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THE CORPORATE IMAGE OF POSIVA

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ABSTRACT
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Corporate image and corporate reputation have been topics for academic discussion since the 1950s and they are as relevant today as they were back then, since the image and/or reputation an organisation has can greatly influence its fortunes. This study investigates what the corporate image of Posiva Oy is among two target groups; university students in the Satakunta region and Tampere, and municipal councillors from towns in the Satakunta region.

The relevant theory in this thesis deals with what are the components of corporate personality, identity, image, and reputation. As well, clear definitions to each of these terms are given, and how they are interrelated and together influence how a company is seen by its stakeholders is discussed. Finally, the topic of corporate communications is touched to present how organisations can influence their image.

The research was conducted by hosting an online questionnaire which was sent to a combined total of 4411 students from Satakunta University of Applied Sciences and Tampere University of Technology, and over 450 students participated in the research. A slightly modified questionnaire was then sent to a total of 156 municipal councillors, of which 43 replied. After initial analysis of the questionnaire results was done, ten people, six students and four municipal councillors, were interviewed using semi-structured interviews.

The analysis revealed that among the university students, Posiva is a fairly unknown company with no clear image in the minds of the respondents, except for a small minority. Among the municipal councillors, recognisability of the company is considerably better and a mostly positive image of Posiva has formed.

The key recommendations given to the company are the incorporation of social media as a part of the communication strategy to better reach students, closer co-operation with universities regarding recruitment events and projects, and a realignment of the sponsoring and corporate advertising efforts towards student magazines, organisations, and events.

By utilising the knowledge acquired from the study and taking into consideration the recommendations given, the company will be able to devise a strategy that can greatly improve its recognisability among university students and other young people.

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1. INTRODUCTION

1.1 Introduction of the case company

Established in 1995, Posiva Oy is an expert organisation responsible for the final disposal of spent nuclear fuel of the owners, research into final disposal and for other expert nuclear waste management tasks.

Posiva is owned by Teollisuuden Voima Oyj (60%) and Fortum Power & Heat Oy (40%), both of which share the cost of nuclear waste management.

Posiva is responsible for research into the final disposal of spent nuclear fuel of the owners and for the construction, operation and eventual decommissioning and dismantling of the final disposal facility. Additionally, Posiva provides expert nuclear waste management services to its owners and other customers.

Posiva works together with numerous Finnish and foreign expert organisations from a multitude of fields, and commissions studies related to nuclear waste management from universities and other institutions of higher education as well as from research institutes and consulting businesses.

In 2009 Posiva employs around 80 people. The company had a turnover of some EUR 55 million in 2008 and is headquartered in Olkiluoto in the municipality of Eurajoki.

1.2 Purpose of the study and research objectives

Even though many a company have in the past and will in the future ignore or underestimate the importance of corporate image and reputation, they are

nevertheless integral parts in any organisation's pursuits of its goals. Depending on how positive, or negative for that matter, a company's image or reputation is can be a key determinant between success and failure. For example the case company, introduced in the first chapter, would have failed in its effort in the turn of the millennium to obtain a decision-in-principle from the Finnish government for the final disposal of spent nuclear fuel into Olkiluoto without the positive image created nationally and locally. This image, that Posiva is a trustworthy and highly qualified organisation that can solve the problem of high-active nuclear waste disposal, was one of the reasons that convinced the local municipal government of Eurajoki to grant its approval for the eventual final disposal to take place in Olkiluoto. Without this local approval, it would not have been possible for the Finnish government to grant the decision-in-principle.

Today, with the number of personnel at the company growing each year, the company is having some difficulties obtaining qualified workforce from the job market. Therefore, they wish to discover what kind of an image, if any, they have within university students especially in order to improve the status quo. Thus, the central objective of this thesis is to gain a comprehensive understanding of how well Posiva Oy and its operations are known within the university students in Tampere and the Satakunta region. As well, imperative is to discover what the corporate image of Posiva is within the aforementioned target group, coupled with discovering what the corporate image today is within the municipal councillors of nearby municipalities. This study will provide the company with an accurate picture of the current situation so it can take measures to improve its visibility and image, especially in the eyes of students for recruiting purposes.

The principal issues to be addressed in the thesis are what and how strong is the image of Posiva at the moment, how is it formed in people's minds, and what measures can be taken in order to improve both the company's visibility and image if the research discovers deficiencies in either. In addition, of importance is to establish how both target groups view the proposed final disposal of used nuclear fuel in the Olkiluoto bedrock.

1.3 Conceptual framework

This thesis examines what the current corporate image of Posiva is in the eyes of the students and municipal councillors in the Satakunta region and Tampere, and how it has been formed. As discussed in the theory section, a corporate image is formed through corporate communication versus the external factors. Corporate communication, in turn, is influenced by the corporate identity and personality of an organisation, while the external factors that are of influence include political, social and economical factors, as well as the industry image of an organisation, and finally what is discussed about the organisation by various stakeholder groups. The corporate image of Posiva in the eyes of the defined stakeholders is researched by an online questionnaire, followed by thematic interviews to better understand how and from where the images and perceptions of Posiva are formed.
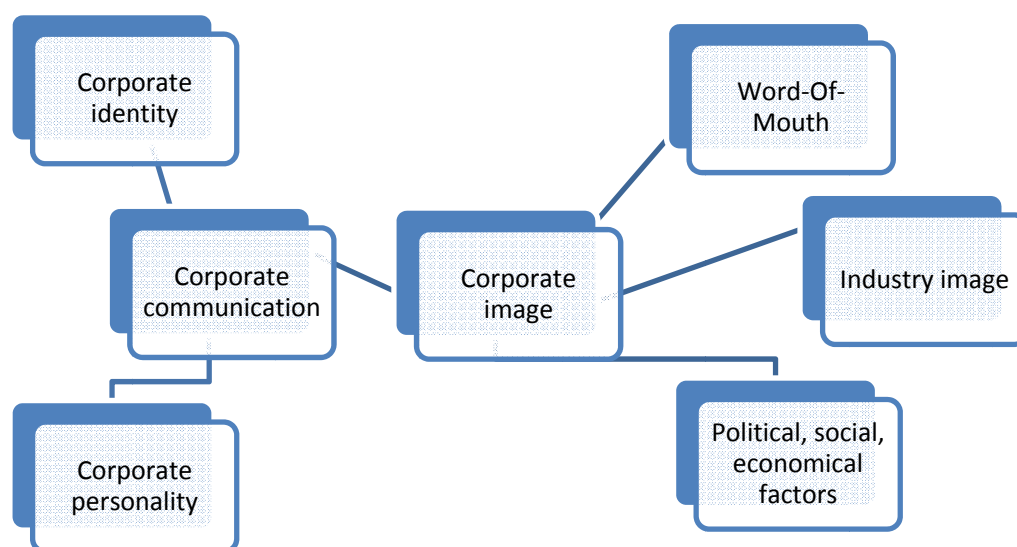

Figure 1. The conceptual framework: Components of corporate image. (Otto Koskela)

2. CORPORATE PERSONALITY AND IDENTITY

The literature covering the business identity domain not only makes reference to the triumvirate of concepts underpinning business identity (corporate identity, organisational identity and visual identity), but also embraces a wealth of other concepts comprising the corporate brand, corporate communication/total corporate communications, corporate image, corporate personality and corporate reputation. However, as several writers have pointed out, there is a lack of consensus as to the exact meaning of many of the concepts articulated above, and the relationships between them. Abratt's (1989) insightful comment articulated below reflects the views of many scholars: "Despite the voluminous literature the concepts remain unclear and ambiguous as no universally accepted definitions have emerged." (Balmer 2001, 251-252)

For example, according to Sirgy (1982) all companies have personalities, much like people, although naturally the personalities of companies are shaped from different characteristics than those of people. A company's personality comes both from quantitative characteristics (e.g. annual revenue and number of employees) and of qualitative characteristics (e.g. reputation of the company and quality of its products or services) which put together form the corporate personality of the company and distinguishes it from other companies. The term, corporate personality, refers to who and what the company is, rather than how the company is perceived by the public. Corporate identity, in turn, is the ideal self-image that the company wants to project to the public and its various stakeholders. (Sirgy 1982, 287)

Stewart (1991) further elaborates, saying corporate identity is a conscious choice of signals, messages and carefully thought of characteristics of the company that are shown to the public with the goal of influencing the perceptions of the public about the company. The corporate identity of the company is affirmed and strengthened through its products, communication efforts and how it conducts itself. Names, Logos, symbols etc. are used to express the corporate identity of the company and to differentiate it from other companies. How the identity is projected in part affects

people's perceptions which in turn form an image of the company. (Stewart 1991, 31-39)

However, Balmer (2001) defines corporate identity as "the mix of elements which gives organisations their distinctiveness: the foundation of business identities", and continues that "although there is still a lack of consensus as to the characteristics of a corporate identity, authors do, for the main, emphasise the importance of several elements including culture (with staff seen to have an affinity to multiple forms of identity), strategy, structure, history, business activities and market scope." (Balmer 2001, 254)

Corporate personality, then, is defined by Balmer (2001) as "a key element which gives a business identity its distinctiveness and relates to the attitudes and beliefs of those within the organisation. Therefore, there appears to be a prime facie case for linking the concept to organisational identity and to the concept of corporate culture." (Balmer 2001, 256)

3. CORPORATE IMAGE AND CORPORATE REPUTATION

As mentioned earlier in the discussion about corporate personality and identity, likewise defining corporate reputation, corporate image and their relationship has not been an easy task in the academic world. In the 1990s many authors have sought to define the terms and view them as different concepts. Within this differentiated school of thought there seem to be three dominant views. The first view sees corporate reputation and corporate image as different and separate concepts, while the second and third views believe the concepts to be interrelated. More specifically, according to the second view a firm's corporate reputation is only one dimension towards the construction of its corporate image, while the third view examines the

other side of the relationship and argues that a firm's corporate reputation is largely influenced by the multiple images held by its stakeholders. (Gotsi and Wilson 2001, 24-30)

3.1 Image and corporate image

Kotler (1997) defines image as "the set of beliefs, ideas, and impressions that a person holds regarding an object. People's attitudes and actions toward an object are highly conditioned by that object's image." Thus a person's image of a certain company constructs a corporate image. As stated, Kotler's definition of (corporate) image is just one of many, and in general defining the term is a difficult task. There are practically as many definitions of the term as there are people who use the term. For example, it has been used as a synonym for message, reputation, perception, attitude, among others. On a more emotional level image also has many negative connotative meanings. The average person often sees image as the opposite of reality, an imitation of something. In everyday language images are manipulated, polished, enhanced, and tarnished. (Grunig 1993, 121-139)

In any case, the term image has persevered in professional usage and Haberman and Dolphin (1988) note that it is not a bad word. In the communication process, the goal of the sender is to convey the message as identical as possible to what it was in the sender's mind. What the receiver gets when the message has been decoded is actually an image or a reproduction of the thoughts and feelings the sender had, not the actual thoughts and feelings of the sender themselves. (Grunig 1993, 121-139)

3.2 Components and formation of corporate image

In order to influence the corporate image of a company, one must first understand what variables form the image. The figure below shows the conceptual framework of the corporate image formation process. The figure suggests that there are several sources in the mix which influence the corporate image of a company. They can be divided into two broad categories, the internal and controllable sphere of influence, and the external and uncontrollable sphere of influence. (Zinkhan et al. 2001, 152-160)

The variables that are internal to the company and thus controllable can be used to influence a stakeholder's image of the company. The external variables that are not in the direct control of the company can, however, be indirectly influenced by manipulating the internal variables. This is done, for example, by advertising campaigns or sponsoring to improve the image and these efforts can also improve the image of the industry the company operates in. (Zinkhan et al. 2001, 152-160)
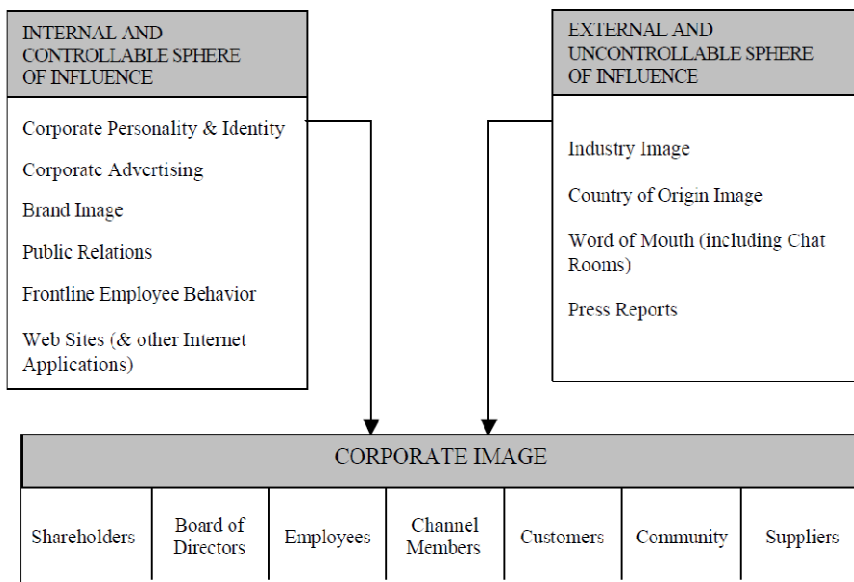

Figure 2. Corporate image formation process. (Zinkhan et al. 2001, 152-160)

Within the internal sphere of influence are at least five major sources that help form a corporate image: a) corporate personality and identity; b) corporate advertising; c) brand image; d) public relations; and e) frontline employee behaviour.

Corporate Personality and Corporate Identity: A company's personality was earlier defined in one way as coming from both quantitative characteristics (e.g. annual revenue and number of employees) and of qualitative characteristics (e.g. reputation of the company and quality of its products or services) which put together form the corporate personality of the company and distinguishes it from other companies. The term, corporate personality, refers to who and what the company is, rather than how the company is perceived by the public. (Balmer 2001, 256) Corporate identity, in turn, was defined as the ideal self-image that the company wants to project to the public and its various stakeholders. (Sirgy 1982, 287)

Corporate Advertising: The factors that influence the shape of the identity can be analysed and interpreted in a multitude of ways. An important responsibility of the management is to define and communicate the organisation's identity in a way that facilitates the achieving of corporate goals. From the organisation's perspective, it can influence its image by controlling what information is offered to and received by the stakeholder. In this respect, institutional advertising has demonstrated its effectiveness in improving the awareness of the company behind the product or service and increasing goodwill. According to Zinkhan et al., research has shown that the trust a person has in something is a function of how much consistent and reliable information is available. Thus, if an insufficient amount of information is available for a person to make a confident conclusion, he or she will be susceptible to influence. Therefore, one way a company can influence the definition of the company by a stakeholder is to provide the stakeholder with consistent, favourable information of the company over a prolonged period of time. So, corporate advertising is the often-used tool for the facilitation of knowledge and thus the influencing of the corporate image held by the stakeholder. (Zinkhan et al. 2001, 152-160)

Brand Image: In this age of technology and competition, few products can be differentiated from each other only on the base of the product qualities. When there

are no clear differences between the products nor clear cost-based advantages in choosing one product over the other, the image of the brand plays an important part in the success (or lack thereof) of the product. The brand image is comprised of the functional, symbolic, and experiential aspects of the product or service, including the advertisement of the product. Indeed, the whole notion of the corporate brand may be regarded as a closely related concept to that of the corporate image and corporate reputation. All three concepts are built on perceptions held by different stakeholder groups, and a corporate brand provides a company with distinctiveness and equity over its rivals. Hence, brand advertising can improve corporate image since brand reputation can act as a powerful standard by which an organisation, all its activities, and behaviour are evaluated. (Balmer 2001, 1-17)

Public relations: PR campaigns have long been a means for companies to build general goodwill towards them. They are used to maintain communication with stakeholders to create and increase understanding and acceptance between an organisation and its stakeholders. By sponsoring local events and giving to charitable causes a company can project an image of itself as a good corporate citizen. PR programmes can be used, for example, to show a company as environmentally friendly, as well as just contributing to general causes like education and health care. (Cutlip et al. 2000, 4 & 469-470)

Frontline employees behaviour: Whenever a company is in direct contact with the public, interaction occurs which affects the perceptions about the company and creates or influences the relationship between the parties. In many a case, direct contact with frontline employees serves the formation of images about the company. Employees are a significant part of the company marketing. They can project the messages about the company and personify the brand. In a service business it is imperative not to underestimate the role that employees play in the brand – and hence their central role in creating and managing reputation. The influence of employees, for better or for worse, can be very consequential. (Haywood, 2005, 152)

Websites: The media landscape has changed considerably since the development of the internet, which is also visible in the field of marketing communication, and it has transformed how organisations think about the interaction with their stakeholders.

Nowadays, organisations utilise the internet as a potential medium for communication between all its stakeholders. For example, brand websites help the organisation's stakeholder to collect information, shape perceptions, and interactively respond to the organisation. By supplying a broad range of functionalities, these websites provide the brand with a platform to foster relationships with potential and actual customers, based on a continuous dialogue, and enables organisations to manage corporate image dynamically. (Voorveld et al. 2009, 535-565)

Within the external sphere of influence, impressions about organizations can be created through indirect contact. Second-hand information gathered through friends' and colleagues' experiences can influence the stakeholder's image about the organisation. Information from popular press sources within the external sphere of influence which have a large influence in the image creation process are: a) industry image; b) country of origin image; c) word-of-mouth; and d) press reports. These sources are beyond the direct control of the company but may be influenced indirectly. (Zinkhan et al. 2001, 152-160)

The general image of the industry a company is associated can have an impact on the company's image. For example in Posiva's case, the image of the nuclear power industry has a fairly strong influence on Posiva's image because nuclear power is such a controversial topic in today's society. There is also a link between company public relations, press reports and the image of the company. Public relations in this context are press releases controlled by a company while press reports are reporting by any and all others. People do not always have a sharp mental picture of an organisation but do have access to a broad variety of news items. Especially negative press reports can have a profound effect on the corporate image of a corporation. When it comes to word-of-mouth, in the absence of direct interaction with the organisation, the stakeholder may form opinions and impressions of the organisation based on what others say about the company. Word-of-mouth tends to be highly credible and persuasive (Schiffman & Kanuk, 1987) and can significantly affect the image a stakeholder forms toward a given company. (Zinkhan et al. 2001, 152-160)

3.3 Levels of image

The image of a company changes as a person receives more information about the company. Rope and Vahvaselkä (1998) suggest that the change on an image is affected by the information a person receives, in addition to psychological factors. This happens simultaneously.
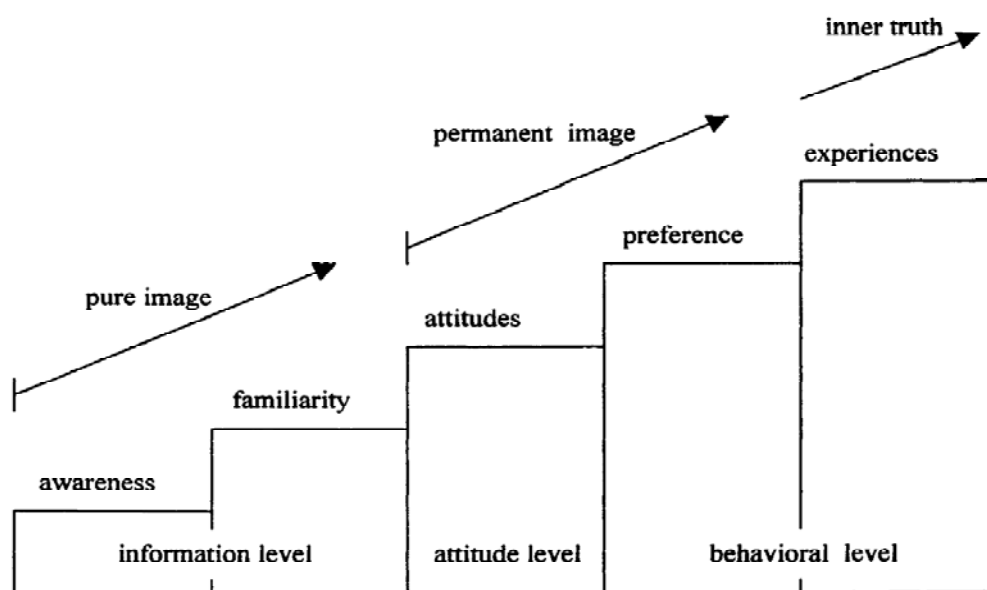

Figure 3. Levels of corporate image. (Rope and Vahvaselkä 1998, 69)

The figure shows how the image of a company is changing as a person receives more information about the company. In the awareness phase a person only knows the name of the company. In the familiarity phase a person already knows something about the company apart from just the name. However, at this point a person does not have any opinions that are invested with values. This is the reason why these first two phases can be seen as pure images, in the psychological sense.

In the attitude phase a person can have either positive, negative, or neutral attitudes towards the company. The image has transformed from a pure image into a permanent image because the changing of a person's attitudes is relatively difficult.

At this point, a person starts searching for information and is more easily open to information that correlates with the image they have, whether positive or negative. Thus, it is important for a company that their corporate image is seen as positive from as early as possible.

In the preference phase a company is seen as somewhat better in some aspects than its competitors. It is important that the company builds on the positive attitudes and tries to create favourable expectations about the actions of the company. In the experience phase a person has certain beliefs about the properties of the company. Image is turned into what Rope and Vahvaselkä have labelled as inner truth, which is hard to change, while other authors would call this reputation. (Rope and Vahvaselkä 1998, 69)

3.4 The difference between corporate image and corporate reputation

The word reputation is not usually misunderstood. Webster's New World Dictionary defines reputation as "(1) the regard, favourable or not, shown for a person or thing by the public, community, and so forth; (2) such regard when favourable (for example, to lose one's reputation); or (3) distinction." (Webster's New World Dictionary and Thesaurus, 2002)

Corporate image is the overall perception about the company possessed by its different stakeholders. The key phrases in the corporate image definition, "overall perception" and "different stakeholders" indicate that corporate image is more than the total sum of the perceptions about individual attributes. So, it encompasses all the roles and functions of the company. Corporate image contains knowledge of the company as a corporate citizen, as an employer and as an investment. A company has multiple images depending on its relationships with its various stakeholder groups. Since companies are often thought of in similar fashion as people, the

definitions of their images many times include similar characteristics, such as "caring", "friendly", "greedy" and so forth. (Zinkhan et al. 2001, 152-160)

How you look and what you do creates an image. Images, over time, create a reputation. Through your advertising, public relations, package design, delivery system, unique selling points, presentation, performance, and quality of service, you have positioned yourself in the marketplace. (Marconi 2001, 70)

3.5 Relevance of defining the different concepts

The relevance of defining the concepts of corporate personality and identity, corporate image, and corporate reputation is in that these terms are such ambiguous concepts and there are so many differing, even conflicting, definitions of these concepts in the academic world that they need as full and unambiguous definitions as possible. In this thesis the aforementioned concepts are defined as follows.

The corporate personality of Posiva is that of an expert organisation and predominantly a research and development organisation, although the balance is shifting from a research and development organisation towards an implementing organisation. The personality of Posiva comes from its characteristics, such as its 80 employees with the majority of them having an educational background in engineering, mathematics and natural sciences.

The corporate identity of Posiva, how it wants to be seen by all its various stakeholders, is that of an expert organisation which places the utmost importance to reliable and correct research work, high-quality implementation of its building projects, and an organisation with a very high safety culture that relates to all of its actions.

The corporate image of Posiva refers to the overall perception held by the students and municipal councillors in whose eyes Posiva does not yet have a reputation due to

their limited experience with the organisation. Corporate reputation of Posiva, then, is the accumulation of images in the eyes of those who have had enough contact with the organisation that Posiva's corporate image has transformed into a corporate reputation.

4. CORPORATE COMMUNICATION

4.1 A company's communication and philosophy

Communication means a two-way process where an individual or an organisation (sender) sends messages to other people and organisations (receiver) by using different communication channels. Communication exists although a company had not planned it.

Cornelissen and Harris (2001) define corporate communication as a term that encompasses all the ways in which an organisation communicates with different parties. Corporate communication can be both controlled and uncontrolled in its nature. Thus, all the messages emanating out of the organisation, all that it produces, and all the activities it takes part in shape the perceptions the stakeholders have of the organisation. What this means is that everything the company does has an effect on how it is perceived, whether it be positively or negatively. Therefore, it is imperative for every organisation to recognise the importance of controlling communication in the same vein as controlling other resources. (Cornelissen & Harris 2001, 49-71)

4.2 Changing corporate image

A favourable and recognisable image is a resource for any company, because an image influences the perceptions of customers and stakeholders about a company's communications and actions in a multitude of ways. (Grönroos 2009, 398)

A firm can create and/or modify its image by managing and controlling the variables within the firm's internal sphere of influence. Organisations may wish to change their image for a multitude of reasons. Whatever the motivation behind the desire for an image change, it is imperative and necessary that the organisation creates an image that reflects its mission and goals. The specific image should not leave room for stakeholder interpretation. (Zinkhan et al. 2001, 152-160)

The desired image should be as clearly defined and planned as possible, in a similar fashion as other marketing variables such as brand name, product pricing, and marketing. An in-depth analysis of the current image of the organisation should be done before any corporate image campaigns are started. To ascertain that the correct image is getting through to the stakeholders the campaign should be consistent, carrying the same theme, and supporting the same message. Further, because corporate image is a perception the stakeholder has and not necessarily reality, regular feedback is recommended to ascertain the actual image stakeholders hold of the corporation. (Zinkhan et al. 2001, 152-160)

However, as Grönroos (2009) articulates, many times company managers are heard saying that their company's image is bad, unclear or old-fashioned. All too often they try to solve the problem without properly analysing the image and its underlying reasons. This, in turn, leads easily into wrong actions. Cosmetic actions - like campaigns advertising the corporate image and other mass communication tools - are often taken into use in situations where they do not solve the problem. These actions only have a marginal effect, or they can even hurt the company's image. (Grönroos 2009, 399)

According to a known saying, "image is reality". Therefore, image development or enhancement programmes must be based on reality. If the image of a company is unknown but the company is successful, planned marketing communications is needed. In turn, if the image is bad and the company's performance is bad, the fundamental problem is of another kind. The problem is much more than a simple communications problem. In the latter scenario where the negative image stems from real problems of the company, for example in service quality, a marketing campaign highlighting the excellent customer service experience one can enjoy can have disastrous effects. At best, the advertising campaign is a waste of money and at worst sales can peak for a while, after which the image of the company will be even lower than before when the customer's expectations do not meet reality. Thus, first any company should accurately investigate the real reasons behind any image problems before any communication efforts are undertaken. (Grönroos 2009, 400)

5. RESEARCH METHODOLOGY

5.2 Quantitative and qualitative research

Qualitative and quantitative research are two methodological approaches that differ to some extent in the way they set research questions, in their research process as well as in the analysis and interpretation of the results. Hence for example setting the research questions often already determine the direction of the research (qualitative or quantitative research).

In qualitative research the aim is usually to study people or phenomena in their natural connections, thus, as people and organisations as starting point, information

of experiences and sensations are gained. What characterises qualitative research is its view of reality: reality is seen as subjective and diverse. Another special feature of qualitative research is the nature of the results. In quantitative research the results often describe what is a "phenomenon" or "concept" whereas in qualitative research the aim is in understanding what kind of experiences and situations are behind and construct the phenomenon or concept. (Heikkilä 2001, 13-17)

In this study, a structured questionnaire and a semi-structured interview were chosen as the methods for collecting primary data. A structured questionnaire is a traditional quantitative research method. Creating an efficient questionnaire can be much harder than one would assume. The results of the questionnaire are not always as expected, which puts pressure on the quality of the questions. The main purpose of a questionnaire is to collect information. In structured questionnaires, the answers are given to the respondent. That requires the ability to define all possible answers beforehand. A structured questionnaire can be executed by telephone, face-to-face, self-completion online, or by traditional mail. The results of the questionnaire can be presented through statistical analysis. (Hague 2004, 98-100.)

The semi-structured interview is a flexible research method which is suitable for many purposes. The benefits of the semi-structured interview include the possibility to obtain a deeper understanding of the research questions presented in questionnaires, and it can reveal the motives behind different answers, among other things. The disadvantages include, for example, the role of the interviewer that can be detrimental if the interviewer is not careful on not influencing the answers, the difficulty in analysing the answers, and the high costs and time it takes to conclude the interviews. (Hirsjärvi & Hurme 2001, 35)

5.3 Reliability and validity

The validity of the results is concerned with whether the findings are actually about what they appear to be about. The reliability is concerned with whether the measures yield the same results on other occasions, and if other observes can reach similar observations. (Saunders et al. 2003, 101)

Reliability shows how precise the results are. Reliability can be examined both internally and externally. Internal reliability is ascertained by measuring the same statistics unit multiple times. If the result is the same each time, the measurement is reliable. External reliability means that the measurements can be repeated in different studies and situations. A reliable study requires the same results as in the original study. Low reliability decreases validity, but nonetheless reliability is independent from the validity of the research. (Heikkilä 2001, 30 & 187)

In questionnaire and interview studies the validity is influenced by the questions put forth in the study, meaning if the questions can answer the research problem. Validity is hard to measure afterwards, thus it must be confirmed before the questionnaire is sent out. The questions should measure relevant issues unambiguously and they should cover the entire research problem. Validity is always related to the theory it is applied to and the concepts of the theory. It can be approached in two different ways: internally and externally. Internal validity will tell if the measurements of the research match with the concepts presented in the theory section. External validity tests if other researchers arrive to the same results and conclusions from the research material. (Heikkilä 2001, 29 & 186)

The validity of this study can be said to be very good, as the questionnaire and semi-structured interview were developed through careful deliberation to make sure they ask the relevant questions, that nothing essential is missed, and because the questionnaire was also tested in practice before being sent out. The reliability of this particular study can be said to be good. This can be derived from the large number of responses and the fact that responses came from all the cities that have different campuses in sufficient numbers, therefore it can be assumed that the respondents

represent the research population fairly well. According to Saunders et al. (2003), when the research population is 5000, to achieve a margin of error in the data of at most five percents, one needs to have at least 357 answers. In this study, the research population for the students was almost 4500 with 469 responses, thus the margin of error in the data should be less than five percents, despite also that the gender ratio within the respondents was not exactly the same as within the entire research population. This does influence the results to a small degree, since according to many studies women are, in general, more negative towards the nuclear power industry than men (for example Haikonen & Kiljunen, 2003). Likewise, a clear difference in nuclear power industry attitudes and towards Posiva could also be seen in this study when looking at the answers between men and women (Appendices 3 & 4). With the questionnaire to the municipal councillors, due to the small research population and average response rate, the margin of error is higher, but it is of less relevance because the students were the main target group of the research. (Saunders et al. 2003, 156)

Although, a small deficiency in the questionnaire was the fact that the respondents were not asked to provide at which campus they were studying and what they were studying. As well, since the respondents did not have any direct vested interests in the company, their answers were not influenced for example in a way that they would feel they need to give favourable answers of the company. Finally, during the period when answers were collected, nor before or after it, nothing major occurred internally in the company or externally in the nuclear power industry that would have affected Posiva's image in any way and thus influence the answers.

As for the validity of the interviews, it can be said that all the interviews went as planned, and since there were no outside disturbances or any other factors that would have decreased the quality of the interviews, the validity of the interviews is good.

5.4 Data gathering and analysis

An online questionnaire in Finnish language was chosen as the method for the quantitative part of the research due to its ease of use in both creating the questionnaire as well as distributing it. Without hosting the questionnaire online and distributing it through email, it would have been practically impossible to have it reach the thousands of potential respondents it did. It was also a very cost-effective way, since no postal fees or such had to be paid. When analysing the results, a considerable amount of time was also saved because no data had to be inputted into programs such as SPSS for analysing purposes, as the online hosting service automatically calculated answer percentages. Another positive aspect of the online questionnaire was the anonymity offered by answering to the questionnaire online, meaning the objectivity of the answers is better since there is no direct influence from the researcher. (Vilkka 2007, 16)

The development of the questionnaire began in mid-May 2009 after the initial meeting with Posiva's Communications Manager Timo Seppälä, and the final version of the questionnaire was conceived after both his and the thesis supervisor Nea Saarinen's feedback was taken into consideration at multiple points in time. During the development of the questionnaire, it was agreed that some questions from Johanna Aho's study from 2008 on the trust people from Eurajoki have towards the final disposal of spent fuel would be included for comparison purposes. In the end, four questions were included in this study. Then, the questionnaire was tested with ten people to discover any flaws or inadequacies it might still contain, whether it be in the technical side or having to do with the content. Indeed, a technical flaw was discovered in one multiple choice question where the respondent could not choose all the options applicable to him/her because of how the question was built. After rectifying the mistake, the questionnaire was deemed worthy of sending to the entire target population. Before the questionnaire was sent out, it was agreed with Posiva that three prizes worth €80 each to Stockmann department store would be given to randomly chosen respondents to add a tempting incentive to participate in the research, thus improving the answer percentage.

Permission to send the questionnaire to students of Satakunta University of Applied Sciences (SAMK) was obtained from SAMK Development Manager Päivi Jaatinen, and from Tampere University of Technology (TTY) the list of which students to send the questionnaire to was created with a person from their student services after the university had agreed to forward the questionnaire to students studying subjects related to Posiva's work. 3889 students from SAMK received the questionnaire in addition to 522 students from TTY, creating a combined total of 4411 students. The survey link was sent through email on May 28 2009, hosted at www.surveymonkey.com, and asked to participate before June 10. To increase the response percentage, a second email was sent to all the students as a reminder that they can still participate, and the deadline for answering the questionnaire was extended until June 30. In the end, 469 students replied, giving an acceptable answer percentage of 11 percents. A slightly modified version of the survey, which excluded the recruiting questions, was sent to students studying at the faculties of social services and health care in Rauma and Pori.

The aforementioned modified questionnaire was also sent to the 156 municipal councillors of Rauma, Eurajoki, Eura, Luvia and Nakkila on June 1. Their email addresses were collected from the websites of the relevant municipalities. 43 municipal councillors answered before the June 30 deadline giving an answer percentage of 28 percents.

To support and confirm the findings of the online questionnaire, as well as to gain further knowledge on the motives and reasoning behind the answers, ten people who answered the questionnaire were interviewed using a semi-structured interview technique to add a qualitative method for the research and to gain a deeper understanding on some of the motives behind the answers. Initial analysis of the questionnaire was conducted in early July in order to select the persons and to create the structure and the questions for the interviews. The interview questions were again constructed in co-operation with Timo Seppälä, the Communications Manager, and semi-structured interview was selected as the method due to its flexibility in the interview situation, should additional questions arise as a result of the answers during

the interview, while wanting to retain the same structure for each interview for comparability and to stay on topic.

The ten people interviewed included six students and four municipal councillors. The respondents that were chosen for the interview were selected on the following grounds. Since one of the main results of the questionnaire was that in general Posiva was a fairly unknown company, it was agreed with the company that only those who answered they knew the company at least fairly well would be interviewed. In the end there were fifteen students who matched that criteria and were willing to partake in an interview, and similarly fifteen municipal councillors. Out of those thirty people, both people who had positive and people who had negative views about the company and the nuclear power industry were selected.

The interviews were conducted face to face in Finnish between August and September 2009 in the locations chosen by the interviewees, and during each interview there were no other people present. Four of the student interviews were done in Tampere on August 11, two in Helsinki on August 21, and the four municipal councillors were interviewed at the end of August and the beginning of September, three in Rauma and one in Nakkila. All interviews were voice recorded, with the shortest lasting 22 minutes and the longest 42 minutes.

6. SURVEY RESULTS

In total 4411 students from Satakunta University of Applied Sciences and Tampere University of Technology were sent the survey link through email on May 28 2009, hosted at www.surveymonkey.com, and asked to participate before June 30 and 469 replied, giving an acceptable answer percentage of 11 percents. A slightly modified version of the survey which excluded the recruiting questions was also sent to the

156 municipal councillors of Rauma, Eurajoki, Eura, Luvia and Nakkila on June 1. 43 municipal councillors answered before the June 30 deadline giving an answer percentage of 28 percents.

Along with the usual demographic information, the respondents were asked to give their opinion on questions regarding their stance on nuclear power and the proposed nuclear waste management plan of Posiva, how well they know the company and whether they have a positive or negative opinion about it, how reliable they feel Posiva is as an expert organisation, where they have encountered Posiva's communication and how they feel about it, and what kind of a personality the company has in their mind. Additional questions were also included in the questionnaire and the results are detailed below.

6.1 Students

In analysing the results of the questionnaire, first the overall results are presented in order to draw a general picture of what the corporate image among students is. This will be followed by a closer analysis of the research findings by filtering and cross-tabulating various question and answer variables to discover underlying tendencies in the research findings.
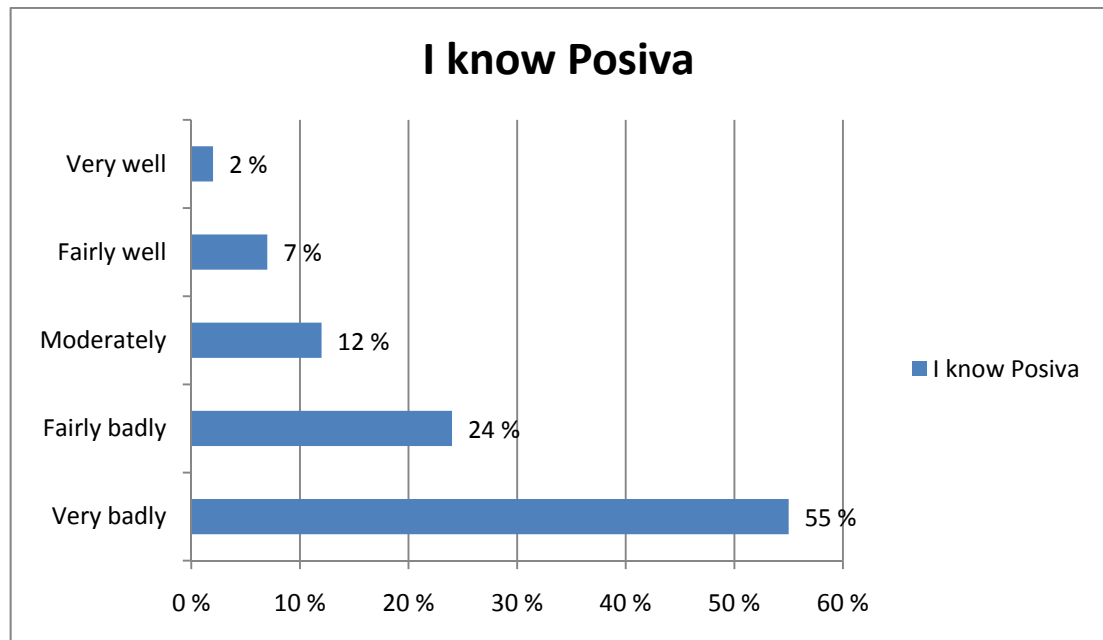
6.1.1 Summary of the results

Figure 4 How well respondents know Posiva (n=468)

The first question of the survey asked the respondents to evaluate how well they know Posiva. Even though the majority of the respondents were from the Satakunta region, the overall recognisability of the company is very poor. Only 2 % felt they know the company very well and 7 % fairly well. 12 % of the respondents thought they know Posiva moderately, and 24 % knew it fairly badly with most, 55 % answering they know the company very badly. Even though in general the company was quite badly known among the students, when they were asked in an open-ended question what Posiva's field of business is many could name nuclear waste management. The most common answers were that Posiva was either in the nuclear waste management business, producing nuclear electricity or the respondent could not name Posiva's field of business at all. (Figure 4)

My stance on nuclear power is

Very favourable	14 %
Fairly favourable	24 %
Neutral	37 %
Fairly unfavourable	21 %
Very unfavourable	4 %

■ My stance on nuclear power is

0 % 10 % 20 % 30 % 40 %
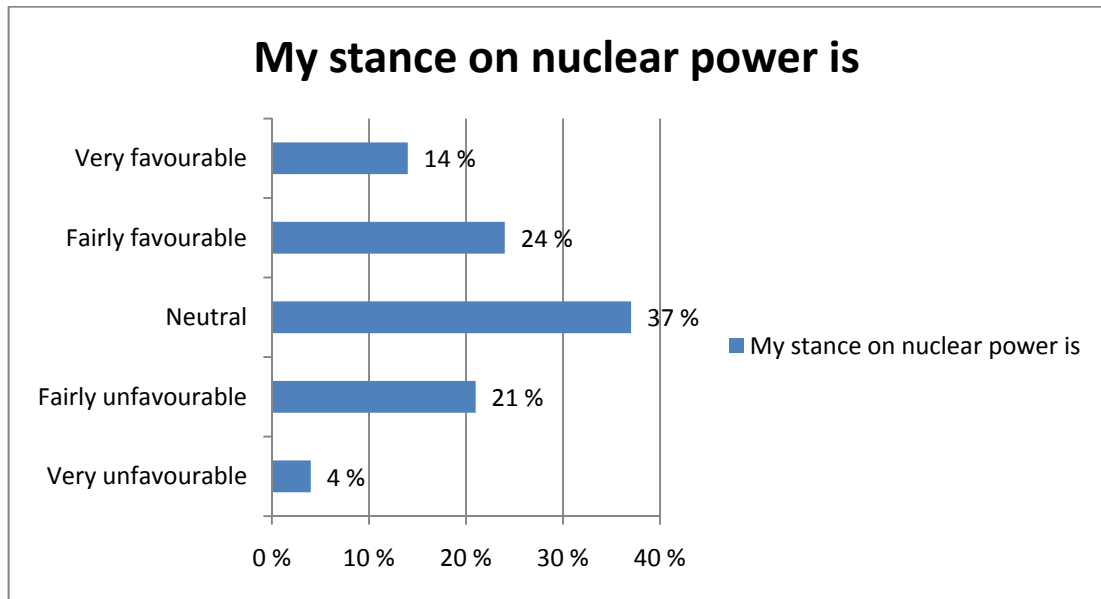
Figure 5 Stance on nuclear power (n=466)

Overall, most respondents were either neutral or positive in their position towards nuclear power, with 14 % being very favourable and 24 % fairly favourable towards it respectively, and only 4 % viewing nuclear power very unfavourably and 21 % fairly unfavourably. 37 % were neutral about nuclear power. (Figure 5)

My stance on the final disposal at Olkiluoto is

Very favourable	6 %
Fairly favourable	21 %
Neutral	39 %
Fairly unfavourable	24 %
Very unfavourable	10 %

■ My stance on the final disposal at Olkiluoto is

0 % 10 % 20 % 30 % 40 % 50 %
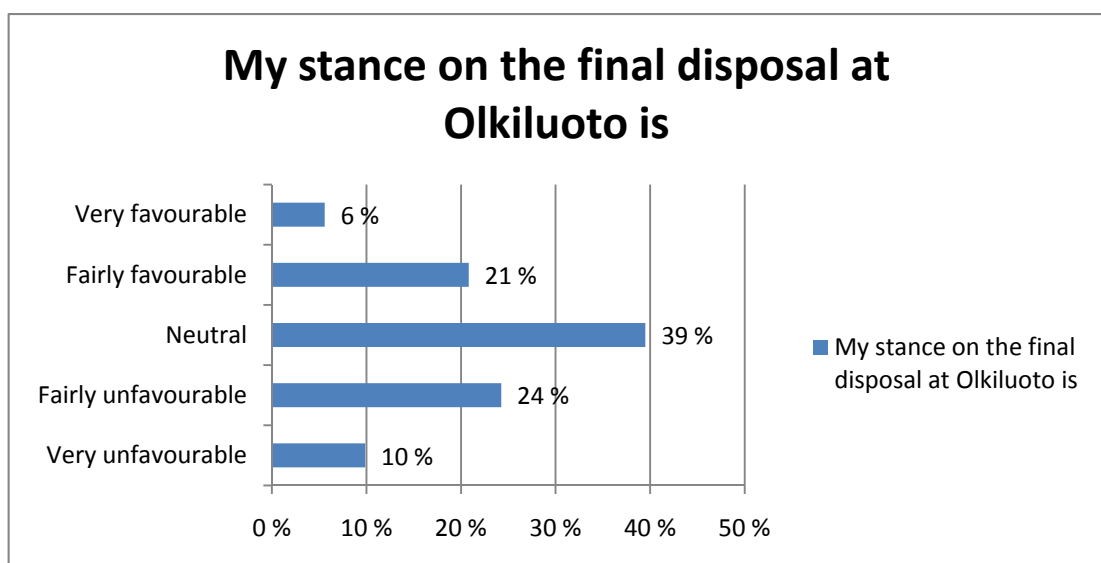
Figure 6 Stance on final disposal of spent fuel at Olkiluoto (n=466)

Surprisingly, a slightly more negative overall opinion than on nuclear power was discovered among the respondents when they were asked how they feel about the final disposal of spent nuclear fuel at Olkiluoto. Only 6 % were very favourable and 21% fairly favourable towards it, comparing to 14 % and 24 % for nuclear power. As well, there was a marked difference in respondents whose stance was either fairly unfavourable or very unfavourable towards the final disposal when compared to the same categories on the question about nuclear power. 39 % had a neutral stance. (Figure 6)

My stance on Posiva is

- Very favourable — 6 %
- Fairly favourable — 22 %
- Neutral — 67 %
- Fairly unfavourable — 5 %
- Very unfavourable — 0 %
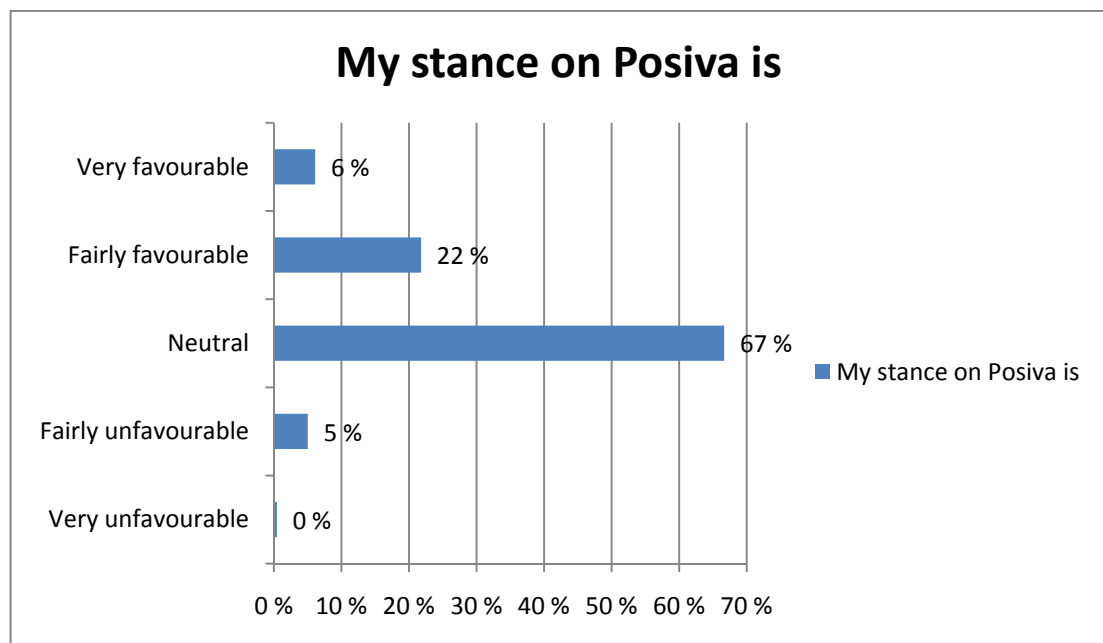
Figure 7 Stance on Posiva (n=459)

Also interesting to note is that in the next question, asking what the respondent's opinion about Posiva is, very favourable and fairly favourable options gathered almost exactly the same answer percentages as in the previous question, but a big difference is found in the fairly and very unfavourable options between the two questions with only 5 % having a fairly unfavourable and none having a very unfavourable opinion about the company. While in the previous question 24 % and 10 % had fairly and very unfavourable opinions respectively about the final disposal

of spent fuel at Olkiluoto. This might suggest, along with the low overall recognisability of the company, that many respondents do not connect Posiva with its business, nuclear waste management. Indeed, 95 % were either neutral or positive towards the company. Although another possibility is that since many of the respondents were from the Satakunta area, they are against final disposal of spent fuel in their home region but would be fine with it if it would take place in the future somewhere else. (Figure 7)
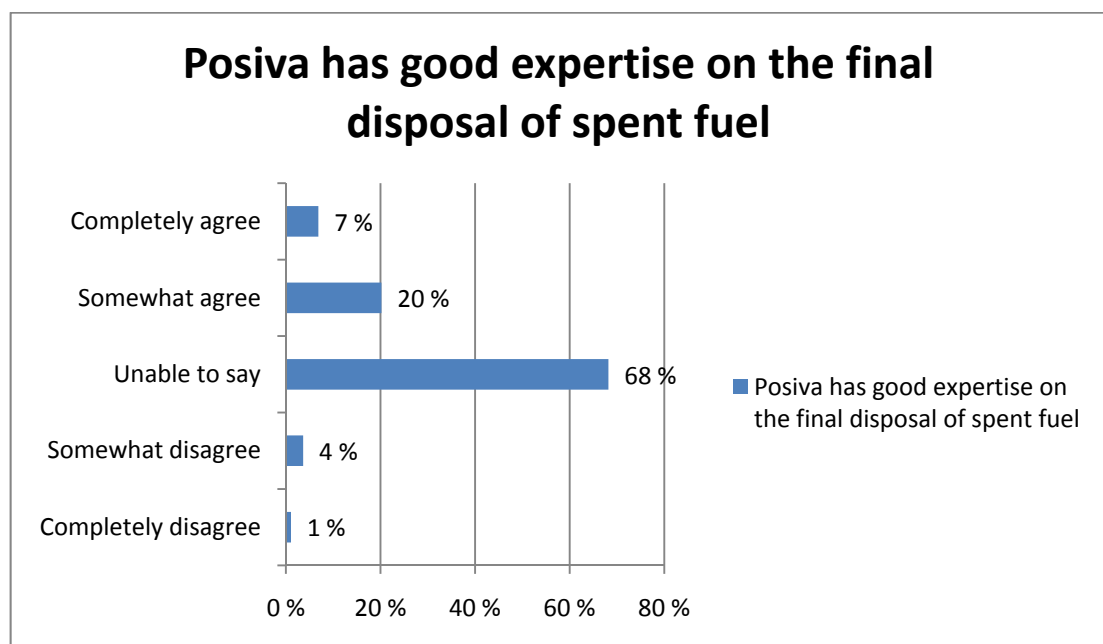

Figure 8 Posiva's expertise on final disposal of spent fuel (n=465)

The same trend of people having mostly neutral opinion continues with the statement about Posiva's expertise, with most, 68 %, answering they are unable to say. Only 7 % completely agreed and 20 % somewhat agreed with the statement. 4 % somewhat disagreed and 1 % of the respondents completely disagreed. (Figure 8)

Posiva is a trustworthy expert organisation

Response	Percentage
Completely agree	6 %
Somewhat agree	26 %
Unable to say	64 %
Somewhat disagree	3 %
Completely disagree	0 %

Posiva is a trustworthy expert organisation
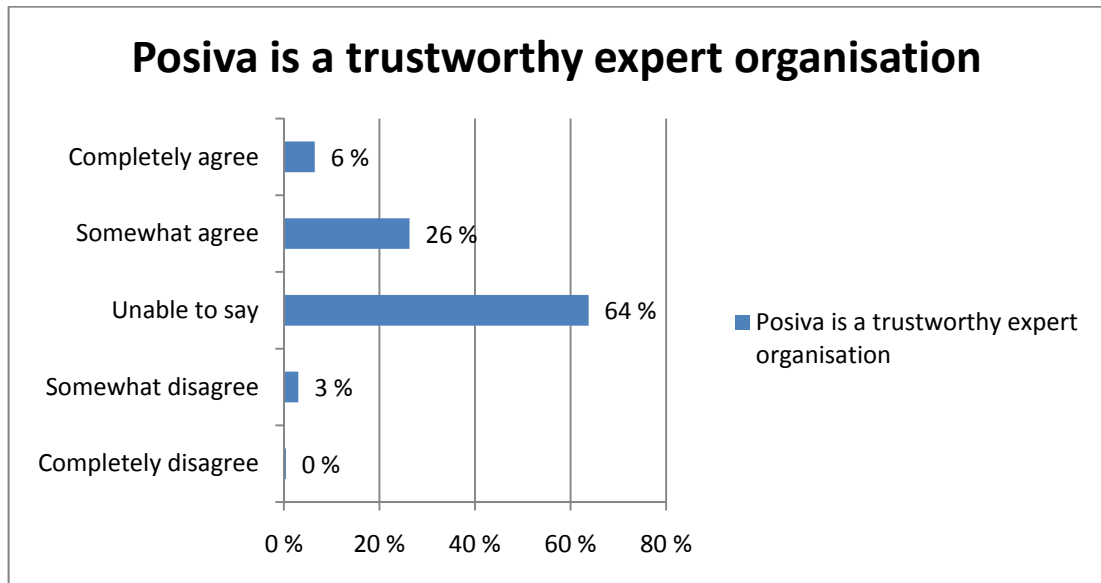
Figure 9 Posiva's trustworthiness as an expert organisation (n=464)

The next statement, "Posiva is a trustworthy organisation", garnered slightly more positive results than the previous statement, with 6 % completely agreeing and 26 % somewhat agreeing. Only 3 % disagreed somewhat and the majority, again, were unable to say with a 64 % share of the answers. (Figure 9)

The most important media outlet

Media outlet	Percentage
Internet	34 %
National TV	26 %
Local TV	18 %
Local newspapers	13 %
National newspapers	10 %

The most important media outlet
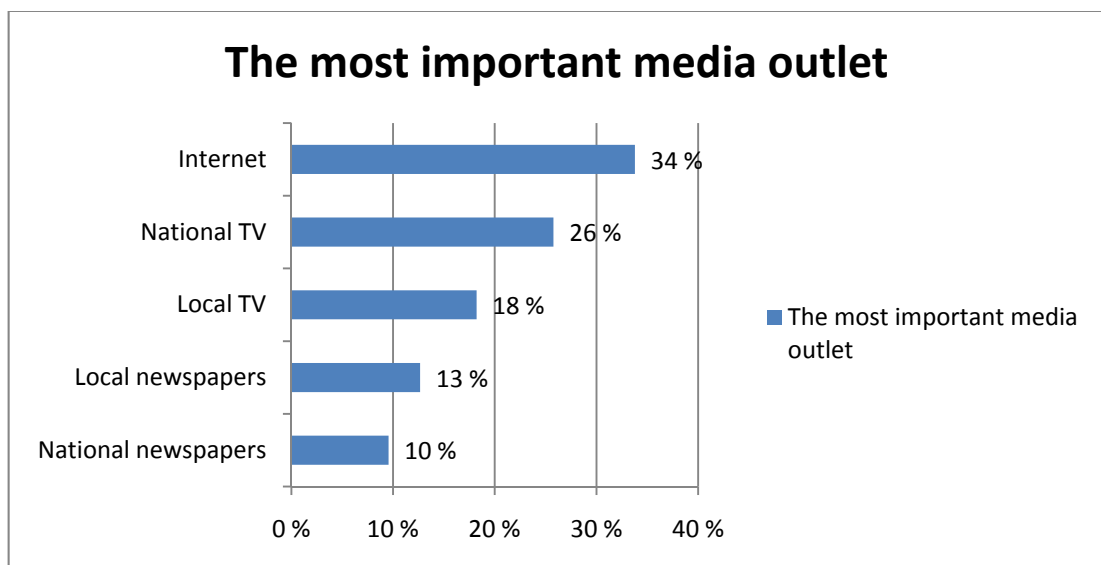
Figure 10 Most important media outlet (n=468)

One of the important aspects of the questionnaire was to discover which mediums students use nowadays to find information, read news and so forth, because there was no clear picture of this within the company. Thus, to be able to focus communication to this target group, a simple question was introduced asking the respondents to rate their preferred media outlets from most important to least important. Perhaps unsurprisingly, the Internet was chosen as the most important channel with a 34 % share, followed in order by national TV with a 26 % share, local TV with an 18 % share, local newspapers with a 13 % share and national newspapers with a 10 % share. (Figure 10)
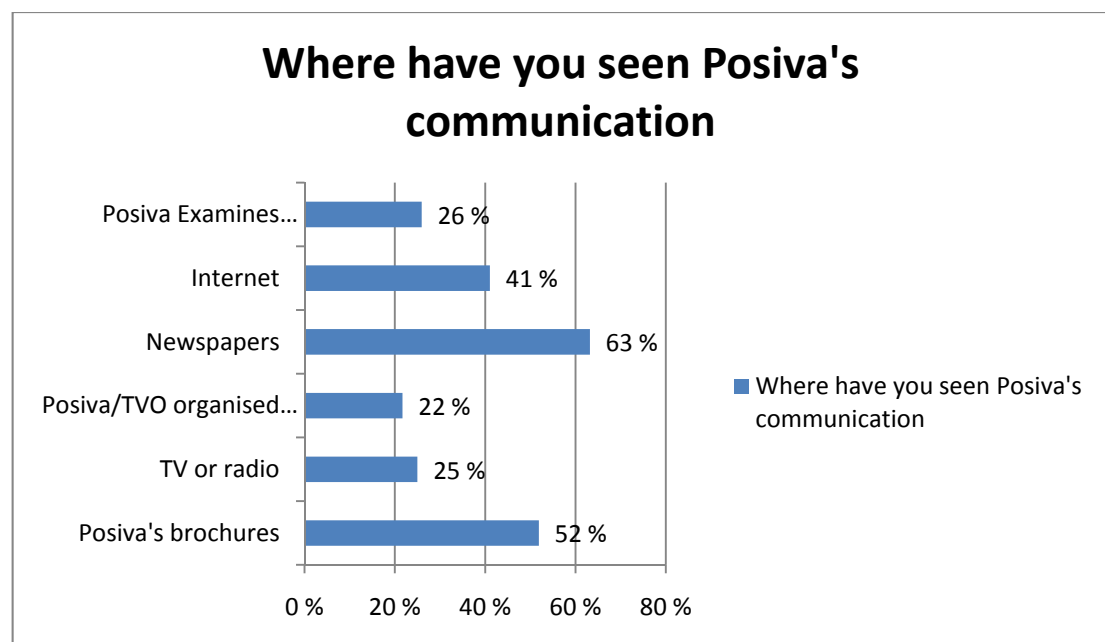
Figure 11 Where respondents have seen Posiva's communication (n=212)

When asked where the respondents had seen communication from Posiva, most answered newspapers and Posiva's brochures with 63 % and 52 % respectively. They were followed by the internet with 41 %, the Posiva Examines publication with 26 % and TV or radio with 25 %, while 22 % had attended events organised by Posiva or TVO. Since more than a half of the people who took the questionnaire skipped this question altogether, it is reasonable to assume that either many of them have not seen

any communication from Posiva or they do not remember to have seen any communication from Posiva. (Figure 11)
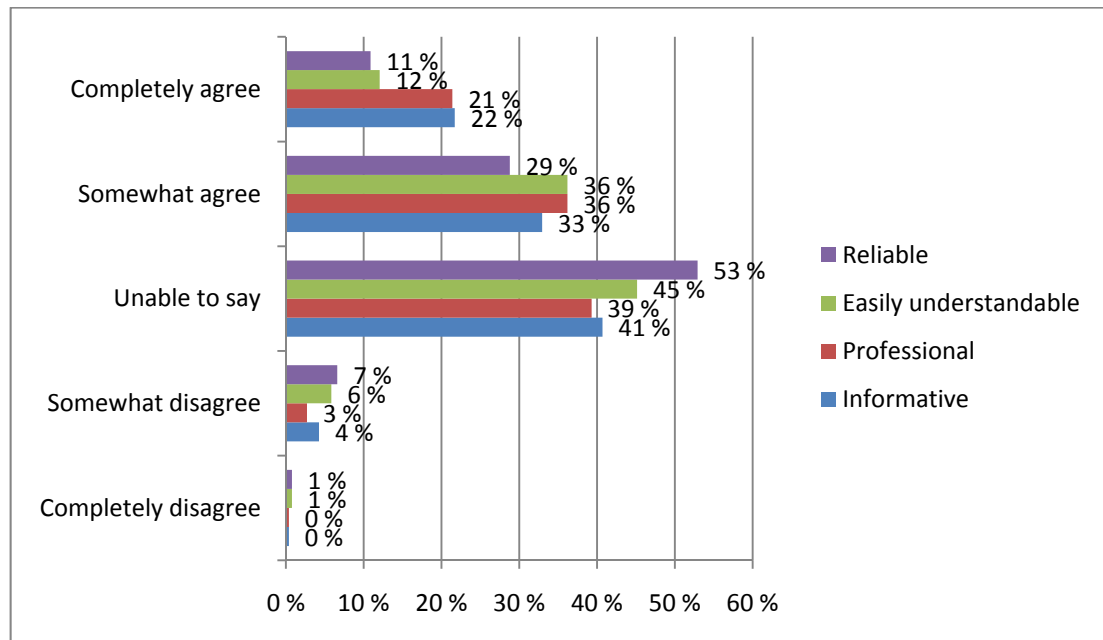

Figure 12 Posiva's communication (n=249)

The following question asked the respondents to evaluate the communication they had seen, asking if it was reliable, easily understandable, professional and informative. In general, the question reveals a fairly positive opinion towards Posiva's communication, although yet again most people were unable to say. Of those who had an opinion, only 1 % completely disagreed with the statements that Posiva's communication is reliable and easily understandable. The other two categories had nobody completely disagreeing with the statements, and in all four categories less than one in every ten person somewhat disagreed with the statements. As with the previous question, many respondents skipped this question as well. (Figure 12)
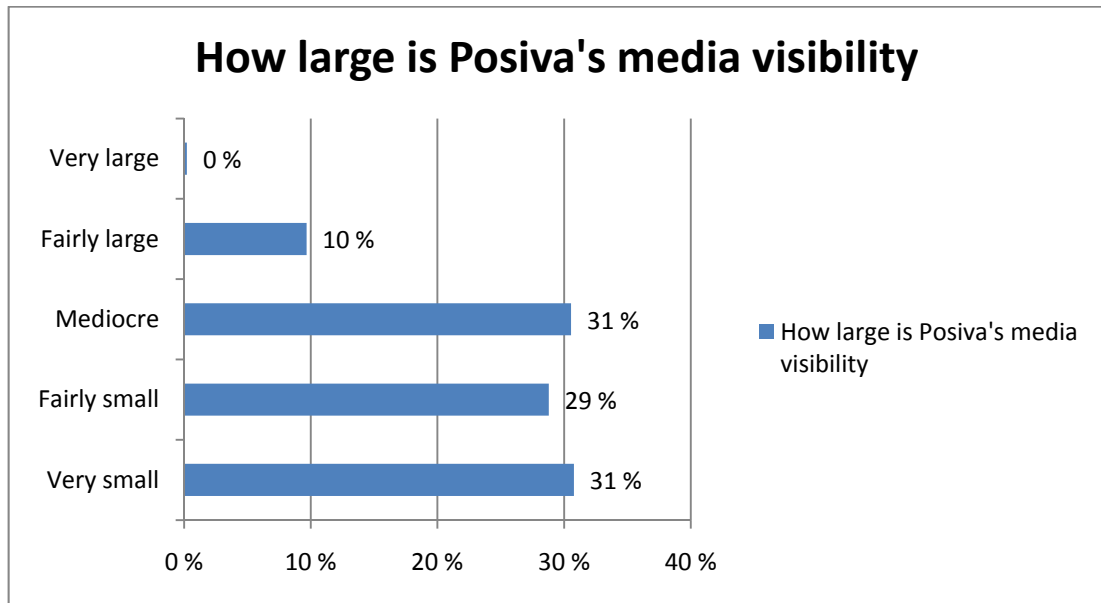
Figure 13 Posiva's media visibility to be (n=455)

As evidenced by the answers for the next question, "how large is Posiva's media visibility?", the results for previous questions asking how well people know the company, for example, are no surprise since only one person out of ten thought Posiva's visibility is fairly large and no-one thought it was very large. On the contrary, the majority felt it was either very small or fairly small with 31 % and 29 % respectively, with 31 % seeing it as mediocre. (Figure 13)
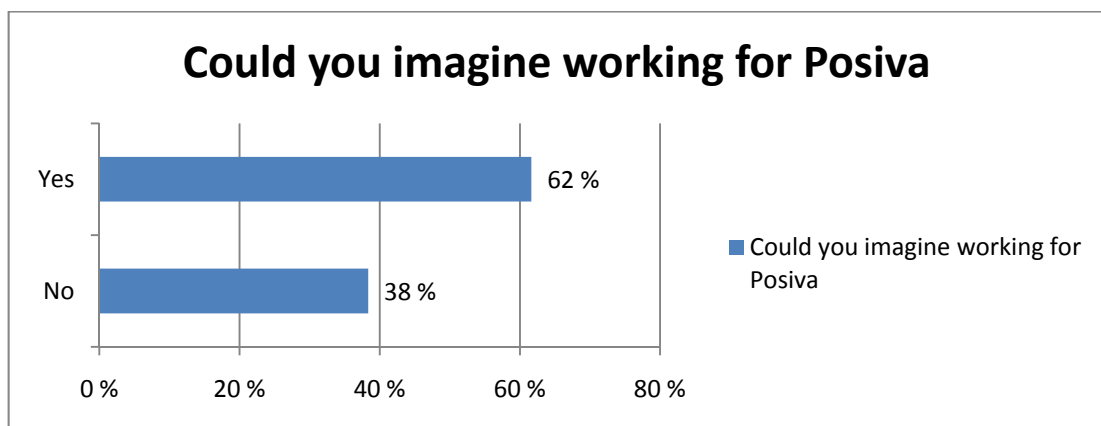

Figure 14 Willingness to work for Posiva (n=331)

Even though the company is not well-known, 62 % could imagine working for Posiva, while 42 % would not. Even though Posiva's job of solving and executing of Finland's high-active nuclear waste disposal is fairly controversial in many people's eyes, when the respondents were asked reasons in the open-ended question this was not the biggest reason for the respondents who could not see themselves working for the company. Instead, the lack of knowledge about the company was the main reason. (Figure 14)
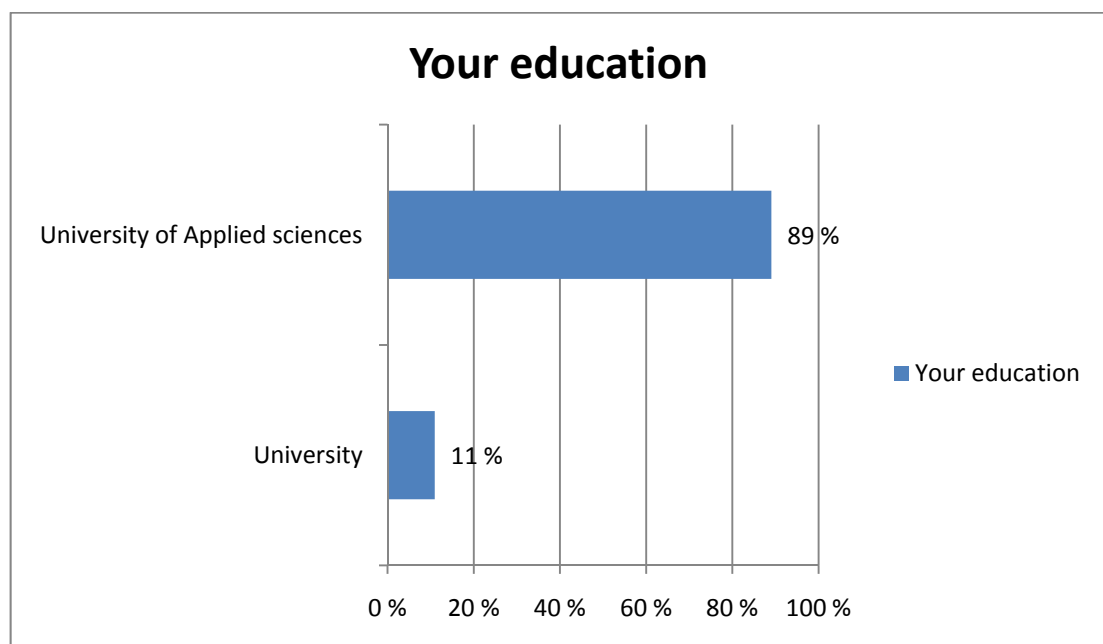

Figure 15 Education of the respondents (n=469)

As the figure clearly shows, nine out of ten respondents were university of applied sciences students, as opposed to university students. (Figure 15)

Your age

Less than 20 1 %
20-25 67 %
26-30 17 %
31-35 5 %
36-40 3 %
Over 40 7 %

0 % 10 % 20 % 30 % 40 % 50 % 60 % 70 % 80 %
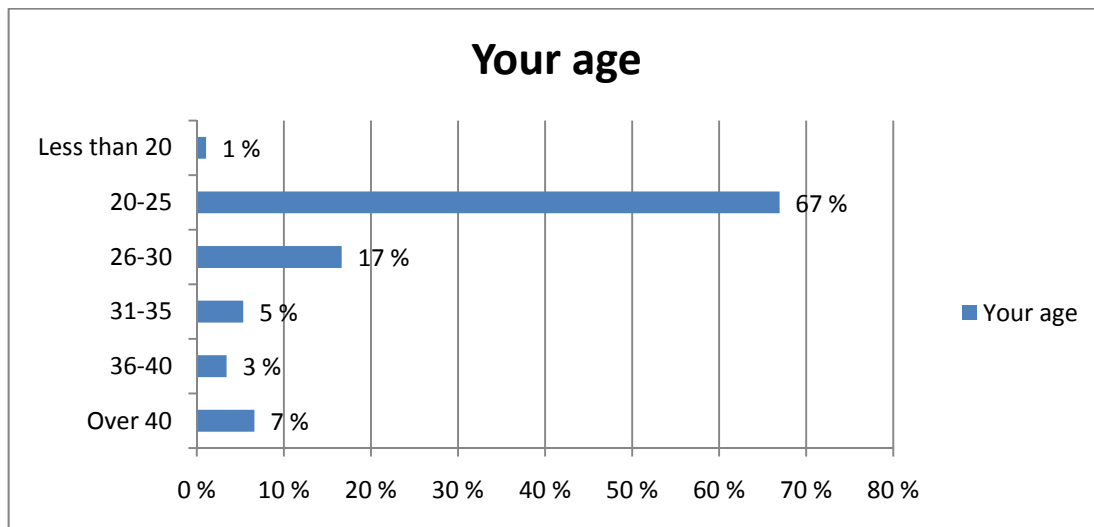
Your age

Figure 16 Age of respondents (n=469)

Since the target group of this survey was students, most respondents were in their twenties, with 67 % being between twenty and twenty five years of age. Second largest group, 17 %, were respondents between twenty six and thirty years of age. The other age groups each had less than 10 % shares. (Figure 16)
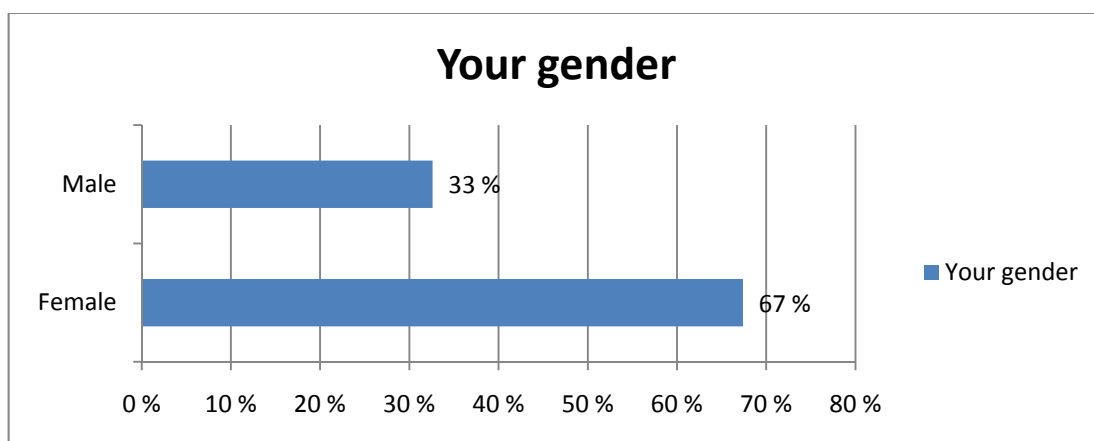
Your gender

Male 33 %
Female 67 %

0 % 10 % 20 % 30 % 40 % 50 % 60 % 70 % 80 %

Your gender

Figure 17 Gender of respondents (n=463)

When it comes to the gender of the respondents, female respondents represented the majority with a 67 % share, so 33 % were male. When it comes to the gender split in SAMK, according to the statistics obtained from SAMK Senior Systems Specialist Liisa Peltomäki the female to male ratio is approximately 54 percents to 46 percents, while in TTY it can be assumed that the large majority of the students are male. (Figure 17)
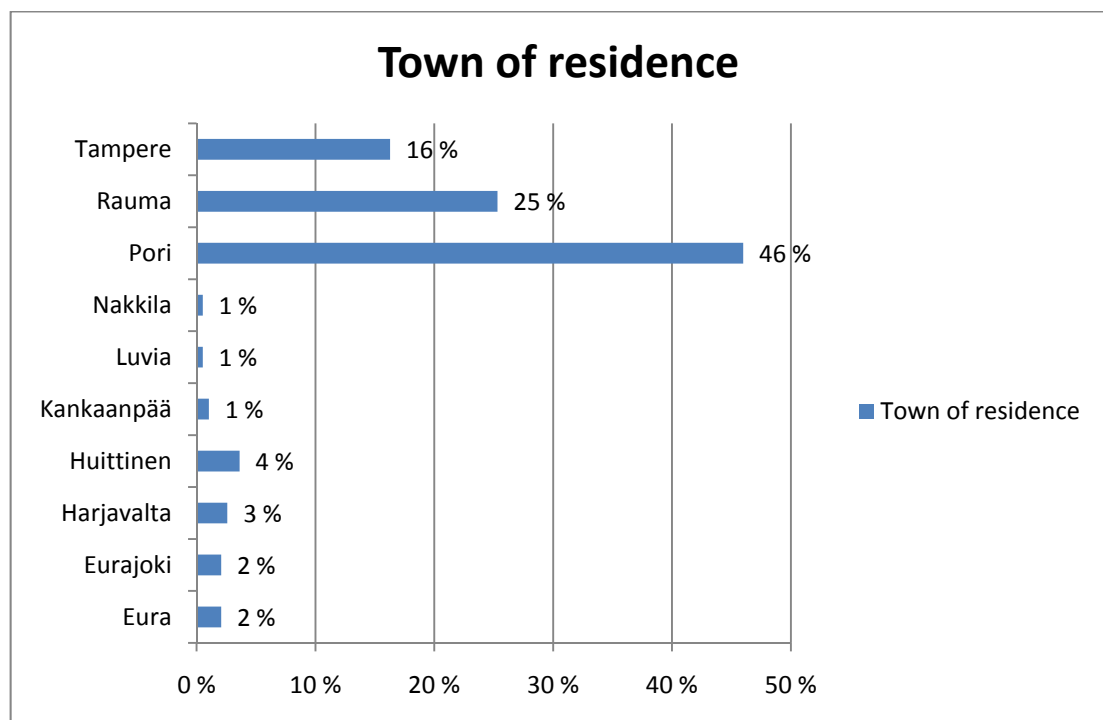
Town of residence

Town	Percentage
Tampere	16 %
Rauma	25 %
Pori	46 %
Nakkila	1 %
Luvia	1 %
Kankaanpää	1 %
Huittinen	4 %
Harjavalta	3 %
Eurajoki	2 %
Eura	2 %

Figure 18 Town of residence (n=387)

As was to be expected, the majority of the respondents lived in Pori, Rauma or Tampere, with only a small minority of less than fifteen percents residing elsewhere. (Figure 18)

6.1.2 Closer look at the research findings

When a filter is applied to the results that shows only the 9% (41 individuals) of respondents who know Posiva either fairly or very well, the knowledgeable respondents, a better understanding can be obtained on how Posiva's communication has influenced their opinions and what their image of Posiva is when they have at least some knowledge and experience of the company.
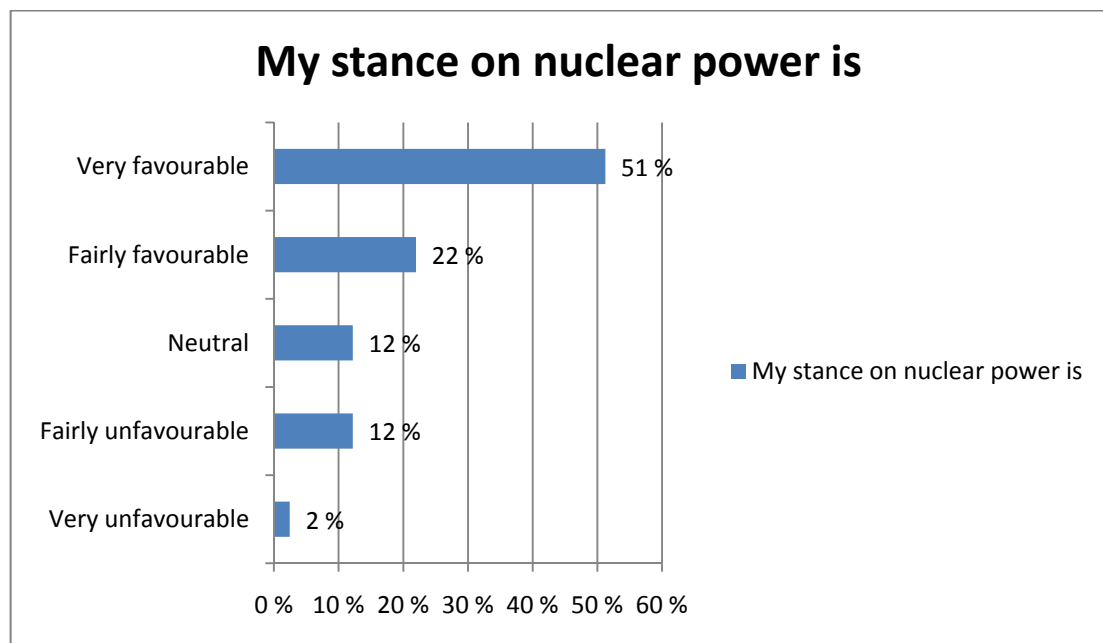

Figure 19 Stance on nuclear power, knowledgeable respondents (n=41)

As can be seen from the figure, the respondents who are more familiar with Posiva, and assumingly with the nuclear power industry, are far more positive towards nuclear power. This is evidenced by over half of the respondents being very favourable towards nuclear power and one fourth fairly favourable, while only the minority is either neutral or against it. (Figure 19)
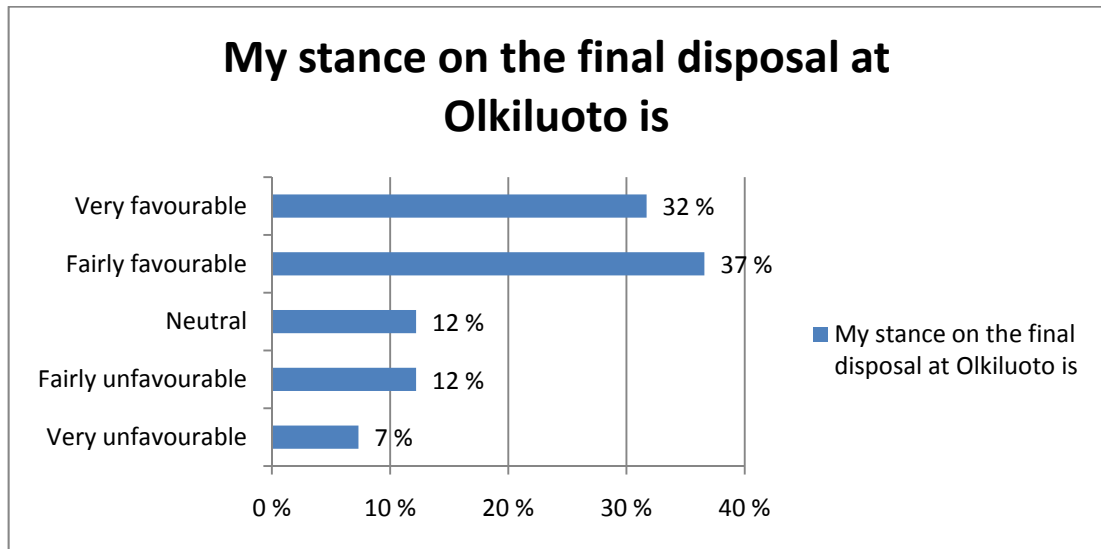
Figure 20 Stance on final disposal of spent fuel, knowledgeable respondents (n=41)

As the figure shows, again there is a correlation between how well people know Posiva and how positive towards the final disposal of spent fuel at Olkiluoto they are. Compared to the general results where 6% and 21% had very and fairly favourable stances respectively towards the final disposal, among those who know Posiva well the percentages are clearly higher; 32% for very favourable and 37% for fairly favourable. (Figure 20)
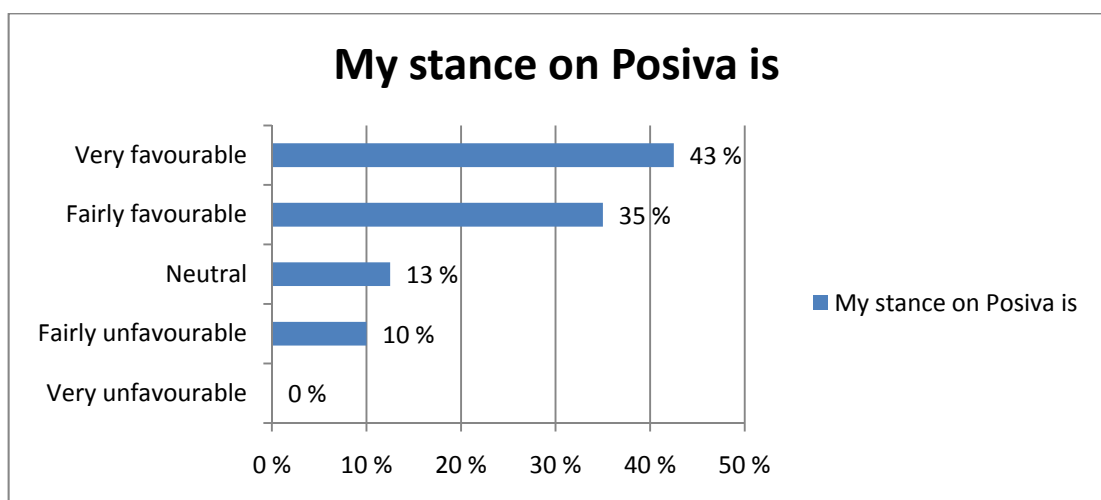

Figure 21 Stance on Posiva, knowledgeable respondents (n=40)

Yet again, there is a marked difference between those who know the company well and the entire research population on how positive towards Posiva and its operations they are. When only a total of 28% are either very or fairly favourable towards Posiva from the entire population, among those who know Posiva the number is 78%. (Figure 21)

Posiva has good expertise on the final disposal of spent fuel

Response	Percentage
Completely agree	41 %
Somewhat agree	32 %
Unable to say	15 %
Somewhat disagree	10 %
Completely disagree	2 %

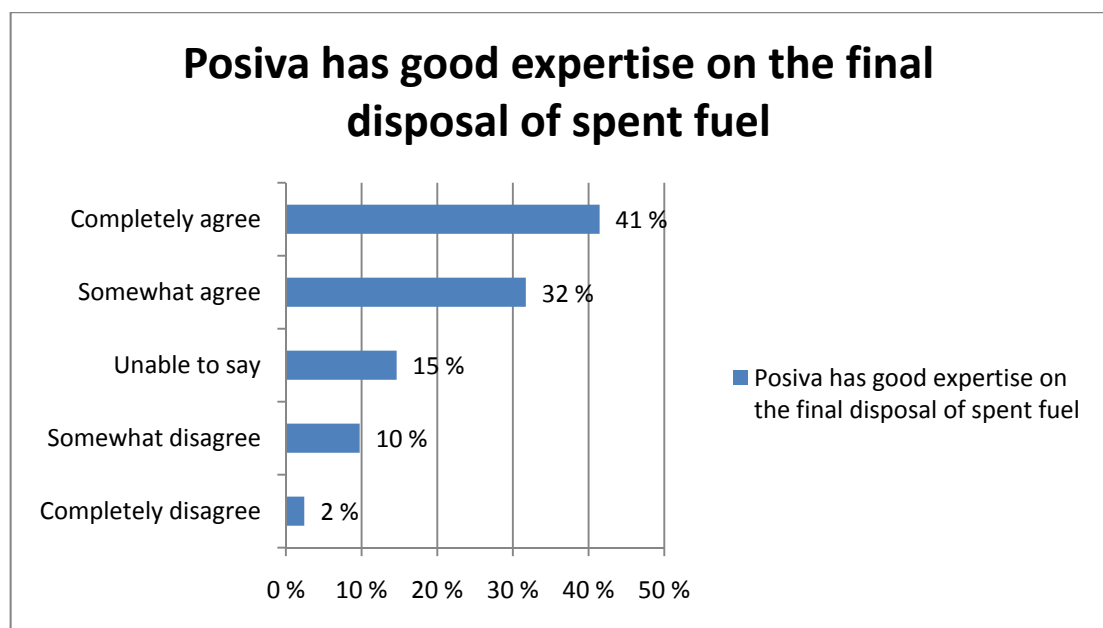Legend: ■ Posiva has good expertise on the final disposal of spent fuel

Figure 22 Posiva's expertise on final disposal, knowledgeable respondents (n=41)

The discrepancy between the two groups continues with the next question as well, when almost a half of the respondents who know the company well completely agree with the statement that Posiva has good expertise on the final disposal of spent nuclear fuel, while out of the entire population only less than every tenth respondent completely agrees with the statement. (Figure 22)

Posiva is a trustworthy expert organisation

Completely agree	39 %
Somewhat agree	39 %
Unable to say	12 %
Somewhat disagree	5 %
Completely disagree	5 %

Posiva is a trustworthy expert organisation
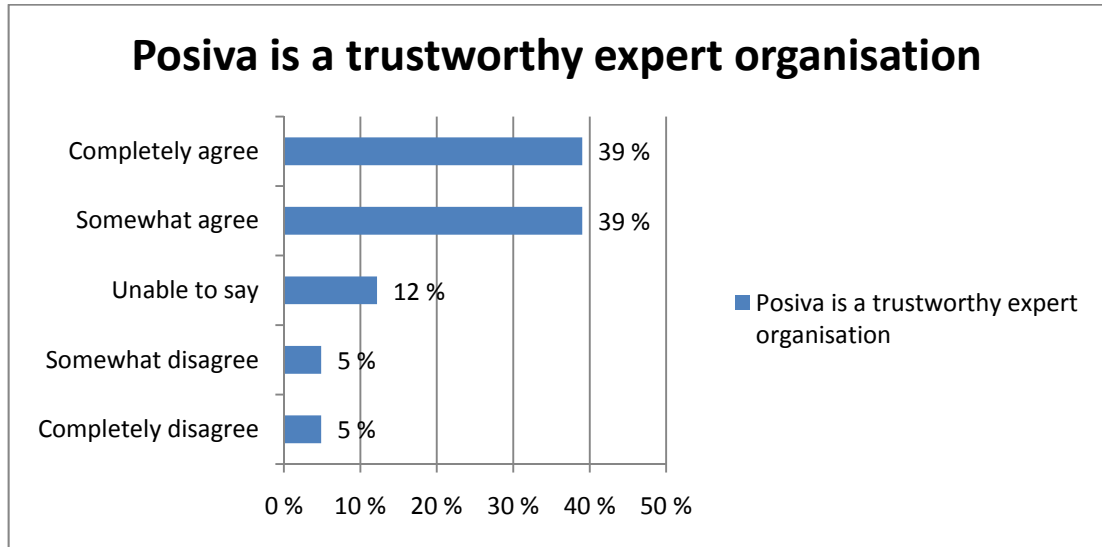
0 % 10 % 20 % 30 % 40 % 50 %

Figure 23 Trustworthiness as expert organisation, knowledgeable respondents (n=41)

This final question about how the knowledgeable respondents view Posiva also yielded similar results than the questions above, as four people out of ten completely agree with the statement that Posiva is a trustworthy expert organisation. Out of the entire population, only about one person out of twenty agreed entirely with the statement. (Figure 23)

Completely agree: 36 %, 26 %, 41 %, 46 %
Somewhat agree: 44 %, 64 %, 49 %, 41 %
Unable to say: 13 %, 10 %, 8 %, 8 %
Somewhat disagree: 5 %, 0 %, 3 %, 5 %
Completely disagree: 3 %, 0 %, 0 %, 0 %

■ Reliable
■ Easily understandable
■ Professional
■ Informative

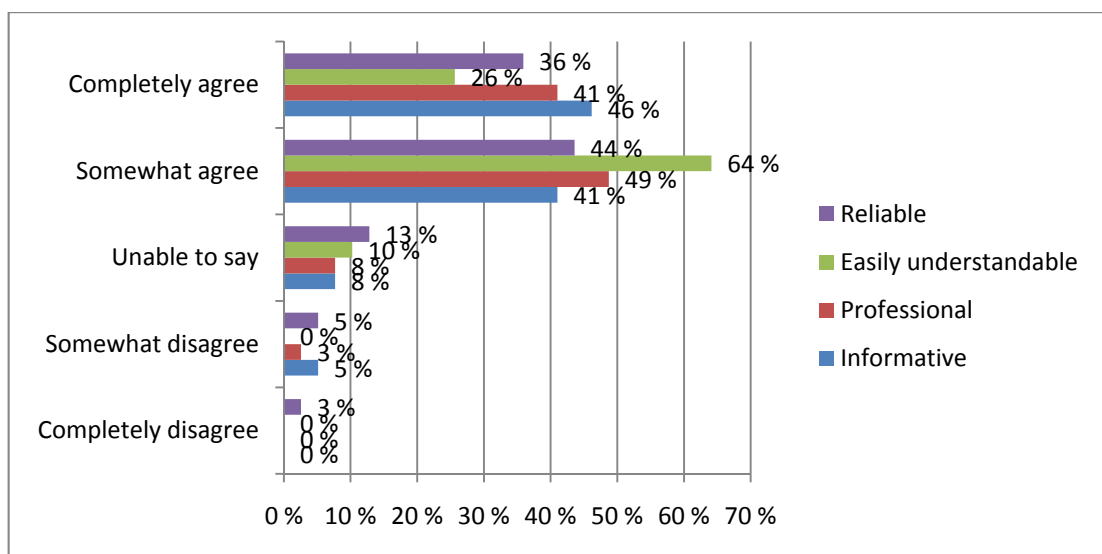0 % 10 % 20 % 30 % 40 % 50 % 60 % 70 %

Figure 24 Posiva's communication, knowledgeable respondents (n=39)

When asked how the respondents viewed Posiva's communications, yet again those who know the company better have a much more positive view about Posiva's communications. As can be seen from the figure, in each of the four categories most people either completely or partially agreed with the statements that Posiva's communications is reliable, easily understandable, professional, and informative. (Figure 24)

6.1.3 Comparison between TTY and SAMK students

Since there can be quite a difference between the university students of TTY (TTY in the figures), university of applied sciences business and technology students of SAMK (SAMK business in the figures), and SAMK students studying social services and healthcare (SAMK social in the figures) in terms of what kind of a background they have, where they live, and what kind of information they might have received about Posiva and the final disposal of spent fuel, a comparison of the three groups and their answers is detailed below.
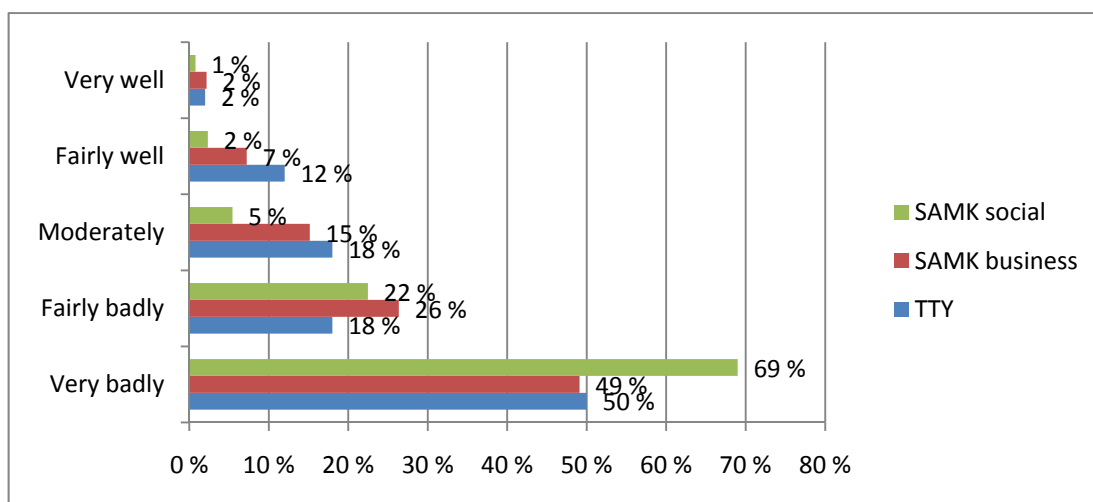

Figure 25 I know Posiva (n=468)

As can be seen from the figure, TTY students and SAMK business students know Posiva approximately as well, while SAMK social students know the company considerably worse. (Figure 25)
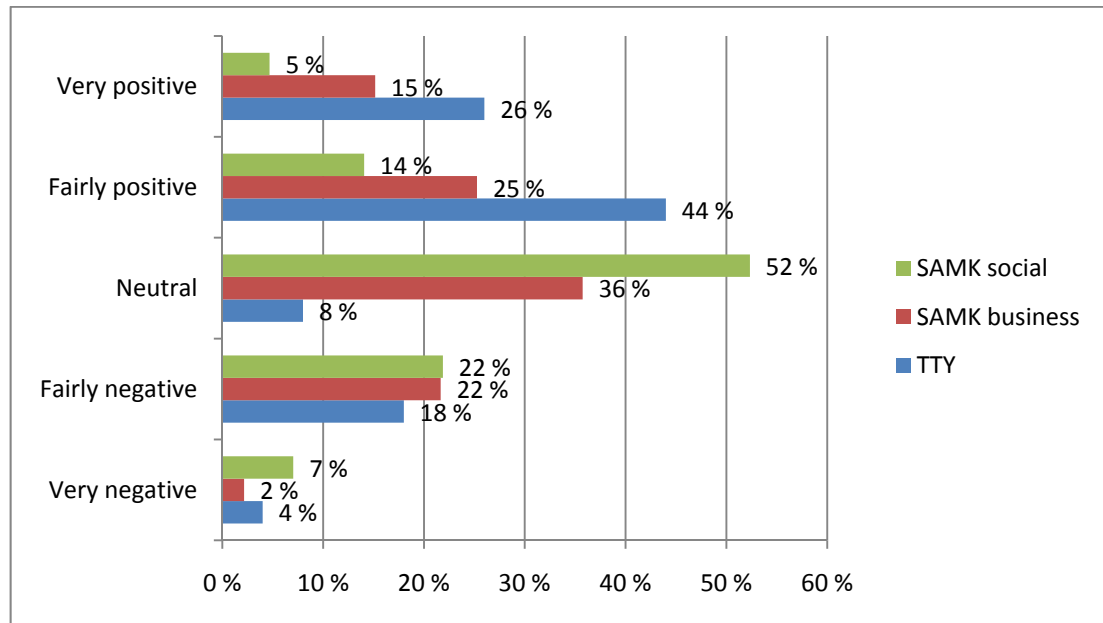

Figure 26 Stance on nuclear power (n=467)

TTY students are more positive towards nuclear power than both groups of applied sciences students, and one reasonable assumption from this is that since TTY has a much higher proportion of male students than SAMK, this plays a major role in the results. (Figure 26)
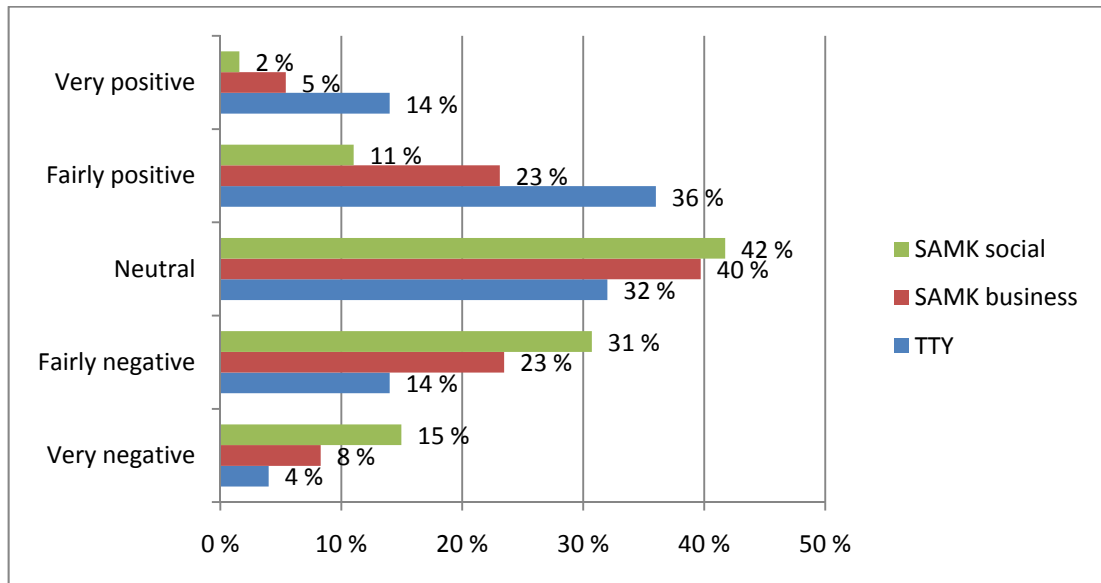
Figure 27 Stance on the final disposal of spent fuel at Olkiluoto (n=466)

As with the previous question, TTY students are more positive towards nuclear power than both groups of applied sciences students, and one reasonable assumption from this is that since TTY has a much higher proportion of male students than SAMK, this plays a major role in the results. (Figure 27)
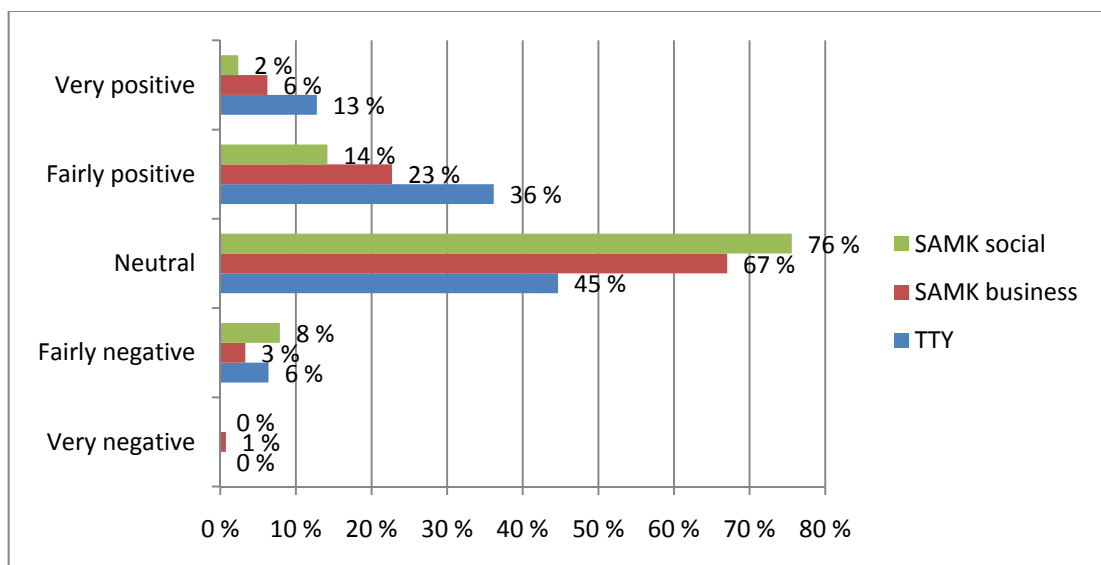

Figure 28 Stance on Posiva (n=459)

The trend continues that the TTY students are the most positive, this time towards Posiva, followed by SAMK business students, with SAMK social students the least positive towards the company. (Figure 28)
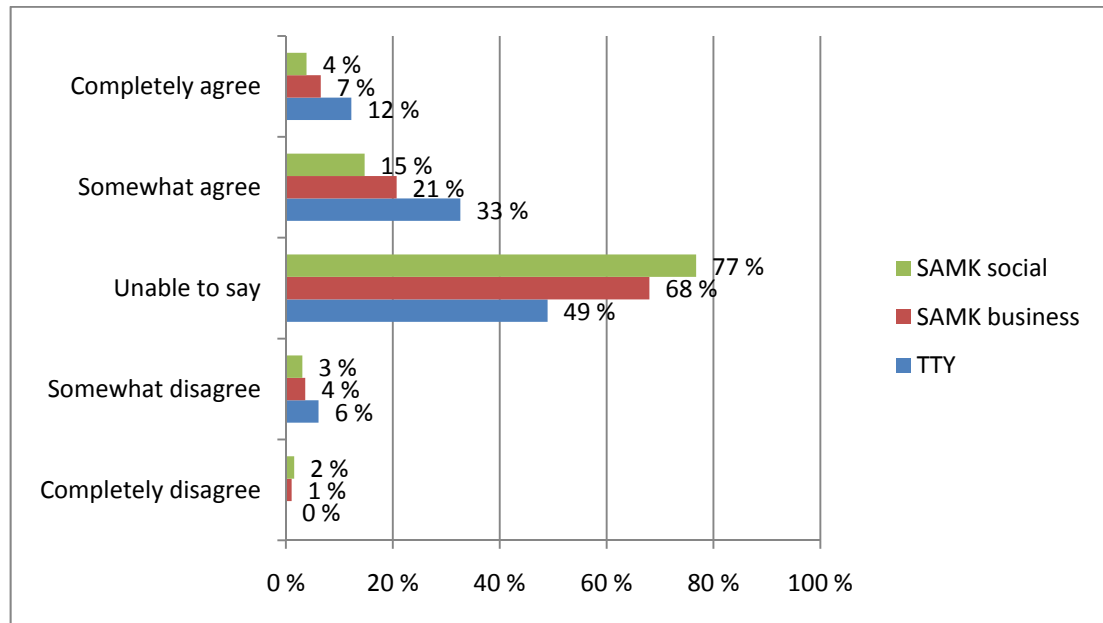

Figure 29 Posiva has good expertise on the final disposal of spent fuel (n=465)

The trend continues that the TTY students are the most positive, this time towards trusting that Posiva has good expertise on the final disposal of spent fuel, followed by SAMK business students, with SAMK social students the least positive towards the company. (Figure 29)
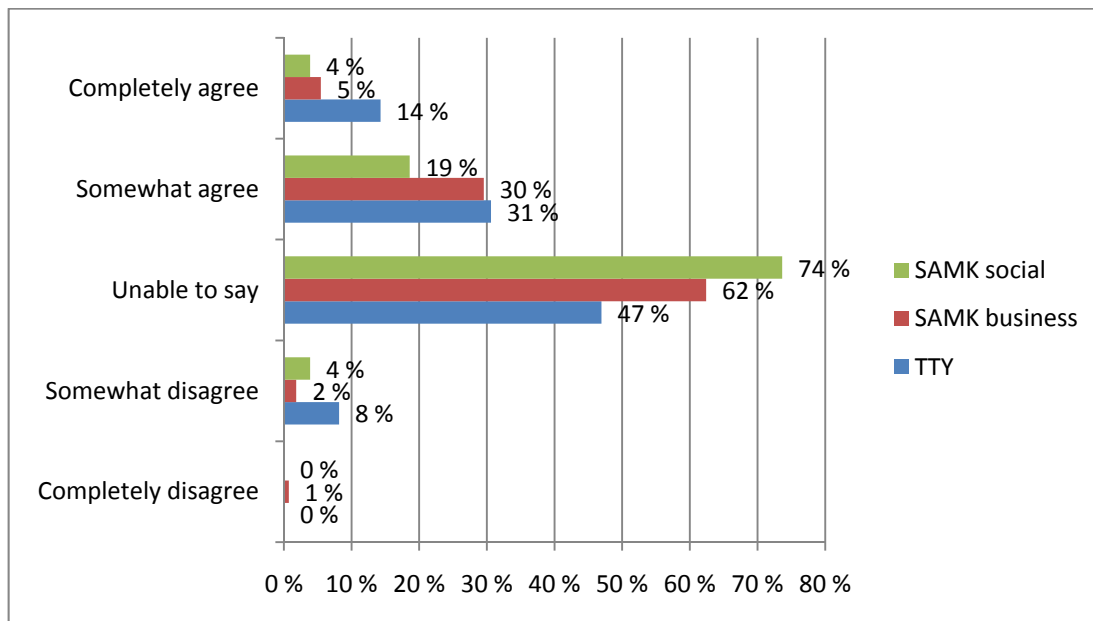
Figure 30 Posiva is a trustworthy expert organisation (n=464)

When the respondents were asked whether they agreed, or disagreed, that Posiva is a trustworthy expert organisation, TTY students agreed the most, while SAMK social students had the hardest time on making a judgement about this particular issue. (Figure 30)

In the other questions of the questionnaire, there were mainly insignificant differences between the three different student groups, and thus those answer percentages are not detailed. It can be said, however, that despite the university students from TTY living the furthest away from the company and assumingly coming across the least amount of communications from Posiva, they still have the most positive attitudes towards it, as well as towards the entire nuclear industry. Evidently some of this can be attributed to the significant gender ratio differences between the three student groups, but there could also be other influencing factors.

6.2 Municipal councillors

I know Posiva

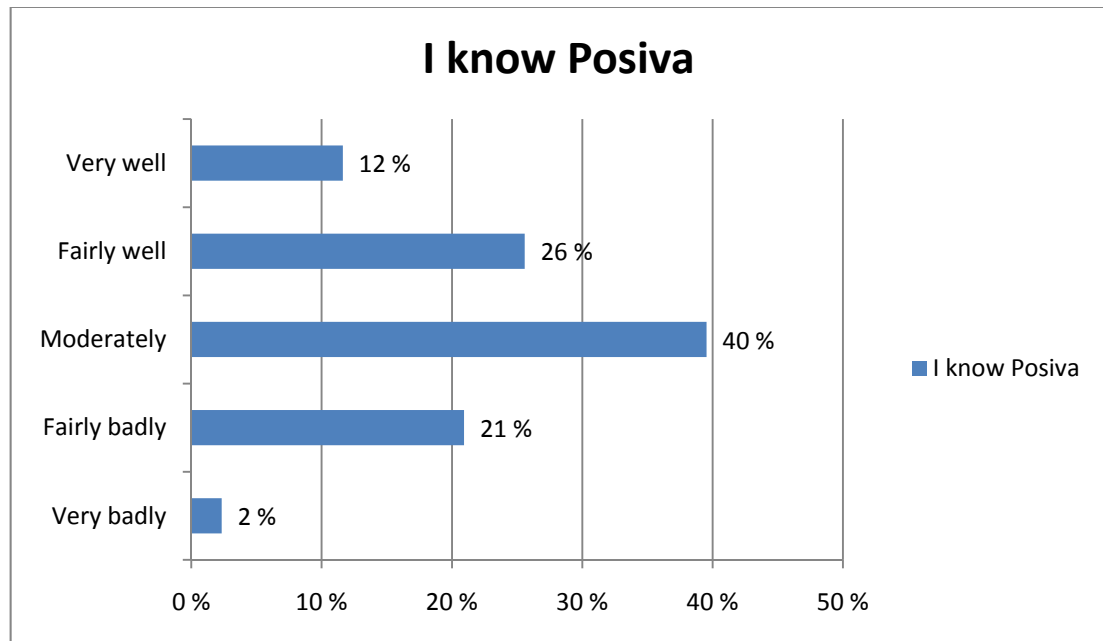| Category	Value
Very well	12 %
Fairly well	26 %
Moderately	40 %
Fairly badly	21 %
Very badly	2 %

Figure 31 How well respondents know Posiva (n=43)

Since Posiva's communication efforts have for many years been in large part targeted towards the municipal decision-makers, it is no surprise that among them Posiva is better-known than among the students in the first target group. With almost four people out of ten knowing the company fairly well or even better, and another four people out of ten knowing the company moderately, the communication efforts have clearly not gone in vain. (Figure 31)

My stance on nuclear power is

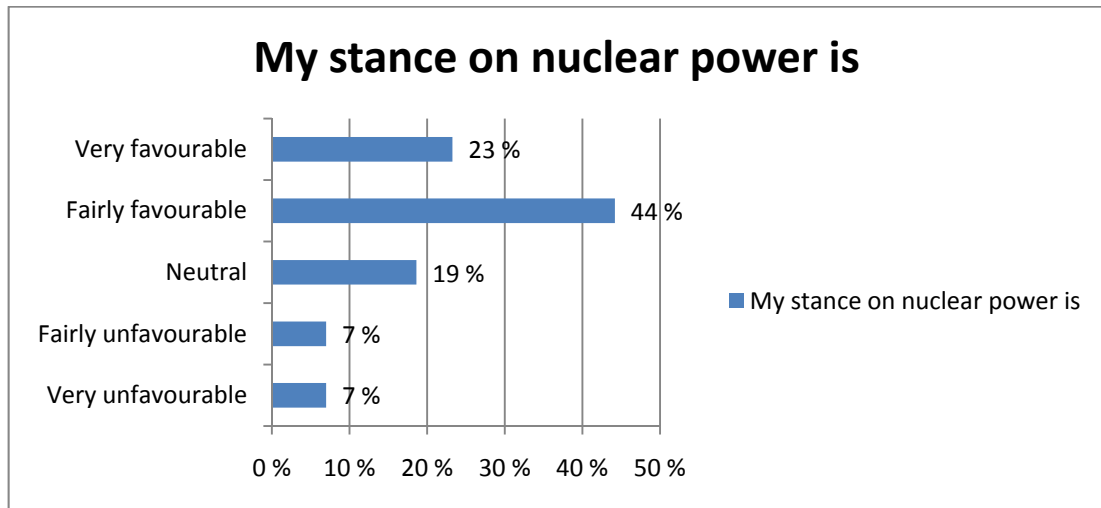|	
Very favourable	23 %
Fairly favourable	44 %
Neutral	19 %
Fairly unfavourable	7 %
Very unfavourable	7 %

■ My stance on nuclear power is

Figure 32 Stance on nuclear power (n=43)

As can be seen from the figure, the municipal councillors, just like the students who are more familiar with Posiva and assumingly with the nuclear power industry, are far more positive towards it than the entire student research population. This is evidenced by over half of the respondents being either fairly or very favourable towards nuclear power, while only the minority is either neutral or against it. (Figure 32)

My stance on the final disposal of spent fuel at Olkiluoto is

Very favourable	21 %
Fairly favourable	33 %
Neutral	26 %
Fairly unfavourable	16 %
Very unfavourable	5 %

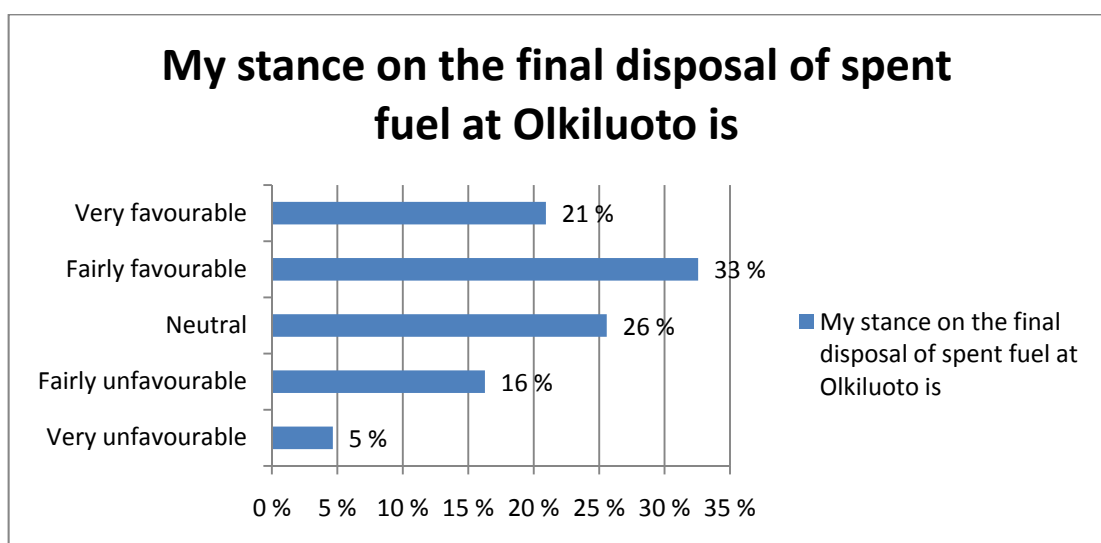■ My stance on the final disposal of spent fuel at Olkiluoto is

Figure 33 Stance on final disposal of spent fuel at Olkiluoto (n=43)

As the figure shows, again there is a correlation between how well people know Posiva and how positive towards the final disposal of spent fuel at Olkiluoto they are. Compared to the general results of the student population where 6% and 21% had very and fairly favourable stances respectively towards the final disposal, among the municipal councillors the percentages are clearly higher; 21% for very favourable and 33% for fairly favourable. (Figure 33)
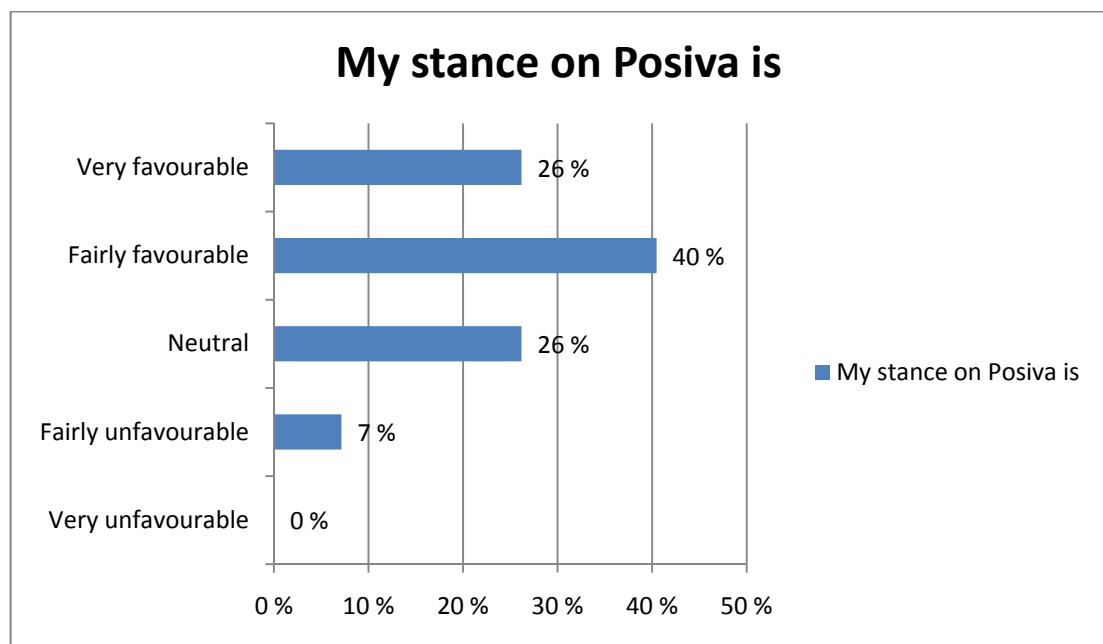

Figure 34 Stance on Posiva (n=42)

Yet again, there is a marked difference between the municipal councillors and the entire student population on how positive towards Posiva and its operations they are. When only a total of 28% are either very or fairly favourable towards Posiva from the entire student population, among the municipal councillors the number is 66%. (Figure 34)
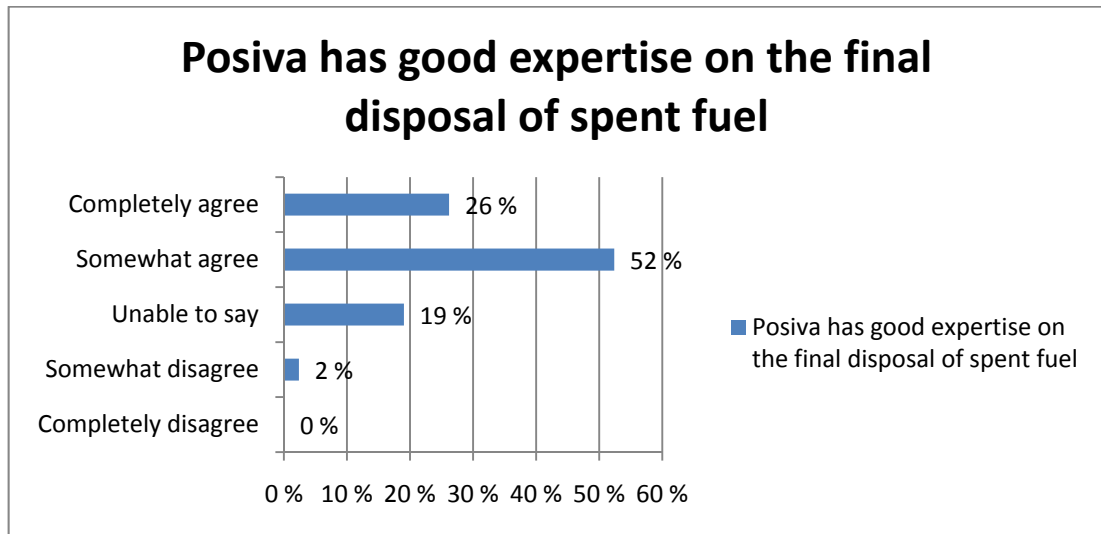
Posiva has good expertise on the final disposal of spent fuel

Completely agree	26 %
Somewhat agree	52 %
Unable to say	19 %
Somewhat disagree	2 %
Completely disagree	0 %

■ Posiva has good expertise on the final disposal of spent fuel

0 % 10 % 20 % 30 % 40 % 50 % 60 %

Figure 35 Posiva's expertise on final disposal of spent fuel (n=42)

The discrepancy between the two groups continues with the next question as well, when as many as four out of five municipal councillors agree at least to some extent with the statement that Posiva has good expertise on the final disposal of spent nuclear fuel, while out of the entire student population only less than one out of three respondents agrees with the statement at least somewhat. (Figure 35)

Posiva is a trustworthy expert organisation

Completely agree	28 %
Somewhat agree	40 %
Unable to say	26 %
Somewhat disagree	7 %
Completely disagree	0 %

■ Posiva is a trustworthy expert organisation
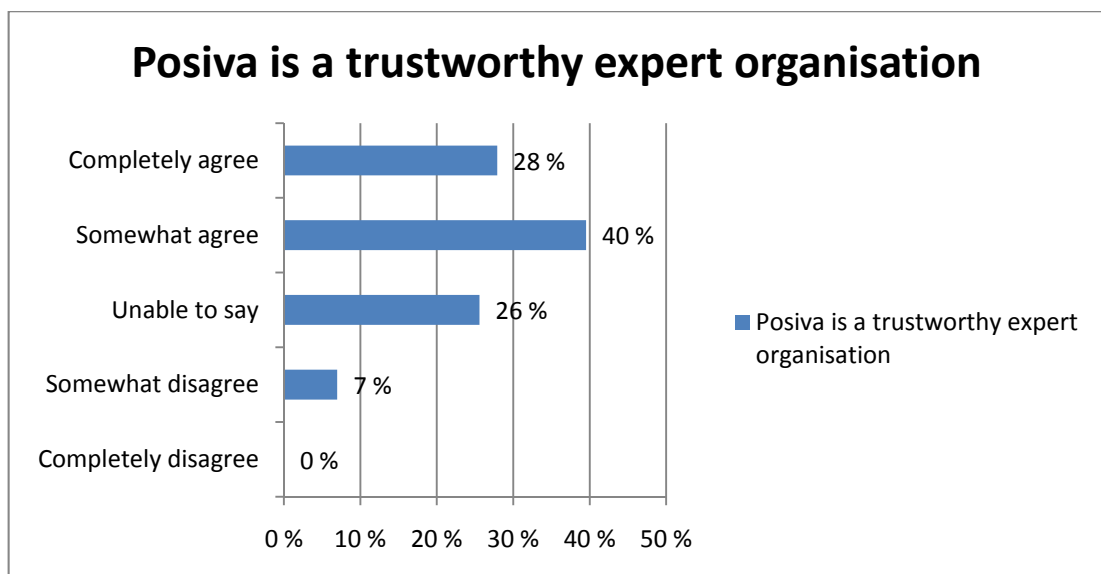
0 % 10 % 20 % 30 % 40 % 50 %

Figure 36 Posiva's trustworthiness as an expert organisation (n=43)

This final question about how the municipal councillors view Posiva also yielded similar results than the questions above, as seven people out of ten at least somewhat agree with the statement that Posiva is a trustworthy expert organisation. Out of the entire population, only about three people out of ten agreed at least somewhat with the statement. (Figure 36)
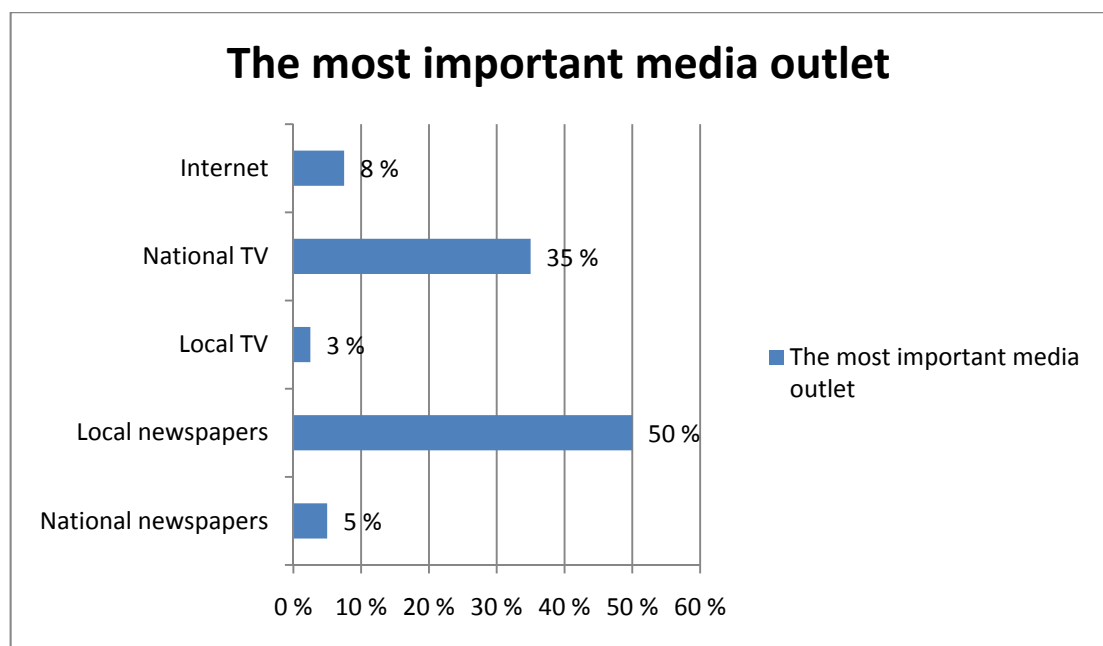
The most important media outlet

Internet — 8 %
National TV — 35 %
Local TV — 3 %
Local newspapers — 50 %
National newspapers — 5 %

Legend: The most important media outlet

Figure 37 Most important media outlet (n=43)

As to be expected, there is a very significant difference between what media outlets the municipal councillors view as most important as opposed to the student population. When the internet was the most important media outlet to the students, by far the most important outlet to the municipal councillors are local newspapers with one out of two respondents choosing it as the most important. The second most important outlet to the respondents is national TV, with one out of three selecting it. This difference between the age generations has been confirmed in many other studies concerning the usage and importance of different media, as well. (Figure 37)

Where have you seen Posiva's communication

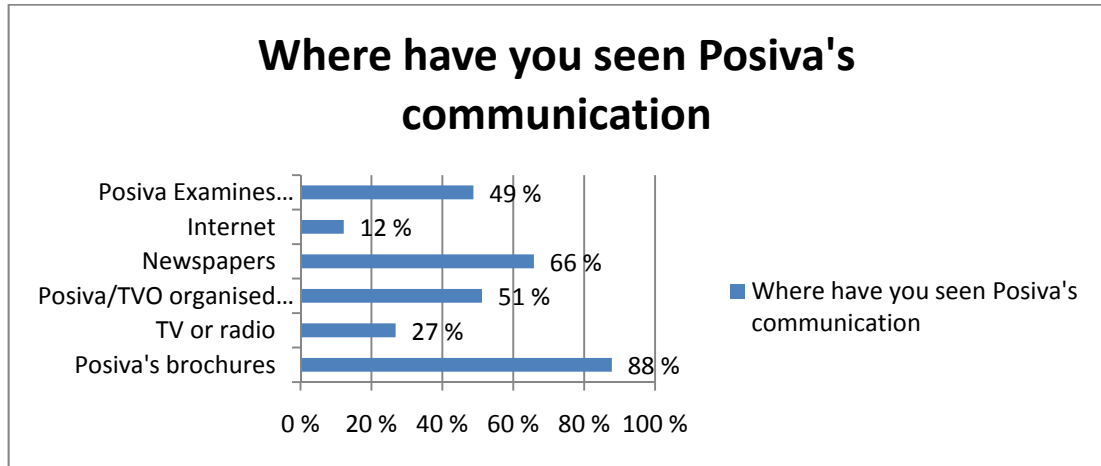| Category	Value
Posiva Examines…	49 %
Internet	12 %
Newspapers	66 %
Posiva/TVO organised…	51 %
TV or radio	27 %
Posiva's brochures	88 %

Figure 38 Where respondents have seen Posiva's communication (n=41)

Since there was a clear difference in the importance of different media outlets between the two target groups, the results in where the municipal councillors have seen Posiva's communication also yields different results from the students' responses. Nine out of ten municipal councillors had seen Posiva's brochures, and almost seven out of ten had read something in the newspapers. Only one out of ten had seen any communication from Posiva on the internet, which is clearly different to the students of whom four out of ten had seen communication there. (Figure 38)

Posiva's communication

Legend: Reliable, Easily understandable, Professional, Informative

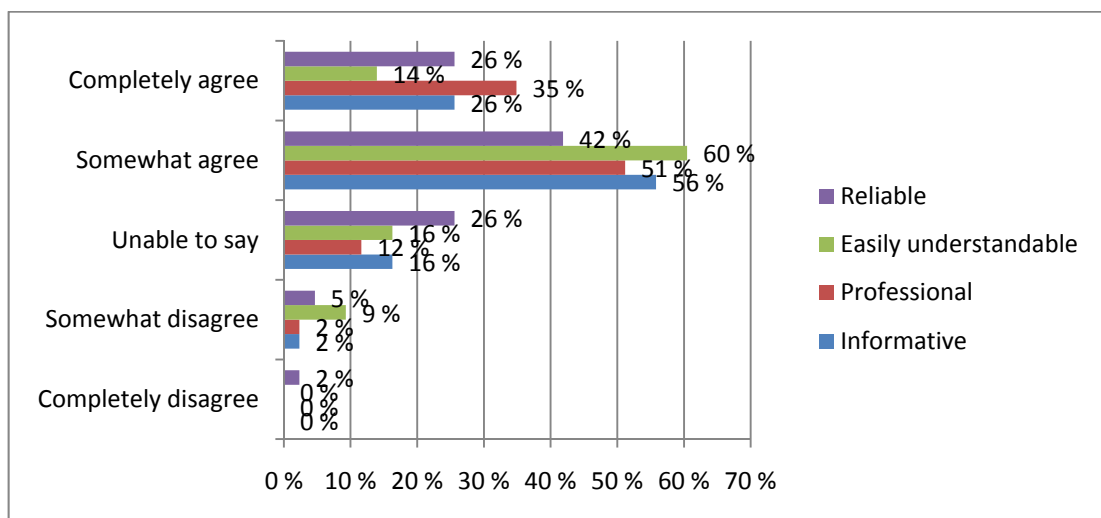| Category	Reliable	Easily understandable	Professional	Informative
Completely agree	26 %	14 %	35 %	26 %
Somewhat agree	42 %	60 %	51 %	56 %
Unable to say	26 %	16 %	12 %	16 %
Somewhat disagree	5 %	9 %	2 %	2 %
Completely disagree	2 %	0 %	0 %	0 %

Figure 39 Posiva's communication (n=43)

When asked how the municipal councillors viewed Posiva's communications, they have a much more positive view about Posiva's communications than the entire student population. As can be seen from the figure, in each of the four categories most people either completely or partially agreed with the statements that Posiva's communications is reliable, easily understandable, professional, and informative. (Figure 39)
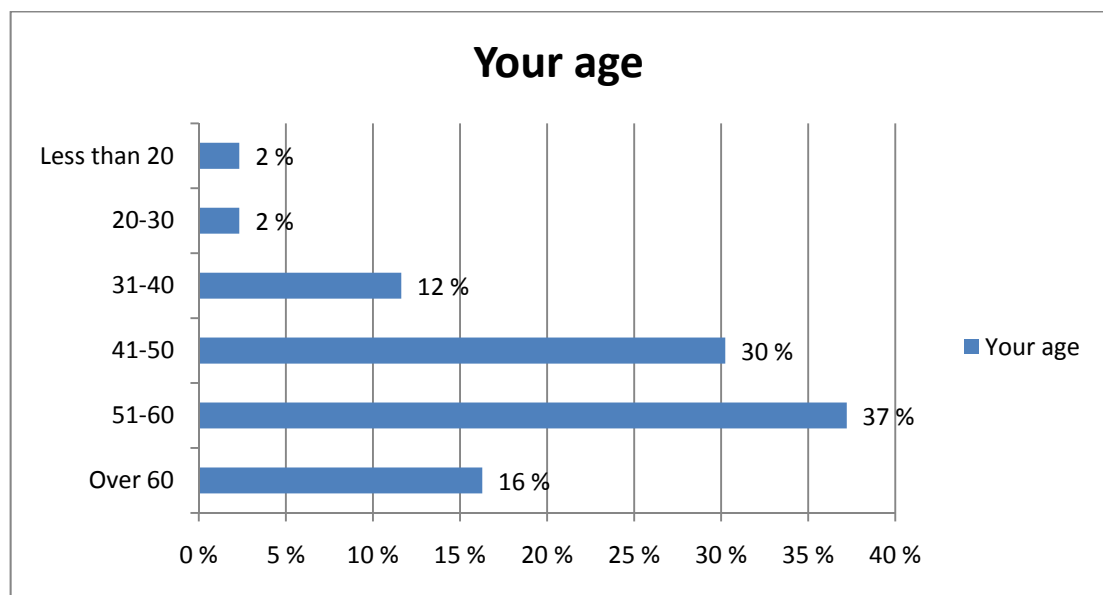

Your age

Age	Percentage
Less than 20	2 %
20-30	2 %
31-40	12 %
41-50	30 %
51-60	37 %
Over 60	16 %

Figure 40 Age of the respondents (n=43)

The majority of the respondents are middle aged people, which is no surprise considering the target audience. (Figure 40)
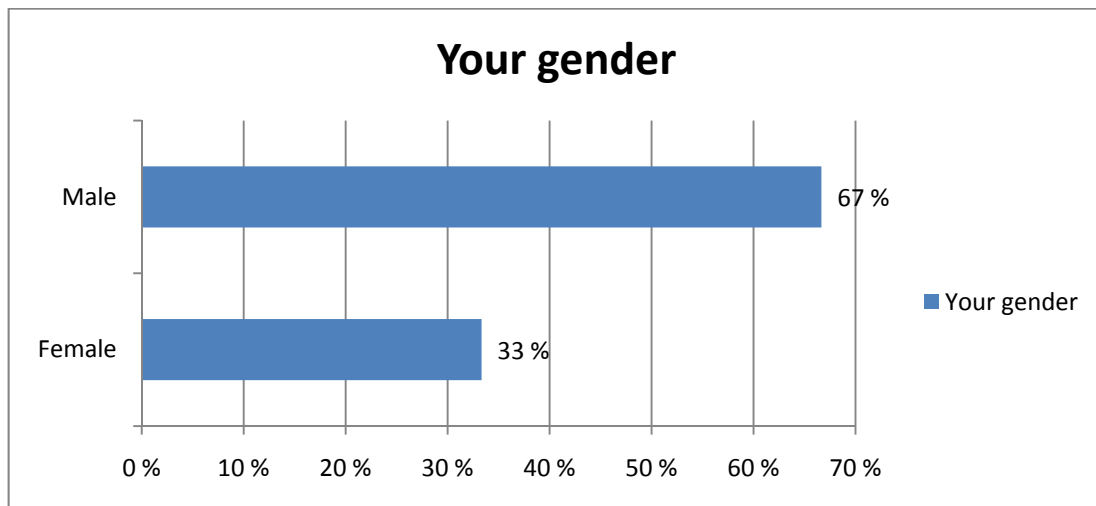
Figure 41 Gender of respondents (n=42)

Unlike with the student population, for this target group the majority of the respondents were male with a 67% share. (Figure 41)
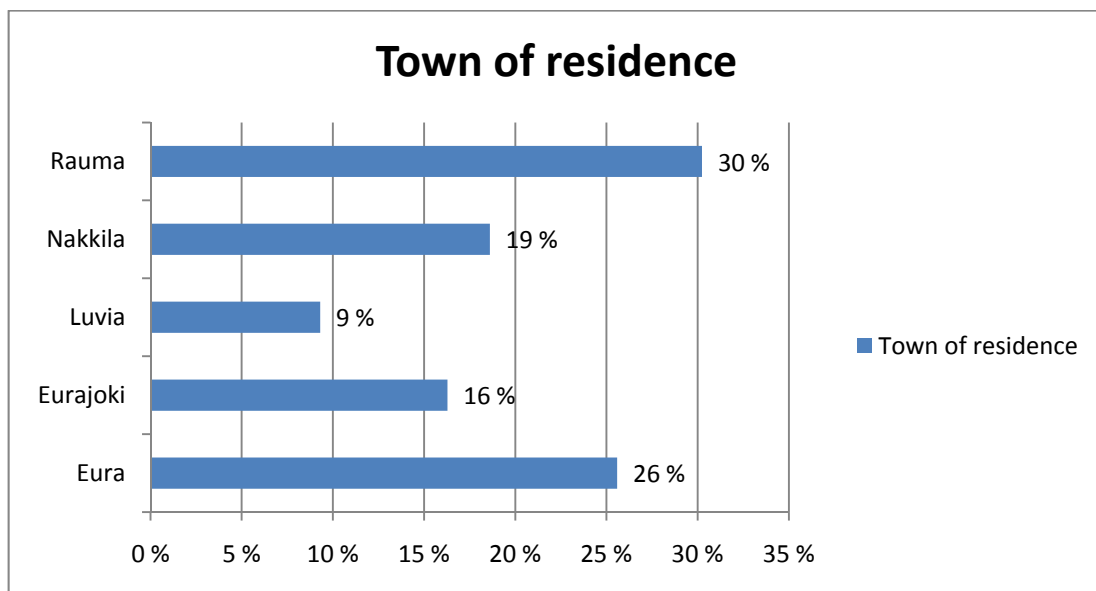

Figure 42 Town of residence (n=43)

In the case of the municipal councillors, the distribution between different towns was fairly even, with Rauma being the place of residence for most of the respondents (Figure 42)

6.3 Comparison to Aho's study from 2008

In 2008, Johanna Aho concluded her study on the information and trust the people of Eurajoki have towards Posiva and the final disposal of spent fuel in Olkiluoto. As was mentioned earlier, four of the questions from her study were included in this study in order to make comparisons between the results and see how the views of the students in Satakunta and Tampere contrast with those of the people from Eurajoki. The comparison is detailed below.
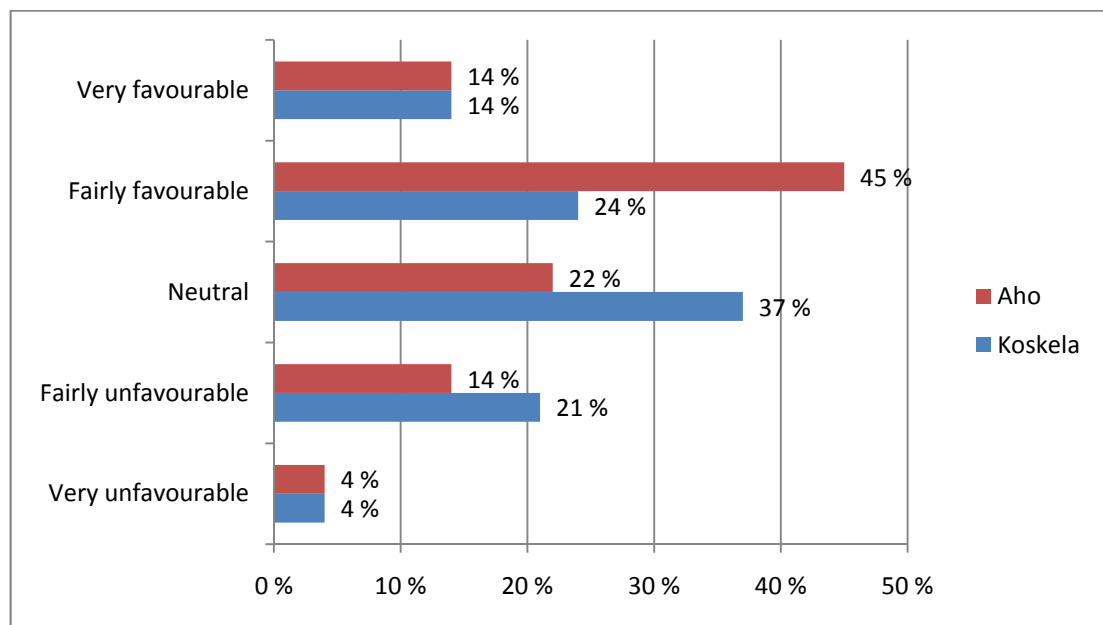

Figure 43 Stance on nuclear power (Koskela n=466, Aho n=194)

As the figure shows, the respondents of Eurajoki from Aho's study are visibly more favourable towards nuclear power. A reasonable assumption is that living in a municipality that has had a nuclear power plant since the 1970's has a clear influence on the favourability towards nuclear power. (Figure 43)
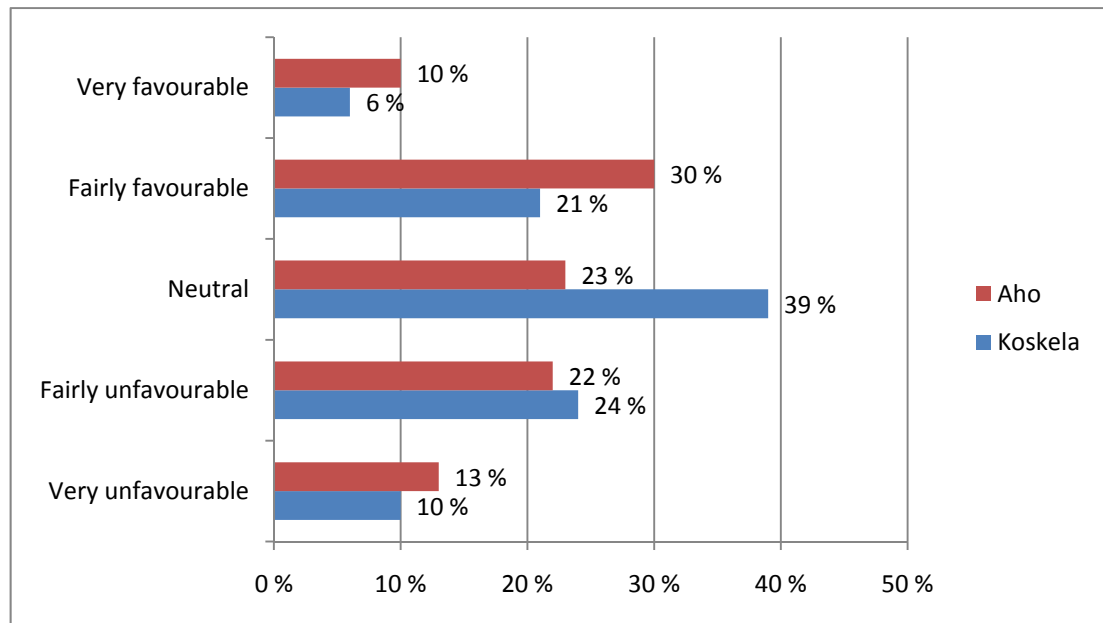

Figure 44 Stance on final disposal of spent fuel at Olkiluoto (Koskela n=466, Aho n=194)

It is interesting to note that despite the people from Eurajoki living closer to the eventual final disposal facility, they are nonetheless more positive towards it than the students, most of whom do not live in Eurajoki. The fact that the people from Eurajoki apparently view the final disposal as less of a threat than the students only helps to reaffirm the findings discovered in this study that the more information people receive from Posiva, the more positive they are towards the company and its actions. (Figure 44)
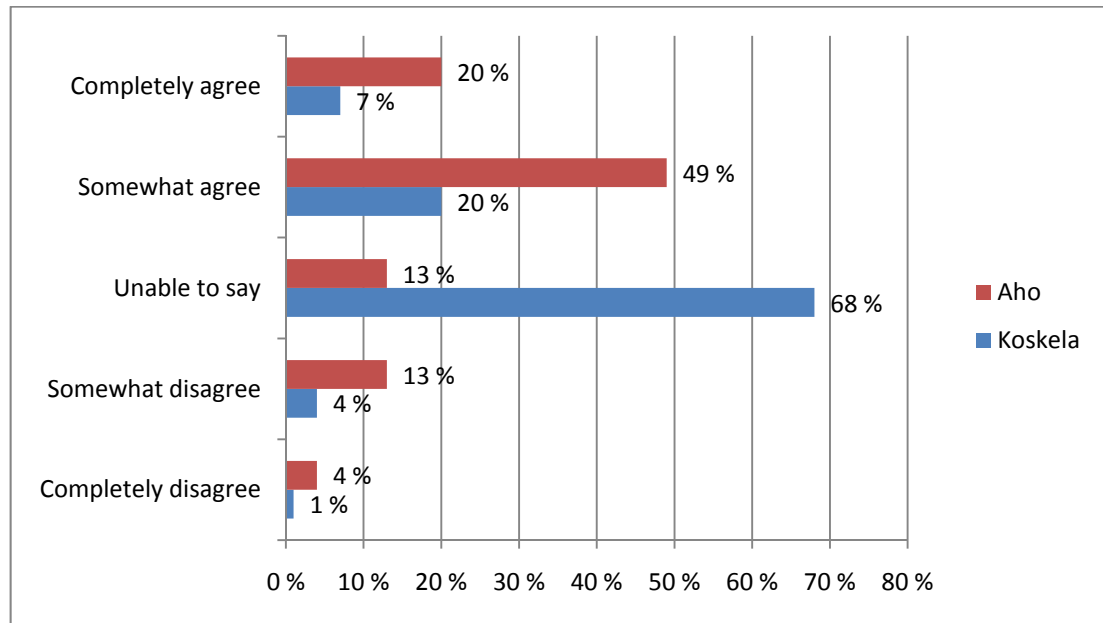
Figure 45 Posiva has good expertise on the final disposal of spent fuel (Koskela n=465, Aho n=194)

Again, the results that the people from Eurajoki trust Posiva's expertise much more than the students is a clear indication that Posiva's communications is of a good quality, and the more people receive information from the company and get to know it, the more positive they will feel towards it, and the more positive their image of the company is. (Figure 45)
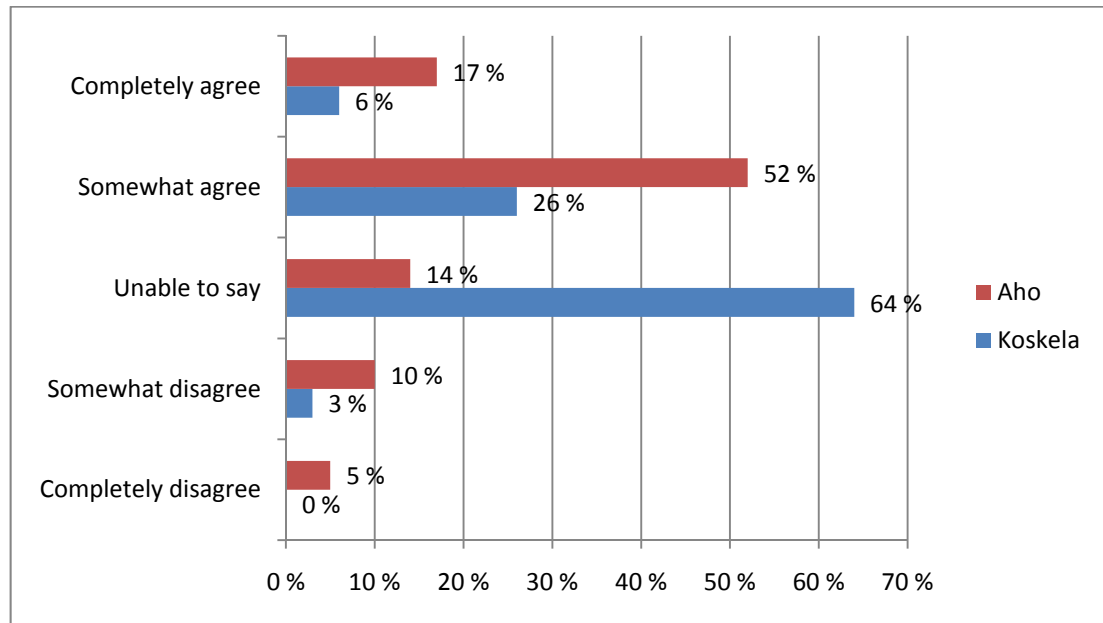
Figure 46 Posiva is a trustworthy expert organisation (Koskela n=464, Aho n=194)

The results are similar yet again, the people from Eurajoki trust Posiva much more than the students, and it is a clear indication that Posiva's communications is of a good quality, and the more people receive information from the company and get to know it, the more positive they will feel towards it, and the more positive their image of the company is. (Figure 46)

What the comparison between the two studies also shows is that in Aho's study there are slightly more respondents who are negative and sceptical towards Posiva. However this is not a surprise, since there are always people who cannot be convinced of a particular issue and the fact that they live close to eventual final disposal facility will undoubtedly play a part in these people's minds. In general, though, the comparison adds further evidence to support the conclusion that once people receive more information they will think more positively of the company.

6.4 The corporate image of Posiva

An integral part of the questionnaire that was sent out was the corporate personality scale devised by Davies (2003) et al. The scale was developed to measure both internal and external perspectives of image and reputation, and in this study it was used to measure the external image of Posiva. The approach Davies et al. adopted was to create a scale to measure both image and identity in a similar fashion to what has been used by other authors in human personality research. The traits in the scale were derived from everyday language where a trait as "any distinguishable, relatively enduring way in which one object differs from others. An organisational trait will also reflect that which is used or useful to distinguish one organisation from another or which differentiates between the views of people about the same organisation." (Davies et al. 2003, 148)

A slightly modified version of the corporate personality scale was used which omitted three dimensions and some personality traits deemed not relevant to Posiva due to the nature of the company. The dimensions of corporate personality measured were a) agreeableness; b) enterprise; c) competence and; d) ruthlessness. The personality traits used in this study are divided into the dimensions in the following way.

Agreeableness includes cheerful; pleasant; open; concerned; reassuring; supportive; agreeable; honest; sincere; trustworthy and; socially responsible.

Enterprise includes young; imaginative; up to date; exciting; innovative; extrovert and; daring.

Competence includes secure; hardworking; ambitious; achievement orientated; leading; technical and; corporate.

Ruthlessness includes arrogant; aggressive; selfish; inward looking; authoritarian and; controlling.

The importance of agreeableness reflects an emphasis on trust and social responsibility, while the dimension of enterprise mirrors the human personality of extraversion, but when organisations are concerned it also reflects how innovative and exciting it is seen. Frequently, the former trait is mentioned as a positive indicator of corporate reputation. The competence dimension, on the other hand, is a useful dimension in explaining staff and customer (or stakeholder) satisfaction, and is very much relevant to both corporate identity and image. Finally, the ruthlessness dimension is the sole negative dimension identified in the personality scale. It correlates negatively with both staff and customer satisfactions but even more so with the latter. Unsurprisingly, high scores in this dimension are often the result of poor behaviour from employees who are in contact with customers and other stakeholders. (Davies et al. 2003, 152-155)

In the diagram the scores for each dimension are the average for the factors on the 5 point scale. Thus, an average of 3 indicates a score in the middle of the scale or that the respondent did not have an opinion either way. A score of 4 is high and 2 is low. So, the bigger the scores in all of the factors except for ruthlessness the better. The closer the scores are to 3 in each category, the less of a distinguishable personality trait Posiva has in the minds of the research population. This, in turn, would suggest the research population does not have a clear image of Posiva.
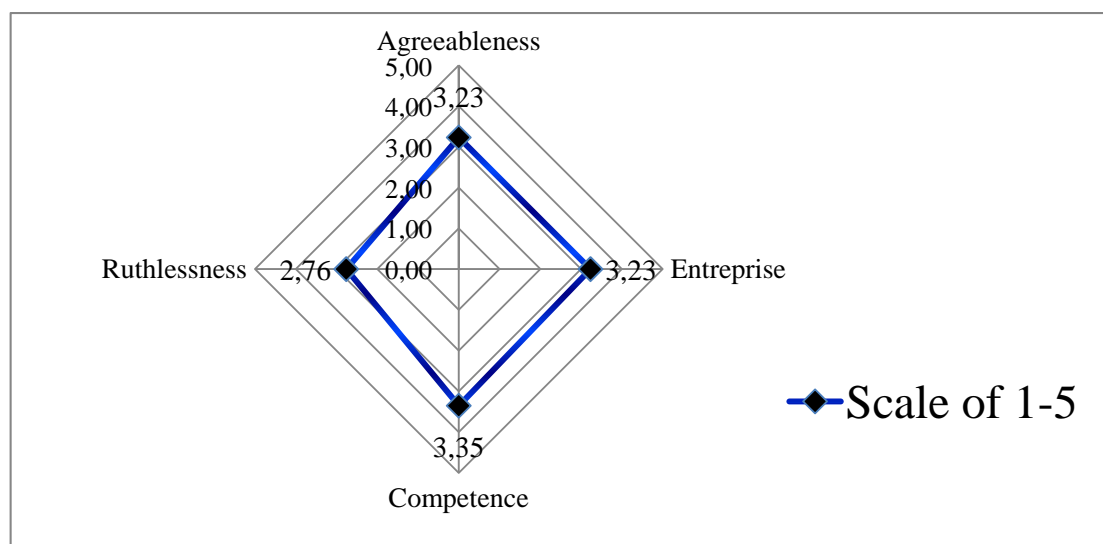

Figure 47 Corporate personality of Posiva, all students

As can be seen from the figure charting the corporate personality of Posiva among the entire student research population, hardly any deviance from the average of 3 in any trait exists with all of the four traits less than 0.5 points away from the average. This confirms the same results as seen in the other questions where the respondents were asked how well they know the company, what they think about it and so forth. Simply put, the recognisability of the company is very low and as a result it does not have a clear corporate image among the student research population. (Figure 47)
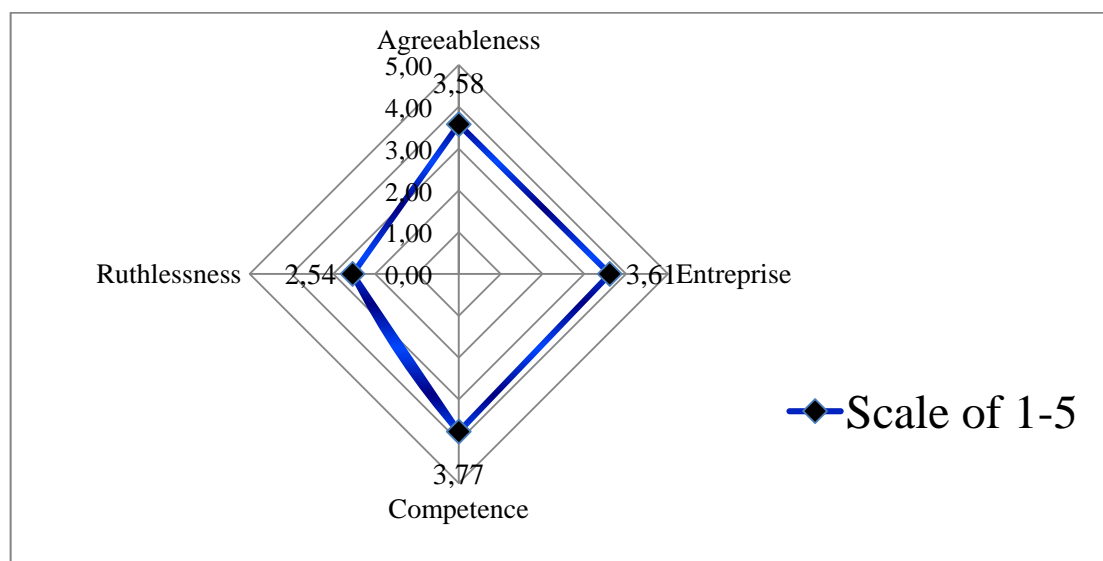

Figure 48 Corporate personality of Posiva, knowledgeable students

In the figure above, the corporate personality of Posiva, which reflects the corporate image, is calculated in the minds of those students who answered that they know the company either fairly well or very well. As can be seen the image is positive, but even among this group the scores reflect the fact that the image is not very clear in their minds because even they have not had that much contact with the company, as some of the interviews revealed. (Figure 48)
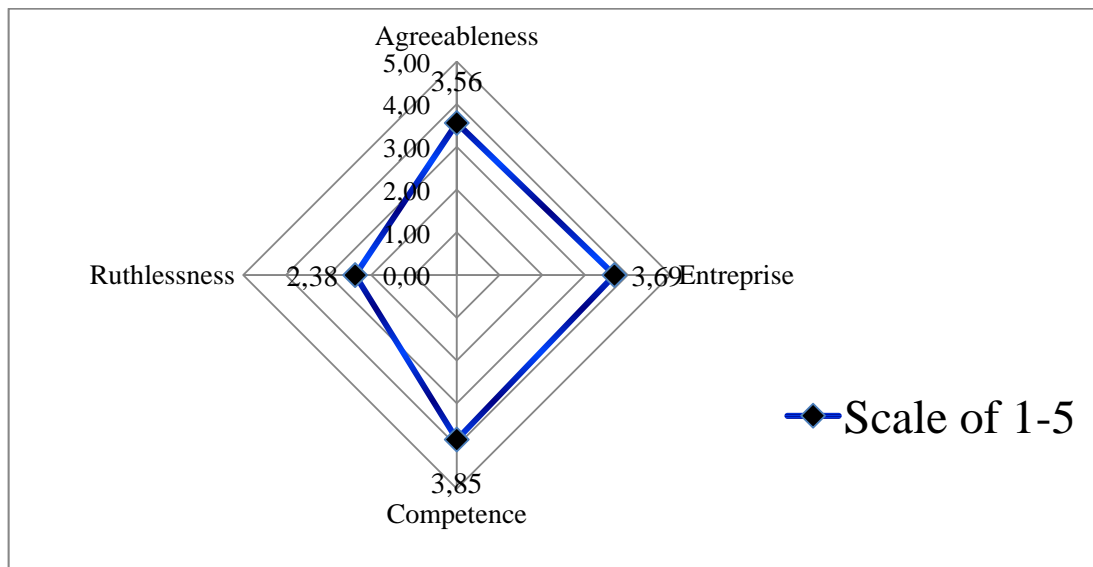
Figure 49 Corporate personality of Posiva, municipal councillors

In the minds of the municipal councillors Posiva has a remarkably similar image to that of the knowledgeable students; it is positive, but again not very clear. This does, however, demonstrate that to improve the overall recognisability and to create a positive image, the content or style of the communications does not need any drastic changes. This is because the results show that those who have seen Posiva's communication more, be it a student or a municipal councillor, they will form a similar, positive image about the company. (Figure 49)

7. INTERVIEW RESULTS

In this chapter, the results of the ten semi-structured interviews that were conducted are gone through, and the different answers to each question from the respondents are summarised. Six university students and four municipal councillors were

interviewed. From the students, five of them studied at the Tampere University of Technology and one at Satakunta University of Applied Sciences, in Pori.

The interviews began by asking the respondents what they know about Posiva and what it does. From the students, each one knew that Posiva's task is the final disposal of spent nuclear fuel and most knew that Posiva is building the underground research and characterisation facility ONKALO, but none of the interviewees could go into very specific details about the subject. From the municipal councillors, all knew what Posiva is and what it does and they had specific knowledge of Posiva's work. There was a clear difference in what knowledge the students had versus what the municipal councillors knew, even though in the questionnaire the answers from both groups were fairly similar.

The second question asked the interviewees to explain, if they could, what kind of research work Posiva is doing, for example regarding the nature. All of the respondents could name some research work, such as rock characterisation studies, drilling of research holes, studies on bentonite and so forth. Overall, they had a fairly good knowledge on the subject. However, none of the respondents could go into lengthy details on the specifics of different research work being done by Posiva.

The third question asked how the respondents had come to know Posiva, and for how long they had known about the company. For the students, the company was very new. For example, a couple of the students had just learnt of the company for the first time some months before the interview, through a university-organised excursion to Olkiluoto, before which they could not remember to have had any contact with Posiva. The municipal councillors had known the company for many years due to the fact that there has been a considerable amount of co-operation with the municipal councils of the region.

The fourth question asked the respondents to describe Posiva in their own words, which proved to be fairly difficult for the students. Adjectives, such as "new", "innovative", "pioneer", "trustworthy", and "determined" were given, but for the most part it proved to be difficult for the respondents to give further, more detailed descriptions. Although one respondent, who has a negative view about nuclear power

and of Posiva, saw it as "an aggressive nuclear lobbyist". However, in general the image in the students' minds was fairly positive and the adjectives reflect the identity of the company. Similar adjectives, such as "systematic", "dependable", and "persistent" were given by the municipal councillors.

The fifth question asked why the respondent had either a positive or a negative view about nuclear power, and how their view had evolved through time. Common answers were that nuclear power is seen as the best solution for power production at the moment due to its relative cleanliness, proven safety of the Finnish nuclear power plants, and its affordable price in a country that spends a lot of energy. Although those respondents who had a negative view about nuclear power emphasised the risk of accidents, the problem of uranium mining which creates radioactive waste, and the fact that they did not see the Finnish solution for the final disposal of spent fuel as completely secure. All respondents answered that their view about nuclear power had stayed relatively the same for long periods of time. Although for those who had a negative view, the view had become gradually more negative as they had gained more information about all the aspects of nuclear power.

The sixth question asked why the respondents had a positive or negative view about the final disposal of spent fuel in Olkiluoto, and how that opinion had evolved through time. Those who had a positive opinion, cited as main reasons the experiences they had from visiting Olkiluoto and how they were convinced by the information offered, the fact that in any case the problem of nuclear waste has to be solved somehow so it is fair that the solution is to dispose of it also where it has been produced, and the fact that to the best of their knowledge the research into the feasibility of final disposal was convincing enough that it could be done safely. On the other hand, those who had a negative opinion were not convinced by the long-term safety of the final disposal which was the crux of the issue for them. They did, however, say that it would be an even worse solution to transport the waste somewhere else and that it was nonetheless the responsibility of those who produced it to also dispose of it. As with the other questions, none of the opinions of the respondents had had any sudden, drastic changes to any direction.

The seventh question asked why the respondents had either a negative or positive opinion about Posiva and how that opinion had evolved. Those who had a positive view cited the general trust in the quality of Finnish work and the trust that in Finland something as important as this would be properly supervised as the main reasons for their opinion, while also the fact that Posiva was seen to do high-quality research work played a part in their positive opinions. As for those interviewees who had a negative opinion, it did not stem from anything particular Posiva might or might not have done, but more from the negative general opinion they had about nuclear power and the scepticism they had against the final disposal solution, even though they admitted there was no proof either that would show Posiva's research was wrong, or that the final disposal solution could not work. In all the cases, the opinions had remained relatively the same for long periods of time.

The eighth question asked why the respondents either agreed or disagreed with the statement that Posiva has good expertise on the final disposal of spent fuel. A few of the respondents, municipal councillors, said they agree with the statement because all the experiences they had from the company and the information they had received had convinced them that Posiva does indeed have good expertise on the matter. However, those students who disagreed with the statement questioned it because in their opinion no-one could really have good expertise on the final disposal of spent fuel because it has not been implemented yet anywhere in the world, and even Posiva is only conducting research on the subject at this point. One person also questioned the entire multi-barrier safety concept, saying there were no guarantees that the bedrock would stay the same, the copper canisters would not break, and that there would not be any undercurrent flows.

The ninth question enquired whether or not and why or why not the respondents agree that Posiva is a trustworthy expert organisation. The answers were very similar to those of the previous question, and those who agreed with the statement had in the main same reasoning as in the previous question, while the same applies to those who disagreed with the statement. Also, one person who disagreed with the statement also questioned if Posiva could be classified as an expert organisation

because it was not unbiased, and according to the respondent neutrality is a prerequisite for an expert organisation.

The tenth question asked the respondents to explain in short some of the reasoning behind why they had answered the way they did in the personality scale question. Overall, this appeared to be a very difficult task for the respondents, and not many explanations were given during the interviews. This is another reflection of the fact that for most respondents it was very difficult to draw a clear image of Posiva, and even if they did answer in a certain way they still could not give very detailed reasoning for why they answered in a certain way, and agreed or disagreed with different personality traits in connection to Posiva. However, some explanations were given. For example, one respondent saw Posiva as young and inventive because it is a pioneer in its field. The same respondent then disagreed that Posiva would be honest because he was sceptical if all the information would be released to the public if something negative would be discovered, or something went wrong. Another respondent, who had previously said he sees Posiva as an aggressive lobbyist, said that is the reason he sees Posiva as insincere. Overall, the answers the respondents had given for the different personality traits were mostly motivated by the assumptions they had about Posiva and how it would or should behave, as opposed to something concrete they had seen Posiva do or something concrete they had derived from the communication they had seen from Posiva.

The eleventh question asked the respondents how they felt about Posiva's communication, whether or not and why they saw it as informative, professional, easily understandable, and reliable. Again, the problem arose that many of the interviewees had not really seen much of Posiva's communication, so answers were kept at a very elementary level. Some disagreed with the statements, while others agreed but they could not offer much reasoning behind their opinions. Although a couple of the municipal councillors who had seen a fair amount of Posiva's communication had a very positive image about it and they were very convinced by the consistent and accurate information, among other things, they had received.

The twelfth question asked the respondent to give reasons why they agreed or disagreed that Posiva's visibility was large enough. All of the students felt that it was

not large enough, and they mainly felt that way because they had barely seen any communication from Posiva. As for the municipal councillors, they felt that for the most part Posiva had big enough visibility, and all who wanted information about what the company does et cetera had plenty of opportunities to receive it in the Satakunta region. However, they also pondered if the visibility in other cities was large enough, but obviously could not tell accurately what the reality is.

The thirteenth question asking if they felt Posiva had communicated enough about the final disposal project mirrors the responses of the previous question. Since the students felt the visibility of the company was very low and they had not seen much communication, they also were of the opinion that Posiva has not done enough communicating, and that people were forced to form opinions on complicated matters with little information to assist them. The municipal councillors felt more that Posiva had communicated enough, but even some of them were of the opinion that even more information could have been given to the public about the subject. Although, as one of them remarked, if people are not interested it does not matter how information is shared.

The fourteenth question asked the respondents to give their opinions about Posiva's websites. Unfortunately, this was one of the questions that offered the least amount of information, since even though most remembered to have visited the website once or a few times at some point, none had any clear images in mind about how the sites were. As such, they could not offer much feedback about the site, either. However, two respondents did comment that they would like to see more images and videos related to the work Posiva is doing, as they felt that this would illustrate the final disposal project better to people who do not have technical expertise relating to Posiva's work.

The fifteenth question asked the students how they would improve visibility of Posiva within the student world. The answers were very similar and all of the students mentioned recruitment events, such as those held annually at the Tampere University of Technology, as the most effective way of reaching potential future employees.

The sixteenth question asked the students from where they searched for jobs. Without an exception, the internet was mentioned as perhaps the most important channel, along with utilising contacts such as former work colleagues or bosses, and friends at different companies.

The seventeenth and final question asked the students what made them notice a specific job advertisement, but nothing really surfaced in the answers except that if it was the right kind of job it would get their attention, obviously. There were some mentions, though, that as detailed a description as possible about the job being advertised is important.

8. CONCLUSIONS AND RECOMMENDATIONS

The central objective of this thesis was to discover how known Posiva is among the target groups that were selected for the study, and what the corporate image of Posiva is among those target groups. The main conclusion that can be drawn from the results of the questionnaire and the interviews is that overall Posiva's recognisability is very low among the student research population, whilst it is much better among the municipal councillors. As a direct result of the low recognisability, a proper corporate image of Posiva among the student population has not been born and for the majority Posiva as a company remains very elusive. When a closer examination of the results was made by looking at those individuals who adjudged to know the company better, positive signs could be seen of a positive corporate image in the making, and very few individuals had a negative image about the company. This demonstrates that Posiva's communication efforts have been of a good quality, even though as the results show that the company is still unknown to many. Further, even those individuals who did see the company in negative light did so mainly because of the industry Posiva is in and their negative opinion about nuclear power.

In other words, even though Posiva as a company has not done anything wrong in their eyes, they are against nuclear power and/or the final disposal of spent fuel into Finnish bedrock in general.

When it comes to the municipal councillors, a marked improvement can be seen both in the recognisability of the company as well as the image. This comes as no surprise, since for the duration of its existence Posiva's communication efforts have for the large part been directed at that target group along with the local habitants in nearby municipalities. This also demonstrates that the communication of Posiva is, and has been, of a good standard and there is no need for radical changes, as well as that there are few deficiencies with the personality and identity of Posiva; the performance of the company and its employees in the eyes of the public has been of a good standard. If there would have been problems with how the company has performed in its task of building a viable and reliable solution for the final disposal of Finnish spent nuclear fuel, this would also have shown in the image study.

Because the main findings of the research were that in those target groups that know the company fairly well, the image is fairly positive the recommendations are based on how to increase visibility, as opposed to on how to redesign the communication efforts. No problems were discovered when it comes to the corporate image of the company, and it is perhaps not surprising at all that the overall recognisability is so low because the company has been founded only in 1995 and to date the main focus of the communication efforts has not been university students of the country. The application of these suggestions could potentially benefit the company significantly in its objective of building recognisability and image. Also, it can be said that the company is in a very good position from one hand, because it is a young company and among those who do not know it, an excellent opportunity exists of building a very positive corporate image. This will be made easier through the confirmation from the research results in the study that show that those who have seen communication from the company and have experience with it, are mainly positive about it. Based on the research findings from the questionnaire and the interviews, the following seven suggestions have been drafted for the case company.

(1.) Better use of the internet and application of social media

Since it has been established that among the students the recognisability is indeed very low, an important conclusion to be made is that as the internet was the most important media outlet for the student research population, in order to improve recognisability and to create a positive image among this target group the internet is what should be utilised heavily in future communications. The result that for the young people the internet is a very important tool nowadays has also been revealed in numerous other studies, for example in the Finnish Newspapers Association studies on which media young people prefer the most. (Helsingin Sanomat 2008)

For the past couple of years the revolution of social media, such as Facebook and Youtube, has been immense. Also more and more companies nowadays are harnessing the vast potential that these platforms present through the fact that so many potential customers, for example, can be reached through them, especially the younger generations. Posiva should follow these examples; it is a small start but creating a Facebook page for Posiva and having its own employees and other people join the page will improve visibility over time in the right target group with zero costs. For example, Posiva's majority owner Teollisuuden Voima is already represented in Facebook. Another aspect is that additional communication could also be done through Facebook, regarding the advancements in the excavation of ONKALO for example, because it would appear from the interviews that Posiva's website is not very much visited. The company should also utilise Youtube by uploading videos to the service regarding the final disposal concept, for example. An excellent opportunity for this is the new animation that has just been produced in the company. In doing this, Posiva would follow the example of its international counterparties, such as the Canadian Nuclear Waste Management Organisation (NWMO), which already have videos in Youtube explaining their final disposal concepts. The potential to reach large amounts of people through the social media platforms should not be underestimated.

Even though the company website is good, it could also benefit the company to have more visual material, such as pictures and videos that would better explain the

different aspects of the final disposal concept and Posiva's work. This was also requested by the interviewees, even though some were not very familiar with the website, they nevertheless suggested that such material would be interesting and informative.

(2.) Systematic approach to corporate sponsoring and advertising

Thus far, the company has not had a clear strategy on corporate advertising and sponsoring. For example, sponsoring of different events and non-profit organisations has mostly been done on a reactive basis; if a request comes to the company about sponsoring an event the request is discussed and either granted or rejected. However, even if there have been certain guidelines that have been followed in whether these requests are accepted or rejected, in the future a clear strategy should be applied. Instead of being reactive the company should be proactive and actively seek university student associations and their sports clubs to sponsor, and other student events. This should be done primarily in universities in Tampere, Turku and Helsinki. To compliment the sponsoring efforts, corporate advertising should be done in university student association magazines and events.

Since it is not realistic to expect an increase in the budget, realignment should be done with what events and associations are sponsored, and in what magazines corporate advertising is done. Because at this point it is not as essential as before to create general awareness and goodwill amongst habitants in Eurajoki, Pori and other nearby municipalities, for example corporate advertising in magazines that cater to these crowds, and especially the older generations, can be severely cut back. It would be wise to redistribute these resources because the research results of the study show that advertising in these magazines does not reach students and young people.

(3.) Distribute Posiva Examines to universities

The possibility of distributing the Posiva Examines -periodical to university campuses should also be looked at, because it would be an excellent way of reaching

university students and providing them the opportunity to have detailed information about the company, its various research activities and so forth. The current situation is that the periodical is only distributed into homes in the Satakunta region, therefore the university students from Tampere, Turku, Helsinki and other cities have little chance of coming across the periodical. After being in contact with the relevant persons at Tampere University of Technology, Lappeenranta University of Technology, Turku University, and Aalto University School of Science and Technology, distributing the periodical to these universities would be accepted and welcomed. The amount of copies the universities would accept were around fifty copies for Tampere University of Technology, and around five to ten copies for all the other universities.

Due to the fact that all the universities that were contacted were quite interested in having the periodical sent to them, it can be reasonably assumed that other universities in Finland would also be interested, since the periodical is seen to offer interesting reading to many students studying the subjects that are being discussed in the periodical. Universities of Applied Sciences should also be interested, as is the case with Satakunta University of Applied Sciences, for example. As was said earlier, distributing the periodical to universities can an excellent way of increasing awareness of the company among students, since even though many might not ever actually read it, having multiple copies of it consistently on the display in campuses and their libraries will expose them to company and its name nonetheless.

(4.) Participate in major recruiting events

Although the company has in the past participated, and is currently participating, some recruiting events, this should also be done more systematically. For example, the Tampere University and Tampere University of Technology recruitment event, which is one of the largest in the country, should be attended every year. The same should apply to the major events elsewhere, such as in Turku and Helsinki.

(5.) Increase co-operation with student groups/organisations

Although all the visits to Olkiluoto from different groups take a fairly significant amount of resources the possibility of cutting down on non-essential visits and instead inviting student organisations and groups to Olkiluoto should be considered. Active communication should be held with relevant student bodies to identify and arrange the visits of, for example, students at the Tampere University of Technology (TTY) who are studying subjects that relate to the building of ONKALO, and the eventual operation of the final disposal facility. This could be turned into an annual event where the students are invited to Olkiluoto, the company is presented thoroughly and, if possible, taken to ONKALO. The building of ONKALO and the eventual final disposal facility is such a unique project in Finland and in the world that it is guaranteed to create interest and enhance the image of Posiva as a world-leader and innovator in its field.

As well, for example in connection with the annual recruitment event of TTY, a competition is held where companies can present business problems they have and student teams participate and present their ideas to solve the problems. Even though participating in such competition might not lead to a ground-breaking innovation or improvement, it is nonetheless an excellent way to promote the company to students and increase visibility.

(6.) Online job advertisement

As was established in the questionnaire and in the interviews, the internet is nowadays the most important media outlet for university students, and therefore also when advertising vacancies it should be done online. For example, Google AdWords should be utilised so when a person uses Google and enters, for example, "geologist vacancy" Posiva's open vacancy is shown in the search page, or a link to the section of Posiva's website where the open vacancy is also shown. Google advertising is very cost-effective and the tracking of results and other variables is very transparent.

Another option that should be better utilised is the different online recruitment websites which students nowadays very much use, such as www.adecco.fi.

(7.) Blogs

Blogs on the internet are also very interesting to many people nowadays, and they are a good way to give a company more personal touch to its stakeholders. Recently, Posiva has already started participating with a monthly blog in a blog site created by the companies that are in the nuclear power industry in Finland, but this development could be taken further and have blogs on the Posiva website, as well. Even though it is not an easy task to find good writers from within the company and allocate the time for the writing, if it could be done it could give a boost to the website, create more traffic, and increase the image of the company. An ideal situation would be where employees from different departments would rotate with the responsibility and once a month, for example, visitors of the website would be catered to a blog about the writer's job and what is going on at that point in time regarding their part of the company project. This would also be interesting to potential future employees of the company, who could read more about what goes on inside the company and what kind of work different people in the organisation do.

Since it would be very optimistic to assume that there are sufficient resources within the company to apply all these ideas in a timely fashion, it should be noted that the two most important aspects of the suggestions and what should be done first are the realignment of the sponsoring and corporate advertising, and the implementation of the social media channels into the corporate communication mix.

9. FINAL WORDS

The main objective of the thesis was to discover what and how strong the corporate image of Posiva is, and what are the components that influence it. Hosting the questionnaire online and distributing the link via email distribution lists proved to be an excellent method of gathering a large amount of respondents from both target groups, which guarantees the reliability of the results. The interviews conducted did not offer as much additional information as expected beforehand, although in part they confirmed the questionnaire results that many from the target group know very little of the company and it has no clear corporate image in their minds. In short, the online questionnaire combined with the interviews answered the research questions thoroughly.

The main findings the research offered were that the large majority of the respondents barely know the name of the company, and for most their knowledge is limited to the fact that they know Posiva's task is the final disposal of spent nuclear fuel. The results of the research can be applied in the coming year, when one of the focal points of the communications efforts will be to improve the visibility and image within university students.

Future challenges this study brought would most likely be a follow-up study after 2010 where the results of the year's communication efforts towards the university students are measured, as well as measuring the corporate image within the university students in Turku and Helsinki, and possibly other university cities. The questionnaire used in this study can be used in the follow-up study, in part or in its entirety, and recommended would be to at least use the corporate personality scale because that is a good measure to see how the corporate image of Posiva develops as the target groups receive more knowledge about the company.

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APPENDIX 1
Survey questionnaire in Finnish

1. Posivan yrityskuvatutkimus

Kyselyn tarkoituksena on selvittää vastaajan mielikuvia Posivasta yrityksenä, joten tarkka tieto Posivasta ja sen toiminnasta ei ole välttämätöntä kyselyä tehdessä. Sen tekeminen ei vaadi 10-15 minuuttia enempää. Yksittäiset vastaukset käsitellään anonyymisti ja täysin luottamuksellisesti, ja tämä kysely on suojatun yhteyden takana jotta ulkopuoliset eivät pääse tietoihin käsiksi. Jos olet kiinnostunut osallistumaan jatkotutkimukseen (haastatteluun), ole hyvä ja vastaa kyselyn lopussa olevaan asiaa koskevaan kysymykseen. Muistathan myös täyttää nimi ja puhelinnumero –kentän, jotta voimme ottaa yhteyttä osallistuneiden kesken arvottavien palkintojen voittajiin. Kyselyyn vastanneiden kesken arvotaan kolme 80 euron arvoista lahjakorttia Stockmannille.

1. Tunnen Posivan

◯ Erittäin hyvin ◯ Melko hyvin ◯ Kohtalaisesti ◯ Melko huonosti ◯ Erittäin huonosti

2. Millä toimialalla Posiva on?

[ ]

3. Oma suhtautumiseni ydinvoimaan on

◯ Erittäin myönteinen ◯ Melko myönteinen ◯ Neutraali ◯ Melko kielteinen ◯ Erittäin kielteinen

4. Oma suhtautumiseni käytetyn ydinpolttoaineen loppusijoittamiseen Olkiluodossa on

◯ Erittäin myönteinen ◯ Melko myönteinen ◯ Neutraali ◯ Melko kielteinen ◯ Erittäin kielteinen

5. Oma suhtautumiseni Posivan toimintaa kohtaan on

◯ Erittäin myönteinen ◯ Melko myönteinen ◯ Neutraali ◯ Melko kielteinen ◯ Erittäin kielteinen

6. Posivalla on hyvä asiantuntemus käytetyn ydinpolttoaineen loppusijoittamisesta

◯ Täysin samaa mieltä ◯ Jokseenkin samaa mieltä ◯ En osaa sanoa ◯ Jokseenkin eri mieltä ◯ Täysin eri mieltä

7. Posiva on luotettava asiantuntijaorganisaatio

◯ Täysin samaa mieltä ◯ Jokseenkin samaa mieltä ◯ En osaa sanoa ◯ Jokseenkin eri mieltä ◯ Täysin eri mieltä

8. Mitä medioita seuraat? Arvioi seuraavat mediat sinulle uutislähteinä tärkeimmästä vähiten tärkeimpään (tärkein 1, vähiten tärkein 5)

	1	2	3	4	5
Paikallislehdet	○	○	○	○	○
Valtakunnnalliset lehdet	○	○	○	○	○
Paikallis-TV	○	○	○	○	○
Valtakunnallinen TV	○	○	○	○	○
Internetin eri uutissivut	○	○	○	○	○

9. Missä olet nähnyt Posivan viestintää? (Rastita kaikki tarpeelliset vaihtoehdot. Jos et ole nähnyt mitään viestintää, voit siirtyä kysymykseen 11)

☐ Internet   ☐ Posivan esitteet

☐ Sanomalehdet   ☐ Posivan ja TVO:n järjestämät yleisötilaisuudet

☐ Televisio tai radio   ☐ Posiva Tutkii –lehdet

Muualla, missä

[_____]

10. Mielestäni Posivan viestintä on

	Täysin samaa mieltä	Jokseenkin samaa mieltä	En osaa sanoa	Jokseenkin eri mieltä	Täysin eri mieltä
Informatiivista	○	○	○	○	○
Ammattimaista	○	○	○	○	○
Helposti ymmärrettävää	○	○	○	○	○
Luotettavaa	○	○	○	○	○

11. Kuvittele Posiva ihmisenä ja mieti, mitä luonteenpiirteitä sillä mielestäsi on. Arvioi alla olevat mahdolliset luonteenpiirteet asteikolla täysin samaa mieltä ja täysin eri mieltä

	Täysin samaa mieltä	Jokseenkin samaa mieltä	En osaa sanoa	Jokseenkin eri mieltä	Täysin eri mieltä
Iloinen	○	○	○	○	○
Mukava	○	○	○	○	○
Avoin	○	○	○	○	○
Huolestunut	○	○	○	○	○
Rauhoittava	○	○	○	○	○
Kannustava	○	○	○	○	○
Hyväksyttävä	○	○	○	○	○
Rehellinen	○	○	○	○	○
Vilpitön	○	○	○	○	○
Luotettava	○	○	○	○	○
Yhteiskuntavastuullinen	○	○	○	○	○
Nuori	○	○	○	○	○
Kekseliäs	○	○	○	○	○
Ajanmukainen	○	○	○	○	○
Jännittävä	○	○	○	○	○
Innovatiivinen	○	○	○	○	○
Ulospäin suuntautunut	○	○	○	○	○
Rohkea	○	○	○	○	○
Turvallinen	○	○	○	○	○
Ahkera	○	○	○	○	○
Kunnianhimoinen	○	○	○	○	○
Tavoite-orientoitunut	○	○	○	○	○
Johtava	○	○	○	○	○
Tekninen	○	○	○	○	○
Korporatiivinen	○	○	○	○	○
Ylimielinen	○	○	○	○	○
Aggressiivinen	○	○	○	○	○
Itsekäs	○	○	○	○	○
Sisäänpäin kääntynyt	○	○	○	○	○
Autoritaarinen	○	○	○	○	○
Kontrolloiva	○	○	○	○	○

12. Voisitko kuvitella työskenteleväsi Posivalla?

○ Kyllä   ○ En

13. Miksi voisit/et voisi kuvitella työskenteleväsi Posivalla?

14. Kuinka iso on mielestäsi Posivan medianäkyvyys?

○ Erittäin iso   ○ Kohtuullisen iso   ○ Keskinkertainen   ○ Kohtuullisen pieni   ○ Erittäin pieni

15. Ikäsi?

○ Alle 20   ○ 41-45

○ 20-25   ○ 46-50

○ 26-30   ○ 51-55

○ 31-35   ○ 56-60

○ 36-40   ○ Yli 60

16. Sukupuolesi?

○ Mies   ○ Nainen

17. Asuinpaikkakuntasi?

○ Eura   ○ Luvia

○ Eurajoki   ○ Nakkila

○ Harjavalta   ○ Pori

○ Huittinen   ○ Rauma

○ Kankaanpää   ○ Tampere

Muu, mikä?

18. Koulutuksesi?

○ Yliopisto-opiskelija

○ Ammattikorkeakouluopiskelija

Muu, mikä?

19. Oletko halukas osallistumaan jatkotutkimukseen (haastatteluun)?

○ Kyllä olen   ○ En ole

APPENDIX 2
Survey questionnaire in English

Q1. I know Posiva
- Very well
- Fairly well
- Moderately
- Fairly badly
- Very badly

Q2. Which field is Posiva in? (Open-ended question)

Q3. My stance on nuclear power is
- Very favourable
- Fairly favourable
- Neutral
- Fairly unfavourable
- Very unfavourable

Q4. My stance on the final disposal at Olkiluoto is
- Very favourable
- Fairly favourable
- Neutral
- Fairly unfavourable
- Very unfavourable

Q5. My stance towards Posiva is
- Very favourable
- Fairly favourable
- Neutral
- Fairly unfavourable
- Very unfavourable

Q6. Posiva has good expertise on the final disposal of spent fuel
- Completely agree
- Somewhat agree
- Unable to say
- Somewhat disagree
- Completely disagree

Q7. Posiva is a trustworthy expert organisation
- Completely agree
- Somewhat agree
- Unable to say
- Somewhat disagree
- Completely disagree

Q8. List the most important media outlets to you in order
- Internet
- National TV

- Local TV
- National newspapers
- Local newspapers

Q9. Where have you seen Posiva's communication?
- Posiva examines
- Internet
- Newspapers
- Posiva/TVO organised public events
- TV or radio
- Posiva's brochures
- Somewhere else, where? (Open-ended)

Q10. Posiva's communication is (5-point scale, from completely agree to completely disagree)
- Reliable
- Easily understandable
- Professional
- Informative

Q11. Imagine Posiva as a person and rate its personality traits (5-point scale, from completely agree to completely disagree)
- cheerful; pleasant; open; concerned; reassuring; supportive; agreeable; honest; sincere; trustworthy and; socially responsible
- young; imaginative; up to date; exciting; innovative; extrovert and; daring
- secure; hardworking; ambitious; achievement orientated; leading; technical and; corporate
- arrogant; aggressive; selfish; inward looking; authoritarian and; controlling

Q12. Could you imagine working for Posiva?
- Yes
- No

Q13. Your reason as to why you could or could not imagine yourself working for Posiva? (Open-ended question)

Q14. How large is Posiva's media visibility?
- Very large
- Fairly large
- Mediocre
- Fairly small
- Very small

Q15. Your age?
- Younger than 20
- 20-25
- 26-30
- 31-35
- 36-40
- 41-45

- 46-50
- 51-55
- 56-60
- Older than 60

Q16.Your gender?
- Female
- Male

Q17. Your town of residence
- Tampere
- Rauma
- Pori
- Nakkila
- Luvia
- Kankaanpää
- Huittinen
- Harjavalta
- Eurajoki
- Eura

Q18. Your education?
- University of Applied Sciences student
- University student
- Something else, what? (Open-ended question)

Q19. Are you willing to participate in a follow-up interview?
- Yes
- No

APPENDIX 3
Semi-structured interview in Finnish

Q. Mitä tiedät Posivasta? Mitä Posiva tekee?

Minkälaisia tutkimuksia Posivalla tehdään? Mitä kaikkea (esim luontoon ja ympäristöön liittyvää)
tutkimuksissa otetaan huomioon?

Q. Mitä kokemuksia sinulla on Posivasta? Mitä kautta tutustunut, kuinka pitkään tuntenut?

Q. Kuvaile Posivaa omin sanoin?

Q. Miksi myönteinen/kielteinen mielipide ydinvoimaan?
- Onko mielipiteesi ydinvoimasta aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?

Q. Miksi myönteinen/kielteinen mielipide loppusijoitukseen Olkiluodossa?
- Onko mielipiteesi loppusijoituksesta aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?
- Onko mielestäsi turvallista, miksi on/ei ole?

Q. Miksi myönteinen/kielteinen mielipide Posivaan?
- Onko mielipiteesi Posivasta aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?

Q. Miksi samaa/eri mieltä Posivan asiantuntemuksesta?
- Onko mielipiteesi Posivan asiantuntemuksesta aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?

Q. Miksi samaa/eri mieltä Posivan luotettavuudesta asiantuntijaorganisaationa?
- Onko mielipiteesi Posivan luotettavuudesta asiantuntijaorganisaationa aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?

Q. Keskustelua kysymyksen 11 Posivan "luonteenpiirteistä".

Q. Miksi Posivan viestintä on/ei ole mielestäsi informatiivista, ammattimaista jne.?
- Onko mielipiteesi Posivan viestinnästä aina ollut sama, vai onko se muuttunut jossain vaiheessa? Jos muuttunut, miksi?

Q. Onko Posivan näkyvyys tarpeeksi suuri? Miksi on/ei ole?

Q. Onko Posiva tiedottanut riittäväsi loppusijoituksesta?

Q. Oletko koskaan käynyt Posivan nettisivuilla?
- Jos, niin mitä mieltä olet sivuista?
- Löytyikö tieto helposti?
- Toivoisitko jonkinlaisia muutoksia nettisivuille?
- Kuinka monta kertaa käynyt, kuinka usein?

Q. Voisitko työskennellä Posivalla, miksi/miksi et?

Q. Millä tavalla lisäisit Posivan näkyvyyttä opiskelijoiden keskuudessa?

Q. Mitä kautta etsit työpaikkoja?

Q. Mikä herättää kiinnostuksen työpaikka-ilmoituksessa?

APPENDIX 4
Semi-structured interview in English

Q. What do you know about Posiva? What does Posiva do?

What research is being done at Posiva?

Q. What experience do you have of Posiva? How have you gotten to know the company?

Q. Please describe Posiva in your words?

Q. Why do you have a positive/negative view towards nuclear power?
- Has your opinion always been the same, or has it changed at some point, and if so, why?

Q. Why do you have a negative/positive view towards the final disposal of spent fuel at Olkiluoto?
- Has your opinion always been the same, or has it changed at some point, and if so, why? Do you think that it is safe?

Q. Why do you have a positive/negative view towards Posiva?
- Has your opinion always been the same, or has it changed at some point, and if so, why?

Q. Why do you agree/disagree about Posiva's expertise on the final disposal?
- Has your opinion always been the same, or has it changed at some point, and if so, why?

Q. Why do you agree/disagree about Posiva's trustworthiness as an expert organisation?
- Has your opinion always been the same, or has it changed at some point, and if so, why?

Q. Discussion about Posiva's personality traits in question 11.

Q. Why do you agree/disagree that Posiva's communication is informative and so forth?
- Has your opinion always been the same, or has it changed at some point, and if so, why?

Q. Do you think Posiva's visibility is large enough? Why yes/no?

Q. Do you think Posiva has informed the public about the final disposal sufficiently?

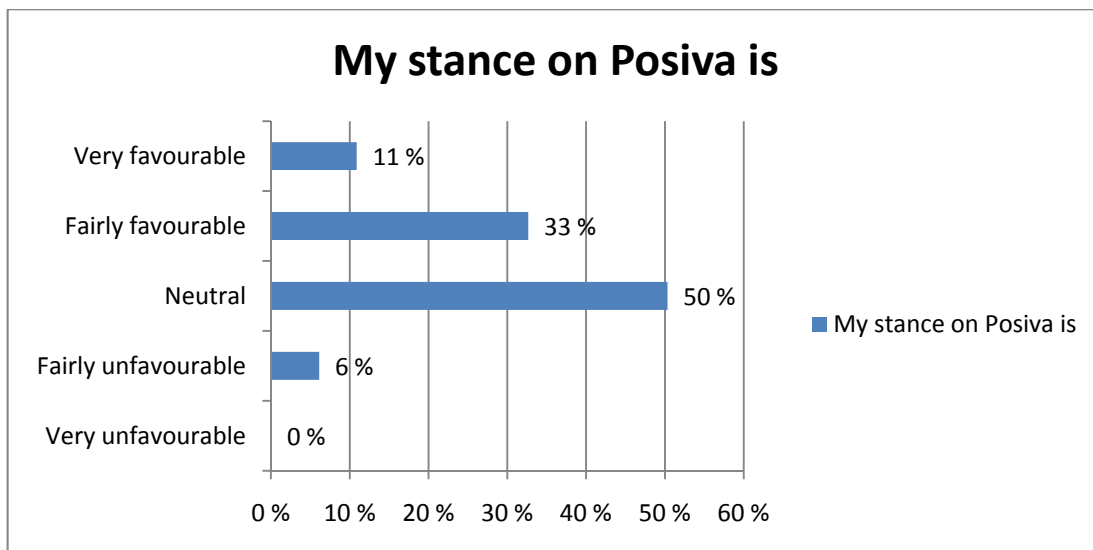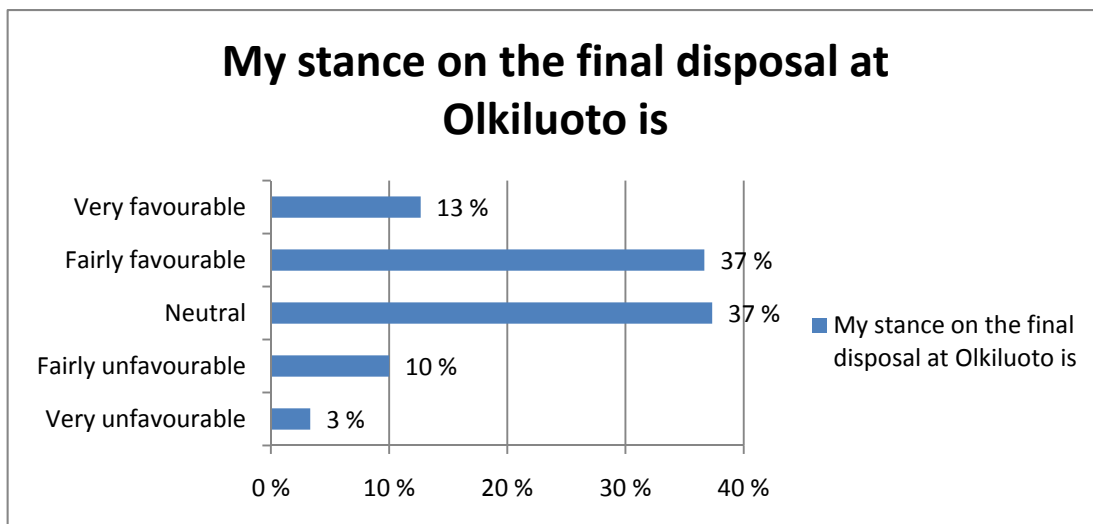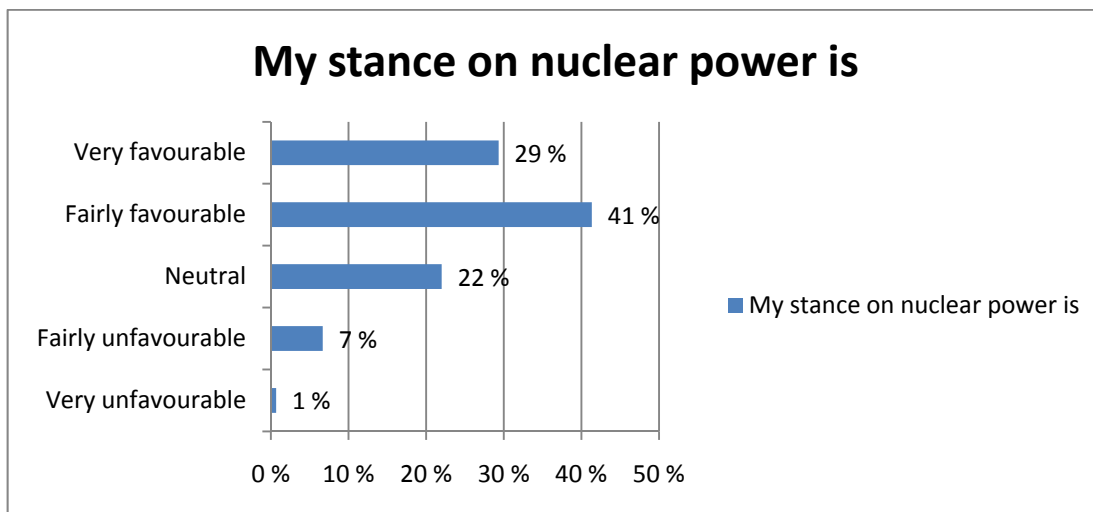Q. Have you ever visited Posiva's website?
- Your opinions about it?

Q. Could you imagine working for Posiva? Why yes/no?

Q. How would you increase Posiva's visibility among university students?

Q. From where do you search for jobs?

Q. What kind of a job advertisement gets your attention?

APPENDIX 5
Male-gender answers, all students

My stance on nuclear power is

Very favourable	29 %
Fairly favourable	41 %
Neutral	22 %
Fairly unfavourable	7 %
Very unfavourable	1 %

■ My stance on nuclear power is

0 % 10 % 20 % 30 % 40 % 50 %

My stance on the final disposal at Olkiluoto is

Very favourable	13 %
Fairly favourable	37 %
Neutral	37 %
Fairly unfavourable	10 %
Very unfavourable	3 %

■ My stance on the final disposal at Olkiluoto is

0 % 10 % 20 % 30 % 40 %

My stance on Posiva is

Very favourable	11 %
Fairly favourable	33 %
Neutral	50 %
Fairly unfavourable	6 %
Very unfavourable	0 %

■ My stance on Posiva is

0 % 10 % 20 % 30 % 40 % 50 % 60 %

APPENDIX 6
Female-gender answers, all students

My stance on nuclear power is

Very favourable	6 %
Fairly favourable	15 %
Neutral	45 %
Fairly unfavourable	28 %
Very unfavourable	5 %

■ My stance on nuclear power is

0 % 10 % 20 % 30 % 40 % 50 %

My stance on the final disposal at Olkiluoto is

Very favourable	2 %
Fairly favourable	13 %
Neutral	41 %
Fairly unfavourable	32 %
Very unfavourable	13 %

■ My stance on the final disposal at Olkiluoto is

0 % 10 % 20 % 30 % 40 % 50 %

My stance on Posiva is

Very favourable	3 %
Fairly favourable	16 %
Neutral	75 %
Fairly unfavourable	5 %
Very unfavourable	1 %

■ My stance on Posiva is

0 % 20 % 40 % 60 % 80 %

APPENDIX 7
Covering letter

Hei,

Olen kansainvälisen kaupan ja markkinoinnin opiskelija Satakunnan Ammattikorkeakoulusta ja olen tekemässä opinnäytetyötäni, joka liittyy Posiva Oy:n yrityskuvaan. Tutkimuksen kohderyhmänä ovat Satakunnan Ammattikorkeakoulun ja Tampereen Teknillisen Yliopiston opiskelijat sekä Eurajoen, Luvian, Nakkilan ja Euran kunnanvaltuustojen hallitusten ja Rauman kaupunginvaltuuston ja -hallituksen jäsenet.

Tutkimustiedon kerääminen toteutetaan nettikyselyllä sekä haastatteluilla. Jos päätät osallistua tutkimukseen, kyselyn tekeminen vie keskimäärin kymmenen minuuttia ja kaikki saatavat tiedot kyselyistä ja haastatteluista käsitellään luottamuksellisesti eikä yksittäisten henkilöiden vastauksia esitellä tutkimuksessa. Sinulla on aikaa vastata kyselyyn kesäkuun kymmenenteen päivään mennessä ja kaikkien kyselyyn vastanneiden kesken arvotaan kolme 80 euron arvoista lahjakorttia Stockmann -tavarataloihin. Osallistuaksesi arvontaan ja/tai ollessasi halukas osallistumaan haastatteluun, jonka kesto on noin 30 minuuttia, voit täyttää yhteystietosi kyselyn lopussa olevaan kenttään, joka ei kuitenkaan ole pakollista. Yhteystietojasi ei luovuteta ulkopuolisille eikä niitä käytetä muuhun tarkoitukseen kuin voittajien yhteydenottoon ja haastattelujen sopimiseen.

Jos sinulla on jotain kysyttävää tai kommentoitavaa, saat minuun yhteyden joko soittamalla numeroon 050-5391051 tai sähköpostilla otto.koskela@student.samk.fi. Pääset kyselyyn klikkaamalla suoraa linkkiä tai kopioimalla sen nettiselaimesi osoite-kenttään:

https://www.surveymonkey.com/s.aspx?sm=bH2JVa3lmLHhCR8GOUKhIA_3d_3d

Kiitos mielenkiinnostasi ja ystävällisin terveisin,

Otto Koskela