained in detail earlier. The list tries to answer also to the research questions, which were:

- How could the Ministry of Defence prepare for the upcoming transition process?
- What is the Ministry's travellers' experience of the current travel booking process?
- How similar changes were executed in other organizations?
- What experiences do other business travellers have from similar changes?

Self-booking

Ministry's travellers seem ready to make bookings themselves if the process is simple and the booking tool is fast, intuitive and easy to use (see other desired features on page 43). Other organisations seem satisfied with the implementation of self-booking and believe that they are going to the right direction. However, there are some travellers who are not so satisfied with self-booking. They feel that the time they use to travel related tasks is away from the core work.

Analyse what will the effects of self-booking be for the Ministry and for example will it create true savings or not.

Determine a goal and measurements for the transition. Consider what will best suit the Ministry's culture and lead to the desired outcome: making self-booking mandatory or introducing it (at least at first) as a voluntary method.

Market self-booking positively. It could be an opportunity to save time, to increase travel security, to offer equal treatment and to create savings. However, keep the travellers and their points of views always in the centre; concentrate on marketing their benefits.

Create a sense of security by providing help and support mechanisms for the travellers.

Collect data from the very beginning and consider measuring the users' satisfaction with the new method and the transition process.

Change Communications

Change communication should be planned well in advance. Consider why the communication is needed (what is the goal of it?), how to communicate (which channels, in what form to achieve the goal), what to communicate, when to communicate, to whom and by who.

Communicate about the changes early and why they are happening. The key message should be about the practical changes and what they mean to the individuals. Communicate visibly, openly and consistently.

Consider using several different communication channels. Remember that formal communication will always exist and it cannot be fully controlled so try to make sure the rumours are positive.

Be careful with the amount of information; too many messages may make the audience numb or even indifferent. Communicate with thanks instead of blames.

Changes

Changes can be implemented by force or in a voluntary manner. The most important thing is that all of the stakeholders know why the change happens, what it means in practice and that there are valid reasons for them.

Internal changes are seen as a normal way of life and a necessity in order to keep up with the external changes.

Changes are taken positively if there are valid reasons for them and if they bring positive developments such as increased efficiency, new improvements and easier everyday life. Change is seen negative if the change makes work harder, increases workload or takes time away from the core work.

Age, previous (negative) experiences, communication, how the changes affect normal daily work, how the changes are implemented, are the changes reasonable, and others' opinion, effect the attitudes and feelings towards changes.

Try to plan the upcoming changes so that there are not too many changes going on at the same time.

Training of the New Online Booking Tool

Travel assistants are seen important for training processes and as they are already in a supportive and advising role in the Ministry, it would be beneficial to have them in an active role in the training process.

The training should be arranged before the implementation, be practical and enable the traveller to practice the booking her/himself either with the ready system or in a demo environment. It is recommended to introduce only the completely ready version of the system to the users instead of a "practice version".

Consider arranging mandatory scheduled short time practical trainings in small groups. Avoid using classroom lectures. Consider using interactive webinars, webinar recordings and other videos as supportive training methods especially for those who cannot attend the trainings.

A good IT system does not necessarily require heavy training if it is intuitive to use. However, technical support should always be easily available.

Training Material and Instructions

Provide the personnel with several different training materials and instructions for the self-booking and related systems. Consider for example the following: written electronic (printable) instructions with step-by-step screen shots of the booking phases, quick instructions, recordings of webinars, short instruction videos.

Plan and create the instructions with care. The instructions should be simple, match with the users' reality and "speak the same language" with them. The language should be the same as it is in the booking system (preferably Finnish).

Consider revising and testing the instructions with small sample group before distributing them to the whole personnel.

Store the instructions and other material in a central, easily accessible place (for example intranet or travel portal).

Communicate the updates in the instructions to the personnel in a timely manner.

Travel Assistants

Plan the current travel assistants' (personnel whose job includes travel assistants tasks) role for the future (i.e. how will their jobs change), what will their role be in the transition process and how long will their support be needed.

Map out if there is a need for travel assistants even after the implementation of self-booking (e.g. travel arrangements for the top level management and visitors) and plan what will the future travel assistants' role be. Communicate to the personnel openly and clearly who have the right to use their services and be consistent with it.

As the travel assistants are currently seen important especially in a supporting and advising role, and are trusted persons in their own departments and units, communicate the changes in their roles also to the personnel. Plan replacing up-to-date support mechanisms with travel related issues for the travellers.

Travel Rules and Compliance

Travellers are interested in doing the right thing but knowing the big picture of travel management would perhaps encourage them to follow the rules even better.

The supervisors and top management should follow the rules just like others; they act as an example. They should interpret the rules consistently and fairly but be able to use common sense where needed.

Consider researching if there are differences between the interpretations. If such exist in large scale, take actions for the unification of interpretations for example by training the decision makers. Consider also introducing an outside anonymous entity for the whole travel management (e.g. a travel service centre).

The travel rules and other travel related documents should be clear, easy to read and easily available. Consider creating a simple list of the main points and state clearly, what are the primary rules and documents to be followed. Communicate the latest changes in them to the personnel in a timely manner.

Pay attention to the compliance and how it is monitored. Consider using sanctions for example with late travel claims.

Consider revising the travel rules and responsibilities at some point during the year for example at the same time with safety and security info sessions.

Other

Prepare for the Artificial Intelligence and to the possibilities it will bring.

4.2 Trustworthiness

The trustworthiness of a qualitative research describes the credibility of the research and to which level the results can be generalised. (Drake & Salmi 2018) Additionally to these, the significance of the research and the applicability of the list of recommendations will be considered here.

For the purpose of finding out the feelings and thoughts of the travellers, a semi-structured qualitative interview was the right choice of research method. It gave the respondents the opportunity to express their satisfaction and possible concerns more deeply than they could have done with a structured survey for example. An interview was also a good choice as personally agreed face-to-face interview was most likely more interesting and pleasant to the respondents than a “faceless” online survey for example. However, it could have been a good idea to first execute an online survey inside the entire Ministry to map out the general atmosphere and after that, execute a deepening qualitative interviews with less people from different levels and with different travel behaviours.

In this research, there were several different sample groups that were researched and each of their credibility is considered separately below.

Ministry of Defence's travellers

Seven out of eight of the invited travellers took part in the interviews, which is a very good turnout. There are approximately 130 employees in the Ministry, who can all be considered as potential travellers. The sample used in this research covers therefore approximately 5% of the total number of potential travellers. In this light, the sample size is very small. However, the travellers were suggested by the Travel assistants, who knew the interviewees and their travel behaviour personally. Therefore, they were able to name travellers from all around the Ministry and whose contribute to the research could be expected to be relevant and useful so that the so-called "empty shots" could be avoided. However, due to the small sample size and to the qualitative nature of the research, the results of this research do not necessarily apply to every traveller nor can they be generalized to apply to the whole ministry. Additionally, since the interviewees were personally invited and known to have opinions, a non-participant bias needs to be taken into consideration. With this topic in particular, the opinions of those people who do not travel that much or possess that much knowledge on the subject, should be examined very carefully if the goal is to make self-booking the new norm. In this light, the level of trustworthiness would have been higher if people with less travelling experience would have been interviewed.

Ministry of Defence's travel assistants

All of the invited five travel assistants took part in the interviews (the number includes the Travel Manager). There are total of 16 assistants who have the right to make bookings in the Ministry and the sample used in this research covers therefore 37,5% of them. In this light, the sample size is relevantly small and the results cannot be generalised. The participants volunteered for the interview so as with the travellers, the non-participant bias needs to be taken into consideration.

Finnish Defence Force's travellers

Three travellers from the Finnish Defence Forces were interviewed. They volunteered after an invitation email was sent out inside the Defence Forces. The sample size is extremely small and does not represent different hierarchy levels equally. Therefore, the answers cannot be generalised and the results have a high non-participant bias.

Other organisations' travel management

Benchmarking was done with four organisations by interviewing their representatives. One representative was interviewed from the first two organisations and two representatives from the other two. Due to the recent changes in their organisations, especially with the change in the work descriptions of travel management personnel, the first invited representatives were not able to answer all the research interview questions and therefore additional representatives were invited according to their suggestions. In this light, it is safe to say that the interviewed representatives were the right people to answer the questions and therefore give valid and trustworthy answers.

Application of self-booking tools has been researched for example by Amadeus (A Study on the Adoption of Corporate Self-booking Tools Author Dr. Keith Mason, Business Travel Research Centre, Department of Air Transport, Cranfield University, UK) but that particular research involved only commercial companies. In this light, a research on the use of self-booking in the public sector can be seen rather significant. As the research was done according to the needs of the commissioner, it can be seen significant for their use.

The list of recommendations describes the main findings of the research. It is a rather comprehensive collection, as it is a combination of views of those who have already experienced or executed similar changes, and those of whom the change will consider in the Ministry of Defence. Despite its length, a categorised list of bullet points is easy to read and it is easy to extract the list from the work.

4.3 Ethical Viewpoints

All the interviewees were informed in the invitation email that participating in the interviews was voluntary, by participating, they would give their consent for voice recording, and that the results were going to be presented anonymously. They were also told that the collected material (notes and voice recordings) would be used only for this thesis, the material was available only for the researcher, thesis supervisor and the commissioner contact person, and would be destroyed after the work was finished. The type of the research, its structure, purpose, schedule and goal were also explained. Additionally, it was promised that the link to the publication was going to be sent to the participants when available online.

During the interviews, the participants were given the freedom to answer the questions the way they wanted. In cases of misunderstandings, the questions were reformed or explained in other words. Necessary terms were explained in the question forms (such as online and offline booking). The participants were given the freedom to ask questions and give additional comments inside the research topics.

4.4 Suggestions for Further Work

Further research on this topic would be necessary to do in order to find out what the less travelling employees think of self-booking and travel management processes in the Ministry of Defence. Their opinions and preferences can affect greatly to the total number of travellers who start using self-booking.

A follow up research should be executed after the new online booking tool has been implemented. If the implementation goes as planned and the Travel Assistants will start using the Amadeus cytric Travel & Expense system before others, it would be beneficial to map out their experiences with the new system before the self-booking is introduced to the travellers.

4.5 Evaluation of process

The research process started in January 2018 when I was finishing my work placement at the Ministry of Defence. I discussed with the Ministry of Defence's Travel Manager Minna Torppa about the possible thesis topics that she had in mind and selected the one that best fit my interests, the thesis schedule and the required amount of work. The topic was clear from the very beginning but the actual form of the thesis changed at some point from a product based thesis to a research thesis. This change confused my thoughts a bit and I struggled quite a lot with forming the research questions. I also did not realise that I should have started with the literature review instead with the introduction and this lead to the situation where the already booked interviews forced me to create the interview questions without a complete view on the related theories.

I was ambitious and wanted to help the Ministry of Defence as much as I could. In this case it meant interviewing as many people as I possibly could, which perhaps did not serve the purpose of the thesis as well as I thought. This is also the reason why the whole paper is over 50 pages long. In addition, if I had not been so eager to start and book the interviews so quickly, perhaps I could have been able to narrow down the number of interviews and think rationally who would be the right people or groups of people to be interviewed.

I created a weekly schedule for the work and a detailed list of tasks and documents that needed to be done in a certain time. With the schedule and the task list, I was able to create an overall picture of the whole process in my head and stick to my plans more easily. I made a tight weekly schedule in purpose, as I knew that these kinds of processes tend to run late anyway and I was doing other mandatory courses at the same time. The main reason however for the tight weekly schedule was that the about 20 interviews that I was going to do, needed to be planned, prepared and executed orderly if I wanted them to happen on time.

I was able to follow my schedule more or less until the end of March when I had all the interviews done. However, I was not able to finish the literature review before the interviews as I had planned. Due to this, I am not 100% satisfied with the interview questions, which I think, could have included, or be more related to, the theories of change management and change communication. However, the very core intention of this work was to create the list of recommendations based on the thoughts of the interviewees, and I think I was able to create satisfactory questions even without having the literature review done. I believe the dilemma of doing a work that fits the commissioner's needs, one's own interest and the requirements of the thesis process is quite often present in these kinds of processes. With this said, I am satisfied with the overcome of the thesis as it is going to be of practical use for the commissioner, despite its lacks with the theoretical aspects.

I asked the respondents to answer a quick feedback survey on the interview experience. The survey was sent to 17 interviewees and 11 responded. The results were as follows:

**1. How well do you agree with the following statements?
1 = I don't agree at all, 5 = I agree very much**

| N = 11 | 1 | 2 | 3 | 4 | 5 | Average |
|--|----------|----------|----------|----------|-----------|-------------|
| I got the interview questions before hand. | 0 | 1 | 0 | 2 | 8 | 4.55 |
| I got enough information about the content of the interview before hand. | 0 | 1 | 0 | 3 | 7 | 4.45 |
| I was told the conditions of the interview before hand. | 0 | 0 | 0 | 1 | 10 | 4.91 |
| The interview was easily agreed upon. | 0 | 0 | 0 | 1 | 10 | 4.91 |
| The interview was executed in a way that suited me. | 0 | 0 | 0 | 0 | 11 | 5 |
| The content of the interview matched with my expectations. | 0 | 0 | 0 | 1 | 10 | 4.91 |
| Total | 0 | 2 | 0 | 8 | 56 | 4.79 |

2. On a scale 1 to 5, how satisfied are you with the interview as a whole?

| | 1 | 2 | 3 | 4 | 5 | | Total | Average |
|---------------|---|---|---|---|----|----------------|-------|---------|
| Not satisfied | 0 | 0 | 0 | 1 | 10 | Very satisfied | 11 | 4.91 |

3. Open comments

Hienoa, että keskustelu sujui luontevasti ja haastatteliija oli selvästi perillä tutkimuksen aihepiiristä laajemminkin. / *Great that the conversation went easily and the interviewer clearly had a wide knowledge on the subject of the research.*

Kiitos Emma! Haastattelu oli hauska kokemus. / *Thank you Emma! The interview was a fun experience.*

The results indicate that I did not send the interview questions on time to one of the resurvey respondents but it actually happened with a couple of people. The reasons for this were my failure of writing the literature review on time and at least once my mere loss of sense of time. However, the survey results show a general satisfaction with the interviews and to my own experience, the interviews went very well.

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Appendices

Appendix 1. Invitation to the Ministry of Defence's travellers

Kutsu haastatteluun

Hei,

(Olet ilmaissut kiinnostuksesi osallistua opinnäytetyöhöni liittyvään henkilöhaastatteluun.)

Teen Degree Programme in Tourism tutkintoon liittyvää opinnäytetyötäni puolustusministeriölle yhteistyössä Minna Torpan kanssa. Opinnäytetyöni aiheena on matkustaja matkanvaraajana ja tavoitteenani on henkilöhaastatteluilla selvittää puolustusministeriön matkustajien ajatuksia nykyisestä matkanvarausprosessista sekä kartoittaa matkustajan motivaatioon vaikuttavia tekijöitä erityisesti muutosten aikana. Lisäksi haastattelun aikana matkustajaa pyydetään kommentoimaan uuden Amadeus Cytric online matkanvarausjärjestelmän käyttöohjetta.

(Olisi hienoa jos voisit osallistua haastatteluun.)

Haastattelut järjestetään haastateltavan työhuoneessa tai muussa soveltuvassa tilassa puolustusministeriöllä 5.-9.3.2018. Pyytäisin sinua ehdottamaan sinulle sopivaa haastattelu-aikaa alla olevan tarkemman aikataulun puitteissa. Mikäli mikään ehdotetuista päivistä ei sovi, voidaan muutakin aikaa sovitella. Haastatteluun olisi hyvä varata aikaa noin tunti.

5.3. klo 8-10 ja klo 16-17

6.3. klo 8-15

7.3. klo 8-11

8.3. klo 8-17

9.3. klo 8-17

Saat tarkemmat haastattelukysymykset sähköpostitse ennen haastattelua. Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoataan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä.

Ystävällisin terveisin,

Emma Raivio

Opiskelija

Degree Programme in Tourism

Haaga-Helia University of Applied Sciences

Appendix 2. Invitation to the Ministry of Defence's Travel Assistants

Kutsu haastatteluun

Hei,

Olet ilmaissut kiinnostuksesi osallistua opinnäytetyöhöni liittyvään henkilöhaastatteluun.

Teen Degree Programme in Tourism tutkintoon liittyvää opinnäytetyötäni puolustusministeriölle yhteistyössä Minna Torpan kanssa. Opinnäytetyöni aiheena on matkustaja matkanvaraajana ja PLM:n matkustajien lisäksi haluaisin haastatella ministeriön matkasihteerejä.

Matkasihteerihaastattelujen avulla pyritään kartoittamaan sihteereiden ajatuksia nykyisestä ministeriön matkanvarausprosessista, käytössä olevista työkaluista sekä edessä olevista muutoksista.

Haastattelut järjestetään haastateltavan työhuoneessa tai muussa soveltuvassa tilassa puolustusministeriöllä viikolla 11., 12.-16.3.2018. Pyytäisin sinua ehdottamaan sinulle sopivaa haastatteluaikaa alla olevan tarkemman aikataulun puitteissa. Mikäli mikään ehdotetuista päivistä ei sovi, voidaan muutakin aikaa sovittaa. Haastatteluun olisi hyvä varata aikaa noin tunti.

12.2. klo 8-11

13.3. klo 8-14

14.3. klo 8-17

15.3. klo 8-17

16.3. klo 8-13

Saat tarkemmat haastattelukysymykset sähköpostitse ennen haastattelua. Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimikontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoetaan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä.

Ystävällisin terveisin,

Emma Raivio

Opiskelija

Degree Programme in Tourism

Haaga-Helia Ammattikorkeakoulu

Appendix 3. Invitation to the Finnish Defence Forces' Travel Managers

Kutsu haastatteluun

Hei,

Olet ilmaissut halukkuutesi osallistua opinnäytetyöhöni liittyvään henkilöhaastatteluun. Teen Degree Programme in Tourism -tutkintoni opinnäytetyötä puolustusministeriölle yhteistyössä puolustusministeriön matkasiiantuntija Minna Torpan kanssa. Opinnäytetyöni aiheena on matkustaja matkanvaraajana ja sen tavoitteena on tuottaa puolustusministeriölle yleinen suositus, kuinka muutos matkasihteerien tekemistä varauksista liike-matkustajan tekemiin varauksiin toteutetaan onnistuneesti.

Puolustusvoimien edustajia haastatteleamalla on tarkoitus selvittää kuinka vastaavanlainen muutos toteutettiin Puolustusvoimissa, kuinka edustajat suhtautuivat muutoksiin, kuinka onnistunut muutos heidän mielestään oli ja olisiko Puolustusvoimien tapauksesta jotain opittavaa.

Haastattelut järjestetään 14.-16.3.2018 kasvotusten mikäli sijaintisi on Helsinki tai muussa tapauksessa puhelimitse tai Skype-yhteydellä. **Pyytäisin sinua ehdottamaan sinulle sopivaa haastattelu-aikaa alla olevan tarkemman aikataulun puitteissa mahdollisimman pian, sillä haluaisin haastatella PV:n edustajista ensimmäisenä sinua.** Mikäli mikään ehdotetuista päivistä ei sovi, voidaan muutakin aikaa sovitella. Haastatteluun olisi hyvä varata aikaa noin tunti.

14.3. klo 8-17

15.3. klo 8-17

16.3. klo 8-13

Saat tarkemmat haastattelukysymykset sähköpostitse ennen haastattelua. Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Haastatteluun osallistuminen on vapaaehtoista. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite ja muut muistiinpanot tuhoetaan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä. Valmis työ on kokonaisuudessaan julkinen ja se tullaan julkaisemaan Theseus online kirjastossa.

Tutkimukselle on Puolustusvoimien esikunnan myöntämä tutkimuslupa AO3425, 693/12.04.01/2018. **Haastateltavaa pyydetään ilmoittamaan osallistumisestaan esimiehelleen.**

Ystävällisin terveisin,

Emma Raivio

Opiskelija

Degree Programme in Tourism

Haaga-Helia Ammattikorkeakoulu

Appendix 4. Invitation to the Finnish Defence Forces' Travellers

Kutsu haastatteluun

Hei,

Olet ilmaissut halukkuutesi osallistua opinnäytetyöhöni liittyvään henkilöhaastatteluun. Teen Degree Programme in Tourism -tutkintoni opinnäytetyötä puolustusministeriölle yhteistyössä puolustusministeriön matkasiiantuntija Minna Torpan kanssa. Opinnäytetyöni aiheena on matkustaja matkanvaraajana ja sen tavoitteena on tuottaa puolustusministeriölle yleinen suositus, kuinka muutos matkasihteerien tekemistä varauksista liike-matkustajan tekemisiin varauksiin toteutetaan onnistuneesti.

Puolustusvoimien edustajia haastatteleamalla on tarkoitus selvittää miten muutos Puolustusvoimissa toteutettiin, kuinka liikematkustajat suhtautuivat oman organisaationsa matkahallinnon ja matkanvarausprosessin muutoksiin eri vaiheissa ja kuinka onnistunut muutos heidän mielestään oli. Toiveena on, että kokemuksesta voitaisiin ottaa oppia puolustusministeriössä.

Haastattelut järjestetään 14.-16.3.2018 kasvotusten mikäli sijaintisi on Helsinki tai muussa tapauksessa puhelimitse tai esim. Skype-yhteydellä. Pyytäisin sinua ehdottamaan sinulle sopivaa haastattelu-aikaa alla olevan tarkemman aikataulun puitteissa. Mikäli mikään ehdotetuista päivistä ei sovi, voidaan muutakin aikaa sovitella. Haastatteluun olisi hyvä varata aikaa noin tunti.

14.3. klo 12-17

15.3. klo 8-17

16.3. klo 8-13

Saat tarkemmat haastattelukysymykset sähköpostitse ennen haastattelua. Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Haastatteluun osallistuminen on vapaaehtoista. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite ja muut muistiinpanot tuhoataan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä. Valmis työ on kokonaisuudessaan julkinen ja se tullaan julkaisemaan Theseus online kirjastossa.

Tutkimukselle on Puolustusvoimien esikunnan henkilöstöosaston myöntämä tutkimuslupa (hallintopäätös AO3425, 693/12.04.01/2018, liitteenä).

Haastateltavaa pyydetään ilmoittamaan osallistumisestaan esimiehelleen.

Ystävällisin terveisin,

Emma Raivio

Opiskelija

Degree Programme in Tourism

Haaga-Helia Ammattikorkeakoulu

Appendix 5. Invitation to the Other Organisations

Kutsu haastatteluun

Hei,

Teen Degree Programme in Tourism -tutkintoni opinnäytetyötä puolustusministeriölle yhteistyössä puolustusministeriön matka-asiantuntija Minna Torpan kanssa. Opinnäytetyöni aiheena on matkustaja matkanvaraajana ja sen tavoitteena on tuottaa puolustusministeriölle yleinen suositus, kuinka muutos matkasihteerien tekemistä varauksista liikematkustajan tekemiin varauksiin toteutetaan onnistuneesti.

Yhtenä tiedonhankintametodina käytetään benchmarkausta. Tarkoitus on kerätä tietoa muiden organisaatioiden matkahallinnossa tapahtuneista muutoksista sekä siitä, miten muutosprosessit on toteutettu, mitä niistä opittiin ja olisiko puolustusministeriön mahdollista ottaa näistä kokemuksista oppia.

Olisiko sinun mahdollista osallistua haastatteluun?

Haastattelu sopisi minulle parhaiten ensi viikolla 14.-16.3. tai sitä seuraavalla viikolla 19.-21.3. Mikäli kasvotusten tapaaminen ei onnistu, voimme keskustella myös puhelimitse tai Skype-yhteydellä. Pyytäisin sinua ehdottamaan sopivaa aikaa edellä olevien tarkempien aikojen puitteissa. Mikäli mikään ehdotetuista päivistä ei sovi, voidaan muutakin aikaa sovittelaa. Haastatteluun olisi hyvä varata aikaa noin tunti.

14.3. klo 8-17

15.3. klo 8-17

16.3. klo 8-12

19.3. klo 8-17

20.3. klo 8-13

21.3. klo 13-17

Haastatteluun osallistuminen on vapaaehtoista ja anonyymiä. Saat tarkemmat haastattelukysymykset sähköpostitse ennen haastattelua. Haastatteluilla kerättävä aineisto tullaan käyttämään vain tässä opinnäytetyössä ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite ja muut muistiinpanot tuhoetaan opinnäytetyön valmistuttua. Valmis työ on kokonaisuudessaan julkinen ja se tullaan julkaisemaan Theseus online kirjastossa.

Ystävällisin terveisin,

Emma Raivio

Opiskelija

Degree Programme in Tourism

Haaga-Helia Ammattikorkeakoulu

Appendix 6. Ministry of Defence's Travellers' Interview Questions

Haastattelu

Puolustusministeriön matkustajat

Kysymyksiä on yhteensä 25. Vastaukset saavat olla avoimia, keskustelevia ja vaeltaa vapaasti, kunhan pysytään pääteemojen (matkustus, organisaatiomuutos) sisällä.

Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoetaan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä. Valmis työ tulee olemaan kokonaisuudessaan julkinen ja se julkaistaan Thesens online kirjastossa.

Taustatiedot

1. Ikäsi? 20-35v 36-45v 46-55v 56-65v yli 65v
2. Kuinka kauan olet matkustanut työn puolesta? Anna vastaus vuosissa.
3. Montako matkaa yhteensä teet vuodessa keskimäärin? Laske mukaan kotimaa ja ulkomaat.
4. Matkustatko enemmän
 - a. kotimaassa?
 - b. ulkomailla?

Matkustus

Offline varaus tarkoittaa varausta, joka tehdään suoraan matkatoimistosta esimerkiksi soittamalla, lähettämällä sähköpostia tai käymällä toimistossa.

Online varaus tarkoittaa varausta, joka tehdään käyttämällä online varausjärjestelmää esim. puolustusministeriön käytössä olevalla Amadeus e-Travel Managementilla. Myös internetin kuluttajasivustoilla tehtävät varaukset ovat online varauksia.

5. Miten varaat tällä hetkellä ulkomaan matkasi? *Mikäli matkasihteeri varaa matkasi, ei varaustapaa tarvitse tietää.*
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online
 - d) matkasihteeri varaa matkani
6. Miten varaat tällä hetkellä kotimaan matkasi? *Mikäli matkasihteeri varaa matkasi, ei varaustapaa tarvitse tietää.*
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online

- d) matkasihteeri varaa matkani
7. Mistä syistä käytät valitsemaasi varaustapaa?
8. Kuinka tyytyväinen olet matkanvarausprosessiin tällä hetkellä?
9. Uskotko varaavasi tulevaisuudessa matkasi itse online?
Jos kyllä, siirry kysymykseen 11
Jos et, kerro miksi.
10. Mitkä seikat tukisivat/motivoisivat sinua varaamaan matkasi tulevaisuudessa itse?
11. Oletko lukenut:
a) Valtion matkustussäännön?
b) Valtion matkustusstrategian?
c) Valtioneuvoston matkustusohjeen?
12. Ovatko em. säännöt ja ohje mielestäsi selkeitä?
13. Oletko pyytänyt/kysynyt tarkennusta em. ohjeisiin esim. matkasihteeriltä?
Jos kyllä, ovatko saamasi ohjeet/tarkennukset olleet mielestäsi selkeitä?
14. Onko em. sääntöjen noudattaminen mielestäsi helppoa?
15. Mitkä seikat edesauttaisivat sääntöjen noudattamista?
16. Mitkä seikat motivoivat sinua noudattamaan em. sääntöjä?

–
Organisaatiomuutos

17. Millaisina koet organisaatiossa tapahtuvat muutokset yleensä?
18. Mitkä seikat vaikuttavat asenteisiisi ja tuntemuksiisi tulevia muutoksia kohtaan?
19. Koetko että olet saanut riittävästi tukea ja ohjeistusta viimeaikaisissa muutoksissa?
(esim. M2 Blue, VAHVA)
20. Koetko muutosviestinnän olevan ministeriön muutoksissa riittävää? (esim. M2 Blue, VAHVA)
21. Millainen koulutus on mielestäsi toimivinta, kun tarkoitus on opetella uuden atk-järjestelmän käyttöä?

Amadeus cytric Quick Cards

Puolustusministeriö ottaa käyttöön uuden Amadeus cytric Travel & Expense online matkanvarausjärjestelmän syksyllä 2018. Aluksi vain matkasihteerit käyttävät järjestelmää mutta myöhemmin vuoden 2019 aikana myös matkustajat itse voivat alkaa tehdä matkavarauksiaan järjestelmällä. Muutosprosessissa otetaan nyt ensimmäisiä askeleita ja jotta kenen tahansa olisi tulevaisuudessa helppo käyttää cytric-järjestelmää, halutaan varmistaa, että matkanvaraajilla on käytössään hyvät ohjeet.

Matkanvaraajille suunnatun käyttöohjeen luomisessa ensimmäisenä askeleena on nyt saatavilla olevien Amadeus cytric Quick Cards -ohjeiden testaus matkustajilla ja tulevaisuuden matkanvaraajilla.

Koska myös itse järjestelmää voidaan muokata ja räätälöidä ministeriön tarpeita vastaavaksi, halutaan matkustajilta ja matkanvaraajilta kuulla ajatuksia myös online varausjärjestelmän ominaisuuksista.

22. Lue liitteenä olevat cytric Quick Cards -ohjeet ja kerro ensivaikutelmasi niistä.
23. Millaisen kuvan ohjeet antavat cytric -ohjelmasta?
24. Onko ohjeiden kieli selkeää? Onko tekstissä termejä, joita et ymmärrä?
25. Millaisia ominaisuuksia hyvällä online varausjärjestelmällä mielestäsi tulisi olla?
Voit antaa myös esimerkkejä hyvistä järjestelmistä tai esim. internetin kuluttaja-sivustoista.

Appendix 7. Ministry of Defence's Travel Assistants' Interview Questions

Haastattelu

Puolustusministeriön matkasihteerit

Kysymyksiä on yhteensä 26. Vastaukset saavat olla avoimia, keskustelevia ja vaeltaa vapaasti, kunhan pysytään pääteemojen (matkustus, organisaatiomuutos) sisällä.

Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoetaan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä. Valmis työ tulee olemaan kokonaisuudessaan julkinen ja se julkaistaan Thesens online kirjastossa.

Taustatiedot

1. Ikäsi? 20-35v 36-45v 46-55v 56-65v yli 65v
2. Kuinka kauan olet tehnyt matkavarauksia työn puolesta? Anna vastaus vuosissa.
3. Montako matkaa yhteensä teet vuodessa keskimäärin? Laske mukaan kotimaa ja ulkomaat.

Matkustus

Offline varaus tarkoittaa varausta, joka tehdään suoraan matkatoimistosta esimerkiksi soittamalla, lähettämällä sähköpostia tai käymällä toimistossa.

Online varaus tarkoittaa varausta, joka tehdään käyttämällä online varausjärjestelmää esim. puolustusministeriön käytössä olevalla Amadeus e-Travel Managementilla. Myös internetin kuluttajasivustoilla tehtävät varaukset ovat online varauksia.

4. Miten varaat tällä hetkellä ulkomaan matkat?
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online
5. Miten varaat tällä hetkellä kotimaan matkat?
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online
6. Mistä syistä käytät valitsemaasi varaustapaa?
7. Kuinka tyytyväinen olet matkanvarausprosessiin tällä hetkellä?
8. Kuinka tyytyväinen olet nykyiseen matkanvarausjärjestelmään?
9. Uskotko että matkustajissasi on sellaisia, jotka voisivat tehdä varauksensa itse online?

10. Mitkä seikat tukisivat/motivoisivat matkustajiasi varaamaan matkansa tulevaisuudessa itse?
11. Ovatko matkustukseen liittyvät säännöt ja ohjeet mielestäsi selkeitä? (Valtion matkustussääntö, Valtion matkustusstrategia, Valtioneuvoston matkustusohje)
12. Koetko saavasi tarvittaessa tulkinta-apua em. sääntöihin ja ohjeisiin?
13. Onko em. sääntöjen noudattaminen sinulle helppoa? Entä onko matkustajien mielestäsi helppo noudattaa niitä?
14. Mitkä seikat edesauttaisivat sääntöjen noudattamista?
15. Mitkä seikat motivoivat sinua noudattamaan em. sääntöjä?

Organisaatiomuutos ja muutokset yleensä

16. Millaisina koet organisaatiossa tapahtuvat muutokset yleensä?
17. Mitkä seikat vaikuttavat asenteisiisi ja tuntemuksiisi tulevia muutoksia kohtaan yleisesti?
18. Koetko muutosviestinnän puolustusministeriössä olevan riittävää?
19. Koetko että olet saanut riittävästi tukea ja ohjeistusta viimeaikaisissa muutoksissa? (esim. M2, VAHVA)
20. Millainen koulutus on mielestäsi toimivinta, kun tarkoitus on opetella uuden atk-järjestelmän käyttöä?
21. Mitä mielestäsi uuden matkavarauksjärjestelmän käyttöönotossa tulisi ottaa huomioon yleisesti? Entä silloin kun tavoite on saada mahdollisimman moni matkustaja tekemään varauksensa itse online?

Amadeus cytric Travel & Expense Quick Cards

Puolustusministeriö ottaa käyttöön uuden Amadeus cytric Travel & Expense online matkanvarausjärjestelmän syksyllä 2018. Aluksi vain matkasihteerit käyttävät järjestelmää mutta myöhemmin vuoden 2019 aikana myös matkustajat itse voivat alkaa tehdä matkavarauksiaan järjestelmällä. Muutosprosessissa otetaan nyt ensimmäisiä askeleita ja jotta kenen tahansa olisi tulevaisuudessa helppo käyttää cytric-järjestelmää, halutaan varmistaa, että matkanvaraajilla on käytössään hyvät ohjeet. Matkanvaraajille suunnatun käyttöohjeen luomisessa ensimmäisenä askeleena on nyt saatavilla olevien Amadeus cytric Quick Cards -ohjeiden/ esitteiden testaus matkustajilla ja tulevaisuuden matkanvaraajilla. Koska myös itse järjestelmää voidaan muokata ja räätälöidä ministeriön tarpeita vastaavaksi, halutaan matkustajilta ja matkanvaraajilta kuulla ajatuksia myös online varausjärjestelmän ominaisuuksista.

22. Lue liitteenä olevat Amadeus cytric Quick Cards ja kerro ensivaikutelmasi niistä (ulkoasu, formaatti, sisältö, asettelu).
23. Millaisen kuvan käyttöohje antaa cytric -ohjelmasta?
24. Onko käyttöohjeen kieli selkeää? Uskotko matkustajasi ymmärtävän esitteen tekstit?
25. Millaisia ominaisuuksia hyvällä online varausjärjestelmällä mielestäsi tulisi olla? Voit antaa myös esimerkkejä hyvistä järjestelmistä tai esim. internetin kuluttaja-sivustoista.
26. Onko Amadeus e-Travel Management järjestelmässä joitain ominaisuuksia, joita toivoisit myös cytricissä olevan?

Appendix 8. Finnish Defence Forces' Travellers' Interview Questions

Haastattelu

Puolustusvoimien matkustajat

Kysymyksiä on yhteensä 15. Vastaukset saavat olla avoimia, keskustelevia ja vaeltaa vapaasti, kunhan pysytään pääteemojen (matkustus, organisaatiomuutos) sisällä. Haastattelun aikana saatetaan esittää lisäkysymyksiä.

Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoetaan opinnäytetyön valmistuttua. Haastateltavan nimeä tai asemaa ei tulla mainitsemaan valmiissa työssä. Valmis työ tulee olemaan kokonaisuudessaan julkinen ja se julkaistaan Thesens online kirjastossa.

Taustatiedot

1. Ikäsi? 20-35v 36-45v 46-55v 56-65v yli 65v
2. Kuinka kauan olet matkustanut työn puolesta? Anna vastaus vuosissa.
3. Montako matkaa yhteensä teet vuodessa keskimäärin? Laske mukaan kotimaa ja ulkomaat.
4. Matkustatko enemmän
 - a. kotimaassa?
 - b. ulkomailla?

Matkustus

Offline varaus tarkoittaa varausta, joka tehdään suoraan matkatoimistosta esimerkiksi soittamalla, lähettämällä sähköpostia tai käymällä toimistossa.

Online varaus tarkoittaa varausta, joka tehdään käyttämällä online varausjärjestelmää esim. puolustusministeriön käytössä olevalla Amadeus e-Travel Managementilla. Myös internetin kuluttajasivustoilla tehtävät varaukset ovat online varauksia.

5. Miten varaat tällä hetkellä ulkomaan matkasi? *Mikäli matkasihteeri varaa matkasi, ei varaustapaa tarvitse tietää.*
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online
 - d) matkasihteeri varaa matkani
6. Miten varaat tällä hetkellä kotimaan matkasi? *Mikäli matkasihteeri varaa matkasi, ei varaustapaa tarvitse tietää.*
 - a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon

- c) online
 - d) matkasihteeri varaa matkani
7. Oletko tyytyväinen nykyiseen varaustapaan?
 8. Millaisia ominaisuuksia hyvällä online varausjärjestelmällä mielestäsi tulisi olla? Voit antaa myös esimerkkejä hyvistä järjestelmistä tai esim. internetin kuluttaja-sivustoista.

Muutokset

Puolustusvoimien matkahallinnossa tehtiin suuria muutoksia muutama vuosi sitten mm. siirryttiin vahvasti itsevaraamiseen ja matkasihteerien käytöstä luovuttiin suuressa määrin.

9. Millaisina koit seuraavat asiat:
 - a) Muutoksista tiedottaminen ennen niiden käytäntöön panoa
 - b) Itsevaraamisen koulutus
 - c) Itsevaraamiseen liittyvät materiaalit (esim. käyttöohjeet, koulutusmateriaali)
10. Kuinka erityisesti matkustukseen liittyvät muutokset näkyivät tai näkyvät nykyään arjessasi?
11. Kuinka tyytyväinen olet matkanvarausprosessiin tällä hetkellä?
12. Kuinka tyytyväinen olet muihin matkustukseen liittyviin toimintoihin? Esim. matkasuunnitelman laatiminen, matkalaskutus.
13. Mitä toivoisit tai olisit toivonut organisaatiosi tehneen toisin em. muutoksissa?

Tulevat muutokset puolustusministeriössä

Puolustusministeriössä matkustajat tekevät tällä hetkellä itse matkasuunnitelmansa ja matkalaskunsa. Ensi vuonna ollaan siirtymässä matkasihteerien tekemistä matkavarauksista matkustajan itse tekemiin varauksiin. Muutos on lähtökohtaisesti matkustajille vapaaehtoinen, mutta mahdollisimman moni matkustaja halutaan houkutella tekemään varauksensa itse. Uusi matkanvarausjärjestelmä tullaan ottamaan tämän vuoden aikana käyttöön ensin matkasihteerien toimesta ja uusi järjestelmä esitellään matkustajille myöhemmin ensi vuoden puolella.

14. Mitä tämänkaltaisessa muutoksessa tulisi mielestäsi ottaa erityisesti virkamiehen kannalta huomioon?
15. Mitä neuvoja ja vinkkejä antaisit puolustusministeriölle nyt kun em. muutoksen käytännön toteuttamista ollaan suunnittelemassa?

Appendix 9. Organisations interview questions

Haastattelu

Organisaatiot

Kysymyksiä on yhteensä 19. Vastaukset saavat olla avoimia, keskustelevia ja vaeltaa vapaasti, kunhan pysytään pääteemojen (matkustus ja muutokset) sisällä. Etukäteen valmisteltujen kysymysten lisäksi haastattelun aikana saatetaan esittää lisäkysymyksiä.

Haastatteluilla kerättävä aineisto tullaan käyttämään vain tähän opinnäytetyöhön ja se tulee vain tutkimuksen tekijän, toimeksiantajakontaktin sekä opinnäytetyön ohjaajan saataville. Haastateltavan nimeä, asemaa tai organisaatiota ei tulla mainitsemaan valmiissa työssä. Osallistumalla haastatteluun suostut haastattelun nauhoittamiseen. Ääninauhoite tuhoetaan opinnäytetyön valmistuttua. Valmis työ tulee olemaan kokonaisuudessaan julkinen ja se julkaistaan Theseus online kirjastossa.

Taustatiedot

1. Mikä on organisaatiosi henkilöstömäärä Suomessa?
2. Kuinka paljon ovat organisaatiosi matkakulut vuodessa?
(ml. päivärahat ja km-korvaukset)
 - a) alle 200 000
 - b) 200 000-500 000 €
 - c) 500 000 € - 1 miljoona
 - d) yli miljoona €
3. Millaisia matkustukseen liittyviä sääntöjä ja ohjeita noudatetaan organisaatiossasi?
4. Miten sääntöjen noudattamista valvotaan?
5. Kuka/mitkä tahot ovat laatineet säännöt ja ketkä ylläpitävät niitä?

Matkustus ja matkahallinto

6. Onko organisaatiossasi palkattuna henkilöä, jonka työtehtäviin kuuluu matkasihteerin tehtäviä? Jos kyllä, montako?
7. Varaavatko organisaatiosi työntekijät omat matkansa itse?
Jos kyllä, varaavatko he matkansa online vai offline?
Jos ei, mitä varaustapaa esim. matkasihteerin käyttää?
8. Missä tapauksissa matkat varataan offline?
9. Mikä on kunkin em. varaustavan osuus kokonaisvarausten määrästä organisaatiossasi?
Anna vastaus prosentteina (%).
Mikäli puhelimitse ja sähköpostitse tehtävien offline varausten määrää ei voida erotella, anna

vastaus offline/online subteesta.

- a) offline soittamalla itse matkatoimistoon
 - b) offline lähettämällä itse sähköpostia matkatoimistoon
 - c) online
10. Millaisia muutoksia organisaatiosi matkahallinnossa on tehty viimeisten 5 vuoden aikana?
11. Mistä syistä muutoksia on tehty ja mitä tavoitteita muutoksille on asetettu?
12. Onko muutosten tavoitteet saavutettu?
13. Miten muutoksia on suunniteltu ja valmisteltu?
14. Onko muutosprosessien suunnittelussa ja toteutuksessa käytetty ulkopuolista apua? Jos kyllä, millaista?
15. Miten muutoksista on tiedotettu henkilöstölle?
16. Onko organisaatiollasi käytössä muutosviestintään liittyvää strategiaa tai ohjeistusta?
17. Onko henkilöstölle, jota muutos koskee, tarjottu koulutusta? Entä materiaalia esim. käyttöohjeita, esitteitä, opastusvideoita? Millaisia?
18. Onko henkilöstön suhtautumisesta muutoksiin tehty selvitystä? Esim. onko tiedossa onko henkilöstö tyytyväinen muutoksiin?

Tulevat muutokset puolustusministeriössä

Puolustusministeriössä matkustajat tekevät tällä hetkellä itse matkasuunnitelmansa ja matkalaskunsa. Ensi vuonna ollaan siirtymässä matkasihteerien tekemistä matkavarauksista matkustajan itse tekemiin varauksiin. Muutos on lähtökohtaisesti matkustajille vapaaehtoinen, mutta mahdollisimman moni matkustaja halutaan houkutella tekemään varauksensa itse. Uusi matkanvarausjärjestelmä tullaan ottamaan tämän vuoden aikana käyttöön ensin matkasihteerien toimesta ja uusi järjestelmä esitellään matkustajille myöhemmin ensi vuoden puolella.

19. Mikäli organisaatiossasi on tehty vastaavanlainen muutos, mitä neuvoja ja vinkkejä antaisit puolustusministeriölle?



18.1.2017

PVHSMK-PE TUTKIMUSLUVAT PUOLUSTUSVOIMISSA

| | |
|-------------------------------------|---|
| Lyhenne | PVHSMK-PE |
| Peruste | PEKANSLIA:n asiakas HM1024 / PEHSM hallinto 001 - PEKANSLIA PÄÄESIKUNNAN TYÖJÄRJESTYS |
| Normin voimassaoloaika | 1.2.2017 alkaen toistaiseksi |
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| Lisätietoja antaa | Pääesikunnan suunnitteluosasto, Tutkimus- ja kehittämissuunnitteluosasto, Tutkimus- ja kehittämistoiminnan sektori |
| Kumoaa | PVOHJEK-PE HJ286 TUTKIMUSLUVAT PUOLUSTUSVOIMISSA |
| Asiaan liittyvä lainsäädäntö | Hallintolaki (434/2003) Laki viranomaisten toiminnan julkisuudesta (621/1999; julkisuuslaki.) Henkilötietolaki (523/1999) Valtion maksuperustelaki (150/1992) Laki lääketieteellisestä tutkimuksesta (488/1999) |
| Säilytys | Sähköinen arkistointi - Puolustusvoimien asianhallintajärjestelmä/Puolustusvoimien normitietokanta Pysyvästi säilytettävät normikokoelmat - Pääesikunnan kirjaamo |

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1 JOHDANTO

Tällä normilla määrätään tutkimuslupien hakemista ja käsittelyä koskevat menettelytavat sekä tutkimuslupien arviointiperusteet ja ratkaisuoikeudet Puolustusvoimissa.

Määräyksellä yhdenmukaistetaan Puolustusvoimien tutkimuslupaprosesseja koskevat menettelytavat.

Tämä määräys ei käsittele julkisuuslain mukaisia tietopyyntöjä, joiden käsittelystä määrätään Puolustusvoimien toimistopalvelukäsikirjassa (HJ488).

2 SOVELTAMISALA

Puolustusvoimat valvoo Pääesikunnan suunnitteluosaston johdolla tutkimusta, jossa hyödynnetään Puolustusvoimien järjestelmiä, henkilöstöä, tietoaineistoja ja -rekistereitä, tiloja ja laitteita sekä tutkimusta, jota varten Puolustusvoimat antaa julkisuuslain nojalla luvan salassa pidettävien asiakirjojen saamiseen.

Puolustusvoimissa virkatyönä tehtävät tutkimukset, Maanpuolustuskorkeakoululla virkatyönä tehtävät opinnäytetyöt tai maksullisena palvelutoimintana toteutettavat tutkimus-, kehittämis- ja testaustyöt eivät tarvitse tutkimuslupaa. Lääke- ja terveystieteelliset tutkimukset sekä tutkimukset, joissa käytetään Puolustusvoimien henkilörekistereissä pidettäviä tietoja tarvitsevat aina tutkimusluvan. Virkatyönä tehtävällä tutkimuksella tässä määräyksessä tarkoitetaan sellaista Puolustusvoimien sisäisenä työnä tehtävää tutkimusta, jonka suorittamiseen henkilö on työnantajan toimenpitein käsketty.

Tutkimukseen on aina haettava tutkimuslupa kaikissa tapauksissa, joissa:

1. henkilö ei ole työ- tai virkasuhteessa Puolustusvoimiin ja tutkimuksessa hyödynnetään puolustusvoimien järjestelmiä, henkilöstöä, tietoaineistoja tai -rekistereitä, tiloja tai laitteita tai salassa pidettäviä asiakirjoja,
2. Puolustusvoimien palkattuun henkilöstöön kuuluva haluaa hyödyntää puolustusvoimien järjestelmiä, henkilöstöä, tietoaineistoja tai -rekistereitä, tiloja ja laitteita tai suojattavaa tietoaineistoa muutoin kuin käskettynä virkatyönä tehtävässä tutkimuksessa (esim. opinnäytetyöt)

3. tutkimuksessa käytetään Puolustusvoimien henkilökisteritietoja,
4. kaikkea lääke- ja terveystieteellistä tutkimusta varten.

Tutkimusta ei saa aloittaa ennen kuin lupa on myönnetty. Suunnitellun tutkimuksen on noudatettava hyviä tieteellisiä käytänteitä, ja sen on perustuttava tutkimussuunnitelmaan.

Tutkimuslupa ei anna suoraan lupaa käyttää Puolustusvoimien resursseja, vaan niistä on sovittava erikseen.

3 LUPAPÄÄTÖSTEN RATKAISUOIKEUDET

Tutkimuslupapäätösten ratkaisuoikeus Puolustusvoimissa on seuraavissa hallintoyksiköissä:

- Pääesikunta
- Puolustushaaraesikunnat
- Maanpuolustuskorkeakoulu

Pääesikunnassa ratkaistaan ne lupa-asiat, joilla on koko Puolustusvoimia koskeva merkitys. Pääesikunnassa ratkaistaan ne lupa-asiat, jotka koskevat useaa Puolustusvoimien hallintoyksikköä tai pääesikunnan alaisia laitoksia. Pääesikunnassa hakemuksen käsittelystä ja ratkaisuoikeutta käyttää se osasto, joka vastaa Pääesikunnan työjärjestyksen perusteella tutkimuksen kohteena olevasta asiasta.

Puolustushaaraesikunnat ratkaisevat puolustushaaraa ja sen alaisia hallintoyksiköitä koskevat lupahakemukset. Puolustushaaraesikunnassa lupahakemuksen käsittelystä vastaa työjärjestyksessä määrätty esikunnan osasto.

Maanpuolustuskorkeakoulu ratkaisee ne tutkimuslupahakemukset, jotka koskevat Maanpuolustuskorkeakoulua, sen toimintaa, tutkimusta tai henkilöstöä.

Jos tutkimuslupahakemus koskee useata eri toimialaa, asian valmistele se pääesikunnan tai puolustushaaraesikunnan osasto, jonka toimialaa hakemus ensisijaisesti koskee. Asian käsittelyjärjestyksestä ja ratkaisuoikeuden käytöstä sovitaan aina tapauskohtaisesti asiaan liittyvien osastojen välillä. Tällöin lupavalmistelijä pyytää päätösesityksensä tueksi lausunnon tai lausunnot muilta asiaan liittyviltä osastoilta.

Tutkimukset, joissa hyödynnetään Puolustusvoimien henkilökistereissä pidettäviä tietoja sekä lääke- ja terveystieteelliset tutkimukset kuuluvat poikkeusmenettelyn piiriin, josta määrätään tämän normin kappaleessa 5. Poikkeusmenettelyn piiriin kuuluvien tutkimuslupapäätösten ratkaisuoikeudet ovat seuraavat:

Puolustusvoimien henkilöstöpäällikkö ratkaisee Pääesikunnan koulutusosaston tai henkilöstöosaston esittelystä tutkimuslupahakemukset, jotka kohdistuvat Puolustusvoimien koko henkilöstöön, usean puolustushaaran henkilöstöön tai Puolustusvoimien henkilökistereihin. Tämän lisäksi Puolustusvoimien henkilöstöpäällikkö ratkaisee Pääesikunnan koulutusosaston esittelystä Puolustusvoimien henkilöstöjärjestelmään sekä henkilöstö- ja koulutustoimialaan, mukaan lukien henkilökistereihin kohdistuvat tutkimuslupahakemukset.

Puolustusvoimien ylilääkäri ratkaisee Puolustusvoimia koskevat lääke- ja terveystieteelliset tutkimuslupahakemukset Pääesikunnan logistiikkaosaston esittelystä. Lääke- ja terveystieteellistä tutkimusta koskevissa lupa-asioiden valmistelussa ja lupaehdoissa on otettava aina huomioon lääke- ja terveystieteellistä tutkimusta koskeva lainsäädäntö ja muut ohjaavat normit ja ohjeet. Näitä ovat esimerkiksi eettisen toimikunnan lupamenettely ja Lääkealan turvallisuus- ja kehittämiskeskuksen määräykset, joiden valvonnasta Puolustusvoimissa vastaa Pääesikunnan logistiikkaosasto.

4 TUTKIMUSLUVAN HAKEMINEN JA LUPAHAKEMUSTEN KÄSITTELY

Tutkimuslupahakemuksen käsittely jakaantuu neljään vaiheeseen: 1) Luvan hakeminen ja asian vireille tulo, 2) lupahakemuksen arviointi ja lupaharkinta, 3) lupapäätöksen ratkaisu ja 4) lupapäätöksen tiedoksianto.

Lupaprosessin kulku on kuvattu liitteessä 1.

4.1 Luvan hakeminen ja asian vireille tulo

Tutkimusluvan hakijana tulee olla yksittäinen luonnollinen henkilö (yksittäinen tutkija tai tutkimusryhmän vastuullinen johtaja). Luvan hakija saattaa asian vireille jättämällä hakemuksen Puolustusvoimille. Mikäli hakemus joudutaan siirtämään asiassa toimivaltaiselle hallintoyksikölle (ks. kappale 3.2.), hakemuksen vastaanottanut hallintoyksikkö ilmoittaa asian siirtämisestä hakijalle hallintolain 21§:n mukaisesti.

Hakemusasia kirjoihin liitetään seuraavat dokumentit:

1. **Tutkimuslupahakemus**, josta selviävät seuraavat tiedot:
 - a. tutkimuksen nimi
 - b. tutkimuksen kohde, johon lupaa haetaan ja tutkimuksen tiivis kuvaus
 - c. tutkijan tai tutkimusryhmän ja sen vastuullisen johtajan yhteystiedot, oppiarvot ja työtehtävät

- d. tutkimuksen toteutuksen kokonaisaikataulu
 - e. tutkimuksen ja sen tulosten julkisuus
 - f. tutkimuksen kustannusarvio, josta selviää erityisesti palkatulle henkilöstölle aiheutuva lisätö sekä siitä puolustusvoimille aiheutuvien kustannusten mahdollinen korvaaminen
2. **tutkimussuunnitelma**, jossa on määritetty mitä Puolustusvoimien tietoa tai resursseja tutkimuksen suorittamiseen tarvitaan, ja miten nämä ovat tarpeellisia tutkimuksen suorittamiseen.
 3. mahdolliset hakijan itsensä hankkimat puollot ja asiantuntijalausunnat

Lupahakemuksen vastaanottanut hallintoyksikkö kirjaa tutkimuslupahakemuksen liiteasiakirjoineen Puolustusvoimien asianhallintajärjestelmään (PVAH). Lupapäätöksen valmistelija ilmoittaa hakijalle asian käsittelyn aloittamisesta ja antaa pyydettyä arvon käsittelyajasta.

Hakemusasiakirjoja käsiteltäessä on huomattava, että tutkimussuunnitelma on lähtökohtaisesti salassa pidettävä julkisuuslain 24 §:n 1 momentin 21 kohdan perusteella.

Mikäli hakemuksesta ei ilmene asian ratkaisemisen kannalta riittäviä tietoja, asian käsittelijän tulee pyytää hakijalta lisätietoja ennen asian ratkaisemista. Mikäli tutkimuslupahakija ei annetussa määräajassa toimita pyydettyjä lisätietoja, niin tällöin asiasta voidaan antaa kielteinen hallintopäätös valitusosoituksineen.

4.2 Lupahakemuksen arviointi ja lupaharkinta

Lupahakemuksen arvioinnissa päätöksen valmistelija perehtyy vastaanotettuun tutkimuslupahakemukseen ja siihen kuuluviin liitteisiin. Lupahakemuksen arviointi ja lupaharkinta perustuvat aina tutkimuslupahakemukseen ja hakemuksen liitteenä olevaan tutkimussuunnitelmaan. Tarvittaessa tutkimusluvan arvioinnin ja lupaharkinnan tueksi päätöksen valmistelija voi hakea lausunnon tai lausuntoja.

Lupaharkinta perustuu kokonaisharkintaan, jossa on aina huomioitava maanpuolustuksen etu ja suojattavat intressit sekä arvioida tutkimuksen läpiviennistä Puolustusvoimille aiheutuvat kustannukset, työrasite ja hyöty. Tutkimuslupaharkinnassa ei lähtökohtaisesti oteta kantaa tutkimuksen tieteellisiin tavoitteisiin.

Tutkimuksesta Puolustusvoimille aiheutuvien kulujen korvaamisessa noudatetaan valtion maksuperustelakia. Pääperiaate on se, että tutkija vastaa itse oman toimintansa aiheuttamista kustannuksista ja tutkimuk-

sen suorittamisesta lupaehtoja vastaavasti. Kaikissa tapauksissa tutkimus on toteutettava siten, että siitä aiheutuu mahdollisimman vähän rasitetta Puolustusvoimille.

Tutkimuslupapäätös annetaan aina hallintolain mukaisena kirjallisena hallintopäätöksenä, josta on käytävä selvästi ilmi vähintään seuraavat seikat:

1. päätöksen tehnyt viranomainen ja päätöksen tekemisen ajankohta
2. asianosaiset, joihin päätös välittömästi kohdistuu
3. päätöksen perustelut ja yksilöity tieto siitä, mihin asianosainen on oikeutettu tai velvoitettu taikka miten asia on muutoin ratkaistu; sekä
4. luvan voimassaoloaika sekä nimetty henkilö tai tutkimusryhmän jäsenet, joita lupa koskee.
5. sen henkilön nimi ja yhteystiedot, jolta asianosainen voi pyytää tarvittaessa lisätietoja päätöksestä.
6. muutoksenhaku- ja valitusosoitus toimivaltaiseen hallinto-oikeuteen.
7. luvan ehtojen rikkomisesta voi seurata asian oikeudellinen arvio ja tutkimusluvan peruttaminen.

Lupapäätökseen liitetään aina tutkijaa ja hänen toimintaansa koskevat lupaehdot. Yleisiä lupaehtoja voivat olla:

- noudatettava lainsäädäntö ja alemman tason hallinnolliset normit
- tutkimuksen toteuttamiseen liittyvät järjestelyt ja ajankohdat
- Puolustusvoimien ja maanpuolustuksen sekä yksityisen edun suojaamiseksi tarpeelliset määräykset (ml. tietoturvallisuus, immateriaalioikeudet ja asiakirjojen salassapitoa koskevat velvoitteet)
- tutkimuksessa kertyvän aineiston käsittely tutkimuksen aikana ja sen päätyttyä sekä muut tietosuojakysymykset
- tutkijasta haettava turvallisuusselvitys
- tutkijan vaitiolovelvollisuus ja vaitiolovakuutus
- tutkimukseen osallistumisen vapaaehtoisuus (ml. varusmiehet ja reserviläiset)
- kuvaaminen, tallentaminen ja liikkuminen sotilasalueilla ml. ampu-alueet tai alukset

- tutkimuksen suojaustason tarkastaminen Puolustusvoimissa ennen sen julkaisua ja luovuttamista tutkimusryhmän ulkopuolelle
- kansainvälisistä valtiosopimus ja muista velvoitteista seuraavat rajoitteet
- lupaehtojen valvonta
- pyyntö valmistuneen tutkimusraportin tallentamisesta Puolustusvoimien tutkimusrekisteriin.

Tutkimukseen (pl. rekisteritutkimus) osallistumisen tulee aina olla tutkimuksen kohteena oleville henkilöille vapaaehtoista.

Tutkimusluvan asiakirjanumero on mainittava viitteenä kaikissa aineistosta tehtävissä julkaisuissa.

Tutkimuslupa annetaan aina määräaikaisena enintään viideksi (5) vuodeksi. Perustellusta syystä tutkimuslupaa voidaan sen umpeuduttua jatkaa. Tällöin tutkijan on aina haettava uusi tutkimuslupa.

4.3 Lupapäätöksen ratkaisu

Lupapäätöksen esittelee pääesikunnan tai puolustushaaraesikunnan työjärjestyksen perusteella määräytyvä vastuuosaston virkamies ja lupapäätöksen ratkaisee työjärjestyksessä määrätty taho.

4.4 Päätöksen tiedoksianto

Tutkimuslupahakemusta koskeva hallintopäätös annetaan aina hakijalle tiedoksi kirjallisesti.

Tämän lisäksi päätös välitetään tiedoksi niihin Puolustusvoimien hallintoyksiköihin, joita tutkimuksen järjestelyt koskevat.

5 POIKKEUSMENETTELYN PIIRIIN KUULUVAT TUTKIMUSLUVAT

Tutkimuslupahakemukset, jotka kohdistuvat Puolustusvoimien henkilörekistereissä pidettäviin tietoihin ja lääketieteelliset tutkimukset kuuluvat aina poikkeusmenettelyn piiriin.

5.1 Puolustusvoimien henkilörekistereihin kohdistuvat tutkimusluvut

Henkilötietoja voidaan käsitellä historiallista tutkimusta tai tieteellistä tutkimusta varten silloin, kun henkilötietolain 14 §:ssä mainitut edellytykset täyttyvät:

1. tutkimusta ei voi suorittaa ilman henkilön yksilöintiä koskevia tietoja ja jos rekisteröityjen suostumusta ei tietojen suuren määrän,

tietojen iän tai muun sellaisen syyn vuoksi ole mahdollista hankkia;

2. henkilörekisterin käyttö perustuu asianmukaiseen tutkimussuunnitelmaan ja tutkimuksella on vastuullinen johtaja tai siitä vastaava ryhmä;
3. henkilörekisteriä käytetään ja siitä luovutetaan henkilötietoja vain historiallista tai tieteellistä tutkimusta varten sekä muutoinkin toimitaan niin, että tiettyä henkilöä koskevat tiedot eivät paljastu ulkopuolisille; sekä
4. henkilörekisteri hävitetään tai siirretään arkistoitavaksi tai sen tiedot muutetaan sellaiseen muotoon, ettei tiedon kohde ole niistä tunnistettavissa, kun henkilötiedot eivät enää ole tarpeen tutkimuksen suorittamiseksi tai sen tulosten asianmukaisuuden varmistamiseksi.

Hakemukseen liitetystä tutkimussuunnitelmasta tulee käydä ilmi muun muassa se, mitä tietoja tutkimuksen suorittamiseen tarvitaan ja miten nämä tiedot ovat tarpeellisia tutkimuksen suorittamiseen, mikäli tutkimuksen suorittaminen ilman yksilötason tietoja ei ole mahdollista.

Puolustusvoimat voi julkisuuslain 28 §:n 1 momentin mukaisesti antaa yksittäistapauksessa luvan tietojen saamiseksi salassa pidettävästä asiakirjasta.

Kaikkiin lupapäätöksiin, jotka koskevat Puolustusvoimien henkilörekistereissä säilytettäviä tietoja, kirjoitetaan ainakin seuraavat erityiset lupaehdot:

1. luovutettavan aineiston omistaa Puolustusvoimat. Aineiston käyttöoikeutta ei saa myydä, vuokrata, lahjoittaa tai muuten siirtää muille osapuolille.
2. luvanhaltija ei saa hakea Puolustusvoimien omistamaa aineistoa pysyvästi säilytettäväksi ja arkistoitavaksi ilman Puolustusvoimien suostumusta.
3. tutkimusluvan asiakirjanumero on mainittava viitteenä kaikissa aineistosta tehtävissä julkaisuissa.
4. puolustusvoimien omistamat henkilötiedot luovutetaan Tilastokeskukseen yhdistettäväksi muihin tutkimusaineistoihin ja käsiteltäväksi siten, että yksittäinen henkilö ei tutkimusaineistosta ole tunnistettavissa.

5. käyttöyhteys Puolustusvoimien aineistoon muodostetaan ainoastaan Tilastokeskuksen tutkijapalvelun etäkäyttöyhteyden läpi.
6. tutkimusluvan päättyessä aineisto hävitetään Tilastokeskuksessa, mikäli luvan haltijalle ei ole myönnetty jatkolupaa. Hävittämisestä on annettava ilmoitus luvan myöntäjälle.
7. aineiston Tilastokeskukseen toimittaa Puolustusvoimien palvelukeskus (PVPALVK). Aineistoa tulee ennen sen tunnistettomaksi tekemistä käsitellä suojaustasoon ST III kuuluvana.

Aineiston muodostamisen toteuttava hallintoyksikkö laskuttaa luvan saajalta välittömät työkustannukset valtion maksuperustelain mukaisesti. Työstä annetaan luvan saajalle työaika-arvio. Lasku tulee olla maksettu ennen aineiston siirtämistä Tilastokeskuksen tutkijapalveluun.

Tämän lisäksi lupaan voidaan kirjoittaa aineistokohtaisia, muusta sääntelystä johtuvia tai Puolustusvoimien muun suojattavan edun kannalta olennaisia lupaehtoja.

Tutkimusluvan lupaehdoissa on aina määriteltävä, miten tutkimusaineistoa käsitellään tutkimuksen aikana ja sen päätyttyä sekä muut tietosuojakäytännöt.

Puolustusvoimien palveluksessa olevien henkilöiden omien tutkimusten, opinnäytetöiden ja julkaisujen aineistonkäyttöoikeuksiin näitä lupaehtoja sovelletaan kokonaisuudessaan.

5.2 Lääke- ja terveystieteelliset tutkimukset

Lääketieteellisestä tutkimuksesta säädetään lääketieteellisestä tutkimuksesta annetulla lailla (488/1999). Puolustusvoimissa tämä käsittää myös terveystietoihin liittyvät tutkimukset ja kaikkiin Puolustusvoimien hallinnassa oleviin potilastietoihin ja -asiakirjoihin liittyvät tutkimukset (ml. pelkät henkilökäytännöt) käsitellään lupaprosessissa lääke- tai terveystieteellisenä tutkimuksena. Lääketieteelliseksi tutkimukseksi katsotaan myös sellainen tutkimus- ja koetoiminta, joka voi aiheuttaa terveysvaaraa tai vaarantaa ihmisen koskemattomuutta.

Asevelvollisten ja erityisesti varusmiespalvelustaan suorittavien tulee olla valtiovallan erityisessä suojeluksessa ja heihin kohdistuvassa lääke- tai terveystieteellisessä tutkimustoiminnassa noudatetaan erityistä varovaisuusperiaatetta niin potilaan suostumuksen kuin potilastietojen luovutuksenkin osalta. Tutkimukseen (pl. rekisteritutkimus) osallistumisen tulee aina olla tutkimuksen kohteena oleville vapaaehtoista, mikä on selkeästi ilmoitettava ennen tutkimukseen liittyvien toimenpiteiden (esim. testien ja näyttöiden)

toteuttamista. Tutkimukseen (pl. rekisteritutkimus) osallistumisesta tulee hankkia henkilön kirjallinen suostumus. Tutkimuksen kohdehenkilöillä on niin halutessaan oikeus peruuttaa tai keskeyttää tutkimukseen osallistuminen milloin tahansa ilman, että asiaa tarvitsee perustella.

Lääke- ja terveystieteellistä tutkimusta koskevissa lupa-asioiden valmistelussa ja lupaehdoissa on otettava aina huomioon lääke- ja terveystieteellistä tutkimusta koskeva lainsäädäntö kokonaisuudessaan sekä muut ohjaavat normit ja ohjeet. Näitä ovat muun muassa eettisen toimikunnan lausuntomenettely ja Lääkealan turvallisuus- ja kehittämiskeskuksen määräykset. Lääke- ja terveystieteellisen tutkimuksen valvonnasta Puolustusvoimissa vastaa Pääesikunnan logistiikkaosasto.

Kaikkiin Puolustusvoimissa tehtävään tai Puolustusvoimien aineistoon perustuvaan lääke- ja terveystieteellisen tutkimustoiminnan lupapäätöksiin kirjoitetaan vähintään seuraavat lupaehdot:

1. Luovutettavan tai puolustusvoimissa kerätyn aineiston omistaa Puolustusvoimat. Aineiston käyttöoikeutta ei saa myydä, vuokrata, lahjoittaa tai muuten siirtää muille osapuolille.
2. Mikäli tutkimusaineisto sisältää henkilötunnuksia, muodostaa se henkilötietolain mukaisen henkilörekisterin. Tutkimuksessa kootavan aineiston käsittelyssä, analysoimisessa, raportoinnissa, siirtämisessä, säilyttämisessä ja tuhoamisessa tulee noudattaa henkilötietolakia lakia viranomaisen toiminnan julkisuudesta ja lääketieteellisestä tutkimuksesta annettua sääntelyä kokonaisuudessaan. Ilman erillistä Puolustusvoimien ylilääkärin antamaa päätöstä henkilötietoja ei saa luovuttaa puolustusvoimien ulkopuolelle. Aineistoa on lisäksi käsiteltävä siten, että tutkimukseen osallistuneiden henkilöllisyys ei paljastu tutkimusraporteissa tai muutenkaan.
3. Mahdollisesti syntyvän henkilörekisterin rekisterinpitäjänä toimii puolustusvoimien hallintoyksikkö.
4. Luvanhaltija ei saa hakea Puolustusvoimien omistamaa aineistoa pysyvästi säilytettäväksi ja arkistoitavaksi ilman Puolustusvoimien suostumusta.
5. Tutkimusluvan asiakirjanumero on mainittava viitteenä kaikissa aineistosta tehtävissä julkaisuissa.
6. Tutkimusluvan päättyessä aineisto on asianmukaisesti hävitettävä, mikäli luvan haltijalle ei ole myönnetty jatkolupaa.

7. Tutkimuslupa edellyttää eettisen toimikunnan puoltavaa lausuntoa.

Jos tutkimuksellisesti on mahdollista (sähköinen aineisto tms.), tulee potilasasiakirjatietojen osalta harkita tietojen luovuttamista Tilastokeskuksen yhdistettäväksi muihin tutkimusaineistoihin siten, ettei yksittäinen henkilö ole tutkimusaineistosta tutkimusryhmän tunnistettavissa. Potilasturvallisuuden varmistamiseksi tulee kuitenkin huomioida, että em. anonymisointi tulisi olla mahdollista purkaa tilanteessa, jossa tutkimuslöydöksellä voisi olla merkittävä vaikutus yksilön terveyden ylläpitämiseksi.

Mikäli aineiston keräämiseen tarvitaan Puolustusvoimien toimenpiteitä, aineiston muodostamisen toteuttava hallintoyksikkö laskuttaa luvan saajalta välittömät työkustannukset valtion maksuperustelain mukaisesti. Työstä annetaan luvan saajalle työaika-arvio. Laskun tulee olla maksettu ennen aineiston luovuttamista tutkimuskäyttöön.

Tämän lisäksi lupaan voidaan kirjoittaa aineistokohtaisia, muusta sääntelystä johtuvia tai Puolustusvoimien muun suojattavan edun kannalta olennaisia lupaehtoja.

Tutkimusluvan lupaehtoissa on aina määriteltävä, miten tutkimusaineistoa käsitellään tutkimuksen aikana ja sen päätyttyä sekä muut tietosuojakysymykset.

Puolustusvoimien palveluksessa olevien henkilöiden omien mukaan lukien virkatyönä tehtävien tutkimusten, opinnäytetöiden ja julkaisujen aineistonkäyttöoikeuksiin näitä lupaehtoja sovelletaan kokonaisuudessaan.

Pääesikunnan päällikön sij
Kenraaliluutnantti

Kyösti Halonen

Suunnittelupäällikkö
Prikaatikenraali

Sampo Eskelinen

Tämä asiakirja on sähköisesti allekirjoitettu.

LIITTEET

LIITE 1. TUTKIMUSLUPAPROSESSI

JAKELU

TIEDOKSI

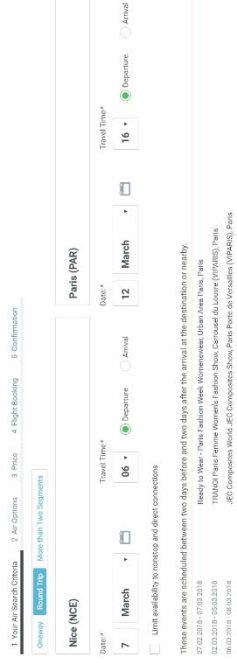
Fast-tracking: plane or train?

Not sure whether booking a flight or booking a train is the best solution? Why not keep your options open. Within Amadeus cytric Travel & Expense you are able to easily view both options within one screen.

1. Select dates, times, city and trip reason

Find out if there are any events at destination

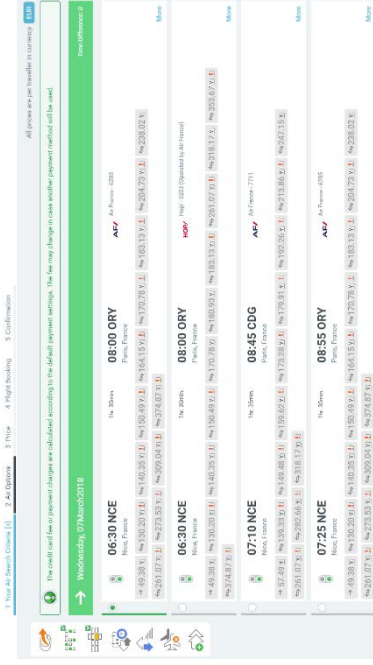
Upon booking your trip, you are able to realise when and where the major events take place which allows you to find a work around when necessary.



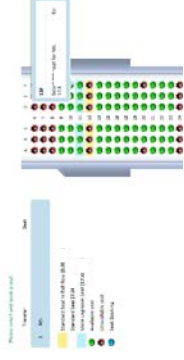
2. Click on continue to proceed with your booking. From the side bar you can view a summary of all airlines and trains offered. You have the possibility to modify view available options under different formats:

- Modify the criteria
- View a full day worth of flights and trains
- Summary of Low Cost Carriers
- Earlier or later options
- Change the sort order of the option
- Filter per airlines carriers

Traffic light icons indicate whether or not the option offered is within company policy.



Quick card



Once flight is selected you can clearly see all services included or not in the fare selected. You can also book seats and see if any additional fees apply upon booking them.

Upon booking your trip, you will receive an email confirmation where you will be able to directly add the booking to your calendar. Thank to the intuitive sidebar and links you have access to:

- Check in services
- Maps
- Seatmap to book your seat
- Extra bags, extra legroom and other ancillaries



Amadeus cytric Travel & Expense

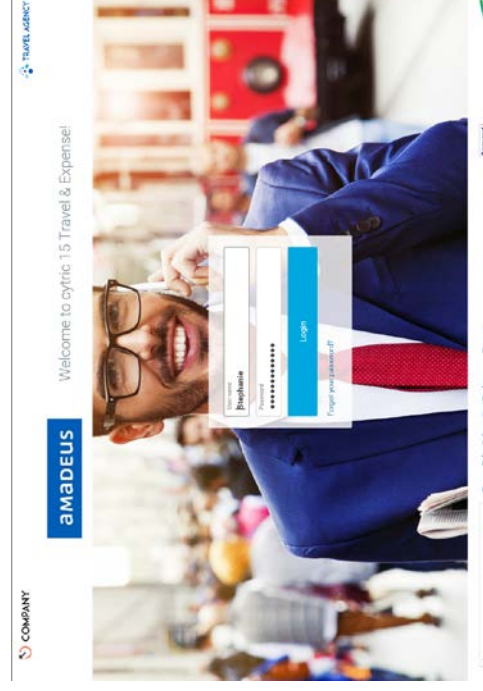
End-to-end travel experience
Flight Booking



Getting Started

This quick card shows you how to build the most suitable trip for you.

1. Ensure that you have an Amadeus cytric Travel & Expense URL, login name, and password provided by your travel manager.
2. Launch your internet browser.
3. Enter the URL and press Enter, or click on the link provided by your travel manager.



A branded experience

From the login page you have a with a user interface which can be customized with corporate logos from both the corporation and the travel management company.

Seamless and secure login

The login page offers a sleek panel that prevents auto-fill for a stronger security.

Hello, Hola, Ciao!

Quickly and easily switch between languages directly from the login page.

4. Enter your login name and password. Press Login.

You are now ready to use Amadeus cytric Travel & Expense. An example of a typical home page also called “My Personal Portal” is shown below. Please note that the actual layout depends on the configuration set by your administrator. From here, thanks to the new intuitive icons, you have the opportunity to quickly choose weather to book a flight, train, hotel, car or compare flight and train.

Access your profile information by clicking on your name:

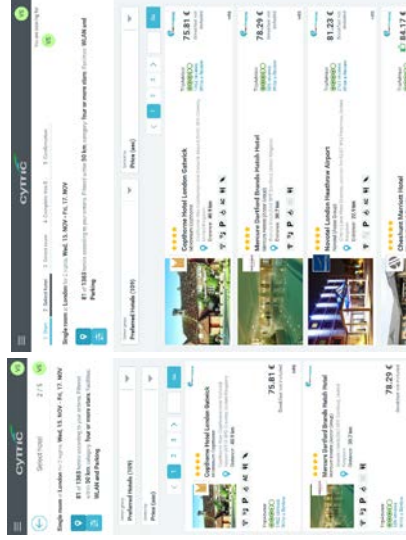
The Travel wizard will send your trip request to your approver before you book which will decide if the booking must be completed online or offline.

Easily view all active trips in the **Calendar View**

Responsive Design

Regardless of your device's screen size, Amadeus cytric Travel & Expense will automatically and seamlessly adapt to look great and allow you to navigate with ease and comfort regardless of the screen size.

- 1) Mini- screen (eg: Mobile)
- 2) Small screen (eg: Tablet)
- 3) Medium screen (Laptop)

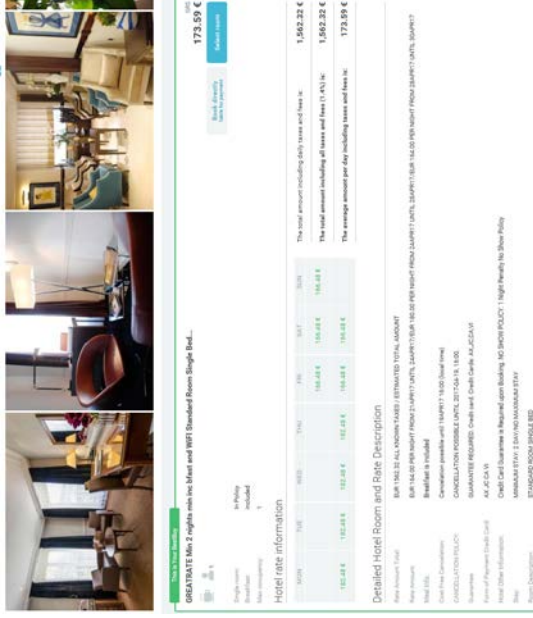


Single-availability

This page displays more details on a specific hotel: hotel name, address and contact information on top, and the following tabs:

- **Summary:** a description of the hotel, check-in/out times, number of rooms and hotel amenities information
- **Hotel details:** features of the hotel
- **Reviews:** Reviews and ratings, when available (and when feature activated)
- **Photos:** allows you to browse a set of hotel pictures

- **Location and Map:** displays the hotel on a dynamic map
- **Room and Rates:** detailed data on rooms and rates.



Quick card

Amadeus cytric Travel & Expense

End-to-end travel experience
Hotels

Add a flight to your booking!

You have the possibility to add a flight, train and car to your hotel booking prior to final confirmation.



Introduction

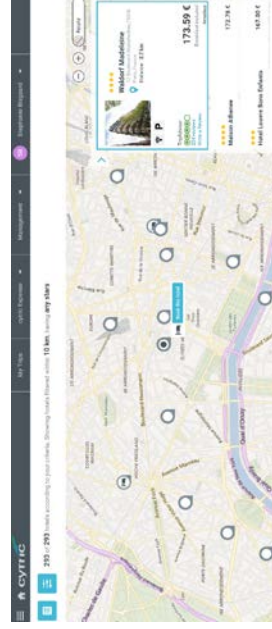
From the Personal Portal you are easily able to create a hotel booking from scratch. The intuitive icons and enhanced user interface facilitates navigation.

Start booking a hotel

When booking a hotel, Amadeus cytric Travel & Expense automatically matches your hotel location with your existing flight details. This can be amended by entering a destination, address or corporate location. Thanks to the Speedy Date Selector, you can easily enter check-in and check-out dates in one go! You have two possible views to pick your hotel. Either the map view or the detailed view.

1) The Map View

With an easy and intuitive interface based on BING mapping system *, search, compare and navigate through a range of policy compliant hotel selections, locations, amenities, availability and prices. The map is centred on the search point, and the hotels displayed result from your search aligned with the rules that apply. The map can be moved around without generating a new search.



Each hotel is represented by a marker. By clicking on a marker you will display a side banner containing more information about the current property (hotel name, star rating, pictures, etc.).

When the hotels are too close to each other, depending on the zoom level, they can be displayed in a cluster. Please zoom in for more information.

2) The Detailed view

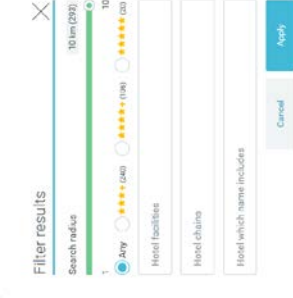
Thanks to the detailed view you are able to see the hotels returned with detailed information on each property (name, price, amenities, address, contacts rules and policies ...). With a glimpse of an eye, you are able to see any services provided by the hotel such as Wi-Fi and parking as well as Trip Advisor reviews.



Thank to the intuitive breadcrumb with navigation, know where you are at all times, and easily navigate between pages.

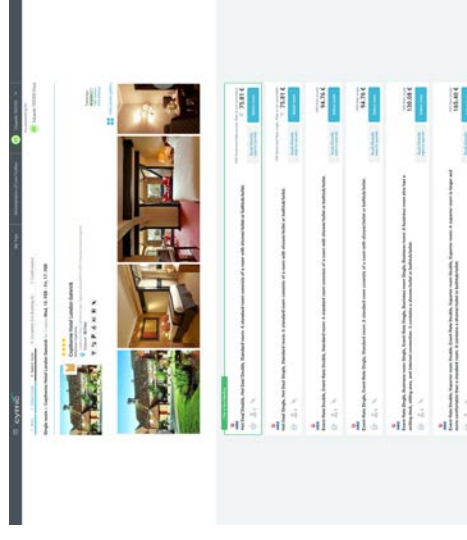
Filters

Additional filters can be applied instantly to help narrow down the hotel choice quickly and get the best deal. You have the possibility to filter hotels based on their facilities, star-rating, name and chain.



Dynamic Content Loading

Hotel content and photos are loaded independently from the rates successfully reducing waiting time for users who can browse the hotel information while the rates are being retrieved.



Time-saving templates

Use frequent repeat trips as templates so that similar segments are re-booked easily for (a) new traveller(s) and/or on new dates. Templates can be:

- Based on Air and/or Rail
- And be used for a guest, a registered passenger or multiple passengers.

With the intuitive organisation and presentation of templates, you can view, create and manage your templates easily.

Quick card

Amadeus cytric Travel & Expense

End-to-end travel experience
Travel Arranger Dashboard

Quickly search for your travellers

Easily search and quickly add the passenger(s) for which the trip is being arranged. Searching for travellers had never been easier ! You can Sort traveller by location, division, bookings, request or "only active".

Choose your favorite!

Often book for the same traveller? How about adding them as your favorite. By selecting the golden star next to his or her name you are easily able to search for your favorite traveller and directly manage their trips.

Add a traveller.

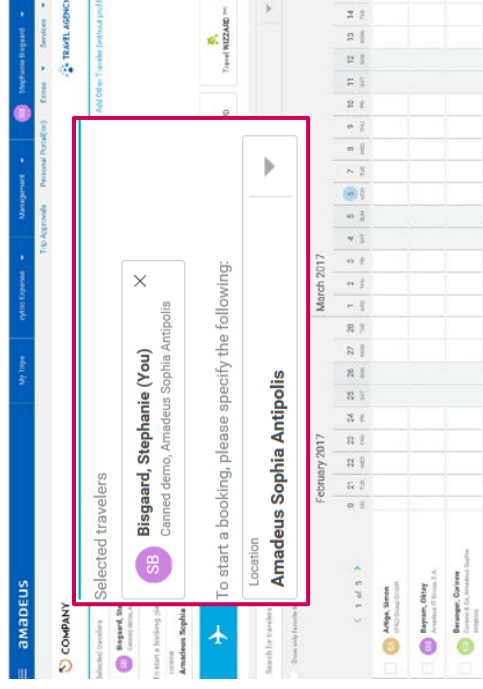
From the travel arranger dashboard you have the possibility to book:

- A trip for a traveller within the system
- A traveller not present within the system

You have the possibility to add all necessary information required to book a flight, hotel, train or car.

Welcome to the Travel Arranger Dashboard

Discover the Amadeus cytric Travel & Expense dashboard designed to help you manage more efficiently other travellers' bookings. No need to switch between several tabs: booking, modifying and reviewing a trip as well as the profile management are now grouped together into one dedicated space.



Arrange New Trips

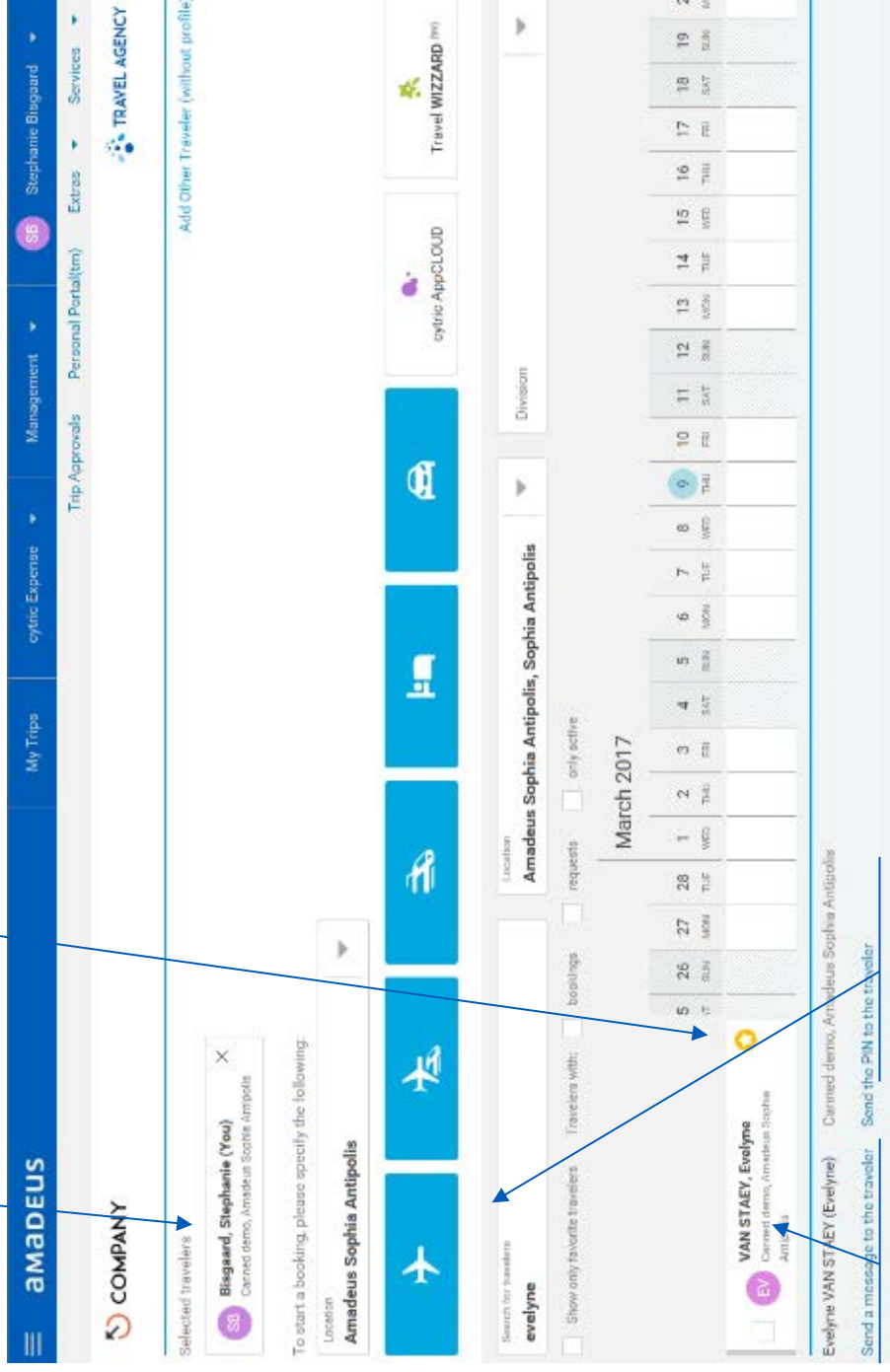
In the Travel Arranger Dashboard travel arrangers can:

- Search for travellers, modify their profiles (depending on settings)
- Quickly and easily add passengers using a simple click.
- Book for a guest (depending on settings)

- Add several passengers in your selection (if split multipax is allowed – otherwise an Error message is returned)

Traveller you are Booking for

Traveller you are Booking for



Send a message to the traveller you are booking or send his trip PIN

Easy search solution to find the traveller we are booking for